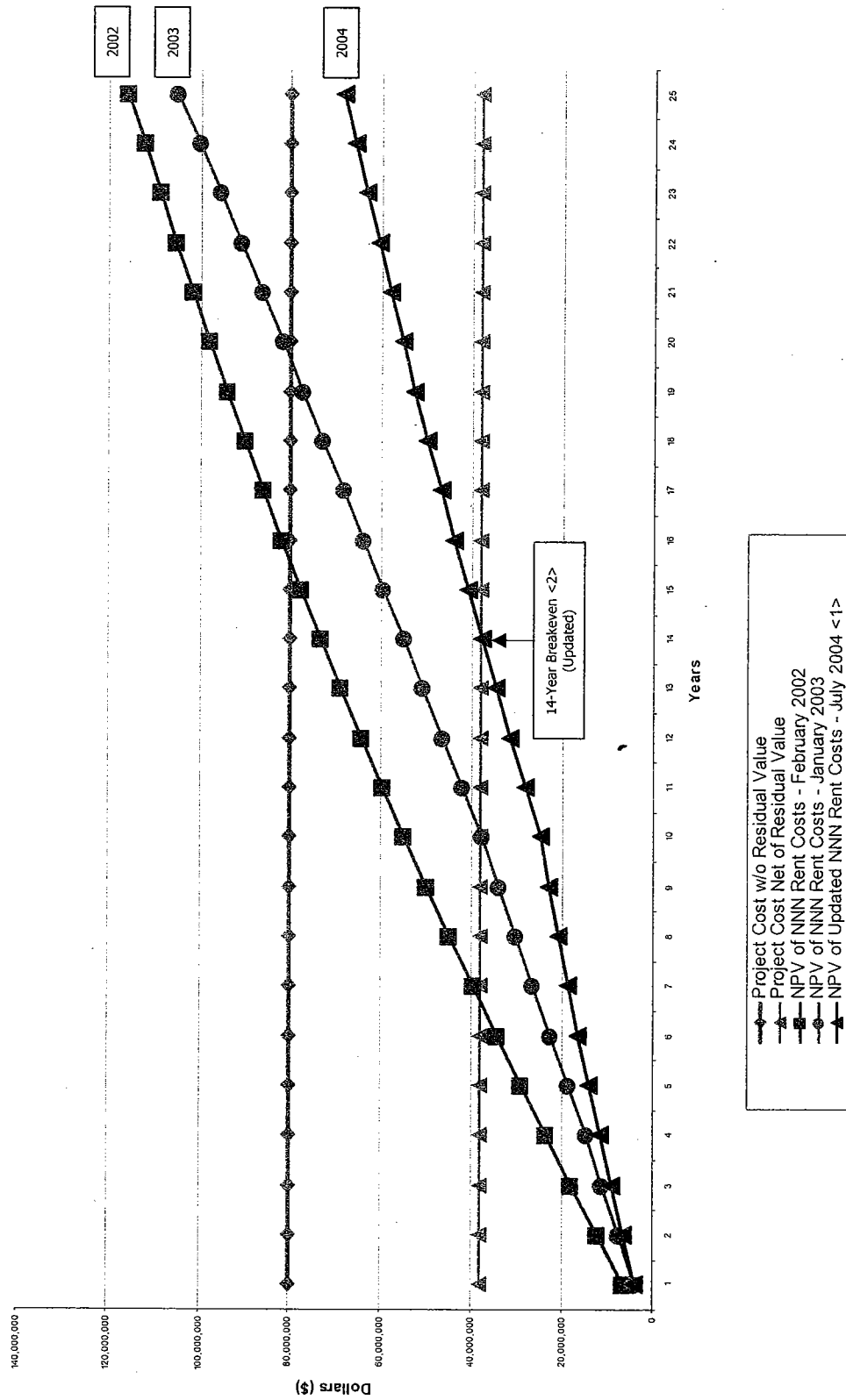


**JUNE 22, 2005 STAFF REPORT ATTACHMENTS 10
THRU 27**

Lease vs Own: NPV Rent Cost vs Total Project Cost



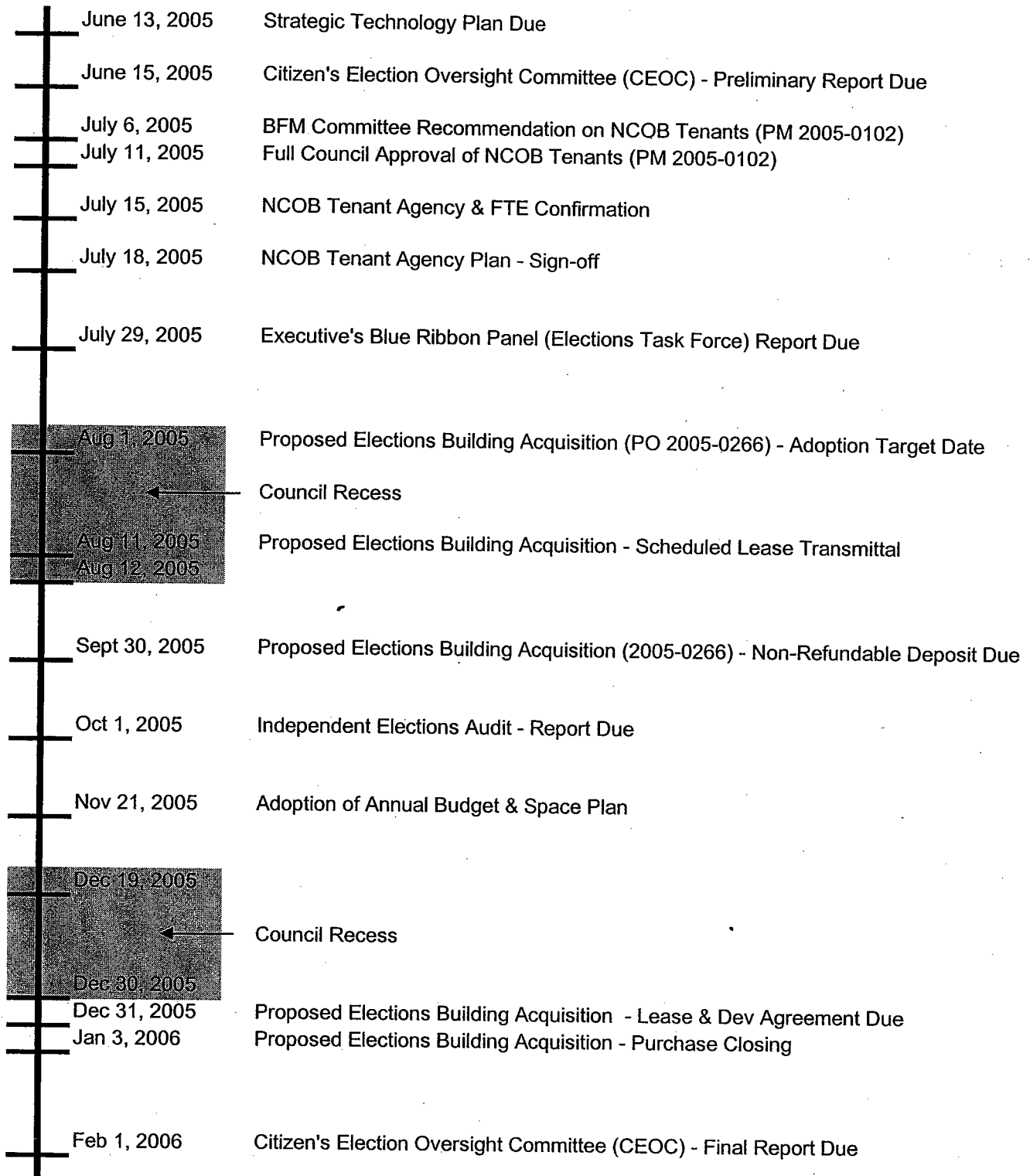
Foot Notes:

<1> "NPV of NNN Rent Costs - July 2004" are based upon proposed and projected contract rent through 2014, then to market rent for 2015-2025.
 <2> Approximately 85% of the improved rent scenario from the 2003 analysis to the 2004 analysis is attributable to proposed and expected lease rate reductions provided by Landlords in exchange for King County giving up its negotiated lease termination rights.

New County Office Building
 Revised Financing Plan
 09/15/04

A financing Example: (excluding any hot water or steam savings)									
	1	2	3	4	5	6	7	8	9
	2007	2008	2009	2010	2011	2012	2013	2014	2015
Estimated Costs									
Base Payment-Alternative B Original	5,973,765	5,973,765	5,973,765	5,973,765	5,973,765	5,973,765	5,973,765	5,973,765	5,973,765
Increment Payment- New alternative w/fe	1,043,857	1,043,857	1,043,857	1,043,857	1,043,857	1,043,857	1,043,857	1,043,857	1,043,857
MMRF Payment Base	236,249	243,336	250,636	258,155	265,900	273,877	282,093	290,556	299,273
MMRF Payment Base Added space	21,047	21,678	22,329	22,999	23,689	24,399	25,131	25,885	26,662
Remodel Payment Base (25 years)	87,289	87,289	87,289	87,289	87,289	87,289	87,289	87,289	87,289
Total Expenses	7,362,207	7,369,925	7,377,876	7,386,065	7,394,499	7,403,187	7,412,135	7,421,352	7,430,845
Revenues:									
Lease Payments Saved	4,949,952	5,058,928	5,197,671	5,340,316	5,486,975	5,637,763	5,792,797	5,966,581	6,145,579
Additional leases-additional space	315,697	322,647	331,496	340,594	349,947	359,564	369,452	380,535	391,951
Payments from Motor Pool for \$2M	-	-	-	-	-	-	-	-	-
Payments for Parking Contribution and Utility Savings (more efficient building)	1,264,643	1,370,824	1,411,949	1,454,307	1,497,936	1,542,874	1,589,161	1,636,836	1,685,941
Utility Savings (more efficient building)	195,750	201,623	207,671	213,901	220,318	226,928	233,736	240,748	247,970
Net Revenues Above	6,726,042	6,954,022	7,148,787	7,349,118	7,555,177	7,767,129	7,985,146	8,224,700	8,471,441
Annual Difference	(636,164)	(415,904)	(229,089)	(36,947)	160,677	363,942	573,010	803,348	1,040,596
Cumulative Annual Difference	(636,164)	(1,052,068)	(1,281,157)	(1,318,104)	(1,157,426)	(793,484)	(220,474)	582,874	1,623,469
Initial Balance (6 months revenues)	2,632,824								
Cumulative Fund Balance	1,996,660	1,580,756	1,351,667	1,314,721	1,475,398	1,839,340	2,412,350	3,215,698	4,256,294
Required RSF NN lease rate for break even	\$20.49	\$20.13	\$19.99	\$19.85	\$19.71	\$19.56	\$19.41	\$19.25	\$19.09
Effective RSF NN achieved w savings	\$18.28	\$18.69	\$19.20	\$19.73	\$20.27	\$20.82	\$21.40	\$22.04	\$22.70

**2005 Space Plan Analysis
Timeline
June 18, 2005**



STAFF ANALYSIS
PROPOSED ORDINANCE 2005-0266
PURCHASE OF 1130 RAINIER BUILDING

SUMMARY: The Executive's proposal is to purchase an existing 60,000 square foot, three-story building and an adjoining 140 car parking structure located at 1130 Rainier Avenue in Seattle (1130 Rainier building) at a cost of **\$13.73 million**. The Executive also proposes to purchase two adjacent parcels, totaling 16,000 square feet at a cost of **\$1.6 million**. The two adjacent parcels would be used for parking in the near term and would be available longer term for additional facility expansion. Tenant improvements costing **\$4.5 million** and other costs would bring the total project cost to about **\$22.8 million**.

On June 2, 2005, the Executive transmitted Proposed Ordinance 2005-0266, seeking supplemental appropriations totaling **\$667,000**. The request was to provide funding to complete "due diligence" activities, to make a **\$250,000** deposit, and to complete preliminary design for tenant improvements in connection with the proposed purchase of a building to house consolidated elections operations.

Executive staff will be completing due diligence sometime between August 11th and September 30th. If, after due diligence is completed, the Executive decides to proceed with the purchase, it appears that Proposed Ordinance 2005-0266 would authorize the Executive to pay a **\$250,000** deposit on the building. The **\$250,000** deposit would become non-refundable on September 30, 2005.

The Executive currently envisions bond financing for the project, under a build-to-suit, lease-to-own development structure according to Section 63-20 of the Internal Revenue Code. Section 63-20 tax exempt bond financing under the Internal Revenue Code allows a non-profit corporation to issue tax exempt bonds to finance a project utilized by a government agency. The county entered into similar bond financing arrangement for the King Street Center building near Pioneer Square. **Debt service on this transaction is estimated to be approximately \$1.78 million per year for 20 years.**

To complete the purchase of the building, the Executive will negotiate a development agreement and lease with the parties to the 63-20 financing structure. The Executive is required to transmit the development agreement and lease to the Council for approval. The Executive hopes to transmit the legislation approving the development agreement and lease to the Council by August 11th.

By moving forward on due diligence and other investments, the Council could be limiting or precluding alternatives for locating a consolidated elections facility and/or the county's Data Center. The tenants for the new county office building must be determined by July 15th, or the new county office building project will experience significant budget and/or schedule impacts. If the Council decides now to proceed with purchase of the 1130 Rainier building by investing in due diligence work and design for tenant improvements, it appears that would preclude a decision to put elections and/or the Data Center in the new

building. It could also limit alternatives for locating elections or the Data Center in other downtown office space.

Supplemental Appropriation Request: Materials provided by the Facilities Management Division show that the **\$667,000** supplemental appropriation would fund activities on the proposed purchase of the 1130 Rainier building for the remainder of 2005. Financing of the **\$22.81 million** purchase would be completed by execution of the development agreement and lease. The supplemental appropriation funding would be spent as follows:

Expenditure	Description	Amount
Deposit	Initial (refundable/non-refundable) earnest money deposit of \$100,000 paid on 5/12/05. Additional nonrefundable earnest money deposit \$150,000 to be paid on 9/30/05 (at this time, the entire \$250,000 becomes nonrefundable).	\$250,000
Due Diligence	The total cost of "due diligence" activities is estimated at \$100,000. Due to error on the part of committee staff, \$70,000 has already been included in the CIP omnibus appropriation ordinance for the first quarter of 2005. The Executive has deducted the \$70K from the total project costs in this request for supplemental appropriations. ¹	100,000
Other Acquisition Costs	These costs include legal/financing costs and contingency on acquisition budget.	49,000
Architectural and Engineering	These costs involve making improvements to the building itself	72,000
Construction	Obtaining permits for improvements to the building	9,100
Tenant Improvements	This expenditure is for preliminary architectural and engineering for the tenant improvements	39,000
Legal and Accounting		17,000
KC including contingency	This appears to be the cost of King County staff time on this project.	141,000
Total costs for 2005		747,100
Previous Appropriation	Appropriation included in CIP omnibus appropriation ordinance for the first quarter of 2005	- 70,000 677,100
Appropriation Request		\$667,000

BACKGROUND:

Elections Division Facilities: Currently, the Elections Section operates out of three facilities: the King County Administration Building fifth floor offices, the Mail Ballot Operations Satellite (MBOS) facility on First Avenue South, and the Elections Distribution (EDC)

¹ Clarification is required for information provided at the last BFM Committee meeting. Executive staff stated that the Council had already approved an appropriation of \$70K for due diligence activities on this building purchase in the omnibus CIP appropriation ordinance for the first quarter. Committee staff refuted that statement based on materials that showed that the Budget Office had withdrawn the request for the \$70K. Further investigation revealed that committee staff had not made a necessary correction to the CIP omnibus ordinance attachments to remove the \$70K appropriation as requested by the Budget Office. The result was that the \$70K remained in the ordinance passed by the Council by mistake. The appropriation was not an affirmative decision of the Council to proceed or not proceed with this project.

warehouse on 14th and Fir. Each of these facilities plays a critical role before, during and after each election.

The EDC is used for storage of election equipment and supplies and assembly of polling place kits, including the final testing of the AccuVote machines once they are loaded with the memory cards prepared downtown. All absentee ballots are processed at the MBOS facility. As the number of mail ballots has grown, the MBOS building's limitations (heat, power, security, and parking) have become significant issues.

The fifth floor of the Administration Building is used for administrative services, master control of election data systems, and tabulating ballots voted at polling places. It has inherent limitations for efficient processing of large amounts of election materials, which is why the other two facilities are required. It is the sole source for customer services, such as late absentee ballot requests, and candidate filing.

The Facilities Management Division has been working since 2004 to find adequate space in which to locate consolidated elections operations. The Division identified the 1130 Rainier Building to house consolidated elections operations. Purchase of two adjacent parcels would provide additional parking for the building and would provide the potential for future expansion to include a warehouse facility.

In addition, the Division advises that the building contains a modern technology infrastructure that would facilitate locating the county's Data Center to this building, instead of moving it to the new county office building.

Elections Policy Recommendations: In the last staff report dated June 8, 2005, staff provided background information concerning the issues experienced by the King County Elections Division since 2002. There have been a number of independent reviews conducted of King County election operations, and a variety of recommendations made for improvement.

There were some specific recommendations made about the physical locations and facilities currently housing elections operations, as follows:

Group	Issue/Finding
Citizens Election Oversight Committee	Physical Plant <ul style="list-style-type: none"> • King County should consolidate key parts of elections operations. • Specifically, all ballot processing should occur in a single facility. Security <ul style="list-style-type: none"> • Voting tabulation computer system hardware and software should be kept in an isolated, secure facility. • Centralize elections in a single location.
Washington Secretary of State	Physical Space <ul style="list-style-type: none"> • The Election Division needs more and better quality workspace.
Independent Consultant Ellen Hanson	Physical Space – Recommendations concerning MBOS <ul style="list-style-type: none"> • The County should secure additional space in a warehouse next door to MBOS. Redesign layout for greater efficiency.

The specific findings about the elections facilities are included in this staff report as **Attachment #19**. Please note that all of the reviews recommended that elections operations be consolidated in one facility. None of the experts had any recommendations about whether the warehouse should be located in the same facility as election operations.

The issues with elections operations have continued, most notably in the 2004 general election. This has resulted in new independent reviews of King County elections operations, as follows:

Group	Scope of Review	Final Work Product Due
Independent Task Force on Elections	Recommend short- and long-term strategies to improve elections processes.	July 29, 2005
Citizens' Election Oversight Committee (reconstituted)	Evaluate all elements of the election process, identify progress on implementing previous recommendations and make recommendations for improvement.	February 1, 2006.
Management Audit of Elections Operations	Review and make recommendations on a list of issues, including organizational structure and adequacy of facilities.	October 1, 2005

The June 15th preliminary report of the Citizens' Election Oversight Committee (CEOC) is included in this staff report as **Attachment #27**. This preliminary report sets forth the work plan for the CEOC, which includes reviewing and determining the status of implementation of the recommendations from their May 2004 report.

According to Executive staff at the March 25, 2005 meeting of the Joint Advisory Group (JAG), they had been searching about a year for a facility in which to locate consolidated elections operations. They stated that a new facility would be needed not later than the 2008 Presidential Election. At that same meeting, staff identified the 1130 Rainier building for elections and shared a preliminary overview of the purchase of the building. Staff stated that the 1130 Rainier building could be occupied by January 1, 2006. The proposal to purchase the building was transmitted to the Council on June 2, 2005.

Additionally, on April 4, 2005 Council adopted Motion 12099 which requested the Executive to undertake activities consisting of:

Preparing a space plan for consolidation of elections operations into a single facility, estimating the costs of consolidation and proposing a schedule for consolidation. The plan should consider a range of options including making use of existing space, leasing space, and constructing a new facility.

This motion also requested that the Executive provide a report:

Evaluating all of the resources needs for elections and presenting them in a report to the council transmitted by August 1, 2005. The needs should be

detailed and explained in such a way as to provide an understanding of the functional areas of elections as well as personnel and equipment needs.

The Executive has not transmitted a space plan for elections consolidation, other than the proposed purchase of the 1130 Rainier building, or an evaluation of the resource needs for elections operations. (Note that the proposed evaluation of needs is not due until August 1st).

Information Technology Policies: The King County Data Center is currently located in about 6,000+/- square feet of leased space on the 24th floor of the City Municipal Tower. If the county were to purchase it, the Executive proposes to move the Data Center to 16,000 square feet on the ground floor of the 1130 Rainier building.

The building has modern IT infrastructure that would support the Data Center, though site modifications would need to be made to meet the needs of the Data Center. The estimated cost of the required modifications is **\$2.25 million**, which includes the costs of running fiber and installing hookups to tie the 1130 Rainier building into King County's fiber network.

The Executive estimates that the cost of moving the Data Center to the new county office building would be approximately **\$11.5 million** and that the cost of moving the Data Center to the 1130 Rainier building would be **\$9.6 million**. An additional **\$2.0 million** of costs could be incurred regardless of whether the Data Center moved to the new building or the 1130 Rainier building.

There are several efforts underway that would take a comprehensive look at the county's current and future technology needs. These efforts include:

Study	Scope of Review	Final Work Product Due
Strategic Technology Plan	Review and plan for the three-year period 2006 through 2008 to set the direction for county technology planning, operations and management. One strategy in the plan is to standardize and organize technology, which will directly impact the need for space by the Information and Telecommunications (ITS) Division.	July 13, 2005
Information Technology Organization Project	Plan for 2003 through 2005, to organize technology with the primary intent to reduce IT management costs. A consultant provided a final report on the IT organization project in 2004 and the Council is awaiting the executive's recommendations on the project.	Report completed 2004. Council awaiting Executive's recommendations
Network Infrastructure Optimization	Make immediate improvements to county's network infrastructure and associated operations and being the long-term transition to an efficient, manageable, and cost-effective network infrastructure that can	Ongoing

	support all of the county's voice, video, data, and wireless communication needs.	
Mainframe Needs	The county maintains a mainframe computer that occupies significant space in the Data Center. More current technology which is smaller than a mainframe may be an alternative to maintain a mainframe, thereby reducing the need for a large data center.	Ongoing

The results of these studies and planning efforts may change the direction and the space needs for information technology in the county. Purchase of the 1130 Rainier building would precede recommendations on the county's IT needs.

PROPOSED PURCHASE OF 1130 RAINIER BUILDING:

Scope:

The Executive's proposal would be to purchase the 60,000 foot, three-story building at 1130 Rainier Avenue for a total cost of **\$22.8 million**. The Records, Elections and Licensing Services (REALS) Division Elections Operations offices, currently located on the fifth floor of the King County Administration Building, and MBOS operations currently located at the 1st Avenue South site to the 1130 Rainier site, would be relocated to the 1130 Rainier building.

The Executive's proposal also would relocate REALS Division Administration offices to the 1130 Rainier building. Since only Elections would move to the 1130 Rainier building, the move for REALS Administration would require remote management for the remaining Records and Licensing Services sections.

The proposal would leave the existing Elections Distribution (EDC) warehouse at its current location in county-owned facilities at 14th Ave. and Fir. The proposed move would provide an immediate 44,000 square feet for office and ballot processing and total allocation of MBOS storage space at about 24,000 square feet.

The 1130 Rainier building appears to meet the needs of a consolidated election operations facility. Elections space needs including projected growth assumed for the proposed 1130 Building are summarized by the following table:

Current	Office	Storage	Total
Administration Building	15,440		15,440
Elections Distribution Center (EDC)	930	21,470	22,400
Mail Ballot Operations Satellite (MBOS)	9,700	2,300	12,000
Subtotal	26,070	23,770	49,840
Growth Projections	15,200	5,200	20,400
Adjustment to 1130 Building		(3,840)	(3,840)
Total	41,270	25,130	66,400

The proposed Elections consolidation will keep the county-owned Elections Distribution Center (EDC) warehouse at 14th and Fir and consolidate ballot processing functions currently

located in the Administration Building and the Mail Ballot Operations Satellite (MBOS) into the 1130 Building. The proposed spaces are shown in the following table:

Proposed Elections Consolidation	Office	Storage	Total
Elections Distribution Center (EDC)	930	21,470	22,400
Proposed 1130 Building	40,340	3,660	44,000
Total	41,270	25,130	66,400

A copy of the *PRELIMINARY Draft – King County Elections - Facility Program Plan* was received from FMD on June 13, 2005 which includes additional narrative of Elections programmatic needs. According to the program the 3,660 sf storage space proposed for the new facility requires higher ceiling clearance space and some type of materials handling equipment such as a fork lift.

The proposed 1130 Building, which was originally designed as a manufacturing facility, could accommodate the higher floor loads, ceiling clearance and materials handling operations without significant modification whereas, existing county-owned downtown space such as the Administration Building and the NCOB would have to be modified. In addition, the elevators are located at one end of the building, leaving the interior space open and unobstructed making the operations within the building easy to observe.

The Elections Division has argued that it has a need for increased parking for staff, especially during peak operational periods. Elections staffing is very variable and ranges from 52 employees in during slow periods to over 425 employees during peak operational periods. Peak times can occur from 20 days prior to an election to ten days following an election. In 2006, staffing of over 300 employees is expected for eight weeks during the year.

