



2001 Business Plan

July 2000

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Executive Summary

The King County Sheriff's Office (KCSO) has documented its five-year strategic business plan annually since 1997. Each update builds on the previous year's successes and the operational environment to establish an approach to achieving our department's vision and mission.

The KCSO now serves citizens in unincorporated King County and thirteen contract cities, as well as transit customers and children in area schools. Some regional services are available to all of the county's 1.6 million residents. Staff size now exceeds 1,000 people.

Challenges and Opportunities

In 2001, the KCSO will be faced with significant challenges on many fronts; through planning and wise stewardship, the department will turn the challenges to opportunities to provide exceptional service and make improvements that ensure long-term feasibility. These challenges can be summarized as follows:

Legislative environment

The department is required to uphold state, county, and some municipal laws and codes. Many of these mandates are unfunded. We are challenged to identify such laws, determine the true costs, and seek remedies.

Marketplace factors

Our customer base is changing; in 2000, over one-third of the KCSO's citizen customers were residents of a contract city. Other contracts (and our greatest contracting opportunities) include transit and schools. All contracts represented approximately 34 percent of the department's budget for 2000.

Our customers are also demanding a greater variety of services, and faster access to accurate information and analysis for decision making. The KCSO must find ways to satisfy our customers, while balancing their needs with those of unincorporated areas and the reality of limited resources. Service area fragmentation will become an increasingly difficult challenge, which the department cannot directly control.

Service Delivery

Customer demands and modern policing increase the need for technology, training, and highly-skilled employees. The KCSO will be challenged to fulfill such needs in light of a competitive job market and competing priorities. These issues are closely tied; for example, if deputies cannot be absent because of vacancies (the inability to hire), they cannot be adequately trained (including technology training). Devoting resources to recruiting, hiring, and training is a top priority for the KCSO.

Limited resources

The combined effect of shrinking unincorporated areas and Initiative 695 is dramatically reducing revenues throughout King County. Although the KCSO is already a financially

and operationally lean law enforcement agency, we must continue to emphasize efficient and cost-effective operations.

Strategic Initiatives

The KCSO will continue to follow the direction established in earlier business plans, and will focus resources to support key strategic initiatives. In addition, we have added Internal Systems Development to the list. This addition combines our needs such as hiring and training into one initiative that aims to improve internal systems and thus, customer service. Our strategic initiatives are as follows:

- Technology
- Transit Policing
- Countywide School Partnerships
- Contracting
- Sheriff's Office Facilities
- Internal Systems Development
- Countywide Partnerships

Summary

The KCSO faces significant challenges and opportunities, which we will meet with careful planning, a focus on core services, and long-term investments in people and equipment. Partnerships and customer service will be vital to our success. In addition, we will continue to seek alternative funding from grants, service exchanges, and other sources.

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Overview: The King County Sheriff's Office

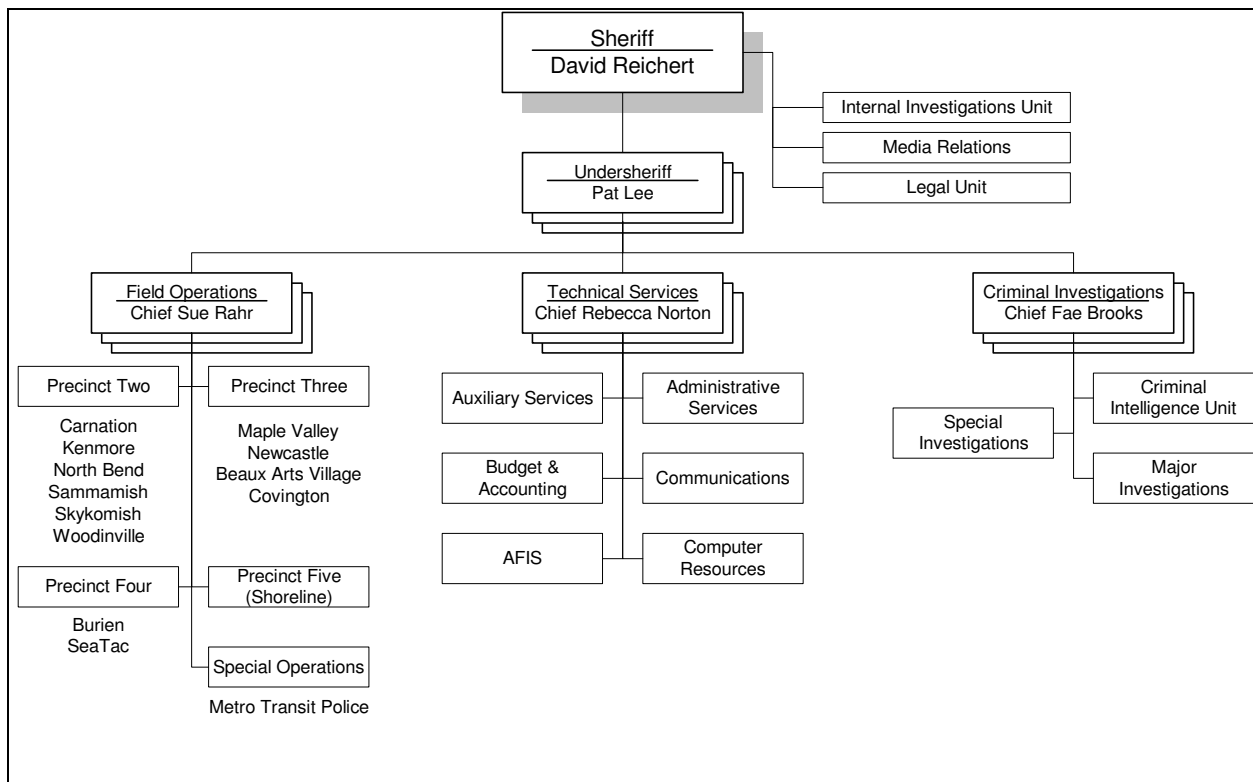
This section provides an overview of the King County Sheriff's Office and how we do business, guided by our vision, mission, goals, and other factors. The department provides services as required by internal priorities, mandates, laws, and customer requests.

DEPARTMENT ORGANIZATION

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

To provide such services, we organize our personnel and services into three divisions: Field Operations, Criminal Investigations, and Technical Services. In addition to these divisions, the Office of the Sheriff comprises the sheriff and undersheriff, their aides, a media relations officer, the Internal Investigations Unit, and the Legal Unit (Figure 1).

Figure 1: KCSO Organizational Chart



Field Operations Division

Just over half of all KCSO personnel are devoted to this division, which manages the core functions of patrol, detectives, crime prevention, storefronts, reserve deputies, and special operations. The

division is subdivided into four precincts and the Special Operations Section. The breakdown allows for better community-based responses because the precinct commanders can use local data to direct law enforcement services. The Special Operations Section includes management of the Metro Transit Police and the King County Airport Police.

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

Criminal Investigations Division (CID)

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

Technical Services Division

Technical Services provides the bulk of support services that are vital to efficient operations. About 85 percent of its staff are in professional, rather than commissioned, positions. The division is composed of six sections: Budget and Accounting, Administrative Services, Communications, Auxiliary Services, Computer Resources, and the Automated Fingerprint Identification System (AFIS). The services provided by the division personnel include emergency 911 call receiving and dispatching, computer development, records, contracting, civil process, gun permits, personnel, payroll, purchasing, training, photography, grant writing, planning, and all aspects of fingerprint identification.

VISION, MISSION, GOALS, OBJECTIVES AND PERFORMANCE MEASURES

It is important to note that the vision, mission, goals, objectives, performance measures, and core functions were originally written to fulfill a directive by the King County Council. The statements have been adopted and approved. In addition, we have articulated and documented our core values as leadership, integrity, service, and teamwork. The relationships are shown in Figure 2, and the performance measures are listed in Exhibit B.