The 1130 Rainier building current has 140 parking spaces. The proposed purchase of the two adjoining parcels could add up to 50 additional parking spaces, resulting in a total of 190 parking spaces at the property. This does not appear to provide enough parking to serve the identified average need for parking for 210 employees and members of the public. It would also not appear to provide parking for 425 employees and members of the public during peak operation times. It has been suggested that there is adequate space on public streets in the residential neighborhood near the 1130 Rainier building for Elections employees and the public. However, there has been no analysis completed concerning the impact on the neighborhood and on traffic on Rainier Avenue in handling parking for over 200 cars.

There is one bus line that travels along Rainier Avenue and passes the 1130 Rainier building about every ten minutes. In comparison, there are substantially more transit opportunities to the downtown Seattle core. Committee staff have heard concerns expressed that taking transit to the 1130 Rainier building would require many elections employees to take the bus to downtown Seattle and then transfer to reach the 1130 Rainier building. This could increase the commute time for these employees substantially or could lead them to choose to drive to work. Should this occur, it would be inconsistent with county transit policies encouraging county employees to ride the bus and providing employees with free bus passes.

In addition, there may be unintended consequences connected to providing parking at the 1130 Rainier building. One consequence could be that free parking becomes a condition of employment and that during peak operations, the county could be prevented from preserving any of the parking for public uses. It could also limit opportunities or increase the cost to relocate employees in the future should that be required. Further analysis is needed.

Schedule:

The Executive's proposal states that "due diligence" is scheduled to be completed by September 30, 2005. The Executive's transmittal letter states that once due diligence work is completed, "should King County decide to go forward, a non-refundable deposit of \$250,000 would be required". This means that this legislation would authorize the Executive to make a non-refundable investment of county funds in the purchase of this building after due diligence but before further Council approval. A copy of the project schedule is in **Attachment #21**

The next step in purchasing the 1130 Rainier building is a development agreement and lease agreement. If the Executive decides to proceed with the purchase of this building, he will transmit the development agreement and lease agreement, with a proposed ordinance, for Council review and approval (or not). The Executive intends to transmit these documents to the Council by August 11, 2005.

It is the Executive's plan to close on the purchase of the property in early January 2006. It appears that the Executive would have the Elections Division located in the new building by mid-June 2006, and the Data Center fully moved by sometime in 2007.

As noted above, the schedule for decision making on the 1130 Rainier building is out of sync with decision making on tenants for the new county office building. If the Council decides now to proceed with purchase of the 1130 Rainier building by investing in due diligence work and design for tenant improvements, it may limit alternatives for locating elections or the Data Center in the new building or in other downtown office space.

Budget:

The proposed budget for this project totals \$22.8 million, with annual payments on debt service of about \$1.8 million, at an interest rate of 4.75% per year. The projected budget for the building purchase is estimated as follows:

	Estimated Cost
Purchase of 1130 Rainier Avenue Building	\$13.7 million
Purchase of two adjacent parcels	1.6 million
"Due diligence"	.1 million
Other acquisition costs	.05 million
Total Purchase	\$15.47 million
Tenant Improvements	\$ 4.54 million
Legal, accounting, developer overhead, contingency	2.8 million
Total Project Budget	\$22.81 million

A proposed project cost summary has been provided and is included as **Attachment #22**.

The Executive currently envisions bond financing for the project, build-to-suit, lease-to-own development structure according to Section 63-20 of the Internal Revenue Code. Section 63-20 tax exempt bond financing under the Internal Revenue Code allows a non-profit corporation to issue tax exempt bonds to finance a project utilized by a government agency. The county entered into similar bond financing arrangement for the King Street Center Building in Pioneer Square.

Debt service on this transaction is estimated to be approximately \$1.78 million per year for 20 years. This debt service will be paid in the form of lease payments under the 63-20 lease back arrangement.

The lease payments would be allocated between Elections Division and Information Technology Services (ITS) based on space utilization. Preliminary cost estimates provided by the Executive project annual payment by ITS of \$748,000 and annual payments by the Executions Division of \$1,032,000. These estimates assume that ITS would occupy the first floor and Elections would occupy the second and third floors of the 1130 Rainier building.

A suggestion in the Executive's transmittal letter to recover these annual lease payments is to increase the amount charged to non-county jurisdictions for elections reimbursement. The county provides elections operational support to non-county jurisdictions (such as some suburban cities and special districts). The county obtains reimbursement from these jurisdictions for the costs of election operations. Currently, charges for leased space but not for owned space are included in the reimbursement calculations. The Executive has suggested that a portion of the debt service payments for the 1130 Rainier building could be included in the reimbursement charges to non-county jurisdictions. The Executive's transmittal letter suggested that about \$598,000 of the debt service could be recovered in this way.

The lease payments could also impact the internal services charges for ITS services by adding \$750,000 to annual operation costs each year. Analysis on these financial impacts continues.

NEXT STEPS

In addition to analysis of the comprehensive response to questions posed to Executive staff, staff analysis continues on the costs and benefits of the 1130 Rainier building as compared to using existing leased or county-owned office space.

STAFF ANALYSIS
PROPOSED MOTION 2005-0102
PROPOSED NCOB TENANTS

SUMMARY:

Bonds were sold in January 2005 for the \$100 million new County Office Building (NCOB). The Construction of the parking garage on Goat Hill (Phase 1) is currently under construction and is scheduled to be complete in the fourth quarter of this year. Demolition of the existing county parking garage and construction of the NCOB (phase 2) will begin immediately following completion of the Goat Hill parking garage.

Remaining Council decisions include approval of the NCOB tenants, Council adoption of revised parking rates, and a supplemental appropriation request for modular workstations for selected tenants. Council decision on the proposed NCOB tenants must be made by mid-July in order to avoid project delay (**Attachment #24**).

The project is a 290,338 rentable square foot¹ (rsf) 13 story office building with parking for 94 vehicles to be located on the existing Automotive Center site augmented by an 820 vehicle parking structure on Goat Hill. Copies of proposed NCOB floor plans were provided at the June 8th Committee meeting. Under the proposed "Lease / Lease Back" delivery methodology the county will lease the building for **28.5 years** and at the end of the lease term the county will take ownership of the property. The financing plan assumes that annual lease payments (i.e. debt service on the bonds) will be paid by tenant agency rent payments and parking revenues. Tenant agency rents are projected to be equivalent to their current outside lease costs. **Proposed revisions to parking rates are anticipated later this year and will be subject to review and approval by the Council.** It is anticipated that proposed parking rates will be increased to market rates and current parking contributions to the CX fund and Child and Family Services are assumed to be at least equal to the current dollar amounts indexed at 3% for inflation.

Proposed Tenants: Since September 2003, the Council has been very involved in the proposed tenants for the New County Office Building and in particular the proposed location of the Executive Office and Office of Management and Budget. In September 2003, the Executive proposed the preliminary NCOB tenant list as part of the supporting documentation that provided the economic justification for the project (Ordinance 14812). Concurrent with the supplemental appropriation request for the NCOB was an Executive proposal to relocate the PAO from lease space to the 4th floor of the Courthouse in the space previously occupied by the Executive and the Office of Management and Budget. The Council adopted the Executive's proposal in December 2003 (Ordinance 14086). The economic analysis and basis for Council approval of the Executive's proposal to relocate the PAO to the Courthouse and the Executive/OMB to the Administration Building has been well documented throughout 2004 and was reviewed at the June 8th committee meeting.

Proviso (Final Proposed Tenants): During Council review of the NCOB lease and development agreement in September 2004 the supporting documentation noted that the proposed tenants would not be finalized until the next phase of development (Ordinance 15042). As a consequence the council reiterated its position that the Council would set the policy for tenant

¹ Rentable square feet is the Usable square feet plus a percentage (the core factor) of the common areas on the floor, including hallways, bathrooms and telephone closets. (And sometimes main lobbies, cafeterias, exercise facilities) Rentable square footage is the number of square feet on which a tenant's rent is based

decisions by including a proviso requiring the Executive to submit legislation identifying the final tenant list for approval by the Council by January 31, 2005².

Proviso Response (Final Proposed Tenants): The current proposed tenants described in the report *New County Office Building: Prospective Tenants*, (Proposed Motion 2005-0102) includes significant changes to the previous proposed tenants from 2003 – 2004. Some agency additions were anticipated as a consequence of the increase of the NCOB by 23,252 RSF of unassigned space just prior to adoption of Ordinance 15042 in September 2004. **However, the 2005 proviso response includes significant other agency additions and deletions that are explained in the report. See Attachment #15 for a crosswalk between the 2003 proposed tenants and the current 2005 proposed list.**

Proposed CX to Non CX Tenant Distribution: The proposed CX to non-CX tenant ratio has changed since the 2003 proposed tenant list. The NCOB lease area proportion of CX agencies have increased from 7.6% in 2003 (17,891 rsf) to 20.7% in 2005 (42,246 usf). See **Attachment #23.**

Tenant Improvement Schedule: A copy of the NCOB tenant improvement schedule is included in **Attachment #24.** The NCOB Tenant Improvement schedule indicates that tenant agency sf must be confirmed by July 15, 2005. **This means that the BFM Committee must take action by July 6, 2005 in order for the full Council to take action by July 11, 2005 to avoid risk of a delay claim.**

Summary of NCOB Tenant Agency Recommendations:

Staff analysis of the tenant agency recommendations included in the June 8, 2005 staff report is limited to information provided in the NCOB tenant proposal (Proposed Motion 2005-0102 and information provided prior to June 8th. Further staff analysis will be subject to a review of additional information provided by executive staff. The following discussion is limited to a summary of the June 8th meeting.

A. King County Elections:

According to the NCOB tenant proposal, King County Elections was considered as candidate tenant in early February 2005 and eliminated due to configuration problems and the need for warehouse type space. During the June 8, 2005 committee meeting, committee members requested that the NCOB be reevaluated particularly since the proposed elections building acquisition no longer included the EDC warehouse function. The June 8, 2005 staff report includes a detailed discussion of this issue.

B. Executive in NCOB:

The single biggest proposed tenant change in NCOB tenancy is the inclusion of the Executive office, Office of Management and Budget, and OIRM, spaces. See the section above for a discussion of the previous agreed upon location for the Executive and Office of Management and Budget. According to the preliminary blocking and stacking diagram provided in the June 8th staff report, the proposed location for the Executive and related functions is on the top two floors of the NCOB.

Discussion:

² Proviso response was received March 1, 2005.

The justification provided in the Executive's report leading to the recommendation to include the Executive, OMB, and OIRM in the NCOB is summarized by the following:

OIRM: Preliminary plans did not account for the rapidly growing space needs for OIRM (5,132 sf) which recently relocated to leased space in the Bank of America.

Discussion: OIRM was relocated to the 20th floor of the Bank of America in March of 2004 and was not included in previous (2003 – 2004) council discussions or decisions regarding the location of the Executive and OMB.

Tenant Improvement Costs: According to the NCOB tenant recommendation submittal, the estimate for tenant improvements in the Administration building is \$2 million including asbestos abatement. On June 6, 2005 council staff received a revised estimate of \$3.7 million for this work that included caveats that costs could increase beyond \$3.7 million. Council staff have not had an opportunity to review this revised estimate. See June 8, 2005 staff report for additional background on tenant improvement costs

Existing Furniture in Lease Space: The existing Executive/OMB lease in the Bank of America includes a provision (Lease Exhibit F) that will allow the county will take ownership of the existing furniture left behind by the previous tenant. Confirmation of the furnishings ownership was requested on June 13, 2005.

Asbestos Abatement: See the June 8, 2005 staff report for a discussion of asbestos abatement costs.

Executive in Lease Space Longer: The June 8, 2005 staff report includes analysis and discussion of lease costs, lease amendments, double moves, and functional adjacencies.

C. Department of Public Health (DPH): DPH space needs appear to have increased significantly since 2003. The June 8, 2005 staff report includes analysis and discussion of DPH changes. A clear assessment of DPH space needs will be difficult until completion of the two-year Operational Master Plan (OMP) which is currently underway.

D. Department Of Community and Human Services (DCHS):
No proposed changes

E. Department of Executive Services (DES) – Administration/Director's Office:
DES/Admin has been scheduled to be relocated to the NCOB since 2003. There are two changes for DES/Admin space under the current proposal. First, in 2003 DES/Admin was located in the 4th floor of the Courthouse, but has since been relocated to the Bank of America Tower. Second, the projected space has increased from 1,050 rsf to 2,013 useable square feet³ (usf)

F. Department of Executive Services (DES) – Information and Telecommunications Services (ITS):

Under the Executive's proposal for acquisition of a new Elections facility (Proposed Ordinance 2005-0266) the ITS/Data Center would be relocated to the ground floor of the proposed 1130 Rainier Building. This building is equipped with an existing 16,000 sf data

³ Usable Square Feet denotes the number of square feet in a commercial building deemed to be usable by BOMA.

center and the proposal analysis indicates that that this space could be cost effectively converted for use by DES/ITS.

The 2003 NCOB proposal included the ITS/Data Center in the NCOB. The current (2005) NCOB report states the following:

“At this time FMD staff are working with Wright Runstad’s electronics/technology consultants and architects to develop cost estimates for various data center scenarios. **If necessary, FMD will prepare a recommendation to the Executive for a supplemental appropriation request to cover the costs associated with the new data center requirements.**”

The June 8, 2005 staff report includes a discussion of the ITS/Data Center issues including the uncompleted IT Strategy and IT Organization reports. According to the elections building acquisition proposal, the ITS data center represents 27% of the area (16,000 sf) and 42% of the cost of the building (\$9.6 million) plus additional data center upgrade and planning costs (estimated \$4 million).

The June 8, 2005 staff report posed the following with regard to ITS/Data Center discussion: Given the number of unresolved Data Center programmatic and cost issues, the Council may wish to consider continuing to lease data center space in the Key Tower (6,000 sf) until such time as, the proviso responses for the *IT Strategic Plan* and the *IT Organization Study* are complete and Executive recommendations are transmitted so that the long range planning for the data center can be vetted.

It should be noted that IT Technology issues and legislation are referred to the Labor Operations and Technology (LOT) Committee and BFM staff are not acquainted with the details of these issues.

G. DES Print Shop & Surplus Property:

The print shop and surplus property have been deleted from the current proposal.

Discussion: The report notes the specialty requirements of the printing and graphics shop function. Additionally, the lower level spaces of the NCOB which would be the most suitable spaces for the print shop are proposed for other functions. Surplus property will soon be relocated to the recently acquired Orcas Building.

H. DES Finance and Business Operations:

DES Finance (Administration Building) has been deleted as a proposed NCOB tenant in the current proposal. The 2003 proposed tenants included co-location of finance from the Exchange Building and relocation of 16,000 sf of Finance from the 6th floor of the Administration Building. The relocation of Finance from the Administration Building to the NCOB was part of the Executive’s proposal to relocate the PAO from lease space to the 4th floor of the Courthouse in the space previously occupied by the Executive and OMB (see above).

I. DES Board of Ethics:

The Board of Ethics (500 sf) was not included in the 2003 proposed tenants but has been added to the current proposal. Previously, BOE was located in the Bank of California but was recently relocated to the Bank of America Tower.

J. King County Ombudsman:

The Ombudsman was not included in the 2003 proposed tenants but has been added to the current proposal. The Ombudsman is currently located in the Yesler Building and as such does not meet the rental to county-owned space criteria. However, the space is relatively small (4,500 sf) and will not impact the financing proforma. The proposed space has been increased over the current space which will be adequate to accommodate the space concerns raised by the Ombudsman resulting from the stakeholder feedback meetings.

K. Other Functions/Activities:

Other functions included in the NCOB include the following:

- Day Care Center
A response to a request for additional information on the planning and operations of the proposed Day Care operations was provided
- Bicycle Storage & Showers
- Wellness Center/Work-out Room
- Conference Center
- Retail (Coffee Shop) Lease Space
- Wayfinding Kiosk
- Public Access Counters
- Special Project Team Space (Future Growth)

Growth Projections:

The June 8, 2005 staff report included a lengthy review of the proposed growth assumptions, vacancy rates, and programming planning strategies to address growth. Committee members expressed reservations regarding the strategy to provide unprogrammed pocket space at the June 1, 2005 committee meeting. Executive staff clarified that FMD's intent was that the pocket space use would be heavily utilized, and funded, by special project teams on a fairly continuous basis. These spaces would then be available to adjacent departments as demand for space increased. FMD stated that the programming for use of these spaces would take about a year and in view of the concerns raised may reevaluate the use of pocket space in the NCOB.

Leases:

The June 8, 2005 staff report included a lengthy discussion of the status of leases and both before and after occupancy of the NCOB. Additionally, the staff report included a discussion of KCC exceptions to leases that do not require Council approval.

NEXT STEPS:

Staff analysis continues the above issues and on Executive staff responses to committee member questions which have not yet been received.

Executive's 2003 and 2005 Proposals for NCOB Tenants

Table A below shows the Executive's proposals in 2003 and as of March 2005 (Proposed Motion 2005-0102) for tenants in the NCOB.

Table A: Executive's 2003 and 2005 Proposals for NCOB Tenants

Agency	Executive Proposal		
	2003	2005	
DES Finance (Finance & Business Operations)	NCOB	NCOB	NO CHANGE
DCHS	NCOB	NCOB	NO CHANGE
DCHS/Public Defense	NCOB	NCOB	NO CHANGE
DPH	NCOB	NCOB	NO CHANGE
DES/ITS	NCOB	NCOB	NO CHANGE
DES/Admin	NCOB	NCOB	NO CHANGE
Executive/BRED	NCOB	NCOB	NO CHANGE
Executive	Admin	NCOB	CHANGE
Executive/OMB	Admin	NCOB	CHANGE
Executive/OIRM	Admin	NCOB	CHANGE
DES/BOE	Admin	NCOB	CHANGE
Council/Ombudsman	Yesler	NCOB	CHANGE
DPH ²	Lynn Trust	NCOB	CHANGE
DES Finance (Treasury Section)	NCOB	Admin	CHANGE
DPH	NCOB	1916 Boren	CHANGE
Print Shop/Surplus Property	NCOB	Graybar	CHANGE
Mail/Facilities Support	NCOB	Misc.	CHANGE
NCOB Pocket Space ¹		NCOB	CHANGE
MISC ²		NCOB	CHANGE

Footnotes:

1. Pocket Space means space in the NCOB not currently programmed and reserved for future growth.
2. Misc. means common areas, help desk, conference center, daycare, retail, workout room, bike rack and showers, mail room and facilities support space.

Executive's 2003 and 2005 Proposals for NCOB Tenants

Table X below shows the Executive's proposals in 2003 and as of March 2005 (Proposed Motion 2005-0102) for tenants in the NCOB in three categories:

- I. The first category shows "No Changes" from 2003 to 2005 in the group of agencies slated for the NCOB;
- II. The second category shows the Executive's new proposal in 2005 for agencies now slated for NCOB that were not originally proposed in 2003;
- III. The third category shows the Executive's proposal in 2005 for agencies that were originally slated for the NCOB in 2003, but are no longer going into the building.

Table X: Executive's 2003 and 2005 Proposals for NCOB Tenants

Agency	Location Building	Executive Proposal		2003	2005
		2003	2005	RSF NCOB ¹	USF NCOB ¹
I. NCOB Tenants – NO CHANGE 2003 to 2005					
DES Finance	Exchange	NCOB	NCOB	25,000	21,630
DCHS	Exchange	NCOB	NCOB	40,648	33,773
DCHS/Public Defense	Walthew	NCOB	NCOB	4,083	
DPH	Wells Fargo	NCOB	NCOB	87,010	85,068
DES/ITS	Key Tower	NCOB	NCOB	33,345	25,695
DES/Admin	BOAT	NCOB	NCOB	1,050	2,013
Executive/BRED	BOAT	NCOB	NCOB	4,200	5,752
	Subtotal:			195,336	173,931
II. 2005 EXEC PROPOSED CHANGES – AGENCIES ADDED TO NCOB					
Executive	BOAT	Admin	NCOB	n/a	7,933
Executive/OMB	BOAT	Admin	NCOB	n/a	11,004
Executive/OIRM	BOAT	Admin	NCOB	n/a	5,752
DES/BOE	BOAT	Admin	NCOB	n/a	500
Council/Ombudsman	Yesler	Yesler	NCOB	n/a	4,500
DPH ²	Lynn Trust	Lynn Trust	NCOB	n/a	
NCOB Pocket Space ³	-		NCOB	n/a	21,200
MISC ⁴	-		NCOB	n/a	71,772
	Subtotal:				122,661
III. 2005 EXEC PROPOSED CHANGES – AGENCIES REMOVED FROM NCOB					
DES Finance	Admin	NCOB	Admin	16,000	n/a
DPH	1916 Boren	NCOB	1916 Boren	5,660	n/a
Print Shop/Surplus Property	Graybar	NCOB	Graybar	16,670	n/a
Mail/Facilities Support	Misc	NCOB	Misc.	27,415	n/a
	Subtotal:			65,745	
	TOTAL:			261,081	296,592

Footnotes:

1. The 2005 proposed tenants are summarized using a different space calculation methodology (i.e. useable square footage VS rentable square footage). The RSF for the proposed 2005 tenants is not available at this time.
2. Estimated NCOB sq. ft. included in DPH square footage above.
3. Pocket Space means space in the NCOB not currently programmed and reserved for future growth.
4. Misc. means common areas, help desk, conference center, daycare, retail, workout room, bike rack and showers, mail room and facilities support space.

STAFF ANALYSIS
PROPOSED MOTION 2004-0268
WER FEASIBILITY STUDY

ATTACHMENT 16

SUMMARY:

The June 8, 2005 staff report discussion of the WER relocation feasibility study focused on reacquainting members with the highlights of the which had not been heard in the BFM committee since July 28, 2004. The June 8, 2005 staff report included additional staff analysis.

In December 2003 during the review and approval of NCOB Phase I (Ordinance 14812), the council requested a feasibility study of the existing Work Education Release (WER) space within the Courthouse to confirm if the space could be converted to a more compatible use such as office space.

WER Feasibility Study Conclusions: The Executive's proposed feasibility study recommended that the county not relocate WER from its current location in the Courthouse at that time. The conclusion was based on the following findings:

- Costs are not justified.
- West wing will be needed for secure inmate populations particularly during construction of the Integrated Security Project (ISP).

The executive summary further noted however, that the option to relocate WER from the courthouse could be revisited if results of current and programmed operational master plans for agencies requiring secure facilities justify the need for additional courthouse space.

Discussion: The schedule for completion of the ISP is expected to be extended approximately 5-months to mid-2007. The reasons for the schedule creep and budget implications are still under review by Executive staff.

Specific Conclusions included:

- The west wing was originally designed for WER and is a suitable place to relocate WER.
- Relocation of WER to the west wing would result in a loss of minimum security capacity.
 - 178 beds if west wing floors 2 & 3 are used for WER.
 - 213 beds if west wing floor 4 is used for WER, However, this scenario could expand WER to include both men and women and would free up jail space currently traded to DOC in the Reynolds facility.
- Based on 2003 inmate population projections, following ISP construction, the premium cost to relocate WER to the west wing would:
 - Exceed \$500,000 over six years if west wing floors 2 & 3 are used for WER (i.e. 6 to 7 RJC units double celled 30% of the time).
 - Exceed \$812,000 over six years if west wing floor 4 is used for WER (i.e. increased RJC units double celled 50% of the time).
- Premium costs would be greater if the population forecast was low by even a small percentage.

Discussion: The west wing is unsuitable for inmates of higher custody levels and as such has generally been used to house minimum custody inmates, including trustees and females. WER Program capacity could be increased if the program were relocated to a more suitable location. Despite the additional loss of capacity, conversion of the fourth floor to WER has several advantages over floors 2 & 3:

- Could allow work release housing for both males and females.
- Free up jail space now traded to the State Department of Corrections (DOC) for female work release beds in the Reynolds facility.
- Potential for a separate work release entry would avoid cross traffic with custody inmates.

Community Correction Alternative Programs (CCAP): The utilization of alternatives to secure detention has increased significantly since it was begun in 2003. The west wing has remained closed for secure inmate housing since early 2003. However, during construction of the Integrated Security Project (ISP), the west wing will be utilized temporarily as an inmate staging area. Nevertheless, the future utilization of the west wing for secure detention population will probably not be needed after completion of the ISP. Rather, community corrections populations have shown marked increases and new space for these alternative programs will be needed to maintain the momentum of the AJOMP.

Discussion: At a minimum, relocating WER to the KCCF west wing represents a conversion of minimum secure custody of 178 beds to WER. However, this does not necessarily mean a loss of jail capacity. As discussed last week, best practice approaches suggest that “step-down” programs such as WER should be considered a part of jail capacity.

Courthouse Conversion Costs: An assessment of current conditions at the current WER space in the Courthouse was conducted by the Courthouse Seismic Project (CSP) design team. This assessment was then provided to the CSP contractor Skanska USA for pricing. The assessment identified two significant cost factors associated with a conversion of the WER space to a higher intensity function:

- **Structural Impact:** the existing 12th floor is structurally supported by the existing jail cell walls below and would need to be restructured as part of a conversion.
- **Electrical Impact:** conversion of the WER space to a higher intensive use could trigger the need to upgrade the existing undersized electrical vault. However, a future upgrade to the electrical vault is likely to be required regardless of a decision to relocate WER.

According to the feasibility study, the cost estimate to convert the WER space to office (July 14, 2004) including soft costs, tenant improvements, tower crane, and financing was **\$4.9 million**.

Discussion: The electrical impact risk has been eliminated due to the current project to replace the existing Courthouse transformer and upgrade the electrical vault and electrical distribution system (\$4,972,366, project #342448).

NEXT STEPS:

- Staff Analysis Continues
- Continue to Monitor Inmate Population Trends
- Confirm unresolved Courthouse space demands
- Include work release relocation options in the review of future annual Space Plans and existing and potential criminal justice agency Operational Master Plans (i.e. District Court, Superior Court, and Sheriff).

**Appendix I
Space Plan Policy Matrix**

1993 SPACE PLAN Ordinance 10810 Passed 5/10/93	1997 SPACE PLAN Motion 10259 Passed 7/28/97	2002 SPACE PLAN Ordinance 14515 Passed 11/25/02	2004 SPACE PLAN Proposed Ordinance
<p><u>Policy:</u> Co-locate services where functional relationships and/or user accessibility warrant.</p>	<p><u>Policy:</u> Physically consolidate departments that were organizationally consolidated with the Metro/King County merger.</p> <p><u>Implementation Plan/Actions:</u> Through a public/private partnership, entered into a lease-to-own contract for a new office building which houses most of the Departments of Natural Resources and Transportation. Physically consolidated organizational units that were organizationally consolidated in both the King Street Center, the Exchange Building, and the Administration Building. As of the year 2001, the Department of Transportation (DOT) continues to occupy approximately 23,000 rentable square feet in the Yesler Building. The DOT also has a long term lease for one floor of the Exchange Building which was not intended to be released with the occupancy of the King Street Center</p>	<p><u>Policy:</u> Co-locate services where functional relationships and/or user accessibility warrant.</p> <p><u>Implementation Plan:</u> Through the construction or acquisition of a new County building, or the consolidation of a long term leases, the County will continue to move toward consolidation. Candidates for further consolidation are the Division of Finance, Office of Human Resource Management, Prosecuting Attorney, and the new Department of Executive Services. The optimum opportunity lies with construction or acquisition of a new building.</p>	<p><u>Policy:</u> Co-locate services where functional relationships and/or user accessibility warrant.</p> <p><u>Implementation Plan:</u> Through the construction or acquisition of a new County building, or the consolidation of a long term leases, the County will continue to move toward consolidation. Candidates for further consolidation are the various divisions of the Department of Executive Services, the Health Department, and the Department of Community Development. The optimum opportunity lies with construction of a new downtown office building.</p> <p><i>The language confirms that consolidation continues to be one of the programmatic goals with regard to the construction of a new office building.</i></p>
<p><u>Policy:</u> Retain and restore the central courthouse as the seat of county government and location of central governance functions.</p> <p><u>Implementation Plan:</u></p>	<p><u>Policy:</u> (Policy not officially restated, but the implementation plan supports the original intent)</p> <p><u>Implementation Plan:</u> Seismically stabilize the Courthouse by</p>	<p><u>Policy:</u> Retain, upgrade, and restore the King County Courthouse for criminal justice functions.</p> <p><u>Implementation Plan:</u> The buttress addition to the Courthouse</p>	<p><u>Policy:</u> Retain, upgrade, and restore the King County Courthouse so that is available for functions requiring weapons screening and a heightened level of security throughout the building.</p>

1993 SPACE PLAN Ordinance 10810 Passed 5/10/93	1997 SPACE PLAN Motion 10259 Passed 7/28/97	2002 SPACE PLAN Ordinance 14515 Passed 11/25/02	2004 SPACE PLAN Proposed Ordinance
<p>Move county support functions existing in the Courthouse to the Administration Bldg; reserve Courthouse as primary Regional Justice Center and for key elected functions and officials.</p>	<p>buttressing it with an addition which will also provide approx. 110K additional sq. ft. of office space.</p>	<p>was formally abandoned by the County Council. Currently, the plan is to seismically and mechanically upgrade the Courthouse to extend its useful life as a courthouse. All non criminal justice functions currently located in the Courthouse are candidates for a future move to a new building as criminal justice space needs grow.</p> <p>This language was altered slightly from the 1997 Space Plan to acknowledge that we are now not going to add 110,000 square feet of space to the Courthouse and that, over the long run, the Courthouse will more than likely house only regional criminal justice functions as they grow.</p>	<p><u>Implementation Plan:</u> Seismically and mechanically upgrade the Courthouse to extend its useful life as a courthouse and a specialty building. All non-specialty functions that do not require high levels of security and are currently located in the Courthouse are candidates for a future move to other County buildings including the NCOB as functions requiring a high level of security need more space.</p> <p><i>The language specifically acknowledges the Courthouse as a specialty building serving those County function such as courts who require a high level of security.</i></p>
<p><u>Policy:</u> Locate services outside of the regional centers when warranted by the need to serve particular localized location or environment, the ability to reduce cost or improve functioning in cases where public accessibility and visibility are not significant issues or a use which is not appropriate in an urban center.</p>	<p><u>Policy:</u> (Policy not officially restated, but the implementation plan supports the original intent)</p> <p><u>Implementation plan:</u> Move E-911/Com Center out of downtown Seattle to South King County with the Office of Emergency Management.</p> <p>Continue to develop Community Service Centers (4 of the proposed 6 have opened) and police storefronts around the county.</p>	<p><u>Policy:</u> Locate services outside of the regional centers when warranted by the need to serve particular localized location or environment, the ability to reduce cost or improve functioning in cases where public accessibility and visibility are not significant issues or a use which is not appropriate in an urban center.</p> <p><u>Implementation plan:</u> Complete</p> <p>Reference to 1997 implementation plan.</p>	<p><u>Policy:</u> Locate services outside of the regional centers when warranted by the need to serve particular localized location or environment, the ability to reduce cost or improve functioning in cases where public accessibility and visibility are not significant issues or a use which is not appropriate in an urban center.</p> <p><u>Implementation plan:</u> Complete District Court program and facility plans and initiate other plans when necessary to address critical space plan issues.</p>

1993 SPACE PLAN Ordinance 10810 Passed 5/10/93	1997 SPACE PLAN Motion 10259 Passed 7/28/97	2002 SPACE PLAN Ordinance 14515 Passed 11/25/02	2004 SPACE PLAN Proposed Ordinance
<p><u>Policy:</u> Keep county-owned facilities fully used and in good repair. Consider and select ownership options for basic county functions when they can be shown to pay off in the long run. Continue to lease space to handle volatile and shorter term space needs.</p>	<p><u>Policy:</u> Develop and maintain safe, attractive public buildings that create a good image for government and that are sound financial investments. Move from high dependence on short-term leased space to owned space or leased space with option to own. Maintain a small percentage of the County's space needs in leased space. <u>Implementation plan:</u> Of the approx. 550K sq. ft. the county leases, keep not more than 100K sq. ft. in leased space. Enter into a lease-to-own contract at King Street Center; DOT and DNR occupy space. Seismically stabilize the Courthouse by buttressing it with an addition which will also provide approx. 110K additional sq. ft. of office space.</p>	<p><u>Policy:</u> Develop and maintain safe, attractive public buildings that create a good image for government and that are sound financial investments. Start moving from high dependence on short-term leased space in the downtown area to owned space or long-term leased space with the option to own when lease space exceeds 10 percent of downtown occupied space and when it is shown that building ownership will pay off in the long run. Consider and select ownership options in the suburban areas when it can be clearly demonstrated that ownership will pay off in the long run. <u>Implementation plan:</u> Solicit proposals to convert downtown leased space to a County owned building. Evaluate proposals against opportunities to engage in long term leases at current market rates. Implement recently adopted Ordinance that revised the Major Maintenance Reserve Fund and Building Repair and</p>	<p><i>This policy originally adopted with the 2002 Space Plan provides the framework within which services can be planned for and related long-term facility decisions made.</i></p> <p><u>Policy:</u> Develop and maintain safe, attractive public buildings that create a good image for government and that are sound financial investments. Start moving from high dependence on short-term leased space in the downtown area to owned space or long-term leased space with the option to own when lease space exceeds 10 percent of downtown general office space and when it is shown that building ownership will pay off in the long run. Consider and select ownership options in the suburban areas when it can be clearly demonstrated that ownership will pay off in the long run. <u>Implementation plan:</u> Build a new downtown office building that will convert leased space to a County owned building. Assess South County acquisition opportunities to test the feasibility of converting leases to County owned space and to consolidate suburban Health Department functions.</p>

1993 SPACE PLAN Ordinance 10810 Passed 5/10/93	1997 SPACE PLAN Motion 10259 Passed 7/28/97	2002 SPACE PLAN Ordinance 14515 Passed 11/25/02	2004 SPACE PLAN Proposed Ordinance
		<p>Replacement Fund.</p> <p>Engage in a systematic assessment of all County owned buildings to identify immediate needs generated by years of deferred maintenance.</p> <p>Develop a set of service standards governing the provision of maintenance, janitorial, HVAC, and other services in County owned buildings. Concurrently develop a process for reporting on compliance with those standards.</p>	<p>Consider adopting a full costing methodology to building operations, maintenance, and replacement.</p> <p>Implement a maintenance management system designed to track performance and establish required repair and maintenance activities and identify optimum staffing levels.</p> <p>Obtain Department approval of service standards governing the provision of maintenance, janitorial, HVAC, and other services in County owned buildings and negotiate a series of Service Level Agreements with tenant agencies. Concurrently develop a process for reporting on compliance with those standards.</p>
			<p><i>Recognizes the fact that the construction of a new office building is entirely consistent with the space plan goal of reducing reliance on leased space for County offices and provides the policy foundation to seek ownership opportunities in far south King County. Identifies potential lease conversion feasibility study in South County. Finally, acknowledges the need to adopt a more businesslike model for accounting for and charging out County space and to formally commit to a specific level of service to tenant agencies occupying County owned buildings.</i></p>

1993 SPACE PLAN	1997 SPACE PLAN	2002 SPACE PLAN	2004 SPACE PLAN
Ordinance 10810 Passed 5/10/93	Motion 10259 Passed 7/28/97	Ordinance 14515 Passed 11/25/02	Proposed Ordinance
Cluster other decentralized services in or nearby the regional law and justice centers where visibility and accessibility warrant.			
<u>Policy:</u> Address documented space deficiencies in an equitable and cost-effective manner as opportunities arise.	<i>Policy Not Continued</i>	<i>Policy Not Continued</i>	<i>Addressed In Other Policies</i>
<u>Policy:</u> Plan county facilities in relationship to their surrounding communities. Whenever feasible, take advantage of opportunities to enhance the community environment and increase community use of public facilities.	<i>Policy Not Continued</i>	<i>Policy Not Continued</i>	<i>Policy Not Continued</i>
	<u>Policy:</u> Council Motion 8892 authorized a Public Health Facilities Task Force to analyze and make recommendations on the County's Public Health Centers and Community Clinics.	<i>No Specific Policies Adopted Through the Space Plan.</i> Adopted policies are not superseded by the 2002 Space Plan policies or lack thereof.	<i>No Specific Policies Adopted Through the Space Plan.</i> Adopted policies are not superseded by the 2002 Space Plan policies or lack thereof.
	<u>Policy:</u> Council Motion 9913 requested an update of the District Court's Operational Master Plan, with equitable cost-sharing between the county and its contract cities being a primary issue.	<i>No Specific Policies Adopted Through the Space Plan.</i> Adopted policies are not superseded by the 2002 Space Plan policies or lack thereof.	<i>No Specific Policies Adopted Through the Space Plan.</i> Adopted policies are not superseded by the 2002 Space Plan policies or lack thereof.
	<u>Policy:</u> Construction of new eastside animal shelter is deferred until a decision is reached determining whether county animal control is a regional service and should receive regional funding.	<i>Policy Not Continued</i>	<i>Policy Not Continued</i>
<u>Policy:</u> Established Space Standards	<u>Policy:</u> No change	<u>Policy:</u> Space Standards expanded to include the	<u>Policy:</u> Established Programming Space Standards

1993 SPACE PLAN Ordinance 10810 Passed 5/10/93	1997 SPACE PLAN Motion 10259 Passed 7/28/97	2002 SPACE PLAN Ordinance 14515 Passed 11/25/02	2004 SPACE PLAN Proposed Ordinance
prescribed as per square foot ranges for various categories of County Employees and specialty programmed space.		<p>following: County employees will be provided with office space that:</p> <ul style="list-style-type: none"> • Is highly functional; • Is kept clean, secured, and well maintained; • Includes practices that conserve resources, use recycled content materials, maximize energy efficiency, and otherwise consider environmental, economic and social benefits in the design and construction of a building project; • Is in a building design to protect health and safety in the event of a major earthquake; and • Uses, to the maximum extent possible, modern modular furnishings and configurations to enhance the functionality and efficiency of office space. <p>Implementation Plan: All new or refurbished office space comply with the prescribed per square foot office standards with programmatic deviations well documented. Building operations will be managed in accordance with established service standards for janitorial, HVAC, security and maintenance to be fully developed during 2002. All new or refurbished office space tenant improvements will be programmed consistent with the County Executive's Green Building Initiative.</p>	<p>will be prescribed as per square foot ranges for various categories of County Employees and specialty programmed space. These Standards are to be used during planning and design. Adjustments to the actual square footage standard may occur during design as a result of the physical constraints of a given building. The Director of the Facilities Management Division will certify that designs fully comply with the space standards except for specific conditions noted.</p> <p>County employees will be provided with office space that:</p> <ul style="list-style-type: none"> • Is highly functional and handicapped accessible; • Is kept clean, reasonably secured, and well maintained; • For County-owned buildings, complies with King County Administrative Policies and Procedures (FES 9-3) or future County Council policy direction (Green Building Initiative). The FES 9-3 directs Offices and Departments to support the use of LEED methods and techniques. The LEED criteria cover sustainable sites, water efficiency, energy efficiency and quality of the atmosphere, materials and resources, indoor environmental quality, and innovations. Thus, this includes practices that conserve resources, use recycled

1993 SPACE PLAN Ordinance 10810 Passed 5/10/93	1997 SPACE PLAN Motion 10259 Passed 7/28/97	2002 SPACE PLAN Ordinance 14515 Passed 11/25/02	2004 SPACE PLAN Proposed Ordinance
		<p>All buildings occupied by County workforce will be certified as compliant with the Federal Emergency Management Agency's health and safety standards for seismic stability. A modular furnishings alternative will be considered on all new or refurbished space with the initial investment in modular furnishings less the value of space savings compared to the costs of other alternatives. The least cost alternative will be chosen.</p>	<p>content materials, maximize energy efficiency, and otherwise consider environmental, economic and social benefits in the design and construction of a building project. The County Council may adopt legislation related to achieving LEED certifications.</p> <ul style="list-style-type: none"> • Is in a building designed to protect health and safety in the event of a major earthquake; and • Uses, to the maximum extent possible, modern modular furnishings and configurations to enhance the functionality and efficiency of office space, and to substantially reduce the ergonomic risk of the work environment. <p>Implementation Plan: The Executive transmit for County Council consideration a proposed ordinance adopting Green Building standards for all construction of King County buildings. Green building practices save energy and water, minimize the production of construction waste, air and water pollution and production of greenhouse gas emissions. Green building practices also promote the wise use of natural resources.</p> <p>The County's new office building will serve as a foundation for updated space</p>

1993 SPACE PLAN Ordinance 10810 Passed 5/10/93	1997 SPACE PLAN Motion 10259 Passed 7/28/97	2002 SPACE PLAN Ordinance 14515 Passed 11/25/02	2004 SPACE PLAN Proposed Ordinance
			<p>standards.</p> <p>All new or refurbished office space and tenant improvements will be programmed and constructed consistent with the County Executive's Green Building Initiative. The County Executive will propose legislation adopting a Green Building Initiative. The County Councils actions on this legislation, if approved, will supersede the County Executive's current Green Building Initiative.</p> <p>A modular furnishings alternative will be considered on all new or refurbished space with the initial investment in modular furnishings less the value of space savings compared to the costs of other alternatives. Reduction of ergonomic risk will be considered as well as cost savings when deciding on whether or not to upgrade the work place.</p> <p>The FMD will study the feasibility of undertaking a systematic replacement and upgrade of all general office settings if the current work space does not have modular work stations with modern ergonomic features.</p> <p>Use of Space Standards during planning and design is clarified. Deviations from Space Standards and within Space Standard ranges is also clarified along with an identification of the Facilities</p>

1993 SPACE PLAN	1997 SPACE PLAN	2002 SPACE PLAN	2004 SPACE PLAN
Ordinance 10810	Motion 10259	Ordinance 14515	Proposed Ordinance
Passed 5/10/93	Passed 7/28/97	Passed 11/25/02	
<p>Management Division as the certifying agency.</p> <p><i>Acknowledges a set of space standards as technical guidelines for programming office space. Also, acknowledges County Executive's Green Building Initiative as a legitimate programmatic goal for County facilities and identifies the Green Building initiative and modern office furnishings as preferred in the interest of higher work space quality, more efficient use of space, and the creation of an office work environment with lowered ergonomic risk to employees.</i></p>			

STAFF ANALYSIS
PROPOSED ORDINANCE 2004-0378
PROPOSED 2004 SPACE PLAN

ATTACHMENT 18

SUMMARY:

The Proposed 2004 Space Plan was discussed at length at the June 1st and June 8th BFM Committee meetings in order to reacquaint members with the background, legislative authority, policies, and contents of the plan. Today's discussion will focus on council staff analysis of the issues discussed last week.

Copies of the Space Plan were made available to committee members at last week's meeting. Electronic versions are also available in PDF format in *Legistar* under proposed ordinance 2004-0368, Attachment A, and in *Word* document format on the Council's shared network drive at M:\Space Plan

The Executive's transmittal letter recommended that the King County Code transmittal date for the annual Space Plan be changed from August 1st each year to March 1st each year in order to incorporate FTE data from the previous budget.

CONTENTS OF PROPOSED 2004 SPACE PLAN

1. Space Plan Policies:

Space plan policies establish the framework and inform planning decisions for future space use in the county. A complete crosswalk illustrating the transition of policies since 1993 is included in Appendix I of the *Space Plan* and is included in the staff report in **(Attachment #15)**.

Staff analysis of key elements of the proposed space plan policies is summarized below

A. Retain and Restore the Courthouse: The policy to retain and restore the Courthouse has been a consistent policy in the three previous plans as well as the 2003 and 2004 proposed space plans. However, the policy has evolved over the years from the Courthouse being the general seat of government to becoming a facility for more specific criminal justice and security needs.

Adopted 2002 Space Plan: "Retain, upgrade, and restore the King County Courthouse for criminal justice functions." The plan further noted that all non-criminal justice functions housed in the Courthouse would be candidates for a future move to a new building.

Proposed 2003 and 2004 Space Plans: "Retain, upgrade, and restore the King County Courthouse for functions requiring weapons screening or a heightened level of security throughout the building."

The implementation plan for the proposed 2003 *Space Plan* further elaborates on the proposed policy by stating that the Courthouse is a:

"...specialty building serving those functions such as courts who require a high level of security." The implementation plan clarifies that *"All non-specialty functions that do not require high levels of security are candidates for a future move to a new building as functions requiring a high level of security need more space."*

Executive staff have noted that the intent of the policy shift is to remain consistent with the 2002 adopted "criminal justice functions" policy while at the same time emphasize the need to co-locate all functions requiring security within the Courthouse in order to minimize security costs.

Discussion:

- Does the BFM Committee concur with the proposed change to the adopted policy for retaining and upgrading the Courthouse (i.e. from: "...for **criminal justice functions**" to: **for functions requiring weapons screening or a heightened level of security throughout the building?**)
- Will the proposed policy language result in unintended consequences? For example; should the policy clarify the intent for location of functions such as the Council, the law library, other elected officials, or define prioritized functional adjacencies?
- Should the policy be expanded to evaluate alternatives to more effectively use Courthouse space or recapture additional space for higher priority functions such as the relocation of WER, law library, non-secure administrative functions, or court scheduling?

B. Maintain Safe, Attractive Buildings: The policy to maintain safe attractive public buildings has not changed. However, there are several proposed differences:

- The previous policy has been modified from: "...10 percent of downtown **occupied** space..." to a more specific definition of "...10 percent of downtown **general office** space...". By way of comparison, the *King County Space & Facilities PEER Review Panel – December 2000 report* which was attached to the 2002 Space Plan (Ordinance 14515) as a guideline document stated that a range of 10% - 15% of total space is appropriate and that the county always maintain a minimum (perhaps 7% - 10% of total) leased space to give the county flexibility.
- The implementation plan for both the 2003 and 2004 space plans encourage **consideration of a transition to a full cost recovery model for building operations, maintenance, and replacement.** Under the current financial plan operations and maintenance (O&M) costs attributable to CX agencies are included in the CX fund but are not allocated directly to CX agency annual budgets. The proposed full cost recovery model would fully allocate these costs to CX agencies in order to identify the true cost of CX agency operations.

Discussion:

- Regardless of proposed nuance changes policy terminology (i.e. total leased space, VS downtown office space, VS downtown general office space) once the NCOB is occupied, the county will have achieved its long-standing goal to reduce dependence on lease space to no more than 10%.
- The proposed 2003 and 2004 *Space Plans* provide only a broad outline of the proposed cost recovery concept. Consideration of this full cost recovery model should only be made following submittal of a thorough and complete proposal in order to avoid unintended consequences such as the fiscal impact to agency overheads. NOTE: This proposal appears to be consistent with the recent change in the 2005 budget to recover Major Maintenance Reserve Fund (MMRF) costs to overhead CX agencies from non-CX agencies.

C. Reduce the Cost of Short-term Moves: The policy to reduce the cost and disruption of moving county agencies for a short period was expanded in the Executive's 2003 and 2004 proposed space plans to include special exceptions where it is necessary to:

1. Achieve flexible lease terms in contemplation of an ultimate move to a county owned facility (2003 proposed space plan).
2. Economically reclaim pockets of vacant space created through budgetary reductions (2003 proposed space plan).
3. Necessary as an interim measure during CIPs (2004 proposed space plan).

Discussion: Under the county code (KCC 4.04.040) the council must approve leases that extend beyond the end of the current fiscal year. The code provides an exception when the funding for a lease is within a CIP appropriation. The proposed policy exception and the code exception do not provide a mechanism for council review. See NCOB Leases section of below for additional information.

D. Space Standards: The proposed 2003 and 2004 *Space Plans* includes a revised summary of space standards establishing per square foot ranges for various categories of county employees was provided at the June 8, 2005 meeting. The proposed policy calls for the manager of the Facilities Management Division (FMD) to certify that office designs fully comply with the new county's space standards.

The proposed space standards are being applied as part of the programming for the NCOB. Estimating per square ranges per employee is critical to the planning and programming of the NCOB as it will affect the overall density of the building. *This proposal represents the first update to the space standards since 1993.* A comparison of the proposed space standards with the previous standard, DLR Group (Goat Hill) program, City of Seattle standards, and a pilot program for the Assessor's Office is included in Appendix II of the proposed 2004 *Space Plan*.

1. Hard Walled Office Policy: In addition to establishing per square foot ranges for employees, the *Space Plan* identifies which employee categories will be provided with hard walled (traditional-style) office (i.e. Executive, Councilmember, Judges, Department Directors).

2. Modular Furnishings: The policy and implementation plan regarding emphasis on modular furniture to achieve efficient use of office space has remained unchanged from 2002. However the proposed policy uses all inclusive language that could be interpreted to require modular furniture in every situation without limits (i.e. "Uses, to the maximum extent possible, modern modular furniture...").

The proposed policy states in part that County employees will be provided with office space that:

- Complies with the Executives LEED policy.
- Is in a building designed to protect health and safety in the event of a major earthquake

Discussion:

- **Space Standard Certification:** The proposed policy calls for FMD Director to certify that all plans comport with the space standards. It may be more prudent to change the certifying entity to be the *implementing agency*¹ rather than FMD Director since FMD does not manage all county CIP projects (i.e. Transit Communications Center). How will this

¹ Implementing agency is a KCCode defined term for the agency that manages CIP projects on behalf of user agencies.
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proposed certification be implemented? Will certifications be transmitted to the Executive, Council, both? Has the process been implemented on the recently completed projects such as PAO project?

- **Confirmation with Standards:** Confirmation was requested regarding whether or not applicability of the proposed space standards would be retroactive to existing spaces or limited to future planning and CIPs. Confirmation of selected office space sizes and dimensions was also requested.
- **Applicability of Modular Furnishings:** The Council may wish to qualify the proposed modular furnishings policy (i.e. "...Uses, to the maximum extent possible, modern modular furnishings ...") to a policy requiring economic justification. A cost analysis should be used to justify the purchase of modular furniture. This type of analysis will likely result in higher furnishing costs, but it should be offset by a more efficient use of space. Any project in which modular furniture is proposed should include a comparison of modular workstation square footage compared to the space standards using standard furniture configurations. In the case of a proposed new building, the analysis should result in either a smaller building or one with a higher density.
- **LEED Policy:** The proposed policy on compliance with LEED criteria (Leadership in Energy and Environmental Design) was written prior to Council adoption of a county-wide policy (Ordinance 15118) and is out of date.
- **Earthquake Protection:** According to the Council's legal counsel, the proposed policy on earthquake designed buildings is too broadly stated and should be amended.