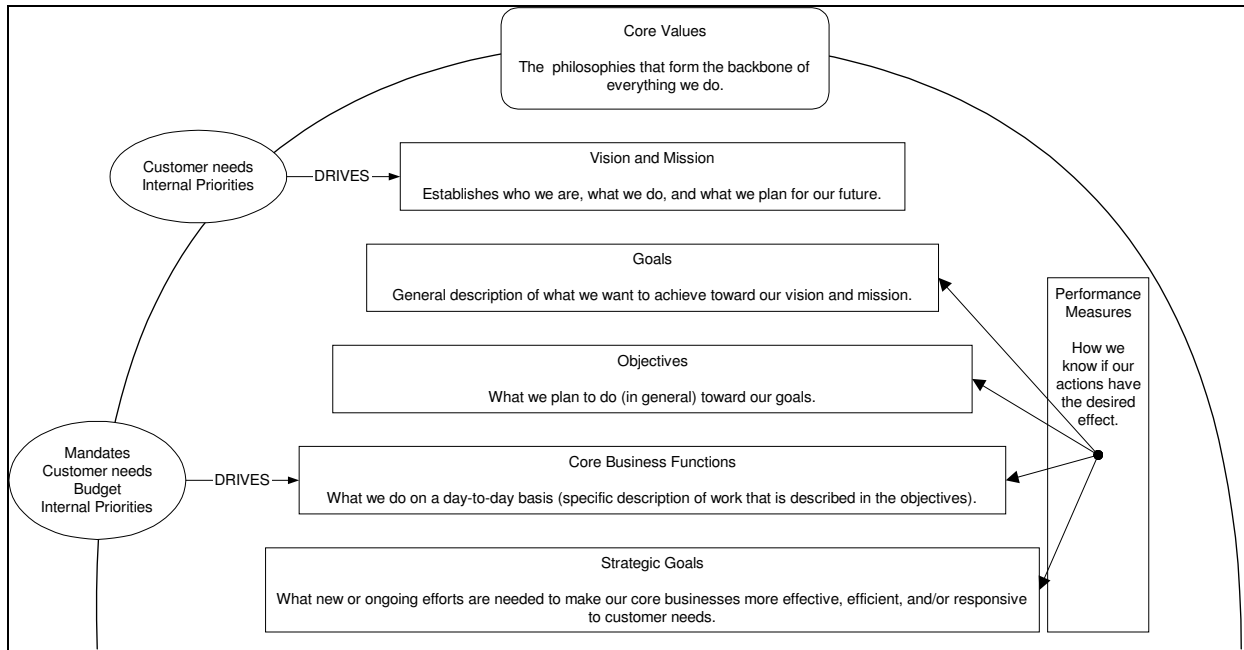
In 2000, the KCSO agreed to work with the contract cities in developing our strategic plan and performance measures for the cities. The result of the work may include changes or additions to the existing statements. A formal process for changing the goals, objectives, and performance measures has not yet been developed, but will take into consideration the requirements of both the council and our customers.

Contracting Entity Goals and Performance Measures

It is important to note that each contracting city or agency may establish its own goals and performance measures for its police force, and may incorporate those goals into its own business or

strategic plan. Since the entities with which the KCSO contracts are so different, those individual goals are not included with this document.

Figure 2: Driving Factor Relationships



Vision

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

Mission Statement

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

Goals and Objectives

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

Goal 1. To reduce crime and the fear of crime.

Objective 1. Provide a regional approach for specific investigative services with a focus on family and youth issues to reduce the juvenile crime rate throughout King County.

Objective 2. Improve citizens' feelings of security.

Goal 2. To provide high-quality, cost-effective, and accountable services to the citizens of unincorporated King County and to our contract cities.

Objective 1. Provide the technology/information platform that supports community policing, problem solving, and requests for information.

Objective 2. Provide cost-effective services that improve the safety of Metro Transit facilities for the customers and employees of Metro Transit.

Goal 3. To commit to community policing at all levels of the King County Sheriff's Office. To use community policing and other process improvement tools to positively impact police response times and other important policing services.

- Objective 1. Create partnerships and improve systems that improve our ability to apprehend offenders.
- Objective 2. Create partnerships and improve systems that improve our ability to prevent crime (i.e., develop crime prevention programs with our customers).
- Objective 3. Respond to in-progress calls in a timely manner.
- Objective 4. Improve individual and organizational ability to solve chronic crime and disorder problems.

Goal 4. To provide for timely, consistent, and clear two-way communication tailored to the individual communities the department serves.

- Objective 1. Educate citizens about crime prevention and local crime activity to improve the quality of life in their neighborhoods.
- Objective 2. As appropriate, use citizen surveys to develop strategies to address citizen needs and concerns.
- Objective 3. Develop and maintain mechanisms to collect and consider customer input from the contract cities and agencies (e.g., Contract Oversight Committee).

Performance Measures

The KCSO began reporting performance measures to our contract cities and unincorporated area councils with a pilot project at Precinct Four and its cities in 1997 and 1998. In 1999, the KCSO expanded its performance measures reporting to all precincts and cities.

In 2000, the KCSO is updating and improving its statistical and performance measures reports to make them more usable and applicable to management and resource allocation decisions. To that end, we are working with contract city police chiefs, city managers, and other report users to streamline report information and improve the following:

- report formats and accessibility;
- data collection and analysis; and
- the role of KCSO's reports as decision making tools.

The performance measures revisions are scheduled to be completed in July 2000. Upon completion, they will be incorporated into this plan. If the new measures require additional investments, they will be planned for in the 2002 budget process.

CORE BUSINESS FUNCTIONS OF THE KCSO

The Sheriff's Office defines core business functions as activities that are mandated by statute or ordinance or that make mandated activities possible and effective. A more comprehensive list of functions is shown in Exhibit C.

Core Business Function #1: Responding to and solving crime incidents

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

As part of this function, the KCSO also provides the following activities:

- Responding to 911 and non-emergency calls (KCC 2.16.060 C.2).
- Maintaining incident records (RCW 42.17, RCW 13.50, KCC 2.16.060 C.2).
- Developing computer systems to manage and analyze crime information.
- Taking crime scene photographs.
- Taking fingerprints and jail identification photos (RCW 43.43.735).
- Identifying fingerprints.
- Serving criminal warrants (RCW 36.28.010 (4)).

Core Business Function #2: Responding to and resolving non-crime incidents

The Sheriff's Office provides a number of services that help maintain law and order, but that do not involve responding to a crime. Many of these are also mandated by law or code. Examples include, but are not limited to:

- Providing district court security to the King County courthouse, Regional Justice Center and other county government buildings (Directed by court order).
- Issuing concealed weapons permits (RCW 9.41.050).
- Conducting welfare checks.
- Responding to information requests.
- Registering and monitoring convicted sex offenders and kidnappers (RCW 9A.44.130).
- Providing search and rescue (RCW 38.52.400).
- Maintaining criminal history records information (RCW 10.97.050 - .080).
- Planning emergency management (KCC 2.16.060 B.3).

Core Business Function #3: Proactively addressing crime and disorder

Community policing and crime prevention are not only good business practices, but also mandates from King County. Community oriented policing was established by a 1994 budget proviso, and a crime prevention program is required by King County Code 2.16.060 B.1. Specific activities are not mandated, but include the following:

- Providing residential and commercial security checks.
- Providing storefronts and storefront deputies (requested in budget proviso).
- Providing crime prevention publications and educational materials.
- Offering citizens' academies.
- Supporting Block Watch and Business Watch efforts.
- Offering Crime Free Multi-Unit Housing educational programs.
- Offering the School Resource Officer program through contracts.
- Participating in task forces to provide collaborative law enforcement services. These task forces include the Valley Narcotics Enforcement Team (VNET), the federal High Intensity Drug Trafficking Area (HIDTA) task force, and the Seattle Area Fugitive Apprehension Team (SEAFAT).
- Providing prisoner transport from jail, per RCW.

Core Business Function #4: Effectively managing department resources

A few units and functions do not directly address crime or law and order issues, but their role is vital to the effective management of the department. Examples include, but are not limited to:

- Providing budget and accounting (KCC 2.16.060 C.2).
- Maintaining legal counsel.
- Conducting internal investigations.
- Hiring and terminating employees, maintaining personnel records (KCC 2.16.0600 C.2).
- Providing a contract program.
- Writing grants.
- Training commissioned and professional staff (OSHA, KCC 2.16.060 C.2, state law).
- Establishing and using performance measures (King County ordinance 11980, contracting ILA).
- Providing civil process (KCC 2.16.060 C.2).
- Report crime and other statistics (e.g., UCR).

REGIONAL SERVICES

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

The Sheriff's Office also provides the regional Automated Fingerprint Identification System (AFIS) to King County. AFIS is funded through a voter-approved levy every five years.

2

Operating Environment Factors: Challenges and Opportunities

This section describes the environment in which the King County Sheriff's Office operates, and the factors that affect business decisions. These factors, combined with the KCSO's mission, vision, goals, objectives, and core functions, drive the strategic projects described in the next section.

LEGISLATIVE FACTORS

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

Mandates and Policy Changes

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

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

Proactive Approach

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

MARKETPLACE FACTORS

Contracting and Customer Service

Customer Base

The KCSO's customer base is fluid, shrinking with the results of the Growth Management Act, and then growing as new cities or other entities choose to contract with the agency for service. The KCSO provides law enforcement to citizens of unincorporated King County; to thirteen

cities, Metro Transit, and several schools through contracts; and to other citizens through regional services.

Unincorporated King County

Washington State law designates the Sheriff’s Office as the chief law enforcement provider in the county. Therefore, the KCSO is the sole provider of police services to the 387,148 citizens who live in unincorporated areas of the county.

City Contracts

The KCSO began offering its services through contracts in 1973, but the bulk of our contracts have been established since the Growth Management Act of 1990. As of June 2000, the KCSO maintained contracts with thirteen cities, which range in population from 275 to 52,030. This growth has led to some dramatic changes in our customer base (Table 1, Figures 3 through 6). City contracts provided 31 percent of the KCSO’s annual adopted operating budget in 2000 (excluding AFIS and drug forfeitures).

Note: The populations noted in these tables and charts are based on 1999 estimates from the Washington State Office of Financial Management. They will be updated when the new estimates are published in July 2000.

Table 1: Contract City Population Growth, 1998- 2000

	1998	1999	Percent Change (98-99)	2000	Percent Change (99-00)
UNINCORPORATED	404,905	387,148	-4%		
Beaux Arts	288	289	0%		
Burien	28,110	29,770	6%		
Carnation	--	1,785	N/A		
Covington	12,900	13,010	1%		
Kenmore	--	17,168	N/A		
Maple Valley	11,964	12,540	5%		
Newcastle	--	8,605	N/A		
North Bend	3,675	3,815	4%		
Sammamish	--	29,344	N/A		
SeaTac	23,540	23,570	0%		
Shoreline	50,390	52,030	3%		
Skykomish	270	275	2%		
Woodinville	10,130	10,250	1%		
CITY TOTAL	141,267	202,451	43%		
GRAND TOTAL	546,172	589,599	8%		

Figure 3: Percent City vs. Unincorporated Customers 1998

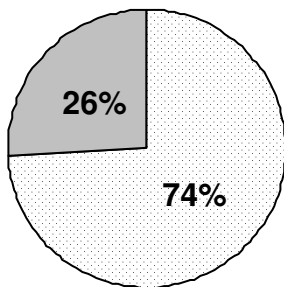


Figure 4: Percent City vs. Unincorporated Customers 1999

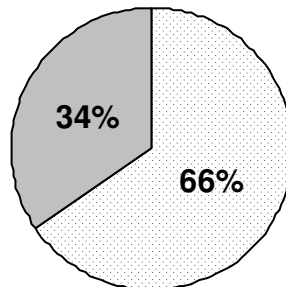


Figure 5: Percent City vs. Unincorporated Customers 2000

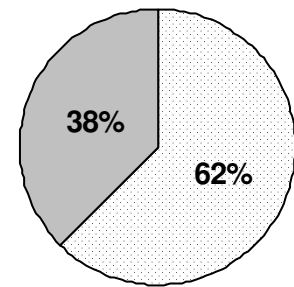
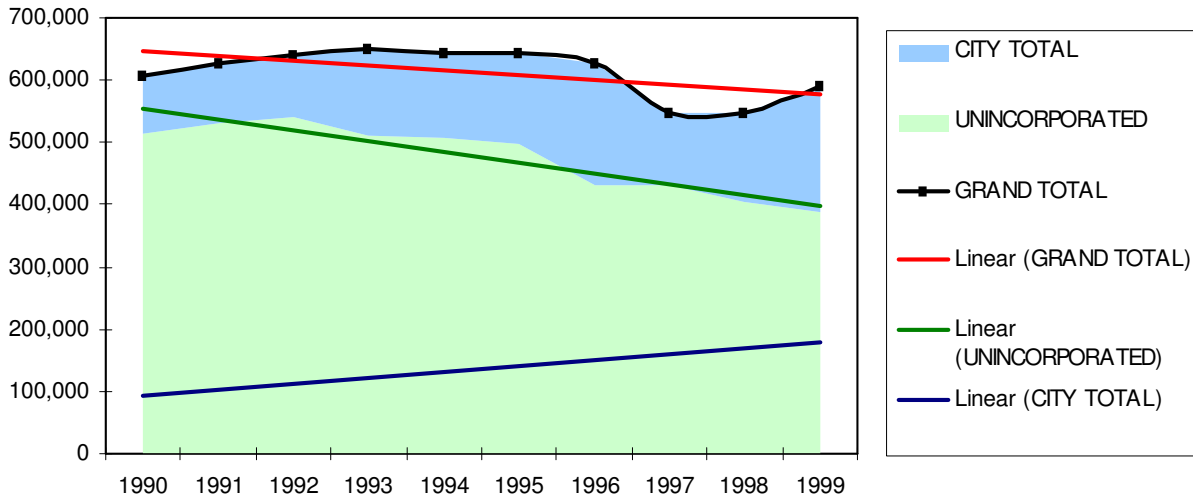
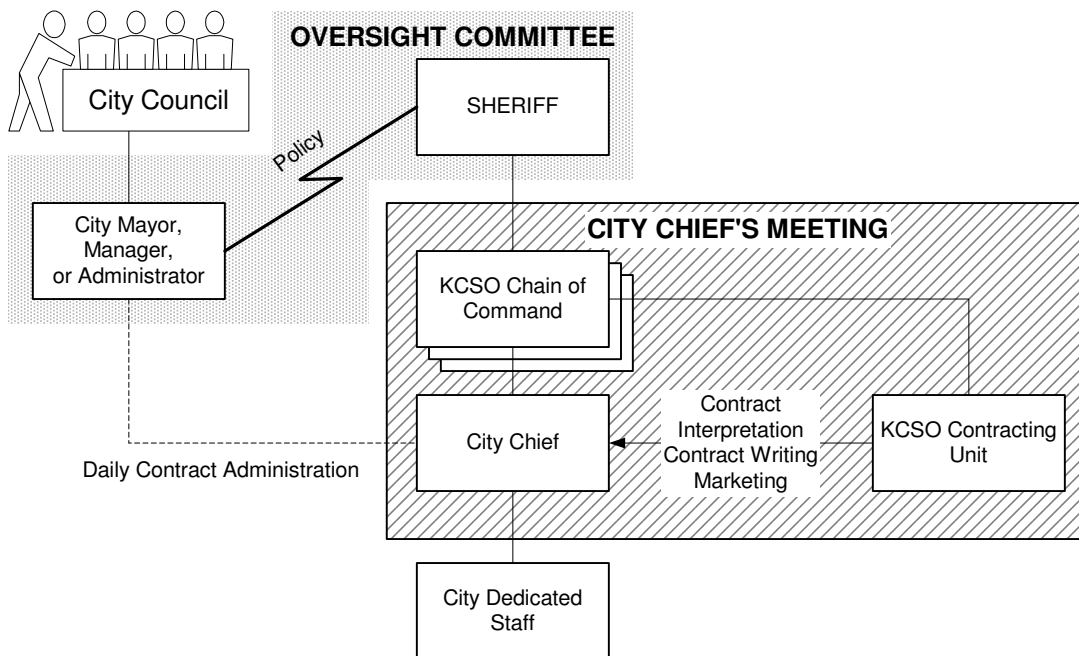


Figure 6: Customer Base Changes, City vs. Unincorporated, 1990 – 2000
(excludes transit, school, and other contracts)



City contract management is provided in a multi-layered approach, as shown below (Figure 7). Through these committees, our city customers are able to provide their input into the direction set by KCSO leadership. In addition to the committees shown, the “Oyster” committee, which oversees financial matters, may be called on an ad-hoc basis. This committee consists of the sheriff, undersheriff, city finance directors, and KCSO budget representatives. Additional committees may be called as needed for issues such as special projects (e.g., performance measures) or contract negotiations.