2. Current Conditions:

Section Four of the proposed Space Plan includes space templates that describe current conditions of space occupancy for the County, including:

- Current and authorized staffing levels.
- Current amount of space by building.
- Current amount of space and location by agency and a per square foot calculation of rentable square foot by employee.
- Amount of owned and leased office space.

Blocking & Stacking Diagrams: Blocking & stacking diagrams were provided illustrating where agencies are currently located in the Courthouse, Administration Building, Yesler Building, King Street Center, Youth Services Center and the New County Office Building were provided at the June 1st and June 8th meetings.

A. Agency and Building Occupancy Data: The 2004 proposed *Space Plan* summarizes agency and building occupancy data², outlining the 17 core buildings³ totaling 1.68 million square feet of owned and leased space with over 5,200 Budgeted Full Time Equivalent and Term Limited Temporary employees⁴ (FTE/TLT). The total space in county-owned downtown core buildings is 1.03 million square feet. Total leased space is 317,130 square feet. Total leased to downtown occupied percentage is 23 percent (2004 Proposed Space Plan; Section Four, Table 2).

² The 2003 *Space Plan* analyzes space for administrative, court, executive, legislative and judicial functions, and DOES NOT address space for jails, health centers, district courts or police precincts.

³ Buildings excluded from the core buildings summary are specialty type buildings including functions such as district court facilities, public health clinics, police precincts, storefronts, shops, storage facilities and jails. These spaces typically do not lend themselves to a per square foot analysis.

⁴ 2002 budgeted

Buildings in downtown corridor

King County Courthouse
Administration Building
Yesler Building
King Street Center
Bank of America Tower
Bank of California
Exchange Building
Wells Fargo Building
Key Tower
Waltheu Building
Boren
Prefontaine Building
Graybar

Other Buildings

King County International Airport
Black River facility
Regional Justice Center (RJC)
Youth Service Center

B. Current Leases & Renewals:

Current lease figures in the 2004 Space Plan will be significantly impacted following completion of the New County Office Building. For the first time the County will achieve its long standing goal to reduce its dependence on outside leased space to less than ten percent.

Category	2004 Space Plan	After NCOB
Total County-Owned	1,372,552	1,669,144
Total Leased	317,130	93,127
Owned Downtown	1,033,726	1,330,318
Percentage Leased to Owned	19%	5.6%
Percentage Leased to Owned Downtown	23%	7.0%

More detailed information on actual leases and renewals is covered under the discussion of the New County Office Building, later in this staff report.

3. Long Term Projections:

Staffing projections were evaluated for 2005 2007, 2009, and 2014 following a process outlined in Section Five of the *Space Plan*. Factors considered included future revenue variables, potential staff reductions, voter initiatives and projected annexations and incorporations. Ten-year projections were acknowledged as the most volatile and resulted in a high and low percentage range, which varied, significantly by department but averaged between 3% and 14%. Applying current core building average square feet per person, the projected ten year growth in space demand will vary between 67,890 to 242,267 square feet. According to the proposed 2004 Space Plan:

“Unless there is a movement of a large downtown agency or agencies to the suburbs, this data shows that there will be a probable demand for increased downtown office space that will potentially outstrip the size of the NCOB.”

The Office of Management and Budget reviewed all projections.

NEXT STEPS:

- Staff Analysis Continues
- Develop policy options for consideration

Findings of Past Review of King County Elections

Group	Issue/Finding	Report Completed
Citizens Election Oversight Committee	<p>Physical Plant</p> <ul style="list-style-type: none"> King County should recognize and consolidate key parts of its elections operations in order to reduce the potential for errors and to gain efficiencies. Specifically, all ballot processing should occur in a single facility which includes appropriate resources for materials handling, security, observation and basic comfort of election workers. Such a "permanent" facility ought to be able to accommodate election data processing more efficiently and securely as well. King County should provide more space and better facilities for the main computer room, improve the physical separation of observers and the tabulation process within the computer room, and make it possible to accommodate observers without impeding the tabulation process. <p>Security</p> <ul style="list-style-type: none"> Continue policy of keeping the GEMS voting tabulation computer system hardware and software separate from all other computer programs, links and activities, in an isolated, secure facility. Physical facilities used by Elections impose significant limitations costs and inefficiencies. Centralizing elections in a single location reduces inefficiencies and potential for errors. 	May 2004
Washington Secretary of State	<p>Physical Space</p> <ul style="list-style-type: none"> The county has several major challenges to overcome. The Election Division needs more and better quality workspace. 	February 2003
Independent Consultant Ellen Hanson	<p>Physical Space – Recommendations concerning MBOS</p> <ul style="list-style-type: none"> The County should secure additional space in a warehouse next door to MBOS Redesign layout for greater efficiency. Bring in more work stations for signature verification Add shifts Purchase more tabulating machines. 	May 12, 2003

New Efforts Underway to Review Elections Operations

Blue Ribbon Panel (Election Task Force)	Citizens Election Oversight Committee (reconstituted)	The work plan for this Committee will thoroughly evaluate all the elements of the election process in King County and provide recommendations to the Council. The Committee will be looking at past recommendations and at elections in 2004 and 2005.	Final Report to be presented to Council by February 1, 2006.
Independent Audit of Elections operation	The council will hire an independent, outside management consultant with expertise in the fields of governance, oversight procedures, organizational management, process and systems improvement, internal controls, transparency, capacity assessment, quality assurance and human resource management. The consultant will review and make recommendations on organizational structure; compliance with federal statement local election laws; staffing levels and competencies; adequacy of facilities; technical and administrative infrastructure and a host of other elections operational issues.	Preliminary report due by 9/1/05 and final report due by 10/1/05.	
Strategic Technology Plan			

KING COUNTY INDEPENDENT TASK FORCE ON ELECTIONS

Cheryl Scott, Chair

17 June 2005

The Hon. Suzanne Sinclair,
Vice Chair

Dear King County Council Members,

The Hon. Patricia Aitkins

First, thank you for generously contributing to the work of the King County Independent Task Force on Elections. The Task Force has benefited from the interviews our staff conducted of you because your comments, suggestions and advice helped us identify and focus on the most significant issues pertaining to King County's elections system. They are also providing us with a wide range of creative ideas for addressing those issues. Thank you for your time.

David Boerner

Dr. Philip Eaton

Nick Handy

Susan Hutchison

Enclosed you will find the Task Force's draft initial findings, which are based on a variety of sources, including interviews of approximately forty people, a survey and extensive review of written materials. As part of our findings, we are also including a summary of an on-line survey conducted of Elections Section employees and the additional comments that some employees included in their responses. More than 70% of the Elections Section employees participated.

Dr. W.H. (Joe) Knight

John Lindback

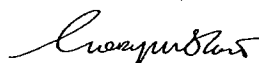
Father Stephen Sundborg

It was not our original intention to release the survey responses. We received a public disclosure request from The Seattle Times. Based on our review of public disclosure laws and how they apply to the Independent Task Force, and in the interest of conducting an open, transparent process, we are today providing the survey responses. We are also providing the responses to the County Executive, the staff of the Elections Section and concerned citizens who are following our process.

While we are able to maintain the anonymity of the employees who participated, we regret having to release their comments. No one, including the public, is served by the identification of individuals in this manner. The survey responses themselves have been helpful, but they are not the only sources we relied on to produce the enclosed findings.

Thank you again for meeting with our staff people and offering your candid, valuable insights, perspectives and suggestions.

Sincerely,



Cheryl Scott
Chair, King County Independent Task Force on Elections

KING COUNTY INDEPENDENT TASK FORCE ON ELECTIONS

DRAFT INITIAL FINDINGS

OF THE TASK FORCE'S COMMITTEES

The following are the initial findings of the three committees of the King County Independent Task Force on Elections: Public Engagement, Policy, and Management Practices and Controls.

The committees' findings are based on the fact-finding that has been conducted between mid-May and today. Fact-finding has consisted of: 1) interviews of approximately three dozen people, including current and former employees of King County's elections office, current and former elected officials, and representatives of business, labor, education and civic organizations and the media; 2) a survey of the employees of King County's elections office in which over 70% participated; 3) review of documents such as policies, reports, training manuals and depositions; 4) inspections of facilities and equipment; and 5) the deliberations of the Task Force and its committees.

Fact-finding will continue over the next month as the Task Force develops, discusses and refines a set of recommendations. The recommendations of the Task Force will be presented to King County in late July.

PUBLIC ENGAGEMENT

As a result of its initial fact-finding, the Task Force has learned that no one expects perfection. The standard sought by most people is not a perfect election. Rather, it is elections in which the results are accurate, and the public believes that the process of voting was fair and the outcomes are reliable and accurate.

These are the common interests that have been articulated by approximately three dozen people who the Task Force has interviewed to date.

Elections must be:

1. **Valid:** Every valid vote is counted; invalid ones are not.
2. **Accurate:** The outcome of an election is accurate.
3. **Fair:** Before the process begins we—the public and those who are actively involved in it—know and understand the rules. The rules do not change in the middle of the game.
4. **Open and transparent:** When mistakes occur they are quickly and easily detected and it is possible to determine their impact, if any, on the election's outcome.

5. **Objective, not subjective:** Eliminate or reduce interpretations by third parties of how people voted.
6. **Non-partisan:** The elections system must treat all participants equitably, and decisions about and throughout the process must be made in the interests of the public, not in the interest of advancing a political agenda or position.

We must strive for:

7. **Public Trust:** The public believes the outcome of an election is accurate and reliable.
8. **Accountability:** Hold people accountable for their actions throughout the process.
9. **A system of checks and balances:** The system includes redundant processes or failsafe measures to prevent, minimize or quickly detect mistakes and efficiently resolve them.
10. **Excellent employees:** Devote more time, energy and resources into assisting hard-working, creative and productive employees than defending lazy, incompetent, dishonest and/or uncaring ones.
11. **Quality training:** The people who are involved in the elections processes are well trained and highly qualified.
12. **Customer service:** Voters' receive timely, accurate and understandable information and assistance.
13. **Realistic deadlines:** There is sufficient time built into the processes to do things correctly.
14. **Partnerships:** To achieve and implement lasting reforms of the elections system, partnerships must be formed between the Executive and Legislative branches of King County government, and between King County and other levels of government, the public and key stakeholders such as the political parties, unions, civic organizations and the media.

POLICY

The Policy Committee finds that despite recent elections reform efforts some federal, state, and county policy mandates still create an external environment that significantly impedes the ability of the King County Elections officials to conduct fair and equitable elections. Specific issues that must be addressed include:

- Timing of the primary election date;
- Electing or appointing a King County Auditor or Superintendent of Elections;
- The conduct of elections, including conducting all-mail elections or reforming current policies that unnecessarily complicate the elections process; and
- Reinstatement of voter rights.

Timing of the primary election date:

Current state law requires primary elections in September. Holding a September primary election creates significant problems and complexities for Washington counties, which have less than 30 days to certify the election results; publish and distribute ballots in time for absentee, military, and overseas voters; and prepare for the general election.

Electing or appointing a senior elections official:

King County is the only Washington County that does not place the conduct of elections under the direct supervision of a separately elected official, usually an elected Auditor. Historically in King County, the senior elections official was a manager who reports to a division director. In January 2002, the county moved direct elections responsibility to a division director who reports to an assistant county executive. In both cases the elections function does not report directly to the county executive and must compete with other divisions for resources.

Recently some groups, such as the King County Commission on Governance advocated keeping appointed senior elections officials on the basis that appointed officials are more professional, have greater managerial and technical experience of complex elections processes and procedures, and are immediately accountable to the County executive if significant problems arise. Others including some members of the Commission believe that an elected Auditor with primary elections responsibility would increase accountability to citizens, be better able to advocate for improved technology and resources, and establish an independent elections system.

Conducting elections:

Currently in King County, the elections process basically involves the simultaneous conduct of two dissimilar elections. Increasingly, a majority of King County voters (565,011 or slightly more than 62 percent in 2004) use the permanent absentee or vote by mail process. Nevertheless, the county also conducts a traditional election involving about 330,000 voters assigned to over 2500 precincts and 540 individual polling places. Both elections processes contain independent,

complex, and often conflicting requirements that have clearly caused significant problems for King County elections officials.

Elimination of traditional polling place elections by conducting all-mail elections would simplify elections procedures and could increase voter participation in smaller special or off-year elections. While recent changes in state law allow counties to conduct all-mail elections, there are significant policy and procedural barriers to implementation of that model within King County. In addition, some citizens remain concerned that the all-mail elections process is highly susceptible to fraud. If quickly moving to an all-mail election cannot be achieved there remain some elections laws, rules, and policies that if not reformed will unnecessarily complicate or impede King County elections officials in conducting traditional polling place elections.

Reinstatement of voter rights:

Universal suffrage or the right of every citizen to vote is a fundamental democratic principal. Therefore, policies that unfairly discriminate against a large class of voters by establishing unreasonable or unclear standards must be examined. Additionally, policies that require elections officials to investigate the credentials of potential voters against unclear standards can impose unnecessary burdens that impede the work of elections officials.

The right to vote by persons convicted of felonies varies considerably from state to state. In most states, the restoration of voting rights is automatically conferred upon completion of sentencing conditions. In Oregon, voting rights are restored when an individual is no longer incarcerated in the state penitentiary. The Washington State constitution disqualifies from voting individuals convicted of an infamous crime whose civil rights have not been restored. Unlike other states, Washington has established a complex system that requires former felons to petition the courts for restoration of civil rights before registering to vote.

The record indicates that King County generally complied with state mandates related to the investigation and cancellation of voter registration from former felon voters. Nevertheless, the record indicates that some 1600 voters statewide, including nearly 800 voters in King County, were felons whose civil rights had not been officially restored. Recent statewide elections reforms enacted in 2005 will improve the process of reporting felons to the state and counties. If implemented properly, these reforms will address the problems identifying convicted felons. Nevertheless, maintaining unclear standards regarding the restoration of civil rights in Washington State and imposing standards different from neighboring states creates an environment in which former felons may inadvertently cast illegal votes and in which elections officials may improperly deny voting rights to individuals who have fully complied with the conditions imposed upon them by the courts.

MANAGEMENT PRACTICES AND CONTROLS:

The Management Practices and Controls Committee finds that Elections Section staff understands the importance of good faith compliance with elections standards and believe that they should be held accountable for maintaining those standards. In addition, the Committee finds that the director of the Records, Elections and Licensing Services Department (REALS) retains the confidence of Elections Section employees who believe he is an ethical leader with strong technical skills.

The Management Practices and Controls Committee finds that despite significant leadership changes over the past five years and the current leadership's efforts to improve the organization, the King County Elections Section remains a seriously flawed organization. Specific areas of concern include:

- An unhealthy organizational culture that does not effectively ensure good faith compliance with election laws, policies and procedures;
- Poor employee morale;
- Ineffective or poor communications between senior managers and elections staff;
- Ineffective implementation of critical operational controls and quality assurance processes that identify and address inevitable human errors before they undermine the elections process;
- Poor or ineffective employee training and certification programs; and
- A leadership structure that may lack the skills and resources to achieve needed organizational healing.

Leadership:

The Elections Section employees retain confidence in the REALS director and believe that he is an ethical leader with strong technical skills. He is viewed by many inside and outside King County government as the first true elections professional to head the agency. He is respected by elections officials across the State. When hired in late 2003, he faced an entrenched organizational culture that did not effectively ensure compliance with election law and policies. In the face of the agency's poor performances in the elections of 2000 and 2002, he prioritized rebuilding public credibility over undertaking internal cultural change and engaged in an extensive public engagement to achieve that goal.

Despite the director's efforts, the managerial environment of King County's Elections Section remains seriously flawed. One factor contributing to this situation may be that the director assumed too much responsibility and did not hire leaders with the managerial skills and savvy to ensure that his vision would be embraced and implemented by staff. Middle level managers, who were often placed in their jobs because of technical skills and longevity of service rather than demonstrated management skills and experience, provided inconsistent supervision across the

agency and, in some cases, resistance to the changes the director seeks to achieve. Thus, the organization's leaders may not possess the skills and resources required to achieve the healing needed before the organization can focus on improving King County's elections system and restoring public trust and confidence in it.

Culture and Morale:

The organizational culture of King County's Elections Section is seriously flawed. The committee found that Elections Section staff know and understand the importance of good faith compliance with elections standards yet the organizational culture within King County and the Elections Section does not provide an effective environment in which they can achieve these vital goals. In addition, the committee found an environment in which poor employee morale, caused largely by external forces, is exacerbated by poor communications and organizational culture.

The committee believes that the Elections Section's flawed organizational culture results from a lack of: 1) employee identification with a compelling, unifying, long-term vision; 2) clear and understandable communications from upper management to employees; 3) employee involvement in and accountability for decision-making; 4) teamwork and a sense of responsibility for the success of the organization; 5) a climate of fear that dissuades employees from informing their supervisors of problems or offering solutions to them; and 6) balance between protecting the jobs of failing employees and protecting the reputations of hard-working, industrious, committed and creative employees.

Communications:

Communication between the elections office and key constituencies within King County, such as the County's elected officials, remains a significant strength. County elected officials believe that communications with the REALS director remains open, transparent and candid. Communications within the elections office—from upper management to "front line" employees and from the front lines up to the leadership group—are poor. Public communications—written, verbal and symbols—also appear to be failing to convey the agency's intended messages.

Business Planning:

The King County Elections Section has not implemented a business mapping analysis or strategic plan that would enable the agency to align policy requirements, operational needs and the external political and public environments. Of special note is the omission or lack of enforcement of duplicate or redundant systems (checks and balances) that would enable the agency to efficiently identify mistakes, where they are made, what is needed to fix them and if they have had an effect on the outcome of an election.






Structure:

The organization relies too heavily on a formal hierarchical structure. Most information, instructions, messages and requests flow from the leadership team to mid-level managers to the staff. Reliance upon this hierarchy has diluted important messages and directions from the agency's leaders to front line employees, including and, perhaps most importantly, the director's long-term vision of the agency's future. The hierarchical nature of communications and decision-making has also inhibited the free flow of information from employees to upper management, including information the staff has obtained about citizens' interests, needs and concerns concerning the franchise of voting in King County.






Training:

Employees, whether full-time or part-time, often lack the formal training or certification needed to do their jobs well. In addition, manuals and other materials that would be of use on a daily basis to guide them in fulfilling the County's and their responsibilities are either poor or nonexistent.






1. How would you characterize your personal workload at the Elections section?

	Response Percent	Response Total
Very Overworked 	33.3%	11
Overworked 	27.3%	9
About Right 	27.3%	9
Underworked 	9.1%	3
Very Underworked 	3%	1
Total Respondents		33
(skipped this question)		0






2. To what extent do you feel that the work you are asked to do is appropriate?

	Response Percent	Response Total
Always 	15.2%	5
Mostly Right 	39.4%	13
Usually Right 	27.3%	9
Sometimes Wasteful 	15.2%	5
Very Underworked 	3%	1
Total Respondents		33
(skipped this question)		0






3. How would you rate the training provided to you related to elections laws and policy?

	Response Percent	Response Total
Excellent 	3%	1
Very Good 	24.2%	8
Good 	15.2%	5
Fair 	30.3%	10
Poor 	27.3%	9
Total Respondents		33
(skipped this question)		0




4. How would you rate the training provided to you by the Elections section to do your job?

	Response Percent	Response Total
Excellent 	6.2%	2
Very Good 	18.8%	6
Good 	18.8%	6
Fair 	15.6%	5
Poor 	40.6%	13
Total Respondents		32
(skipped this question)		1





5. How would you rate the equipment and software provided to you by the Elections section to do your job?

	Response Percent	Response Total
Excellent 	9.4%	3
Very Good 	25%	8
Good 	18.8%	6
Fair 	28.1%	9
Poor 	18.8%	6
Total Respondents		32
(skipped this question)		1






6. How would you rate the written procedures and manuals provided by the Elections section to do your work?

	Response Percent	Response Total
Excellent	0%	0
Very Good 	3.2%	1
Good 	9.7%	3
Fair 	29%	9
Poor or Nonexistent 	58.1%	18
Total Respondents		31
(skipped this question)		2






7. To what extent do you feel that the Elections section operations have improved or changed since January 2002?

	Response Percent	Response Total
Greatly Improved 	6.9%	2
Somewhat Improved 	34.5%	10
The Same	0%	0
Somewhat Worse 	17.2%	5
Significantly Worse 	41.4%	12
Total Respondents		29
(skipped this question)		4






8. To what extent do you feel the Elections section's progress is consistent with the overall goals of the State, County, and the public?

	Response Percent	Response Total
Very Consistent 	6.2%	2
Consistent 	34.4%	11
Neither Consistent nor Inconsistent 	18.8%	6
Inconsistent 	28.1%	9
Very Inconsistent 	12.5%	4
Total Respondents		32
(skipped this question)		1




9. How would you rate the office and physical space of your working environment?

	Response Percent	Response Total
Excellent 	3.1%	1
Very Good 	15.6%	5
Good 	21.9%	7
Fair 	37.5%	12
Poor 	21.9%	7
Total Respondents		32
(skipped this question)		1






10. How would you rate your working relationships with other staff in the Elections section?

	Response Percent	Response Total
Excellent 	3%	1
Very Good 	39.4%	13
Good 	24.2%	8
Fair 	27.3%	9
Poor 	6.1%	2
Total Respondents		33
(skipped this question)		0

11. How would you rate overall communications within the Elections section?

	Response Percent	Response Total
Excellent	0%	0
Very Good	0%	0
Good 	6.1%	2
Fair 	21.2%	7
Poor 	72.7%	24
Total Respondents		33
(skipped this question)		0

12. How would you rate communications within your working unit?

	Response Percent	Response Total
Excellent 	9.1%	3
Very Good 	36.4%	12
Good 	15.2%	5
Fair 	12.1%	4
Poor 	27.3%	9
Total Respondents		33
(skipped this question)		0

13. How would you rate your level of confidence in the REALS Director?

	Response Percent	Response Total
Very High	24.2%	8
High	33.3%	11
Average	15.2%	5
Low	15.2%	5
Very Low	12.1%	4
Total Respondents		33
(skipped this question)		0






14. How would you rate the REALS Director's technical knowledge of elections law and rules?

	Response Percent	Response Total
Very High	45.5%	15
High	36.4%	12
Average	12.1%	4
Low	6.1%	2
Very Low	0%	0
Total Respondents		33
(skipped this question)		0






15. How would you rate your level of confidence in the Superintendent of Elections?

	Response Percent	Response Total
Very High	3%	1
High	6.1%	2
Average	15.2%	5
Low	24.2%	8
Very Low	51.5%	17
Total Respondents		33
(skipped this question)		0






16. How would you rate the Superintendent of Elections' technical knowledge of elections laws, rules and procedures?

	Response Percent	Response Total
Very High 	15.6%	5
High 	18.8%	6
Average 	25%	8
Low 	25%	8
Very Low 	15.6%	5
Total Respondents		32
(skipped this question)		1






17. How would you rate your level of confidence in your immediate supervisor?

	Response Percent	Response Total
Very High 	18.2%	6
High 	33.3%	11
Average 	21.2%	7
Low 	18.2%	6
Very Low 	9.1%	3
Total Respondents		33
(skipped this question)		0





18. How would you rate your supervisor's technical knowledge of elections laws, rules and procedures?

	Response Percent	Response Total
Very High 	24.2%	8
High 	30.3%	10
Average 	30.3%	10
Low 	9.1%	3
Very Low 	6.1%	2
Total Respondents		33
(skipped this question)		0






19. How would you rate your level of confidence in your coworkers?

	Response Percent	Response Total
Very High 	15.2%	5
High 	36.4%	12
Average 	33.3%	11
Low 	12.1%	4
Very Low 	3%	1
Total Respondents		33
(skipped this question)		0

20. Overall, how would you rate coworkers' technical knowledge of elections laws, rules, and procedures?

	Response Percent	Response Total
Very High 	3%	1
High 	18.2%	6
Average 	57.6%	19
Low 	21.2%	7
Very Low	0%	0
Total Respondents		33
(skipped this question)		0

21. Senior leaders in our division clearly communicate a commitment to high standards and compliance with laws as demonstrated in their words and actions.

	Response Percent	Response Total
Disagree 	24.2%	8
Somewhat Disagree 	21.2%	7
Neither Agree nor Disagree 	18.2%	6
Somewhat Agree 	15.2%	5
Agree 	21.2%	7
Total Respondents		33
(skipped this question)		0

22. Senior officials are less likely to be disciplined for violating elections rules than other employees.

	Response Percent	Response Total
Disagree	15.2%	5
Somewhat Disagree	12.1%	4
Neither Agree nor Disagree	15.2%	5
Somewhat Agree	21.2%	7
Agree	36.4%	12
Total Respondents		33
(skipped this question)		0






23. I seldom feel pressured by my supervisors/managers to produce elections results in order to meet media deadlines.

	Response Percent	Response Total
Disagree	32.3%	10
Somewhat Disagree	25.8%	8
Neither Agree nor Disagree	12.9%	4
Somewhat Agree	3.2%	1
Agree	25.8%	8
Total Respondents		31
(skipped this question)		2






24. I get good suggestions and advice from my supervisor or manager about how to do my job while maintaining good faith compliance with elections rules and policies.