Figure 7: Management of City Contracts



Transit Contract

The KCSO maintains a transit police force for Metro Transit through the Special Operations Section. Operations and contract administration function in a manner similar to contract cities.

Learning the differences between transit and traditional police work is a challenge for the KCSO. These differences include the varied customer base for transit (e.g., operators and riders), the speed required for response and resolution, and the fact that transit will pass through other agencies' jurisdictions. Metro estimates that its annual ridership is 75 million.

School Contracts

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

King County Airport Police and Firefighters

The KCSO began managing the King County Airport Police at Boeing Field in January 1999 through the Special Operations Section. The officers in this unit hold limited commissions, and are responsible for security and emergencies at the airport.

Customer Expectations

The KCSO must meet varying needs throughout our customer base.

Contract Holders

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

Citizens

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

The combination of lower crime rates and increasing urbanization has led public expectations to shift toward issues of crime prevention and non-violent (quality of life) crimes. Nevertheless, our survey data show that citizens are still concerned about major

crime. Therefore, we need to keep violent crimes at a minimum, be able to quickly solve crimes that do occur, and effectively address quality of life issues in the communities.

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

Market Opportunities

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

As a result, the KCSO must focus on developing and maintaining a strong customer satisfaction focus. Quality, value-added services, and cost will be key factors. The KCSO has to bear in mind that as the cities mature, their ability to find other sources of police services will grow. In fact, cities may consider alternatives to contracts and individual departments (e.g., police alliances whereby one force serves several cities).

Fragmentation of the Service Area

The Growth Management Act is now a decade old, and has had both positive and negative effects on the KCSO. Figure 4 shows that over the past ten years, the trend in our customer population has remained fairly steady. Between 1998 and 1999, our total population base grew by eight percent.

Despite the steadiness of the population, the KCSO has experienced the difficult task of maintaining service in so-called “island communities,” which are defined as areas that are either completely surrounded by incorporated cities that do not contract with the KCSO or that are isolated but not completely surrounded. In 1999, there were 31,177 dispatched calls for service to these areas. The KCSO is developing action plans to improve our ability to dispatch these calls and to limit the number of islands created in the future. Exhibit D shows a map of our current service area.

SERVICE DELIVERY

Information-based Operations

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

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

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

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

Successes

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

Ongoing Challenges

Clearly, providing the long-term funding necessary for a successful technology program is a daunting challenge, especially in light of ever-reduced funding. To date, some entire units do not have a computer for each employee. Since contracts pay for services rendered, they are sensitive to the increasing costs associated with improved or updated technology.

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

Recruiting and Hiring

Between 1970 and 1999, employment growth in Washington State has grown an average of 3.1 percent per year, far above the U.S. average of 2.1 percent per year. Over the next decade, employment growth is expected to be at 1.4 percent. ("2000 Long Term Economic and Labor Force Forecast for Washington," Washington State Office of Financial Management, May 2000) Such strong growth affects the KCSO's ability to recruit and hire qualified individuals, especially for commissioned positions.

Further evidence can be found in the Labor Market and Economic Analysis (LMEA) Branch of the Washington State Employment Security Department occupational projections for patrol officers¹. LMEA anticipates that between 2000 and 2006, there will be an annual average of 168 patrol officer openings in King County (83 replacements and 85 new positions) and a 3.5 percent growth rate. For dispatchers, the growth will be 2.1 percent.

In short, the KCSO will have stiff competition for new employees, especially deputy recruits.

Training

The need for training is increasing, and mandates for commissioned staff training are changing the way in which we do business. For example, starting in 2000, state law mandates that the academy training for new recruits be extended to 720 hours; clearly, this will affect the amount of time needed

¹ The Washington State Employment Security Department uses patrol officer to include both police officers and sheriff's deputies.

to fill patrol vacancies. In addition, both the state and the county have introduced requirements for supervisory staff training, and the KCSO is growing increasingly concerned about the span of control for supervisors². Studies such as the Los Angeles Police Department RAMPART report highlight the need for training, and the potential consequences of not providing it. The RAMPART study also indicates that training should extend beyond technical skills to include “soft” topics such as ethics and supervisory techniques.

As noted above, the KCSO also has significant technology training needs that address both the use of technology and the information produced.

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

Risk Management

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

Building Strong Cases

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

LIMITED RESOURCES

The KCSO is very aware of the limited resources that are available. As a result, we strive to make short-term investments that yield long-term operational results.

Initiative 695

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

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

² The Administrative Services Section and Advanced Training Unit have done significant analysis on the training issues and have developed recommended approaches. See “King County and Washington State Mandated Supervisory Training,” February 27, 2000 and “ Issue Paper: Cost Increase to KCSO due to WSCJTC Academy Changing from 440 to 720 hours.”

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

Growth Management

The Growth Management Act has affected the Sheriff's Office budget because as the unincorporated areas decrease, so do the funds available to the county.

Contract Monies

City and other contracts pay only for services received, and the KCSO can charge only the amount it costs to provide the service (i.e., the KCSO cannot make a profit). In 2000, projected contract revenue represented about 37 percent of the KCSO's estimated CX and CJ budget.

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

Table 2: 2000 Projected Contract Revenue³

	Contract Revenue	Percent of Contract Total
Contract Cities' Total	\$25,110,921	83.5%
Metro-Transit	2,462,371	8.2%
ARFF (Boeing Field)	1,502,034	5.0%
School Resource Officers	261,383	0.9%
Training Academy	218,224	0.7%
HUD	177,432	0.6%
Muckelshoot Tribe	156,046	0.5%
Court Security/VA	88,597	0.3%
Marine Contracts Total	58,428	0.2%
Forest Service	50,000	0.2%
Total Contracts	30,085,436	100.0%

³ These figures were provided by John Baker of the King County Budget Office in February 2000. The KCSO Budget and Accounting Section stresses that these figures are not exact.

3

Strategic Projects and Initiatives

Traditionally, this section has been limited to budget modifications since the business plan was essentially an addendum to the KCSO budget submission. For 2001, the KCSO has included efforts that will not involve additional funding.

In support of its stated direction, the KCSO developed specific, action-oriented strategic projects. These goals were described in the 1999 and 2000 Business Plans. With some modifications based on project progress and budgets, they are presented again in this business plan as the key initiatives that will help the KCSO achieve its vision and mission.

For 2001, we have added Internal Systems Development (ISD) to the list of strategic projects and initiatives. ISD will bring the KCSO's focus to the way in which we do business and ensure that we hire the best people and then provide them with the training, supervision, policies and procedures, equipment, and evaluation they need to achieve excellence. Initiating this multi-level project will take at least five years; its success will be measured by its transparency within the organization (i.e., when it is no longer a project, but the way we operate).

Table 3 shows the projects that are part of each strategic initiative.