	Response Percent	Response Total
Disagree	18.2%	6
Somewhat Disagree	18.2%	6
Neither Agree nor Disagree	18.2%	6
Somewhat Agree	18.2%	6
Agree	27.3%	9
Total Respondents		33
(skipped this question)		0





25. Requests and suggestions from political election observers make it difficult for me to do my job well.

	Response Percent	Response Total
Disagree 	31.2%	10
Somewhat Disagree 	9.4%	3
Neither Agree nor Disagree 	18.8%	6
Somewhat Agree 	21.9%	7
Agree 	18.8%	6
Total Respondents		32
(skipped this question)		1

26. Employees can talk with supervisors about their concerns without fear of having their comments held against them.

	Response Percent	Response Total
Disagree 	42.4%	14
Somewhat Disagree 	18.2%	6
Neither Agree nor Disagree 	6.1%	2
Somewhat Agree 	21.2%	7
Agree 	12.1%	4
Total Respondents		33
(skipped this question)		0

27. My coworkers are really committed to complying with Elections section standards, policies, and laws.

	Response Percent	Response Total
Disagree	0%	0
Somewhat Disagree 	6.1%	2
Neither Agree nor Disagree 	6.1%	2
Somewhat Agree 	36.4%	12
Agree 	51.5%	17
Total Respondents		33
(skipped this question)		0

28. Sometimes, I feel it's more important to meet deadlines than it is to comply with all the elections rules and procedures.

	Response Percent	Response Total
Disagree	37.5%	12
Somewhat Disagree	12.5%	4
Neither Agree nor Disagree	9.4%	3
Somewhat Agree	21.9%	7
Agree	18.8%	6
Total Respondents		32
(skipped this question)		1






29. My coworkers feel comfortable in raising any problems that may make it difficult to comply with elections standards.

	Response Percent	Response Total
Disagree	21.9%	7
Somewhat Disagree	18.8%	6
Neither Agree nor Disagree	3.1%	1
Somewhat Agree	25%	8
Agree	31.2%	10
Total Respondents		32
(skipped this question)		1




30. You can bend the rules, if necessary, to meet important deadlines.

	Response Percent	Response Total
Disagree	66.7%	22
Somewhat Disagree	15.2%	5
Neither Agree nor Disagree	12.1%	4
Somewhat Agree	3%	1
Agree	3%	1
Total Respondents		33
(skipped this question)		0


31. Employees in the Elections section are expected to do as they are told, no matter what.

	Response Percent	Response Total
Disagree 	18.8%	6
Somewhat Disagree 	9.4%	3
Neither Agree nor Disagree 	3.1%	1
Somewhat Agree 	31.2%	10
Agree 	37.5%	12
Total Respondents		32
(skipped this question)		1






32. I feel personally responsible for maintaining appropriate standards of conduct and compliance with elections laws.

	Response Percent	Response Total
Disagree	0%	0
Somewhat Disagree	0%	0
Neither Agree nor Disagree 	9.7%	3
Somewhat Agree 	9.7%	3
Agree 	80.6%	25
Total Respondents		31
(skipped this question)		2






33. I would feel comfortable reporting elections rules violations to my supervisor or management.

	Response Percent	Response Total
Disagree 	12.1%	4
Somewhat Disagree 	6.1%	2
Neither Agree nor Disagree 	3%	1
Somewhat Agree 	9.1%	3
Agree 	69.7%	23
Total Respondents		33
(skipped this question)		0






34. I would act to prevent or report a coworker who may be violating elections rules.

	Response Percent	Response Total
Disagree 	6.1%	2
Somewhat Disagree 	3%	1
Neither Agree nor Disagree 	6.1%	2
Somewhat Agree 	24.2%	8
Agree 	60.6%	20
Total Respondents		33
(skipped this question)		0

35. I would feel comfortable reporting violations of election rules or other significant problems to the appropriate agency.

	Response Percent	Response Total
Disagree 	22.6%	7
Somewhat Disagree 	9.7%	3
Neither Agree nor Disagree 	16.1%	5
Somewhat Agree 	19.4%	6
Agree 	32.3%	10
Total Respondents		31
(skipped this question)		2

36. How would you rate your morale regarding your work at the Elections section?

	Response Percent	Response Total
Excellent 	3.1%	1
Very Good 	12.5%	4
Good 	3.1%	1
Fair 	28.1%	9
Poor 	53.1%	17
Total Respondents		32
(skipped this question)		1

37. How would you rate your job satisfaction in the Elections section?

	Response Percent	Response Total
Excellent	3.1%	1
Very Good	15.6%	5
Good	6.2%	2
Fair	34.4%	11
Poor	40.6%	13
Total Respondents		32
(skipped this question)		1



38. To what extent are you proud to be an employee in the Elections section and convey enthusiasm about the Elections section in your personal life in the community?

	Response Percent	Response Total
Very Proud	18.8%	6
Somewhat Proud	3.1%	1
Neutral	9.4%	3
Not Very Proud	18.8%	6
Embarrassed	50%	16
Total Respondents		32
(skipped this question)		1

39. In the past few years, how have your feelings towards the Elections section work environment changed if any?

	Response Percent	Response Total
Very Positive	0%	0
Positive	20%	6
Not Very Much	0%	0
Negative	40%	12
Very Negative	40%	12
Total Respondents		30
(skipped this question)		3

40. Do you supervise line staff?

	Response Percent	Response Total
Yes 	37.5%	12
No 	62.5%	20
Total Respondents		32
(skipped this question)		1

41. I've worked in the Elections section...

	Response Percent	Response Total
Five Years or Less 	45.2%	14
More Than Five Years 	54.8%	17
Total Respondents		31
(skipped this question)		2

42. Thank you for your valuable time and opinions. You are invited to provide any comments you wish to make in the space below.

Total Respondents	17
(skipped this question)	16

Survey Comments

RE: Your question on workload. NOW the workload is more of a "normal" workload. DURING THE PRIMARY and GENERAL elections, I regularly worked 70 and 80+ hour weeks. So there is a real distinction between "then" and "now." RE: Training/Equipment. When the switch was made to DIMS, I felt that the initial VENDOR training was not frequent or thorough enough and the program also had some problems--which were later solved. Before and during the Primary election, detailed instructions on computer task procedures were not in place. They were in place for the General election. RE: Knowledge of election laws. My experience early on was that election law wasn't or shouldn't be a concern - I was only supposed to be concerned with a very narrow task of data entry for one procedure. I asked what tasks were performed before or after my tasks and how they all worked together. I was told that I didn't need to know that information. Very little interest was shown in any ideas or suggestions I made. I have since been assigned to work in another part of elections and the atmosphere is MUCH, MUCH more positive. Suggestions are valued and a much better level of communications -- up and down -- are evident. RE: Morale. Evaluators should understand that most of us talk with members of the public - daily - and that many of these conversations display intense anger regarding elections and the mistakes that were made. Other conversations accuse us personally of fraud or "stealing" the election. Despite this form of stress, I feel that my own morale is high and I am confident in my manager and in our senior leadership.

There is no communication in my section of the elections office. My supervisor does not pass information to me, nor does he respond to my inquiries for information. I have brought this to the superintendents attention on more than one occasion but he does nothing. The root of most of the problems is and has always been communication. I think it is fairly obvious that I rose concerns for many months about issues we were having and these concerns fell on deaf ears. And now I am the one being held responsible for it. The problems in the KC Elections office will not go away until EVERYONE is held accountable for their actions, not just the end of the line people. Everyone in the office should be treated the same way, favoritism has no place in elections yet it is a huge problem. Until everyone is accountable for the entire operation these problems will continue. I am on leave, and my staff are on leave, because we are held to a higher

standard than the rest of the office. We are not responsible for the system issues. We are not responsible for signature images. But we are held responsible for those issues, so no one else in the office ever worries about having to do a stand up job. Management has decided that they did nothing wrong, even though myself and those that work for me all brought these issues to them and they ignored us, they said we are the problem. Well, when they set the example why should anyone else change? I hope that eventually someone will find a way to make that office work well, I think if someone listens more to what the workers say and less to what sounds good on paper the real issues may get resolved. Thank you for listening, Nicole Way.

I would like to say that I think the Director and the Superintendent are very intelligent regarding election law and very naive about elections in King County. King County has an atmosphere in the public and the media to sensationalize every error. This is what I don't think they understood. While I am not saying that I am sloppy about my work and the work in my section things do happen and they are pounced on by the parties and the media. The superintendent said to me when he was first introducing himself to me that "there's a new sheriff in town". I thought that was quite cocky for someone who has never supervised a staff this large and who came from a small town where people all know each other and when they have problems they actually talk them out like reasonable people. Here it seems everyone calls the media first and gets on the news without even calling us. Another major problem this past election season was the communication. I am one of the assistant superintendents and I got all of my information from the media first. The only people in the know were the Director, Superintendent, Garth Fell (an assistant superintendent), and the media person on staff. I have more things that bother me about last year but I am finished writing here.

I do not understand how certain people can be given the positions they're currently in. It can't be because of their experience or expertise. Bill Huennekens has the personality of a blank wall and has no people skills whatsoever. When bringing someone through the office to meet the staff, he looked around and said "There's no one here, only temps". He's done that twice. I'd like to see him run an election without the temps. During his testimony when asked if you ran a ballot through the accuvote twice, would it count it twice, he answered "yes". And he's Superintendent of Elections. He should be fired. And Nicole Way, she didn't know the job when she applied for it, she obviously still doesn't, and she doesn't work. She didn't when she was in the Admin Bldg, and from what I've been told, she didn't at

MBOS either. The only reason she's in that position is due to her friendship with a HR employee who she's referred to as "my mentor". Actually, she did work, just not County work. She ran her husbands construction business from her desk. We've all heard her phone conversations, they had nothing to do with County election business. During her testimony when asked if we register people without their signatures, she said yes. And she's in charge of mail ballots. That's pretty scary. In all my years here I've never seen anything run like the way King County runs things. We need more permanent staff. I believe Mr. Sims said whatever we needed, just tell him and he'd get it. Well they finally posted several positions, people applied for them, and then it closed. Why does it take months and months to fill a couple of vacancies? Why can't they ever do anything in a timely manner? This whole election snafu is a total embarrassment. Whenever anyone asks where I work I'm humiliated before I even say anything. I'm tired of dealing with psychotic republicans who have huge persecution complexes. I'm tired of voters who call in and end up yelling at us, convinced we're tampering with their voting records. The morale here is at an all time low, and something needs to be done.

If the leadership of our department is not replaced, there is no hope that our performance will get any better. The most important person to get rid of is Sean Beauffiou. His sole function is to act as a "hatchet man" to enforce unreasonable work rules and lie to the workers while stealing their money through administrative decisions that have no basis in fact. Garth Fell is the next most important person to replace. He is a control freak who will not tolerate disagreement with his mind set. He also lays down work rules he refuses to follow. Get rid of Bill Hennkins and Dean Logan next. They are small town boys with no experience in running a large elections operation. They can not manage people and do not have the ability to turn our department around. Carlos is responsible for heading Snohomish County's department when they adopted a paperless system. He should be replaced ASAP. Keep Harry and Julie Moore. They at least try to put in a day's work and are committed to obeying the law. Clean house or morale among us worker bees who do all of the actual work in this department will never improve. I am so disgusted at the conduct of our supposed leadership, I want to puke. They are life-time bureouctats who are lazy, incompetent, and rule-bound. Don't let them get away with avoiding the consequences of their actions. I can talk this way because I was placed on Administrative Leave well before the General Election because I would not shut up about our lack of preparation. I was not brought back until after the final certification of the hand recount in January. Dean Logan had me sitting at home

drawing full pay and doing nothing for it because I told my supervisor to tell Garth, Bill, and Dean that I would go public if we went into the General as ill-prepared as we were at the end of September, 2004. I watched the whole fiasco as an outsider who was ordered to have no contact with anyone in the department whatsoever. Thus, I can say thankfully that I share NO responsibility for our total melt-down during the General and afterward. We well deserve the appellation of the "worst election department in the United States."

I am concerned there may be hurt feelings as a result of this survey. Employees are taken advantage of as far as work schedule and being expected to put their personal lives on hold for the sake of elections. We rely way too much on temporary employees for detailed and highly important work, and then these employees are not treated with consideration. Training is far less than sufficient and employee concerns are hardly ever resolved if they are even acknowledged. Basic communication from management is almost nonexistent. We often hear about what is going on in our own office from tv, radio, and newspapers before we are made aware of it by management. This leads to a sense of uncertainty and a feeling that we are not being treated with courtesy and respect. I am, however, proud of the service we provide in spite of the fact that we are treated by the rest of our community as incompetent criminals.

Communication and "following-up" on issues is basically non-existent. Higher supervisory staff members need to follow rules, laws, and instruction whether they agree with the rules, laws and instructions or not instead of choosing what they want. Making co-workers actually work instead of sleeping all day would help too. Have higher expectations on completing work in a correct and timely matter instead of saying that a co-worker can't answer phones because they don't know our rules. They should be taught the rules and how to appropriately answer the phones.

In answering the questions, I found that I had conflicting sentiments. I am proud of the work we do at elections, but I feel that it is difficult for me to keep doing it in light of the external criticism that will surely continue through the upcoming elections. I know that most of the people that I work with are doing the very best they can in a very difficult situation and I respect them for it. But I also feel that there are past loyalties that come into play and there is sometimes a "circle the wagons" mentality in some of the sections when problems arise. I would like to add that I have a tremendous respect for Dean Logan and I think that it would prove to be a grave mistake if he were forced

out. In my opinion, he is by far the most qualified director that we have had. Our office has undergone incredible changes in a short time. Most of the changes, have made our office more professional and better equipped. However, I must express my reservations regarding the DIMS system and training. I think as a staff we need a lot more training and the system needs to be better adapted to suit our needs and to provide the reports and applications that we need to make our jobs easier not harder. We should not have to do so many work arounds. Lack of communication continues to be a big problem in the office.

I think lack of communication and of ability to function as a working team with responsive, respectful, and effective leadership are blocks to success in our department. I have always believed and still do believe that we do an excellent job administering elections. I believe in our quality of work and our work ethic. Unfortunately, I think we lack in flexibility of work scheduling and employment styles as well as plain numbers of employees to do our job. We need some innovative thinking. I believe Dean is the right person for the job but I think the creation of such a large division dilutes the attention needed to each of its departments. There have been many superficial changes in equipment and environment but few substantive changes that address real needs and concerns of the employees. While I know that I am valued, I don't generally feel appreciated and feel that due given to us as employees feels obligatory and not always sincere. Most of all I think that what we have to say as employees is not generally taken seriously and that input is not welcome unless it echoes management thinking. We want to be a part of building our future.

This organization is headed for more disaster if policies, procedures and some of its higher management do not improve soon.

As an employee of King County for the last 10 years working in the Elections Section, I've seen a disconcerting downward trend with regard to this agencies efficiency not mention its ability to serve the general public with a sense of pride and dignity in conducting our day to day affairs! I have witnessed a rapid decline in the work place atmosphere/environment, integrity, morality, honesty, diplomacy, just to mention a few aspects and this trend shows no signs of improvement. As a matter of fact the trend seems to continue in a downward spiral!!! I've seen Managers and Superintendents come and go. Co-workers exiting this office for more suitable jobs that treat their employees with respect and dignity. Some were left no other recourse but to transfer or quit due to an unhealthy work place environment. I

am one of these individuals. Unfortunately I'm only in a different section of the Elections Department! I left the Elections Section while under Julie Anne Kempf. Although she was quite knowledgeable and capable of her position, she was abusive with authority and her position as Superintendent of Elections. I know that this has nothing to do with the present and I apologize for that, however it was the impetus for bigger and far more controversial matters to follow in the Elections Office. I believe that the Manager and Superintendent of Elections in my opinion are either one of two things: Inexperienced in the field and do NOT possess the necessary job requirements and or people skills to satisfactorily function in their respective positions or are mis-typcast into their positons. For example the last 2-3 Managers and Superintendents were selected by the Executive Branch. Neither one subsequently survived as Managers/Superintendents. Thus we enter a new era and the county council decides to confirm the next Manager and Superintendent. They do in the attempts of avoiding the pitfalls fo the past, but to no avail, we are once again faced with scandal and discrepancies in our office environment with another elections controversy for reasons I need not mention! If we the people, the King County Council continue to function and operate on the "buddy system" selection process, our troubles with the Election's office will continue in this downward trend until martial law with be it's only available recourse! If you want a Department/Office to run efficiently, provide an equitable selection process and hiring the best candidate for the position and resist the temptation of hiring your best friends sister's brother's uncle!!!

We have been given similar surveys in the past and I know that many of us who have been here for several years have brought up the issue of poor communication and low morale in this office over and over again. Instead of improving, it has only gotten worse. It seems like the last couple of management teams who have come in here, instead of investigating the real problems in the office and asking for input from employees who have been here for a long time, have focused on superficial issues to try to make us "look" better on the surface, such as the implementation of a dress code, purchasing new desks for the office, hiring a communications specialist etc. I hope that this survey and all of the investigations that are occurring right now will bring about a real positive change in this office.

It was not clear if the questions pertained to now point of view or for the Nov 2004 elections. Upper management has been trying to make postives changes but staff sees it as a reaction to a negative situation that they are trying to gain staff support for.

Survey Responses

Page 7

It was not clear if the questions pertained to now point of view or for the Nov 2004 elections. Upper management has been trying to make postives changes but staff sees it as a reaction to a negative situation that they are trying to gain staff support for.

Mr. Logan says that he has an open door policy, it is just hard to find the door open. We had very high hopes that he would be a personal, hands on manager much in the style of Jim Buck. We were very disappointed in him. Mr. Huennekens should never have been hired, he shows a lack of knowledge especially in personnel matters. Mr. Huennekens can't conduct any kind of a meeting. We can all tell when he either is bored or doesn't comprehend something by his constant playing with his Blackberry.

1130 Rainier Building		2006														
Task Name	Duration	Start	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Due Diligence	238 days	Tue 5/10/05	[Gantt bar from May to Dec]													
Purchase and Sale Agreement Executed	0 days	Tue 5/10/05	◆ 5/10													
Due Diligence Period	60 days	Tue 5/10/05	[Gantt bar from May to July]													
Escrow Opened	0 days	Wed 5/11/05	◆ 5/11													
Title Requested	0 days	Wed 5/11/05	◆ 5/11													
Earnest Money Deposit (\$100,000)	0 days	Thu 5/12/05	◆ 5/12													
Title Review	15 days	Mon 5/16/05	[Gantt bar from May to June]													
Negotiate/Execute Assignment and Assumption Agreement w/ Seller	16 days	Wed 6/15/05	[Gantt bar from June to July]													
Due Diligence Period Contingency Extension	85 days	Fri 7/8/05	[Gantt bar from July to Oct]													
Earnest Money Deposit (\$150,000)	0 days	Fri 9/30/05	◆ 9/30													
Purchase Closing	0 days	Tue 1/3/06	◆ 1/3													
Tenant Improvement	212 days	Thu 5/19/05	[Gantt bar from May to Dec]													
Design	12 wks	Tue 8/9/05	[Gantt bar from Aug to Oct]													
Submit TI Permit	8 wks	Tue 11/1/05	[Gantt bar from Nov to Dec]													
TI Construction	10 wks	Mon 1/2/06	[Gantt bar from Jan to Feb]													
King County Self Performed Work	190 days	Mon 8/1/05	[Gantt bar from Aug to Dec]													
Shell & Core Parking Lot	6 wks	Mon 8/1/05	[Gantt bar from Aug to Sept]													
Design	6 mons	Mon 9/12/05	[Gantt bar from Sept to May]													
Permit	8 wks	Mon 2/27/06	[Gantt bar from Feb to March]													
Construction			[Gantt bar from March to May]													

Task	Milestone	External Tasks
Project: 050519 Due Diligence and De	◆	[Gantt bar]
Date: Thu 5/26/05	Summary	External Milestone ◆
Progress	Project Summary	Deadline →

1130 Rainier Building and Adjacent Parcels

	<u>Current Estimate</u>	<u>Requested 2005 Authorizations</u>	<u>Elections %</u>	<u>Elections</u>	<u>ITS</u>
Purchase					
Price of 1130 Rainier Building	13,725,000	250,000 deposits			
Additional Property	1,600,000				
Due Diligence	100,000	100,000			
Other Acquisition Costs	49,000	49,000			
total Purchase	15,474,000		62.0%	9,593,880	5,880,120
Architectural and Engineering					
Construction	116,000	72,000		71,920	44,080
Tenant Improvements	642,000	9,100 permits		642,000	
Estimated Development	3,785,000	39,000 prelim A/E		1,299,805	2,485,195
	4,543,000			2,013,725	2,529,275
Legal & Accounting					
Builder's risk insurance	25,000	17,000			
Other	15,000				
	25,000				
Subtotal	65,000		58.0%	37,693	27,307
Developer Overhead and Fee					
Project Contingency	552,000	70,000 earned overhead		320,098	231,902
	287,000			166,428	120,572
	839,000				
KC including contingency	218,000	141,000 pre construction		126,415	91,585
Estimated Total Cost Project	\$21,139,000	\$747,100		\$12,258,239	\$8,880,761
63-20 Estimated Delivery Expenses and Interim fina	1,672,000			969,750	702,558
Total Project Budget	\$22,811,000			\$13,227,989	\$9,583,319
Annual payment	1,779,000			58%	42%
years	20			1,032,000	748,000
annual rate	4.75%			20	20
				4.75%	4.75%
				SF	44,000
				per SF	\$23.45
					16,000
					\$46.75

The estimated finance and delivery costs assume the transaction will move forward according to Section 63-20 of the Internal Revenue Code. If a different approach is ultimately recommended, these cost estimates will be adjusted accordingly.