Table 3: Strategic Projects and Initiatives

Technology	Transit Policing	School Partnerships	Contracting	Facilities	Internal Systems Development	Countywide Partnerships
Alternative Call Handling	Metro Transit Police	School Resource Officers	Cities	Regional Emergency Communications and Control Center (RCECC)	Recruiting and Hiring	Homicide
IRIS			School Resource Officers		Training	Marine and Air Support
Regional Information Sharing			Transit	Policies and Procedures	Other	
Data Warehouse			Other	Supervision		
Crime Analysis				Performance		
MPP						
Wireless						
				Seismic Upgrade		
				Towed Vehicle Yard		
				Barclay-Dean		

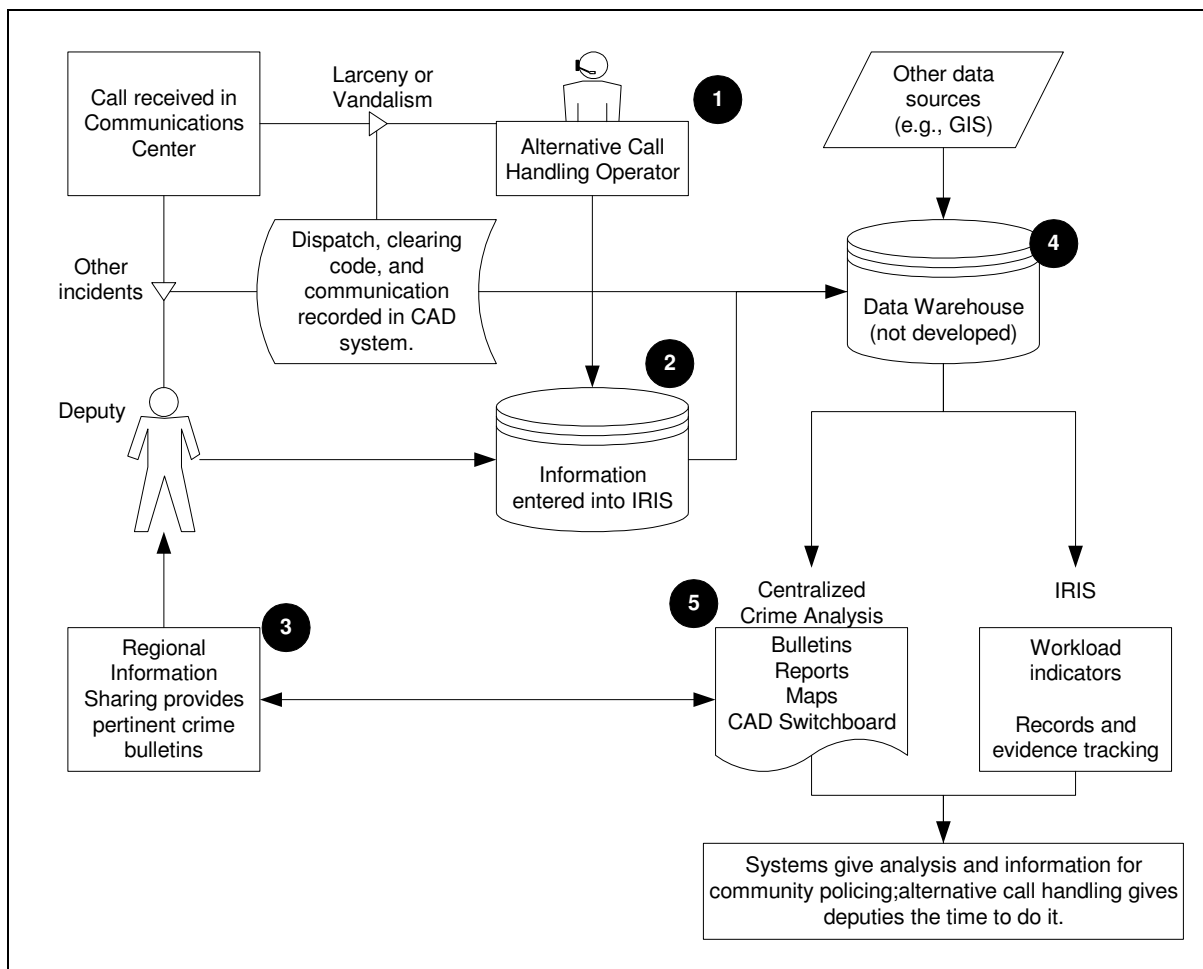
TECHNOLOGY

Initiated late in 1998, the KCSO's technology project aims to make our use of technology more efficient and effective. As the agency has grown, we have relied on the technology of the day. This project will update older technology and ensure that all systems work together for law enforcement, community policing, and crime prevention.

In support of these projects, the Computer Resources Section is continuing its efforts to provide professional and commissioned staff members with the equipment, training, and support that their jobs require. At this time, there are still many people who do not have a computer with which to do their work. Meeting the needs and ensuring that equipment does not become outdated will take a commitment to long-term and ongoing technology investments.

Figure 8 shows the relationships between key technology projects.

Figure 8: The Vision for Technology Projects
 (Note: Until the data warehouse is developed, information is accessed directly by Centralized Crime Analysis and IRIS.)



1. Alternative Call Handling

Alternative Call Handling was established through a grant to improve customer service and KCSO efficiency by handling non-critical calls without dispatching patrol units. By diverting the response and report writing, the agency also hoped to allow patrol units more problem solving time. Finally, since the call handlers would be able to immediately enter information into IRIS, the KCSO hoped to increase the availability of information.

The plan grew out of several recommendations made by the George Sullivan study (1997). The prediction at inception was that deputies would have more time to commit to community policing if the Communications Center assumed the responsibility of writing routine reports, thereby saving them process time as well as travel time to and from those routine assignments.

Current State

In August 1999, the Communications Center began taking a wider variety of vandalism reports than it had previously. In September, the section widened the scope of acceptable larceny reports. By October, all mail-in incident report forms had been discontinued. Vehicle theft reporting has not been implemented at this time.

The numbers for the first quarter of 2000 show that the Communications Center is taking an average of 73 percent of the agency's vandalism and larceny reports. In taking the 2,858 reports documented in CAD for the quarter, the center has freed up over 2,043 hours of time for patrol to dedicate to problem solving.

Future State

The Communications Center will continue to work toward the goal of taking 85 percent of both larceny and vandalism reports. Using first quarter 2000 numbers as a baseline, taking 85 percent of all reports could save patrol an additional 435 hours per quarter, or 1,742 more hours per year.

In the next few years, the Communications Center will continue to increase its report writing and IRIS entry proficiency, thereby decreasing waiting or call back times for callers.

Goals for 2001

Utilizing the IRIS tutorials and familiarizing staff with IRIS shortcuts will serve to increase proficiency, with no extra cost to the department. Maintaining a full FTE complement will no doubt assist in consistently offering good customer service through call handling and report writing efficiencies.

2. Incident Reporting and Investigation System (IRIS)

The Incident Reporting and Investigation System (IRIS) is designed to facilitate the process of gathering, organizing, reporting, and sharing criminal incident information. In time, the process will enable users to access information on demand, use history of prior incidents for investigation, easily distribute information to other internal and external computer systems, compile statistics, and manage deputy workload. Since the system is computerized, the data will be of better quality, access will be improved, and we will be better able manage productivity.

Current State

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

As of June 2000, 85 percent of deputies and detectives had laptop computers with which to use and access the system; they were entering about 80 percent of cases into the system. The KCSO plans to use training and accountability measures through 2000 so that at least 90 percent of cases are entered.

The KCSO established an IRIS Guidance Team to prioritize the ongoing development work and ensure that the work falls within budget parameters. The team has established the following priorities, which will be accomplished in order as time and budget allow.

1. Data Integrity, maintenance, code clean-up, transition planning.
2. Document Workflow Process & Approval Routing
3. IRIS Training
4. Policy Decisions
5. Maximize Use of Crime Bulletins
6. Define Standardized Management and Supervisory Reports
7. Overtime Request Management and Analysis
8. IRIS/CAD Datamart for performance and productivity management
9. Problem Solving Project Layer
10. Security Enhancements
11. Alternative Call Handling enhancements (i.e., runaways and missing persons, refine custom main screen)
12. Consolidate Sex Offender Registration Information
13. Intranet: IRIS Web Document Search Enhancements and Regional Bulletin Document Search Enhancements for Mobile Users
14. Regional Information Sharing
15. Centralized Training and Certification Management
16. Minimized Criminal History
17. Helpful References: Bail Schedule, Investigation Checklist, Resource Guide, etc.
18. Traffic Citation Process (A to Z)

Future State

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

1. Updating components of IRIS by using technology upgrades to improve performance and reliability.
2. Upgrading department computers and servers to Windows 2000 and upgrading IRIS to Access 2000. These upgrades will enable us to lengthen the lifespan of the application and take advantage of performance improvements in new version releases.
3. Integrating IRIS into a comprehensive Regional Information Sharing system, including the ability to quickly search local and national databases and document archives. Automation of

search techniques will improve speed to the point that it can become a normal investigative or problem solving police work, not the exception.

4. Integrating department information systems to enable users to be able to use a minimum of interfaces.
5. Moving responsibility for IRIS maintenance, support, and minor development from contract developers to permanent KCSO staff.

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

2001 Priorities

In 2001, the KCSO will continue to implement the recommendations of the IRIS Guidance Team as allowed by time and budget. In addition, the KCSO will take the following steps to support IRIS as well as other technology initiatives.

- Hire and train a network team supervisor and IRIS database administrator to support IRIS.
- Purchase remote management, asset management and help desk software to improve Network team's capability to administer applications.
- Purchase Windows and Access 2000 upgrades.

3. Regional Information Sharing

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

The King County Police Chiefs Association sponsors this project, although the KCSO provides the bulk of staff support. Although revenue will not be generated for the KCSO, it is reasonable to assume that increased availability of information will make investigative work faster and more effective.

Current State

A regional information sharing team, which included the KCSO and six partner agencies, was formed in March 1999 to develop a pilot system. The group developed a web site (WIRE: Web-based Information for Regional Enforcement) to make crime bulletins more easily accessible and searchable. In addition, the KCSO purchased the hardware and software used to house and run the system; this equipment is now maintained by the Attorney General's Office. The system is scheduled to go "live" in the summer of 2000 after extensive testing.

After the launch, the primary task for 2000 will be to include other agencies and expand the bulletin system in a controlled manner. The project team will also begin to discuss how to include structured/tabular data.

Future State

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

Goals for 2001

Unless other developments occur, the KCSO will devote staff time to administer the bulletin system, maintain the web site, and function as the leaders of the regional information sharing team. The KCSO will encourage the KCPCA to systematically expand the bulletin system to include structured/tabular data and begin work towards a comprehensive integrated regional information system.

4. Data Warehouse

A data warehouse pulls data from disparate sources and then makes it available to other systems, thereby limiting the number of system links that must be established. Such a system would be used for regional information sharing, crime analysis, and other initiatives. Creating a well-planned data warehouse takes significant time and specialized expertise.

Current State

The KCSO has dedicated its technical expertise to other projects (i.e., IRIS, Centralized Crime Analysis, Regional Information Sharing, and Alternative Call Handling), so this project has progressed slowly. Beginning in late 1999, we took an initial step towards development, by submitting a grant proposal to the Bureau of Justice Administration (BJA) for the express purpose of building a data warehouse with assistance and additional funding from Microsoft.

In addition, smaller warehouses are being developed, including the CAD Switchboard and an interface between CAD and IRIS. Another warehouse is being built specifically to support crime analysis and mapping through CrimeView.

Future State

The KCSO wants to develop a functional data warehouse in cooperation with external subject-matter experts.

Goals for 2001

In 2001, the KCSO will continue to consider possible approaches and sources for funding and technical expertise. If the BJA grant is accepted, a project manager and team will need to be established and work will need to begin.

5. Centralized Crime Analysis

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

Current State

Significant progress was made during 1999 including: extensive project planning, collecting customer input, hiring three crime analysts, evaluating and selecting a crime analysis software package, acquiring computer hardware, reconfiguring work space to house the new personnel, and beginning work on the numerous data sources that crime analysis will use.

Tasks accomplished so far in 2000 include basic mapping and crime analysis methods training for our analysts and the development of a CAD data switchboard. Some limited crime analysis capabilities have already begun to roll out including CAD data research and mapping services. The "live" date for CCA using a limited set of data (CAD and sex offender) is July 10, 2000. Full CCA rollout, which includes IRIS data sources and the intranet mapping version of the CrimeView crime analysis software package is on schedule for December 2000.

Future State

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

Goals for 2001

Goals for 2001 include becoming active in crime analysis associations, advancing regional crime analysis via leadership and participation in the W.I.R.E. web site, committing to advanced training for the analysts, resolving the precinct-based crime analysts issue (which may mean hiring additional non-commissioned personnel and training as well) and increasing the visibility of CCA by writing articles for appropriate professional publications and attending professional gatherings.

Managing Patrol Performance (MPP)

Managing Patrol Performance is a software tool that can allow the KCSO to examine the relationship between workload and staffing, and when appropriate, use computer-based staffing allocation to support community oriented policing and problem-solving initiatives.

Current State

The data collection and delivery phase of the MPP project was completed in 1999, although limited data entry and updates will always be required if the system is used. At that time, the KCSO began to move the system from Technical Services, which developed it, to Field Operations, which will implement and use it. Early application of the system has resulted in shift changes in some areas to allow for better coverage at peak times, but use has also revealed the system's limitations.

Given the test uses and limitations, the KCSO established a work team to determine the appropriate use of MPP and to consider simplifying the modeling process. The team is considering a proposal that calls for Field Operations to assume the lead in evaluating MPP's utility and setting expectations for its use. Under the proposal, the Technical Services Division would continue to participate as a data provider. The proposal also includes a trial period of one calendar year, during which MPP would be employed on a quarterly basis. At the end of the trial period, a formal evaluation would correlate the amount of time required to assemble and

distribute the data and the utility of the information. The result would be a recommendation on whether to continue using MPP.

Future State

The future state depends on the results of the proposed evaluation. If it is accepted, an evaluation of the trial period would be written in 2002.

Goals for 2001

If the proposal is accepted, 2001 would be the trial period for the use of MPP.

Wireless Communications

The KCSO needs to develop a system of wireless communication so that information can be shared immediately and as-needed with patrol deputies. Such a system will allow deputies to access local and regional databases, as well as KCSO information. Doing so improves public and deputy safety, decreases the time deputies spend connected to the network (and thus, off the street), and could lead to increases in stolen vehicle recoveries and warrant arrests.

Current State

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

Future State

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

Goals for 2001

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

TRANSIT POLICING

Metro Transit Policing

The Transit Division of the King County Department of Transportation oversees ongoing actions to ensure passenger and employee security and safety for Metro. Security is provided by full and part-time KCSO deputies and sergeants, as well as off-duty Seattle Police officers and sergeants. The KCSO supervises the unit and manages its operations in cooperation with Metro.

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

Current State

The KCSO's Metro Transit Police Unit grew to 18 people in 1999, and will increase again in 2000 to 28 full-time staff members. These individuals are supported by about 300 off-duty or part-time Seattle Police Department officers and KCSO deputies who provide patrol. Increases in full-time staff correlate with significant increases in the number of transit arrests.

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

The KCSO's transit program also includes site visits to other transit entities, professional conferences, specialized training for new transit police employees, and transit security/response courses. We encourage internal training, as demonstrated by transit-specific training that was provided to the Tac-30 teams and Bomb Disposal Unit detectives by the dedicated transit police employees.

The KCSO worked closely with Metro Transit management and operational teams to provide specialized policing services during major events effecting Metro Transit, including various annual events and parades as well as events involved with the World Trade Organization Conference and Year 2000 activities.

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

Future State

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

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

Goals for 2001

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

Sound Transit

The KCSO wants to establish and maintain a contract with Sound Transit to provide policing services for the entire agency. This will be accomplished through regional policing partnerships throughout King, Pierce, and Snohomish Counties, which will result in a comprehensive, multi-jurisdictional, cooperative and collaborative approach to policing the Sound Transit system.

Current State

The KCSO and our partners in Pierce and Snohomish Counties have worked with Sound Transit for over a year and have advised the organization on many aspects of safety and security.

The Sound Transit Board of Directors voted in May 2000 to request proposals for Sound Transit Security, rather than proceed with a sole-source process with the Tri-County Sheriff's Group. During the remainder of the year, the KCSO will respond to the RFP if and when it is delivered, and will continue to support Sound Transit whenever feasible.

Future State

The five-year vision is for us to firmly establish the policing of Sounder Commuter Rail through the 82 mile length and approximately 38 law enforcement jurisdictions and start the development of the LINK Light Rail policing model. We will then integrate the policing of these two lines of business and fold in the Sound Transit Commuter Bus Service.