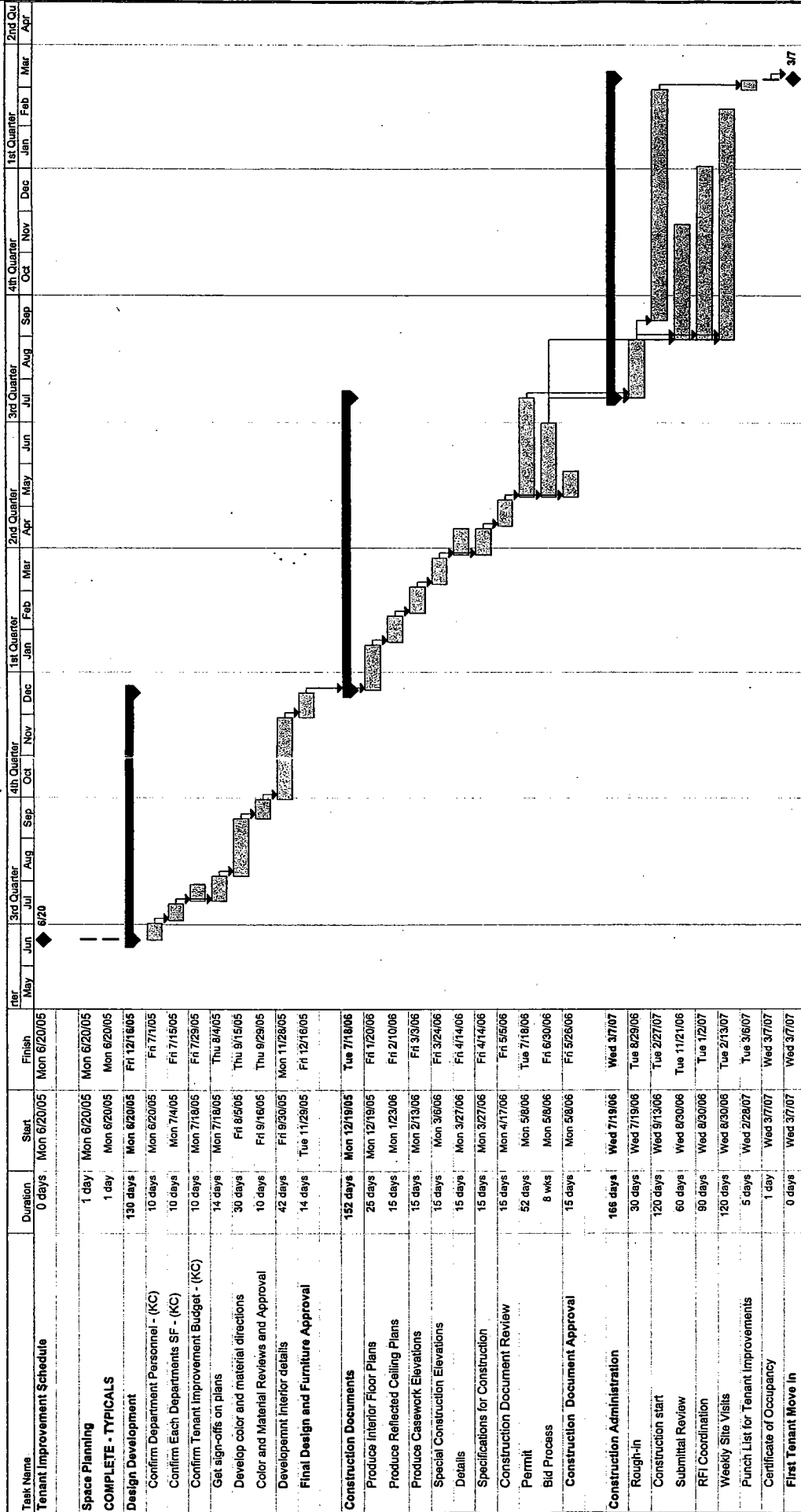
New County Office Building (NCOB)

Proposed Tenants (Proposed Motion 2005-0102)

March 2005

Agency	2004 Proposed				2005 Proposed			
	NCOB RSF	CX RSF	Non-CX RSF	NCOB USF	CX USF	Non-CX USF		
DES Finance	41,000	9,084	31,916	21,630	4,792	16,838		21,630
DCHS	40,648		40,648	33,773		33,773		
DPH	87,010		87,010	85,068		85,068		
DES/ITS	33,345		33,345	25,695		25,695		
Executive BRED	4,200	4,200		5,752	5,752			
DES Admin	1,050	525	525	2,013	2,013			2013
Health Dept/Boren	5,660		5,660	0	0			0
DCHS Pub Defense	4,082	4,082						
DES Print Shop/Surplus Property	16,670		16,670	0	0			0
Subtotal	233,665	17,891	215,774					
Misc Support Space/Other	27,415							
Total	261,080	7.66%	92.34%					
Executive								
Executive				7,933	7,933			
OMB				11,004	11,004			
OIRM				5,752	5,752			
DES Board of Ethics				500	500			
DPH/EH								
Ombudsman				4,500	4,500			
Miscellaneous Support				203,620	42,246	161,374		203,620
Pocket Space					20.7%	79.3%		

KING COUNTY - GOAT HILL OFFICE BUILDING
Tenant Improvement Schedule

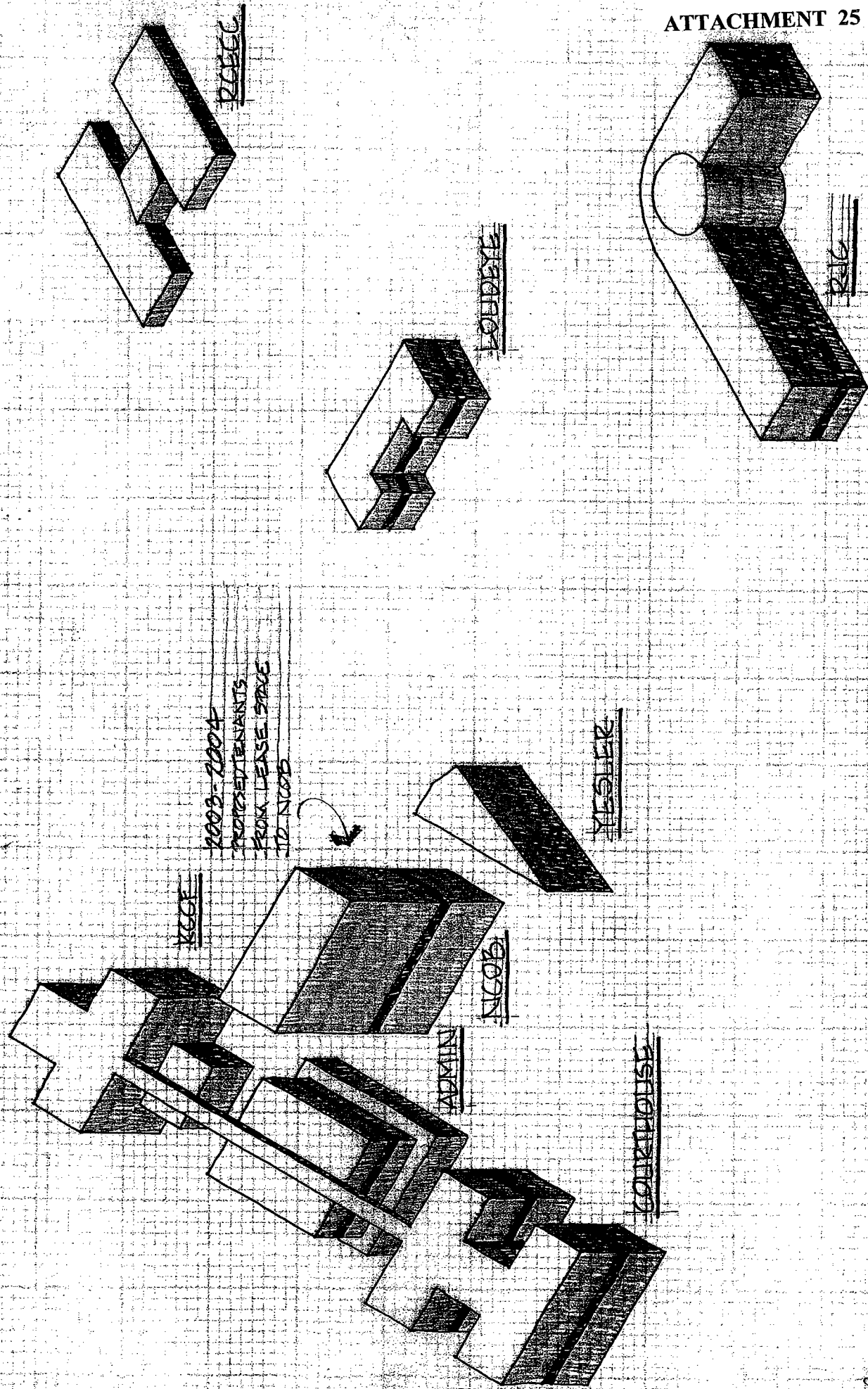


ZIMMER GUNSUL FRASCA PARTNERSHIP

PRELIMINARY PLANNING OPTIONS
Option #1

2003 Proposed NCOB Tenants

Option 1 is the original 2003 proposed NCOB tenants which were reviewed by the Council in September and December 2003 (Ordinances 15042, 15042, & 14812) and throughout 2004.



PRELIMINARY PLANNING OPTIONS Option #1

2003 Proposed NCOB Tenants

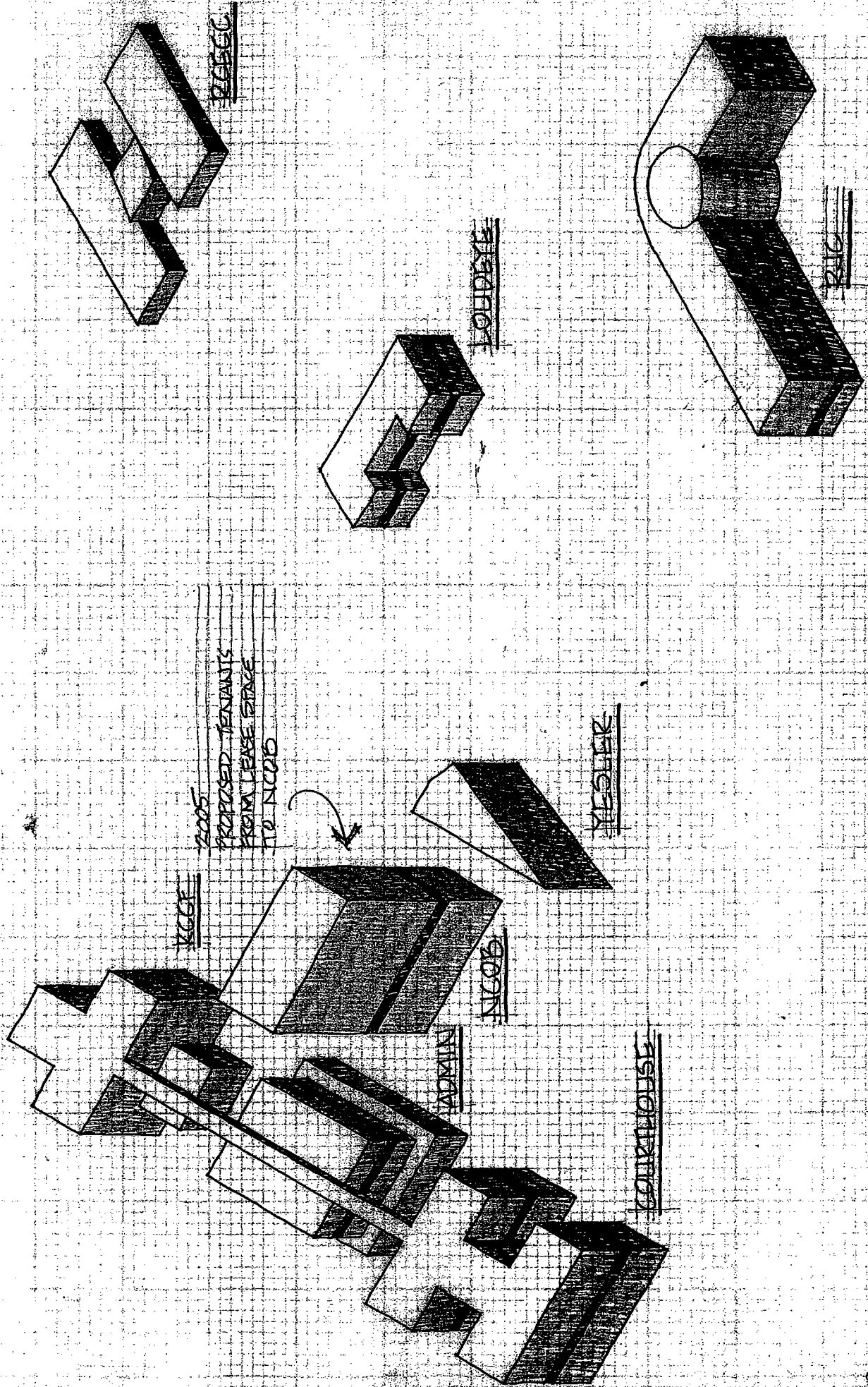
Option 1 is the original 2003 proposed NCOB tenants which were reviewed by the Council in September and December 2003 (Ordinances 15042, 15042, & 14812) and throughout 2004.

Pros	Cons
<ul style="list-style-type: none"> Meets adopted 90%/10% owned/leased policy 	<ul style="list-style-type: none"> Does not address the unassigned space (29,257 rsf) added during 2004
<ul style="list-style-type: none"> Comports with previous Council approval of the Executive and Office of Management & Budget location in the Administration Building 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> All proposed tenant agencies currently reside in leased space 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Meets adopted policy to co-locate agencies where functional relationships warrant. DES Finance, DPH, ITS, DCHS, DES/Admin. 	<ul style="list-style-type: none">

PRELIMINARY PLANNING OPTIONS Option #2

NCOB Proposed Tenants 2005 (Proposed Motion 2005-0102)

Option 2 represents a revision to the 2003 proposed NCOB tenants. This revision was transmitted to the Council on March 1, 2005 (Proposed Motion 2005-0102).



PRELIMINARY PLANNING OPTIONS Option #2

NCOB Proposed Tenants 2005 (Proposed Motion 2005-0102)

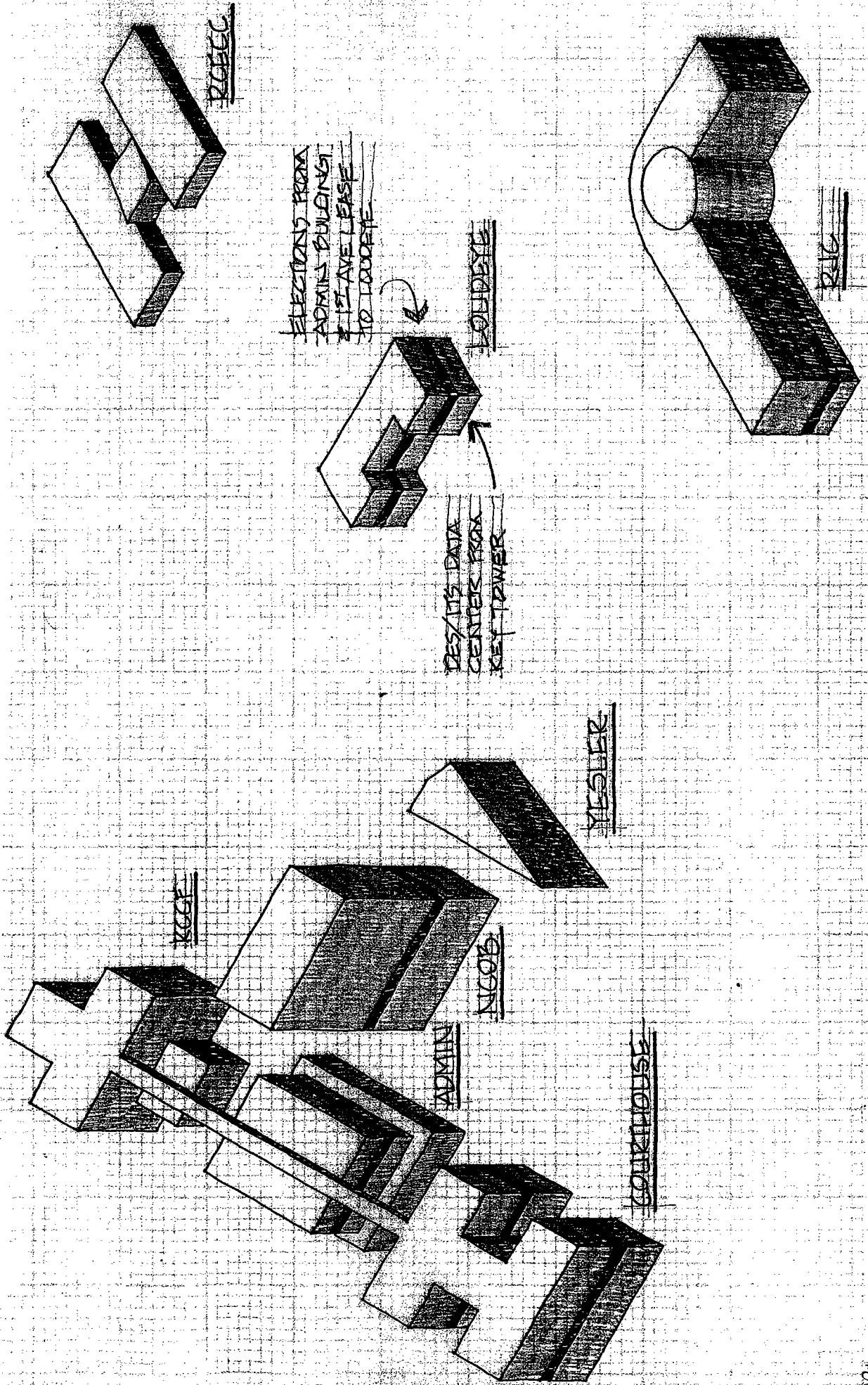
Option 2 represents a revision to the 2003 proposed NCOB tenants. This revision was transmitted to the Council on March 1, 2005 (Proposed Motion 2005-0102). The proposed tenants are summarized in the following table:

PROS	CONS
<ul style="list-style-type: none"> Exceeds adopted 90%/10% owned/leased policy 	<ul style="list-style-type: none"> Does not comport with previous Council approval of the Executive and Office of Management & Budget location in the Administration Building
<ul style="list-style-type: none"> All proposed tenant agencies currently reside in leased space 	<ul style="list-style-type: none"> Does not co-locate Finance from the Exchange Building and Administration Building
<ul style="list-style-type: none"> Meets adopted policy to co-locate agencies where functional relationships warrant. DPH, DCHS, DES/Admin., Executive & OMB with executive agencies. 	<ul style="list-style-type: none"> Does not co-locate ITS with ITS/Data Center
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

PRELIMINARY PLANNING OPTIONS
Option #3

Executive Proposed Elections Consolidation (Proposed Ordinance 2005-0266)

Option 3 consolidates King County Elections operations in the 1130 Building (Loudeye) as proposed in the current Executive's transmittal of June 2, 2005 (Proposed Ordinance 2005-0266).



**PRELIMINARY PLANNING OPTIONS
Option #3**

Executive Proposed Elections Consolidation (Proposed Ordinance 2005-0266)

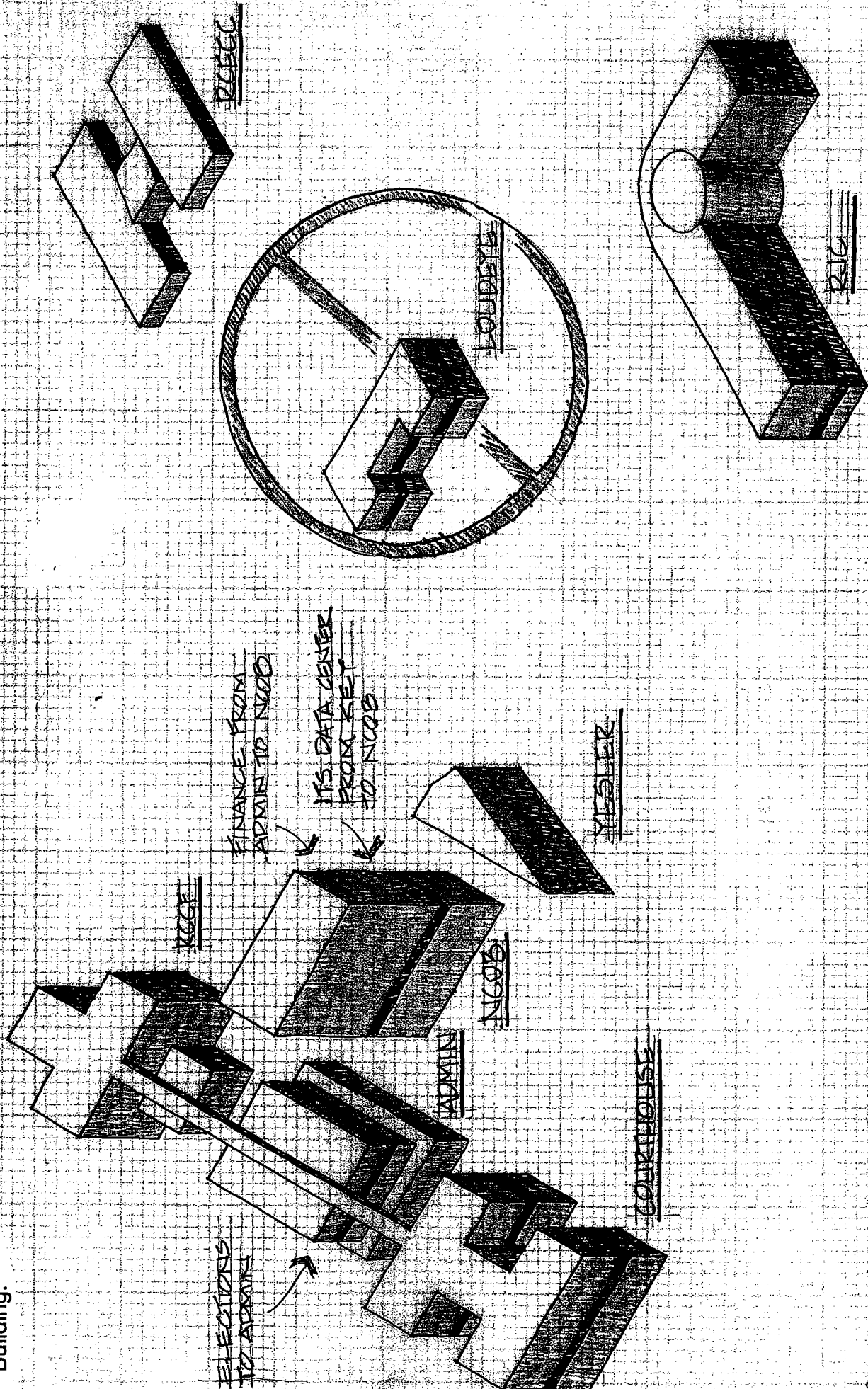
Option 3 consolidates King County Elections operations in the 1130 Building as proposed in the current Executive's transmittal of June 2, 2005 (Proposed Ordinance 2005-0266).

PROS	CONS
<ul style="list-style-type: none"> Proposed 1130 Building appears very suitable for Elections needs (44,000 rsf, unobstructed open space, high ceilings, loading dock). 	<ul style="list-style-type: none"> Adds an additional \$22.8 million of County debt
<ul style="list-style-type: none"> Allows consolidation of Elections ballot operations functions in accordance with various report recommendations 	<ul style="list-style-type: none"> Reduces the County's minimum lease to own ratio by another 60,000 rsf (policy maximum is 10%) The loading dock is only a single space, which is open to the weather and located on a public street
<ul style="list-style-type: none"> Existing 1130 Building Data center infrastructure appears to be lower than in a new installation. 	<ul style="list-style-type: none"> The existing 1130 Building data center is 16,000 sf. Significantly larger than ITS data center needs (6,000 sf)
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Limited parking during peak election periods (190 spaces compared to 425 peak demand)
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Limited public transit access means more people will drive. County policy encourages transit use (i.e. bus passes)
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Requires purchase of a new data center before strategic planning and organization reports are complete and approved.
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Requires purchase of a new data center before all ITS/Data Center upgrade, move, and planning costs are known.
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Requires purchase of new elections building before elections committees have completed their work

PRELIMINARY PLANNING OPTIONS Option #3b

Consolidation of Elections in Administration Building (without acquisition of 1130 Building)

Option 3b consolidates Elections Division ballot operations in the Administration Building but excludes the acquisition of the 1130 Building.



PRELIMINARY PLANNING OPTIONS
Option #3b

Consolidation of Elections in Administration Building (without acquisition of 1130 Building)

Option 3b consolidates Elections Division ballot operations in the Administration Building but excludes the acquisition of the 1130 Building.

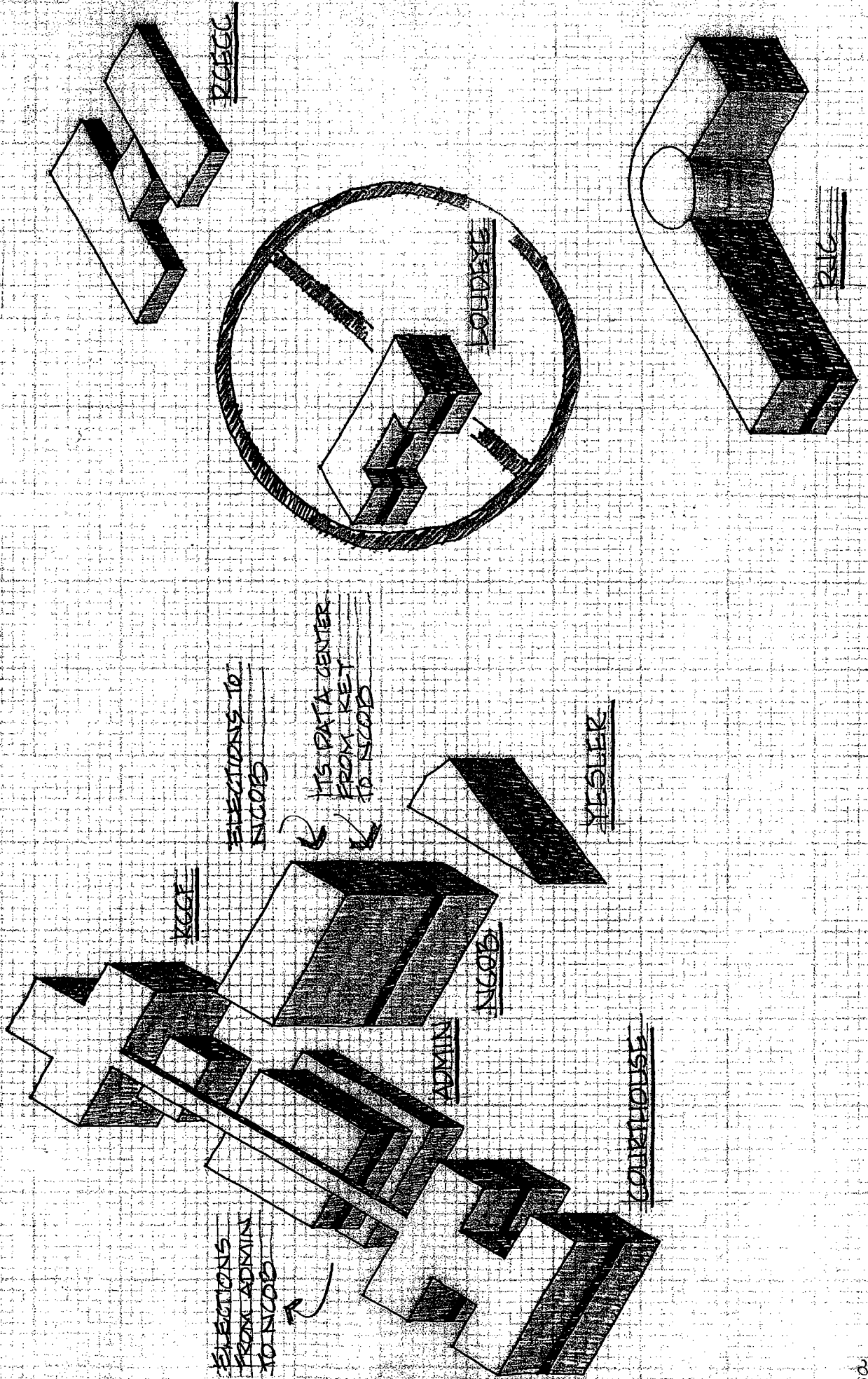
PROS	CONS
<ul style="list-style-type: none"> • Meets adopted 90%/10% owned/leased policy 	<ul style="list-style-type: none"> • May require more costly installation of the ITS Data Center in the NCOB
<ul style="list-style-type: none"> • Avoids additional \$22.8 million of County debt resulting from the acquisition of a new facility 	<ul style="list-style-type: none"> • Administration Building service access is compromised & would require upgrade
<ul style="list-style-type: none"> • Allows consolidation of Elections ballot operations within existing Administration Building in accordance with various report recommendations 	<ul style="list-style-type: none"> • Elections function in Administration would have reduced visibility due to building core. Floor loading for ballot storage may require upgrade.
<ul style="list-style-type: none"> • Elections in Administration Building (existing owned space) may resonate with voters 	
<ul style="list-style-type: none"> • Provides closer functional adjacency between Executive and Elections 	
<ul style="list-style-type: none"> • Maintains co-location of Elections with Records & Licensing Functions 	
<ul style="list-style-type: none"> • Allows co-location of Finance functions (Admin & Exchange) in NCOB 	

PRELIMINARY PLANNING OPTIONS

Option #4b

Consolidation of Elections in NCOB (without acquisition of 1130 Building)

Option 4b consolidates Elections in the NCOB but excludes the acquisition of the 1130 Building.