The desired outcome is to have a multi-agency ("task force" concept) Sound Transit police force managed by the King County Sheriff's Office, through contract with Sound Transit. Our ability to achieve this vision is affected by external factors such as political pressure from the county and city officials in the Sound Transit service area.

Goals for 2001

Pending the results of the RFP process, the KCSO aims to firmly establish the Sound Transit police unit, for Sounder Commuter Rail and continue working on the policing plans for the LINK Light Rail. We will aim to build the plans so that they can be tied into one overall agency approach.

In addition, the KCSO will evaluate the staffing needs for the Sounder Commuter Rail and project possible staffing needs for the growth of the LINK Light Rail system. This information would be communicated internally so that appropriate steps can be taken.

COUNTYWIDE SCHOOL PARTNERSHIPS

All schools face the possibility of a large-scale act of school terrorism. It is the obligation of the King County Sheriff's Office to provide public safety services to agencies that have requested and agreed to pay for additional law enforcement services for the greater need of the community.

The SRO program was created and designed to build partnerships between students, teachers, parents and police by providing a uniformed deputy on school campus, allowing schools to focus on education. SRO's work to create a safer environment and reduce the fear of crime on school campus so students can learn. The program has three components (mentoring, instruction, and security), and

schools can contract for the components that best meet their needs. The King County Sheriff's Office has offered School Resource Officer services to school districts for over six years.

Current State

With the elimination of the D.A.R.E. program in 1999, the SRO Committee was formed to further develop a comprehensive, marketable service package for the schools in our community. A survey was delivered to the schools to assess their individual needs. Roles and Responsibilities for SRO's, Precinct Supervisors, and the Program Coordinator were drafted and adopted.

The KCSO applied for a \$1.5 million COPS in Schools grant to hire 12 School Resource Officers, and was awarded \$1.125 million dollars for nine deputies on April 16, 2000. We intend to place the nine SROs in their respective school assignments at the start of the 2000/2001 school year. We are in the process of preparing and signing three-year interlocal agreements for these SRO. It is imperative the internal structure of the SRO program be in place prior to the start of the school year.

The KCSO is currently attempting to secure supplemental funding from the King County Executive's Office for the start up costs of these nine deputies. These costs are not covered through the grant or school district matching funds. In addition, we are working with Representative Jennifer Dunn in her efforts to secure a one-time appropriation to pay for SRO start up costs and training, as well as adding additional SRO positions.

The SROs selected by the school officials will receive Basic National Association of School Resource Officer Training (NASRO) offered in June 2000. The SRO Coordinator will attend the NASRO annual conference in July 2000.

Future State

The 5 year vision for the Sheriff's SRO Program is to have a fully trained School Resource Officer in every middle and high school at no expense to schools. The basis of this goal is that school safety and security is a much broader community and public safety matter that benefits all citizens in a "school neighborhood".

Goals for 2001

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

The KCSO will begin identifying ways to fund the SRO Program after the three-year grant ends. We will investigate other grant opportunities and propose funding from the King County Council to further this program. It is our hope the 20 percent spending cap is lifted on the amount of federal funds that a state may spend on school safety (this is part of the Federal Safe and Drug Free Schools and Communities Act).

CONTRACTING

The KCSO is currently the full service provider for thirteen cities and provides speciality services to several cities who operate their own basic police force. In addition, we serve school, transit, airport, and other jurisdictions/entities in the county. Day-to-day contract operations are managed by selected contract chiefs; contracts and costs are managed by the Budget and Accounting Section, the Contracting Unit, and the Executive Budget Office. This section describes contracting in general, and does not address our relationships and goals for specific contracts. Our ultimate goal is to continually refine and improve our contracts and services to meet customer needs in the best way possible and in balance with our resources and other requirements

Current State

Managing contract questions and ensuring that the agreements are carried out is currently the responsibility of the Contracting Unit (one-third of a captain and one detective). The KCSO is considering the options for expanding that unit to provide better service. This unit is working closely with the cities on performance measures and with other KCSO units to implement the transit and school resource officer agreements.

We are also working with the state boundary review board to identify incorporation feasibility and the best ways to transition annexation areas.

Future State

We hope to continually refine and expand our contracting process, working with our current customers to provide more high-quality police services. We will also be looking for ways to provide better education and information about police services, and for ways to fairly meet the requests for service and information.

Goals for 2001

In 2001, we will continue to monitor performance measures for the cities and fulfill our other contracts. An important customer satisfaction item will be to educate the city chiefs about the information they receive and how to share it for decision making. In addition, we hope to add a professional staff person to the Contracting Unit.

SHERIFF'S OFFICE FACILITIES

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

The KCSO will continue to work with the Department of Construction and Facilities Management to identify the needs and the responsibility for ongoing capital projects. Such projects include fixing the Ravensdale Range, ensuring health and safety at existing sites, managing the Regional Communications and Emergency Control Center (RCECC) project, building a yard for impounded and towed vehicles, and supporting the seismic retrofit project.

INTERNAL SYSTEMS DEVELOPMENT

Internal Systems Development is the simple way of expressing the fact that the KCSO must begin to turn our focus inward to ensure that we are providing the best services in the most efficient manner possible. Internal focus does not mean that contracts are no longer important; rather, the goal is to improve customer satisfaction by improving employee satisfaction and ability. The balance is shown in Figure 9.

Current State

Internal systems development is a new initiative for the KCSO, and thus, is primarily still at the vision stage of the project process. Currently, it can be summed up as “taking care of our people who take care of our business” and diagrammed as shown in Figure 10. Small successes have occurred, including but not limited to a renewed emphasis on communication, revised processes for ensuring deputy safety, and in-service training.

Figure 9: KCSO Success Balance

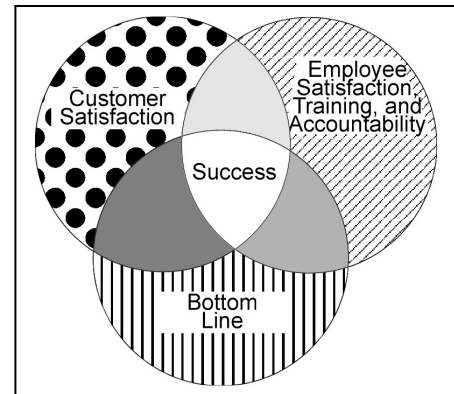
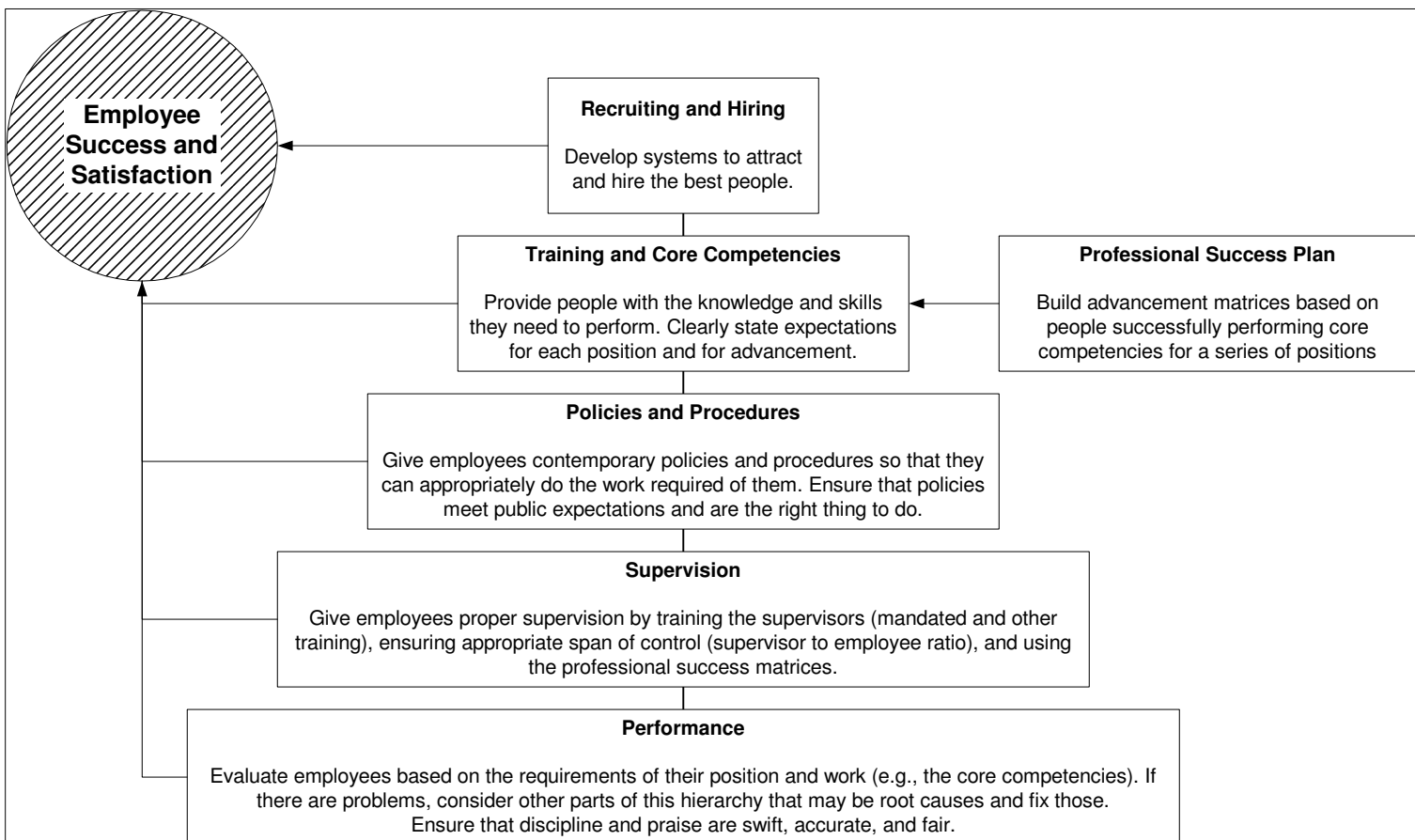