PRELIMINARY PLANNING OPTIONS

Option #4b

Consolidation of Elections in NCOB (without acquisition of 1130 Building)

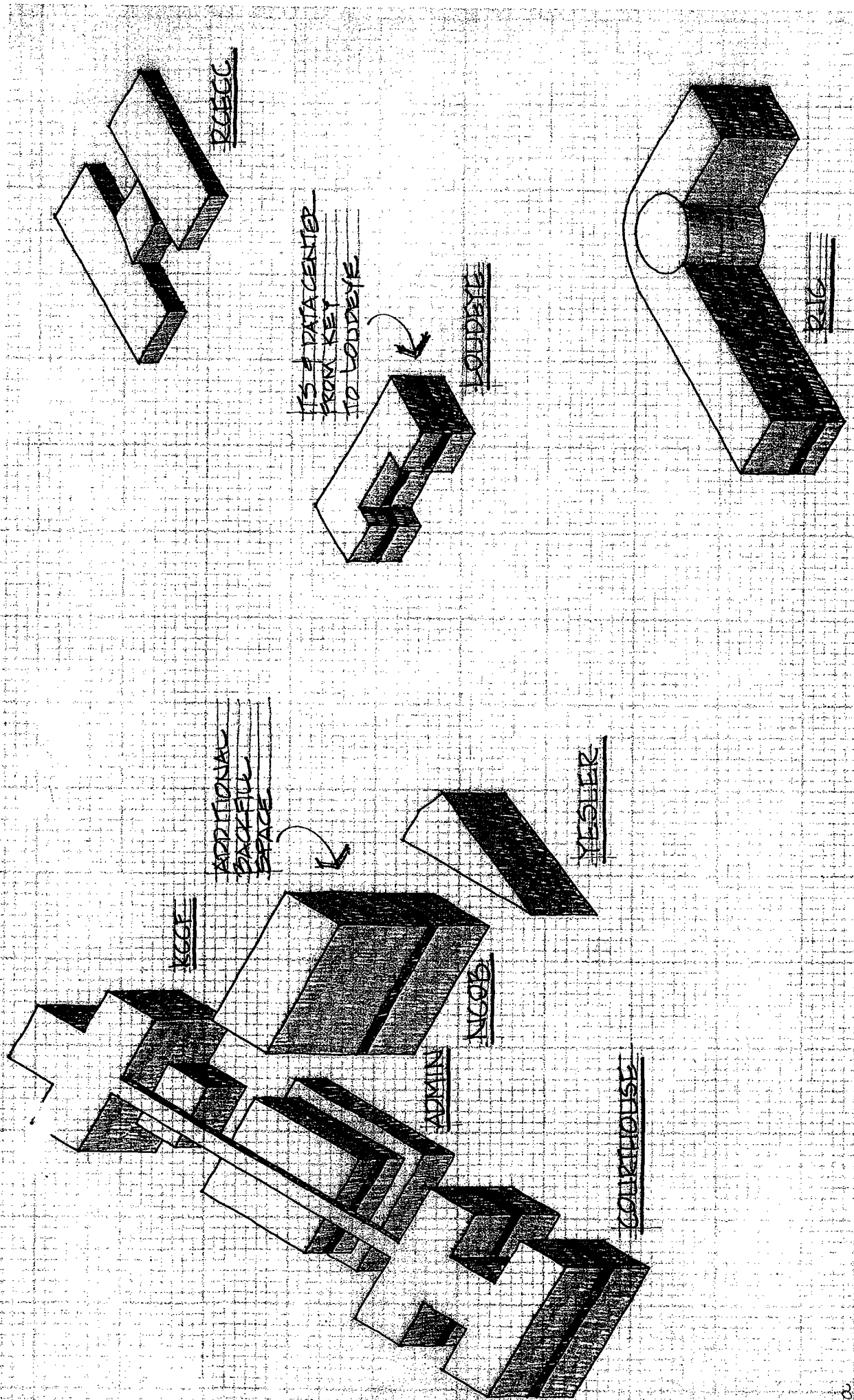
Option 4b consolidates Elections in the NCOB but excludes the acquisition of the 1130 Building.

PROS	CONS
<ul style="list-style-type: none"> Meets adopted 90%/10% owned/leased policy 	<ul style="list-style-type: none"> Would not provide solution for data center relocation unless ITS remains in leased space
<ul style="list-style-type: none"> Avoids additional \$22.8 million of County debt resulting from the acquisition of a new facility 	<ul style="list-style-type: none"> May require more costly installation of the ITS Data Center in the NCOB unless ITS remains in leased space
<ul style="list-style-type: none"> Allows consolidation of Elections ballot operations in NCOB in accordance with various report recommendations 	<ul style="list-style-type: none"> Reduces extent of other proposed agencies by approximately 44,000 sf (roughly equivalent of two-floors).
<ul style="list-style-type: none"> Elections in NCOB (existing owned space) may resonate with voters 	<ul style="list-style-type: none"> Candidate agencies to remain in lease space include DES/ITS (33,345 rsf), DES Finance (21,630 usf), Executive and OMB (18,937), or elimination of the planned pocket space (21,200 usf),
<ul style="list-style-type: none"> Provides additional backfill space in Administration for other functions 	<ul style="list-style-type: none"> An additional candidate agency to remain in lease space could be a reduction of DPH space however this would unnecessarily sub-divide an agency.
<ul style="list-style-type: none"> NCOB service access for Elections is superior to Admin Bldg. or 1130 Building 	<ul style="list-style-type: none"> Locating elections in Admin building may require building improvements to loading, floor loading, or other infrastructure improvements.
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

PRELIMINARY PLANNING OPTIONS Option #5

Consolidation of ITS and the Data Center in 1130 Building

Option 5 consolidates all of ITS and the Data Center in one location in the 1130 Building



PRELIMINARY PLANNING OPTIONS
Option #5

Consolidation of ITS and the Data Center in 1130 Building

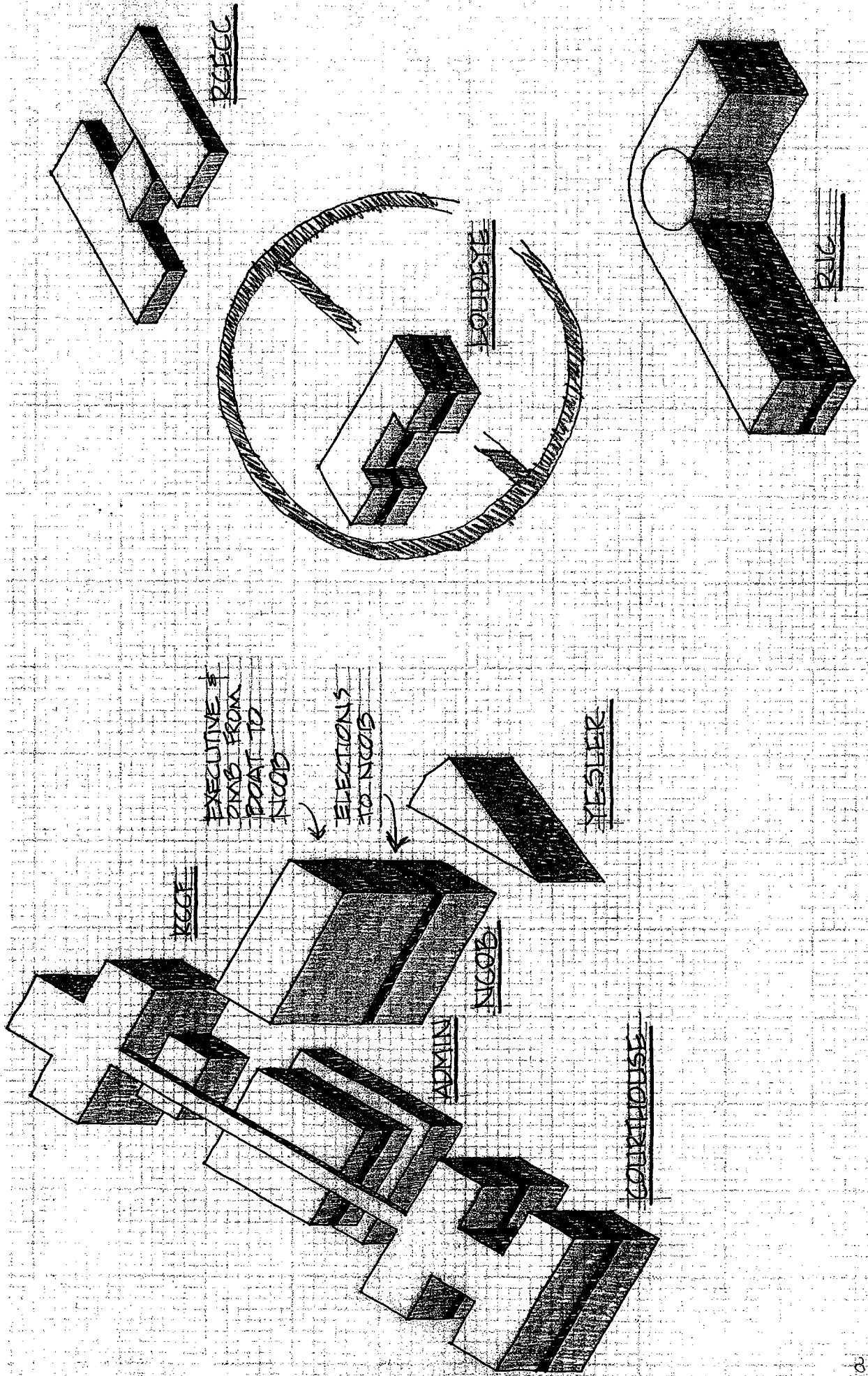
Option 5 consolidates all of ITS and the Data Center in one location in the 1130 Building

PROS	CONS
<ul style="list-style-type: none"> Allows co-location of all ITS and Data Center functions at a single location 	<ul style="list-style-type: none"> Adds an additional \$22.8 million of County debt resulting from acquisition of a new facility
<ul style="list-style-type: none"> Provides for additional NCOB backfill space for other functions such as Elections, DPH from Admin & Yesler, or CID from RJC 	<ul style="list-style-type: none"> Isolates ITS from other King County customer agencies
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Does not directly address Elections co-location needs
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Available square footage (60,000 rsf) appears to exceed program need.
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Requires purchase of a new data center before strategic planning and organization reports are complete and approved
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Requires purchase of a new data center before all ITS/Data Center upgrade, move, and planning costs are known
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

PRELIMINARY PLANNING OPTIONS Option #6

Consolidation of Elections and Executive & OMB in the NCOB

Option 6 Consolidation of the Elections Ballot Processing functions and Executive & OMB in the NCOB



PRELIMINARY PLANNING OPTIONS

Option #6

Consolidation of Elections and Executive & OMB in the NCOB

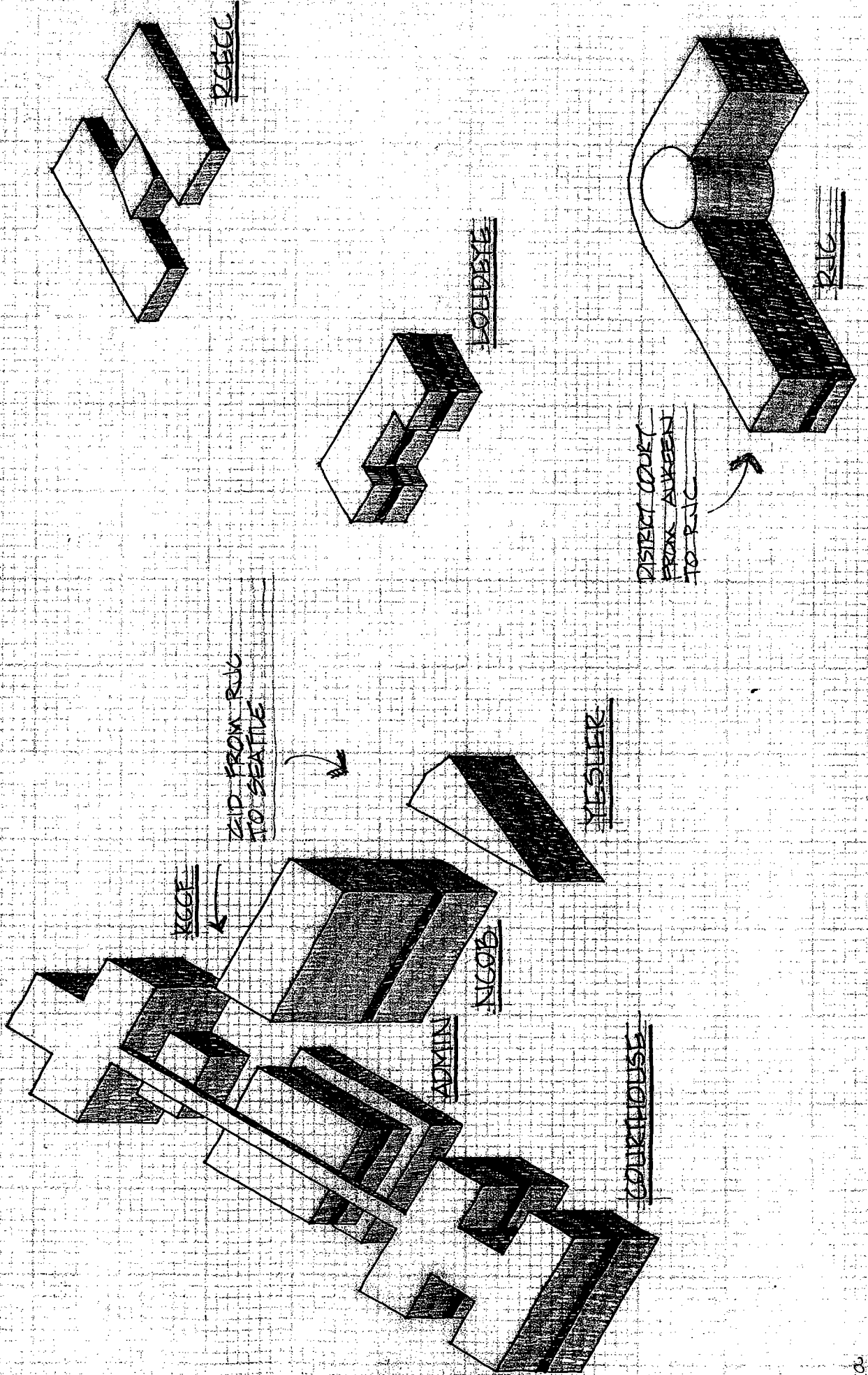
Option 6 Consolidation of the Elections Ballot Processing functions and Executive & OMB in the NCOB

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> Avoids additional \$22.8 million of County debt resulting from the acquisition of a new facility 	<ul style="list-style-type: none"> Would not provide solution for data center relocation unless ITS remains in leased space
<ul style="list-style-type: none"> Meets 90%/10% owned/lease ratio adopted policy 	<ul style="list-style-type: none"> Reduces extent of other proposed agencies by approximately 44,000 sf (roughly equivalent of two-floors).
<ul style="list-style-type: none"> Allows relocation of Executive and OMB in NCOB as proposed in the 2005 Final Tenant Recommendation 	<ul style="list-style-type: none"> Candidate agencies to remain in lease space include DES/ITS (25,695 usf), DES Finance (21,630 usf), or elimination of the planned pocket space (21,200 usf),
<ul style="list-style-type: none"> Could provide solution for the ITS/Data Center if all of ITS remains in lease space 	<ul style="list-style-type: none"> An additional candidate agency to remain in lease space could be a reduction of DPH space however this would unnecessarily sub-divide an agency.
<ul style="list-style-type: none"> DES Finance (Exchange Building) could be relocated to the Administration Building in the 5th floor space vacated by Elections which would co-locate with Finance on the 6th floor (6,000 sf space shortfall) 	
<ul style="list-style-type: none"> Sheriff CID could be relocated from RJC to the Administration Building in the 5th floor space vacated by Elections (15,000 sf) 	

PRELIMINARY PLANNING OPTIONS
Option #7

Relocation of CID to Seattle and District Court (Kent) to the RJC

Option 7 relocation of the Sheriff Criminal Investigation Division (CID) from the RJC to Seattle and District Court (Kent) to the RJC.



PRELIMINARY PLANNING OPTIONS

Option #7

Relocation of CID to Seattle and District Court (Kent) to the RJC

Option 7 relocation of the Sheriff Criminal Investigation Division (CID) from the RJC to Seattle and District Court (Kent) to the RJC.

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> Consistent with District Court Operational Master Plan 	<ul style="list-style-type: none"> The relocation could result in tenant improvement costs both at the RJC and potentially at Seattle
<ul style="list-style-type: none"> Would implement District Court move ahead of District Court Facility Master Plan. Would require Executive to transmit costing, estimate, and funding recommendations. 	<ul style="list-style-type: none"> RJC security will be tricky to resolve without increasing court security costs (i.e. CID is outside the security perimeter)
<ul style="list-style-type: none"> Allows for immediate implementation of District Court Consolidation at RJC 	<ul style="list-style-type: none"> The CID Seattle relocation options do not replicate the existing parking conditions at RJC.
<ul style="list-style-type: none"> Sheriff CID could be relocated from RJC to the Administration Building in the 5th floor space vacated by Elections (15,000 sf) 	

Layton, David

From: Brown, Kathy
Sent: Wednesday, June 15, 2005 9:19 AM
To: Dorothy, Peggy; Layton, David
Cc: Cusack, Rebecha; Cowan, Bob; Whitney, Sheryl; Triplett, Kurt; Bayne, Ryan; Tanaka, Paul; Bender, Sid; Faucette, Bobbie; Gay, Debora; Preugschat, Dave; Williams, Robert; Napolitano, Jim; Hoggard, Calvin; Kure, Kamma; cedens@wrighttrunstad.com; Hairston, Judy
Subject: Responses to Council Staff/Member Questions
Importance: High

Peggy/Dave,

The Executive Branch is preparing a comprehensive report responding to the questions/issues raised in the recent BFM Committee meeting regarding the proposed Elections facility, Space Plans, and New County Office Building tenancies. This report needs to be thoroughly reviewed and issues vetted through the Office of Management and Budget and the Executive's Office prior to transmittal to the Legislative Branch. Accordingly, we will not be sending piecemeal responses to individual questions.

If you have additional questions as your staff work progresses, please let us know, and we will be sure to include responses in our comprehensive response.

Thanks.

--Kathy

Layton, David

From: Layton, David
Sent: Monday, June 13, 2005 6:12 PM
To: Brown, Kathy
Cc: Cusack, Rebecha; Dorothy, Peggy
Subject: BFM Questions - Elections + NCOB

Kathy:
Please see attached questions from last week's BFM meeting.
Thanks
Dave

6/20/2005

Questions from BFM Meeting + follow-up questions

1130 Rainier Avenue Building

1. How old is it? (DI)
2. Does it meet current seismic standards? (DI)
3. Is there capacity to lease IT communication network capacity from multiple providers? (DI)
4. Does the building have back up emergency generator & no-break power to support the Data Center in a power outage? (DI)
5. By when does the Council have to decide on going forward on the 1130 Rainier Building? When does the Council have to approve the legislation (or not)? (LG)
6. Will acquisition of the 1130 Building increase ITS internal services charges to county agencies? (DI)
7. When do we get the response to Motion 12099 providing a range of options, costs and schedules for consolidation of elections operations? (LP, BF)
8. Who is the real estate firm that did the market research resulting in finding the 1130 Rainier Building?
9. Who is the developer for this project?
10. What is the agreement between King County & the developer? Please forward a copy.
11. Please provide a copy of the purchase and sale agreement for the 1130 Rainier Building.
12. What specific due diligence activities remain to be done and how do they differ from the activities that have already been done?
13. Who decides whether to pay the additional \$150K (making \$250K non-refundable) after the due diligence research is done?
14. Please confirm when the development agreement and lease will be completed and transmitted to Council.
15. Confirm whether there have been any security issues at the current Elections sites including the 14th & Fir warehouse facility. (LP)

Space Plan & NCOB

1. Provide a space (backfill) plan for the Administration building after the proposed NCOB & Elections tenants move out of the Administration Building. (DI)
2. Confirm that the Executive/OMB tenant lease allows removal of existing furnishings from the BOAT at the termination of the lease. (LG)
3. Please provide an updated pro-forma based on the revised proposed NCOB tenants (LP).
4. Provide an analysis of the December 2003 PAO/Executive & OMB proposal including lease savings & rent revenues and expenditures. (various members)
5. It appears that the current tenant list would keep the Finance Office split between two locations. What is the rationale for keeping the Finance Office split? (DI)



**King County
Citizens' Elections Oversight Committee**

The Honorable Larry Phillips, Chair
Metropolitan King County Council
516 Third Avenue, Suite 1200
Seattle WA 98104

June 15, 2005

Dear Chair Phillips:

The enclosed documents comprise the comprehensive work plan of the 2005 Citizens' Election Oversight Committee (CEOC) and a status report. The plan will thoroughly evaluate all the elements of the election process in King County and provide recommendations to the Council. We intend to utilize all the resources available to the Committee to accomplish this task.

The direction provided to the CEOC from the Council is incorporated into our focus. In addition, we are clarifying our previous recommendations and determining the status of implementation for each item on that list. We are also identifying problems that occurred in the 2004 General Election and the Spring 2005 Special Elections, following the issuance of our 2004 report.

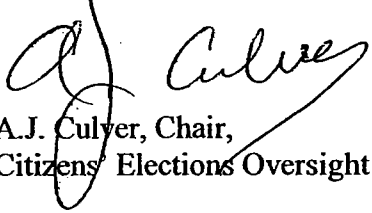
We have established four work groups comprised of at least two and at most five members of our committee and we have grouped similar issues or problems within the King County Elections system into the four groups. Each member of the committee will be encouraged to participate in all four work groups but only a limited number will thoroughly examine and evaluate each area. After we complete our evaluations, as we did in 2004, we will come together as a group to complete our final report and make our final recommendations.

What we are providing in this document is a plan, a work in progress. We feel it is critical to the success of this committee to not rush to any conclusions. Instead our plan is to provide the Council with detailed and thoroughly evaluated recommendations and suggested action items to improve the election process and renew the public trust and confidence in the election process in King County.

We recognize that there are two additional groups that are traveling down similar paths to that of the CEOC and we are working in conjunction and sharing information as we proceed, when appropriate. At the same time we are being careful and cautious to insure that our evaluation process is independent and our conclusions will be exclusively those of the members of the 2005 CEOC. Enclosed is our work plan for your review.

Should conditions warrant, the CEOC will provide interim reporting to the Council. Finally I want to mention that the CEOC has been strengthened with the addition of new members with strong skills. This is complemented by the fact that so many of us have worked together before, and we anticipate making good progress in meeting your stated goals.

Sincerely,

A handwritten signature in black ink, appearing to read "A.J. Culver". The signature is written in a cursive style with a large, looping initial "A".

A.J. Culver, Chair,
Citizens Elections Oversight Committee

cc: CEOC Members

CITIZENS' ELECTION OVERSIGHT COMMITTEE WORK PLAN

The following elements comprise the work plan for the CEOC.

1. Review the recommendations made by the previous CEOC, the Council's Consultant and the Secretary of State. (See Attachment 1 for a complete listing of recommendations organized by work group.)
2. Determine the extent to which recommendations have been implemented.
3. Determine why some recommendations have not been implemented and what plans may exist for their implementation.
4. Review the mistakes made during the 2004 general election and the spring 2005 special election.
5. Identify the root causes (such as lack of training, poor procedures, lack of internal controls, inadequate management etc.) of these mistakes.
6. Recommend steps to eliminate similar mistakes in future elections. Identify the extent to which solutions are within King County's ability to implement and where other levels of government need to take action.
7. Observe the 2005 primary and general elections.
8. Should problems occur in these elections, identify the cause of the problems and actions to eliminate their reoccurrence. The CEOC will work to ensure that any problems which may occur are discussed in an open and public manner.
9. Coordinate, as possible and proper, the CEOC's work with the Independent Task Force on Elections and the Management Audit. This includes a review of their products/reports.
10. Present a final report to the Metropolitan King County Council by February 1, 2006. The report will include a thorough listing of the CEOC's findings and recommendations. The final report will also recommend whether or not the CEOC should be a permanent body, its composition, role and responsibilities.

ATTACHMENT I

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
Gen LEADERSHIP & ADMINISTRATION	A	1	County elected officials should hire elections managers with proven election expertise and sound management.		
Gen LEADERSHIP & ADMINISTRATION	A	2	Elections managers should use sound management in elections operations and develop good working relations with other branches of County government and the public.		
Gen LEADERSHIP & ADMINISTRATION	A	3	Before making any changes to the administrative structure of the Elections Section, it is important to ask whether such a change would ensure the above recommendations [1 & 2].		
Gen MANAGEMENT	A	4	The Elections Section managers should take time away from the usual "firefighting" tasks on a regular basis to learn and implement best practices for management of their workers. The effectiveness of these activities should be measured.		
Gen MANAGEMENT	B	5	The Elections Section should create a written crisis communications plan.		
Gen MANAGEMENT	B	6	The Elections Section should choose and implement a documented system of continuous review of processes to identify areas for improvement.		
Gen MANAGEMENT	B	7	The Elections Section should create a system (perhaps an intranet) for organizing any tips, best practices, or similar information that staff members could use to improve individual and system improvements.		
Gen MANAGEMENT	B	8	Suggested Minimum Standard: Everyone with significant supervisory responsibilities is appropriately qualified and participates regularly in continuing education concerning the management of people.		
Gen MANAGEMENT	B	9	Suggested Minimum Standard: Employee satisfaction and related measures (such as turnover and absenteeism) are measured and made a part of supervisory performance evaluations.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
Gen MANAGEMENT	B	10	Suggested Minimum Standard: The Elections Section demonstrates service quality or cost-effectiveness improvement over time.		
Gen MANAGEMENT	B	11	Suggested Measurements: The Elections Section should develop its own performance measurements for management standards.		
Gen BUDGET	C	12	Elections should be a core function of County government and must be funded adequately to ensure public confidence.		
Gen BUDGET	C	13	The County needs to closely examine the financial requirements of elections every year to ensure that funding is sufficient. This can be accomplished in part by analyzing the number and type of elections to be held in the next calendar year.		
Gen BUDGET	C	14	Also, election trends – such as the number of poll voters versus mail voters and other factors that affect costs – should be analyzed.		
Gen BUDGET	C	15	Both operating and capital needs must be regularly evaluated.		
Gen BUDGET	C	16	Expense categories must be sufficiently detailed to track cost effectiveness over time as compared internally and to comparable jurisdictions.		
Gen BUDGET	C	17	Suggested Minimum Standard: Staffing levels are adequate to meet federal, state and local mandates/deadlines.		
Gen BUDGET	C	18	Suggested Minimum Standard: Permanent and temporary staff is adequately trained.		
Gen BUDGET	C	19	Suggested Minimum Standard: Elections hardware, software and processes are adequate to meet statutory deadlines and best practices for elections.		
Gen BUDGET	C	20	Suggested Measurements: All statutory deadlines have been met.		
Gen BUDGET	C	21	Suggested Measurements: X percent of regular Elections Section staff are certified. Poll workers have X hours of training (could be differentiated by type of job).		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
Gen BUDGET	C	22	Hardware, software, processes and facilities are adequate to meet all statutory deadlines. Equipment/software has only x hours of down time and x hours of maintenance per year.		
Gen OVERSIGHT	D	23	King County should establish a means of periodic independent oversight of the Elections Section.		
Gen OVERSIGHT	D	24	The Director of Records, Elections, and Licensing Services should issue an annual report comparing the Elections Section and voting process against minimum standards of performance (discussed elsewhere in this report).		
Gen OVERSIGHT	D	25	Suggested Minimum Standards: The progress report is issued in a predictable manner to build public confidence.		
Gen OVERSIGHT	D	26	Suggested Minimum Standards: Issuance of a final draft by a set date each year.		
Gen COMMUNICATIONS	Z	0.1	SOS/HSN: Elections Section develop a formal crisis communications plan.		
A EMERGENCY PREPAREDNESS	T	139	The Elections Section should create and review and update periodically emergency preparedness policies and procedures.		
A EMERGENCY PREPAREDNESS	T	140	All key workers at these facilities should be trained in these procedures and have them easily accessible in writing. Troubleshooters in the field on Election Day should have these procedures with them.		
A EMERGENCY PREPAREDNESS	T	141	For comparison purposes, the Elections Section should examine the emergency preparedness procedures in surrounding and similar-sized counties		
A EMERGENCY PREPAREDNESS	T	142	Remote facilities should have monitored alarm and fire systems.		
A INFORMATION TECHNOLOGY SUPPORT	F	29	Because quality information technology is so critical to conducting free and fair elections, the Elections Section must have adequate, reliable and dedicated IT support personnel and resources.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005	
A	INFORMATION TECHNOLOGY SUPPORT	F	30	IT support could be provided using a matrix management model, where ITS could provide a dedicated staff person to the Elections Section, chosen by ITS with the agreement of the director of the authority and management of the director of Records, Elections, and Licensing Services (REALS) and the Elections Superintendent.		
A	INFORMATION TECHNOLOGY SUPPORT	F	31	Alternatively, the Elections Section could have its own IT staff and resources under the authority and management of the REALS director and Elections Superintendent.		
A	INFORMATION TECHNOLOGY SUPPORT	F	32	In either case, the Elections Section's IT staff resources should be functionally integrated with the King County Information Technology Services division to provide additional expertise and backup.		
A	INFORMATION TECHNOLOGY SUPPORT	F	33	The REALS Director should make the decision about the IT model used.		
A	MEMORY CARDS	V	144	The Elections Section should investigate and determine cause of memory card failures.		
A	SECURITY	R	114	Security Principles: Make safeguarding the secrecy of each individual ballot and legitimacy of every result a top priority in the core mission statement for the Elections Section.		
A	SECURITY	R	115	Security Principles: Keep expanding the new practice of transparency, by listening to voter problems and concerns, addressing specific criticisms and allegations, and making information and answers available to experts, observers, critics and voters in a timely, proactive way.		
A	SECURITY	R	116	Security Principles: Strike the right balance between the voter's right to a secret ballot, the necessity to safeguard the election system from security threats, and the openness required so that voters and observers can understand and evaluate the election process and its security.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
A SECURITY	R	117	Develop a security plan covering all election operations that identifies and assesses risks (rated by severity and probability); evaluates options for mitigating risks; requires that vendors submit similar written security plans; establishes written security policies and procedures for all aspects of the election process; and is clear, comprehensive, and genuinely helpful to election workers and vendors in fulfilling their legal and contractual responsibilities.		
A SECURITY	R	118	Require full background checks for all-county employees and vendor representatives who have a significant responsibility for election security, with the object of identifying and weeding out individuals with a documented history of fraud, embezzlement, computer hacking or other serious misconduct that poses a direct threat to elections security and public confidence.		
A SECURITY	R	119	Institute an annual or biennial election security review for all Elections Section work units and vendors, to evaluate and improve security for voter registration, ballot printing, absentee mailings and returns, poll site voting and ballot tabulation.		
A SECURITY	R	120	Document via logs and other written documents as much of elections process and security protocol as possible, and evaluate this information on a regular basis to ensure compliance, and also to evaluate the information thus provided.		
A SECURITY	R	121	Require two or more authorized election workers to work with, monitor and double-check each other on ballot enhancements and important jobs where this precaution is either required by law or would enhance election security; just as important, make sure that the rationale behind this requirement is included in training and instructions.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
A SECURITY	R	122	Give the Elections Section IT and other technical staff specific, ongoing responsibility for ensuring election security, including the job of anticipating problems, evaluating performance and making necessary upgrades and improvements.		
A SECURITY	R	123	Continue the new policy of keeping the GEMS voting tabulation computer system hardware and software separate from all other computer programs, links and activities and in an isolated, secure facility.		
A SECURITY	R	124	Provide even more space and better facilities for the main computer room, improve the physical separation of observers and the tabulation process within the computer room, and make it possible to accommodate observers without impeding the tabulation process.		
A SECURITY	R	125	Increase the existing role of Elections Section staff in monitoring and supervising the important work of vendors in preparing and processing ballots. For example, have at least two people – one staff member and one other individual – accompany every drop-off or pickup of vote-by-mail ballots to or from the United States Postal Service.		
A SECURITY	R	126	Provide training in security to all election managers, regular staff, temporary election workers and observers.		
A SECURITY	R	127	Continue to address and rectify the security problems noted in the election reviews, including ongoing monitoring of compliance with new policies and procedures.		
A SECURITY	R	128	Create additional checks and double-checks throughout the election management system, thus improving deterrence against potential election fraud and abuse and also the ability to detect, rectify and punish any actual criminality or misconduct.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
A SECURITY	R	129	Ensure that the new voter registration system being developed in compliance with HAVA includes ample security in its makeup and coordination with other systems.		
A VENDOR RELATIONS	G	34	The County must ensure adequate oversight when using outside vendors.		
A VENDOR RELATIONS	G	35	The County must either award bids to vendors who themselves will monitor and report on election activities daily or provide the appropriate funding to hire full time staff to track, monitor and take a proactive approach towards supervising vendors.		
A VENDOR RELATIONS	G	36	Minimum Standards: Staffing levels are adequate to meet election activity needs.		
A VENDOR RELATIONS	G	37	Minimum Standards: Vendors provide "solid" dates for dropping mail with stiff penalties attached.		
A VENDOR RELATIONS	G	38	Minimum Standards: Vendors outline clearly steps taken to ensure election integrity.		
A VENDOR RELATIONS	G	39	Suggested Measurements: Yearly review of vendor contracts to evaluate performance, cost, and quality control.		
A VENDOR RELATIONS	G	40	Suggested Measurement: Establish a performance check-off list to determine whether vendor's work was adequately completed.		
A TECHNICAL SUPPORT	Z	0.07	SOS/FSN: adequate programming staff and that these employees be Elections Section staff with significant experience working in elections.		
B CHINESE LANGUAGE REQUIREMENTS	N	98	Increase outreach activities on multiple fronts -- such as the National Asian Pacific American Legal Consortium (NAPALC) and local APA workshop held in January 2004.		
B CHINESE LANGUAGE REQUIREMENTS	N	99	Regularly recruit for Chinese speaking poll workers.		
B CHINESE LANGUAGE REQUIREMENTS	N	100	Ask party coordinators to recruit Chinese speaking workers		
B CHINESE LANGUAGE REQUIREMENTS	N	101	Have the outreach coordinator evaluate the success of recruiting and retaining Chinese speaking workers.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
B CHINESE LANGUAGE REQUIREMENTS	N	102	Produce election materials that are bilingual, instead of separate English language and Chinese language materials.		
B CHINESE LANGUAGE REQUIREMENTS	N	103	Closely monitor what other jurisdictions are doing to comply with the requirements for alternative languages.		
B CHINESE LANGUAGE REQUIREMENTS	N	104	Suggested Minimum Standards: The number of Chinese speaking poll workers increases over time.		
B CHINESE LANGUAGE REQUIREMENTS	N	105	Suggested Minimum Standards: Strive for at least one Chinese speaking poll worker for targeted polling places.		
B POLL WORKER RECRUITMENT	J	58	Provide ongoing communication throughout the year with past and present poll workers, using a variety of communications channels – such as a newsletter, postcards, and e-mail.		
B POLL WORKER RECRUITMENT	J	59	Develop a poll worker recognition program.		
B POLL WORKER RECRUITMENT	J	60	Evaluate the governing guidelines and study the feasibility of instituting split shifts for the long 15-hour day.		
B POLL WORKER RECRUITMENT	J	61	Establish institutionalized recruiting policy, process, and procedures that are documented, repeatable, measured, and continually improved.		
B POLL WORKER RECRUITMENT	J	62	Use targeted advertising as a regular part of the recruiting effort to promote diversity and find bilingual workers – Chinese, which is currently required by the Voting Rights Act – and languages such as Spanish – in certain polling places.		
B POLL WORKER RECRUITMENT	J	63	Use multiple resources to supplement political party lists.		
B POLL WORKER RECRUITMENT	J	64	Work with political parties to contact nonprofit groups that represent underrepresented populations.		
B POLL WORKER RECRUITMENT	J	65	Work with political parties to enlist the help of high schools and colleges, perhaps making poll work a means of gaining class credit.		
B POLL WORKER RECRUITMENT	J	66	Monitor the effectiveness of the political party efforts to recruit enough qualified poll workers.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
B POLL WORKER RECRUITMENT	J	67	Suggested Minimum Standards: Poll voters feel welcome, because they see a diverse group of poll workers representing a variety of backgrounds. Suggested Measurements: Vacant positions are reduced by a targeted percentage		
B POLL WORKER RECRUITMENT	J	68	Suggested Measurements: A maximum level of annual turnover should be established and used as a benchmark.		
B POLL WORKER RECRUITMENT	J	69	Train all poll workers annually.		
B POLL WORKER TRAINING	K	70	Recognize and provide resources for poll worker training to meet current and future needs.		
B POLL WORKER TRAINING	K	71	Make sure that poll workers know the Election Day resources that are available – such as the trouble desk and roving troubleshooters.		
B POLL WORKER TRAINING	K	72	Provide recognition of importance of job – pride in civic participation, high morale.		
B POLL WORKER TRAINING	K	73	Include training in how to accommodate voters who must vote while they are seated.		
B POLL WORKER TRAINING	K	74	Prepare a video for orientation, training and citizen education. Everyone should know how the system works both for absentees and those who vote at the polls, what the safeguards are, and the importance of the process.		
B POLL WORKER TRAINING	K	75	Develop separate training sets for new and returning poll workers.		
B POLL WORKER TRAINING	K	76	Administer proficiency test at the end of the training sessions.		
B POLL WORKER TRAINING	K	77	Consider use of computer-based training (CBT).		
B POLL WORKER TRAINING	K	78	Include sensitivity/diversity training as part of the curriculum (for regular workers also).		
B POLL WORKER TRAINING	K	79	Include clarification of any mandates specified by state and federal law – such as the Voting Rights Act Section 203 Limited English Proficient voter assistance.		
B POLL WORKER TRAINING	K	80	Give trainers the tools they need, including courses in training..		
B POLL WORKER TRAINING	K	81			

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
B POLL WORKER TRAINING	K	82	Assess effectiveness of training by measuring desired outcomes.		
B POLL WORKER TRAINING	K	83	Track the source of problems reported to the Trouble Desk on Election Day to determine if they are caused by gaps or deficiencies in training or attributable to a procedural problem.		
B POLL WORKER TRAINING	K	84	Suggested Minimum Standards: Professional and welcoming atmosphere for all voters who come to the polls.		
B POLL WORKER TRAINING	K	85	Suggested Minimum Standard: There is ongoing improvement in the rate of technical errors.		
B POLL WORKER TRAINING	K	86	Suggested Minimum Standards: Poll workers understand how absentee system works.		
B POLL WORKER TRAINING	K	87	Suggested Minimum Standards: Provisional ballots are issued appropriately.		
B POLL WORKER TRAINING	K	88	Suggested Measurements: Poll worker technical errors do not exceed 1 per 1,000 votes cast.		
B POLL WORKER TRAINING	K	89	Suggested Measurements: No improper conduct is observed or reported.		
B STAFF TRAINING	H	41	The Elections Section should create a formal training plan and commit the resources necessary to implement it.		
B STAFF TRAINING	H	42	Needs analysis, training development, and training delivery should be performed by either consultants or internal staff who have developed recognized qualifications.		
B STAFF TRAINING	H	43	Training effectiveness should be measured based on sustained positive changes of behavior in participants.		
B STAFF TRAINING	H	44	The Section's training must ensure there is sufficient cross-training of workers to ensure smooth operations and better teamwork. This includes the need for a significant number of section leaders to have elections certification.		
B STAFF TRAINING	H	45	Work to increase the number of employees who are state-certified through the Secretary of State's election certification program.		
B STAFF TRAINING	H	46	Continue to train employees on internal policies and procedures.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
B STAFF TRAINING	H	47	Provide train in requirements of HAVA and the new primary system, accommodating the high turnout expected in the November presidential election.		
B STAFF TRAINING	H	48	Suggested Minimum Standards: The training needs of all employees are regularly assessed and met.		
B STAFF TRAINING	H	49	Suggested Minimum Standards: Training effectiveness is measured based on employee behavior one and three months after training.		
B STAFF TRAINING	H	50	Suggested Measurements: Areas for improvements by individuals identified in annual performance reviews are demonstrably reduced or eliminated by the time of the next review.		
B STAFF TRAINING	H	51	Suggested Measurements: Dollar return on investment is 120% or better for all training in which a means for measurement can be identified.		
B TEMPORARY WORKERS	L	90	Ballot processing procedures at MBOS and the canvass process at the administration building should be documented in a clear step-by-step manner.		
B TEMPORARY WORKERS	L	91	Workers should be trained in procedures and always have a copy of the documented procedure they are performing.		
B COMMUNICATIONS	Z	0.08	SOS: Improve Internal Elections Section communications		
C PHYSICAL PLANT	E	27	King County should reorganize and consolidate key parts of its elections operations.		
C PHYSICAL PLANT	E	28	Specifically, all ballot processing should occur in a single facility which includes appropriate resources for materials handling, security, observation and basic comfort of election workers. Such a "permanent" facility ought to be able to accommodate election data processing more efficiently and securely as well.		
C PROCEDURES & DOCUMENTATION	I	52	Suggested Minimum Standards: All processes and procedures should be recorded according to best practices for technical documentation and disseminated to workers in the most appropriate form for the situation.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
C PROCEDURES & DOCUMENTATION	I	53	Suggested Minimum Standards: All procedures and user manuals should be edited – if not written – by professional technical communicators. (As with training expenditures, the investment has been shown to pay for itself in better performance.)		
C PROCEDURES & DOCUMENTATION	I	54	Suggested Minimum Standards: They should also institute a quality assurance process that involves users in creating, testing, and updating of documentation.		
C PROCEDURES & DOCUMENTATION	I	55	Suggested Minimum Standards: There should be a formal and convenient method for employees to submit feedback on procedures.		
C PROCEDURES & DOCUMENTATION	I	56	Suggested Measurements: Less than 2% of documentation errors are discovered during election-cycle use.		
C PROCEDURES & DOCUMENTATION	I	57	Suggested Measurements: There are no mistakes attributable to documentation problems that gain media coverage.		
C PROVISIONAL BALLOTS	O	106	Review the reasons provisional ballots are issued and note any cost effective steps that can be taken to reduce their number – such as timely processing of voter registration and early voter registration drives – without interfering with a citizen's right to vote.		
C PROVISIONAL BALLOTS	O	107	Estimate the number of provisional ballots that will be returned during the 2004 presidential election and person hours required to process them to ensure adequate staffing.		
C PROVISIONAL BALLOTS	O	108	Consider establishing a position of provisional ballot judge for general elections in high turnout polling places.		
C PROVISIONAL BALLOTS	O	109	During the canvass process, track the number of provisional ballots counted by poll machines each election.		
C PROVISIONAL BALLOTS	O	110	Determine provisional ballots counted by poll machines during the canvass process and subtract from machine totals		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
C PROVISIONAL BALLOTS	O	111	Track the error rate and if significant, implement procedural and/or technical changes to reduce errors.		
C PROVISIONAL BALLOTS	O	112	Consider strategies -- such as color coding ballots -- so that they can be identified more easily during canvass.		
C PROVISIONAL BALLOTS	O	113	Suggested Minimum Standards: The number or provisional ballots counted at the polling place decreases over time.		
C VOTING BY MAIL	X	152	The CEOC examined the issue of moving to all vote-by-mail elections, but recommends that the issue be studied further.		
C VOTING BY MAIL	X	153	King County should have the capacity to hold a countywide vote-by-mail election and should demonstrate that capacity by holding such an election when there is an opportunity to do so.		
C VOTING BY MAIL	X	154	If and when King County holds a countywide vote-by-mail election, it should include with each ballot an application for ongoing absentee voting status.		
C VOTING BY MAIL	X	155	Since there are state government and other forces pushing toward an all-vote-by-mail system, the County should analyze the cost effectiveness of such a system.		
C VOTING BY MAIL	X	156	Ensure that the voting process has as few barriers as possible -- making voters aware of all of their options, including voting by mail.		
C VOTING BY MAIL	X	157	Have poll workers account for absentee ballots dropped at polling places to see how many voters are actually using that drop-off option.		
C ABSENTEES	Z	0.05	SOS/HSN: Secure additional space in warehouse next door; Redesign layout for greater efficiency; Bring in more work stations for signature verification; Add shifts so equipment is fully utilized; Purchase more tabulating machines or if available, high speed tabulating equipment.		
D CANDIDATE FILING	Z	0.06	HSN: Elections Section should use the candidate filing application that is included in the DIMS system.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
D POLITICAL PARTY OBSERVERS	M	92	Continue with current usage of paid political observers.		
D POLITICAL PARTY OBSERVERS	M	93	If available, distribute training curriculum provided by Secretary of State to all observers and temporary workers.		
D POLITICAL PARTY OBSERVERS	M	94	Solicit feedback from observers, perhaps through party coordinators.		
D POLITICAL PARTY OBSERVERS	M	95	Review and summarize observer feedback during post-election debriefing meeting.		
D POLITICAL PARTY OBSERVERS	M	96	Follow the Secretary of State's Office requirements for training observers.		
D POLITICAL PARTY OBSERVERS	M	97	Provide to observers a written copy of the procedure they are observing.		
D POLLING PLACES	U	143	King County should continue to strategically manage its polling location inventory downward, identifying low-production locations and moving toward optimum sizing (which may be different for urban, suburban and rural areas). Note that this process will be significantly different if the County moves towards fewer precincts and/or all-mail balloting.		
D PRECINCT SIZE	W	145	The CEOC reviewed the issue of consolidating precincts, and believes it needs further study. Factors that need to be considered are:		
D PRECINCT SIZE	W	146	Factors: Measure the effect precinct consolidation will have on turnout. Determine whether increasing precinct size leads to lower turnout, because precinct committee officers may not have a precinct size that is easily door belled by one person.		
D PRECINCT SIZE	W	147	Factors: Determine the potential cost savings. Printing costs may or may not be reduced if there are fewer precincts and ballot styles.		
D PRECINCT SIZE	W	148	Factors: Determine if reducing the number of precincts and ballot styles would in fact reduce the likelihood of errors.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
D	W	149	Factors Determine a time for precinct consolidation. In the wake of HAVA, it may be less expensive to re-district the precinct at the time King County must produce a list for the Secretary of State's "master file."		
D	W	150	Factors: Create a working group that includes pro-consolidation representatives and anti-consolidation representatives. This group should include representatives of the major political parties, County Council, state legislative caucus, the Elections Section, the Municipal League, the League of Women Voters, and at-large members.		
D	W	151	Factors: Develop a list of alternatives to precinct organization currently established in state law such as: proposing state legislation that would make the number of precinct committee officers (PCOs) proportional to the number of registered voters in a precinct; or enabling county political parties to add additional PCOs to the ballots at their discretion.		
D	S	130	At least annually, verify compliance with state certification requirements.		
D	S	131	if state certification requires additional procedures, those procedures should be written and distributed to all relevant workers prior to and during tabulation.		
D	S	132	Continue the practice of utilizing political observers to view and sign off on the logic and accuracy test.		
D	S	133	Schedule the official logic and accuracy test at MBOS at least four business days before the election.		
D	S	134	Repeat the logic and accuracy test after tabulation is complete.		
D	S	135	Continue the practice of conducting informal internal logic and accuracy tests prior to the official one.		

CEOC MAY 2004 REPORT RECOMMENDATIONS STATUS

Work	Issue Area	Area	Rec #	Recommendations	Implementation	Problems 2004/2005
D	PROCESS CONTROL & PUBLIC CONFIDENCE	S	136	Consider conducting an informal logic and accuracy test on Election Day prior to the start of tabulation.		
D	PROCESS CONTROL & PUBLIC CONFIDENCE	S	137	If the voting system has the ability to produce absentee results by batch, one batch from each machine, picked at random, should have one race hand counted to verify the accuracy of each machine.		
D	PROCESS CONTROL & PUBLIC CONFIDENCE	S	138	Each election, randomly choose one polling place to audit. That audit would include a full recount of all races and issues and a hand recount of one race or issue. Notice of the random audit provision should be included in poll worker training.		
D	VOTER REGISTRATION	Z	0.01	SOS: "the goal should be to process voter registration transactions quickly, with the goal of being no more than two weeks behind." SOS: County build or acquire a voter registration system that meets the needs of a county of its size.		
D	VOTER REGISTRATION	Z	0.02	HSN: Lift the County hiring freeze and fill the two vacancies in voter registration with regular staff and not be forced to live with the vacancies or rely on extra help or temporary-limited term positions.		
D	VOTER REGISTRATION	Z	0.03	HSN: Purchase a version of the Data Information Management System (DIMS) or a similar election management/voter registration system that is compatible with the Elections Section's computers.		
D	COMMUNICATIONS	Z	0.09	SOS/HSN: Improve external communications with media		

CEOC STATUS REPORT

Per Ordinance 15157, the CEOC has accomplished the following tasks.

1. Established a mission, goals and operating procedures consistent with the ordinance.
2. Elected a chair, AJ Culver and Vice Chair, Randy Matheson.
3. Reviewed the previous reports on elections problems and recommendations for improvements.
4. Developed a Work Plan
5. Held four meetings since passage of the ordinance.