Figure 10: Internal Systems Development



Future State

The ultimate goal for this project is transparency, in the sense that improved ways of doing business should be standard practice rather than an initiative. The KCSO should have ways to recruit and

hire the best people, provide them with the tools they need for their jobs, give them appropriate training, and promote and evaluate them based on core competencies. In addition, employees should have clear and modern policies and procedures and good supervision. Finally, the KCSO should have improved performance evaluation processes.

Goals for 2001

By early 2001, the KCSO will have a realistic and manageable scope and workplan for this project, which will necessarily involve several sub-projects. Communication will be paramount so that employees and customers understand the changes and do not become frustrated if the process moves more slowly than anticipated.

COUNTYWIDE PARTNERSHIPS

Homicide Investigations

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

Current State

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

Future State

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

Goals for 2001

The KCSO will continue to strive for excellence and innovation in our homicide investigations and will continue to make other police departments aware of our offer. As we succeed in these cases, we will make that information known.

The KCSO will assess the draw on our resources as outside departments use this service, and plan accordingly for future years.

Air Support and Marine

Countywide partnerships for Air Support and Marine have been viewed as a way to share the cost of these units while broadening the base of service. For several years, the Air Support Unit has not been fully funded, and thus has not been utilized to the fullest extent. It appears that a regional approach would increase the number of flight hours and the areas of response. The Marine Unit has

shared responsibilities with other marine units on King County waters. Our Marine Unit as well as other agencies have expressed a desire to join forces and expand the level of service.

Current State

In 1999, the Marine Unit entered into an agreement with Bellevue Police Department that assigned one Bellevue officer to the King County Marine Unit for the boating season. In return, the Marine Unit helped train the officer and provided marine response to the waters of Bellevue. In 2000, we will continue discussions with other Lake Washington cities for shared Marine resources. We will also seek interested partners for expanded Air Support services.

Future State

The future state for the Air Support and the Marine Units includes partnerships with other jurisdictions that focus on shared resources and personnel. It is desired that both of these units be fully funded to support the recommended level of service to all partners.

Goals for 2001

In 2001, the KCSO will work with our partners to address operational issues for the Marine and the Air Support Units. This will include negotiations with all labor organizations representing the various jurisdictions. Full funding for both units should be accomplished so that these services can be utilized by all of the partners.

4

Financial Plan

This section provides an estimate of the KCSO's long-term financial plan for its basic operations and key projects. This is provided as an estimate only, since budget needs are not always met with a sufficient budget allocation.

Table 4: Financial Plan

	2000 Adopted	2000 Revised	2001 Estimate	2002 Estimate	2003 Estimate	2004 Estimate	2005 Estimate
Revenues							
CX							
CJ							
Drug Assets							
AFIS							
Contracting ¹							
COPS Grants							
Technology Integration							
Transit Policing							
School Partnerships ²							
Sheriff Facilities CIP							
Total Revenues							
Expenditures							
CX							
CJ							
Drug Assets							
AFIS ³							
Other factors – CX/CJ ⁴							
CX Supplementals							
Technology Integration							
Transit Policing							
School Partnerships							
Contracting							
Sheriff Office Facilities							
Partnerships ⁵							
Total Expenditures							

Notes:

1. Contract/Revenues - Status Quo dollars with COLA, does not reflect contract increases. (Contract Cities/Metro/ Airport)
2. Represents only COPS in the Schools Grant revenue. We anticipate additional revenue from School Districts and cities.

3. AFIS five-year levy ends Yr 2000, Business Plan assumes new levy passing for Yr 2001.
4. Other Factors/Expenditures - Reflects COLA, benefits, mandatories, and internal service fund increases.
5. Partnerships/Expenditures - Reflects revenue loss and additional operational costs.

5

Summary

This section is intended to close the business plan.

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

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

Exhibit A: KCSO Goals, Objectives, and Performance Measures

Goal	Objective	Specific Measurement
To reduce crime and the fear of crime.	Provide a regional approach for specific investigative services with a focus on family and youth issues to reduce the juvenile crime rate throughout King County.	75% or more of all domestic violence case reports being submitted to the Domestic Violence Intervention Unit will contain complete investigative information (i.e. thorough crime scene processing and case reporting).
	Improve citizens' feelings of security.	Majority of citizens rate police services as meeting or exceeding their expectations.
To provide high quality, cost effective services and accountable services to the citizens of unincorporated King County and our contract cities.	Provide the technology/information platform that supports community policing, problem solving and requests for information.	The quality of service provided by the Data Control Unit will meet or exceed expectations 80% of the time as determined by a survey sent to a random sample of customers. Additionally, the Data Control Unit will be found in compliance for data integrity for its use of the Automated Central Computerized Enforcement Service System (A.C.C.E.S.S.) database as determined by the annual Washington Crime Information Center (W.A.C.I.C.)/National Crime Information Center (N.C.I.C.) audit.
	Same as above.	85% of reports will be processed and available within 48 hours (not including weekends and holidays) after receipt of report.
	Same as above.	Quality automated photographic prints will be delivered within 5 days, at least 90% of the time.
	Provide cost effective services that improve the safety of Metro Transit facilities for the customers and employees of Metro Transit.	Metro Transit riders and employees will report at least a 2% increase in transit system security and transit policing satisfaction levels for areas currently rated below 95%.
To commit to Community Policing (Partnership, Problem-Solving and Crime Prevention) at all levels of the Department. Also, to use Community Policing and other process improvement tools to provide effective police response times and other important police services.	Create partnerships and improve systems that improve our ability to apprehend offenders.	Obtain quality fingerprints of all adults arrested and booked into a King County Correctional facility and identify all inmates who have given false identification (a.k.a. "liars") before release from custody.
	Same as above.	95% of Latent Lab cases will be evaluated and work begun on them within two weeks from the date that they are received by the latent lab.
	Same as above.	50% or more of all burglaries and recovered stolen vehicles will

Goal	Objective	Specific Measurement
		be processed for latent prints.
	Create partnerships and improve systems that improve our ability to prevent crime.	Patrol deputies will target areas of concern in the community using problem solving techniques.
	Respond to in-progress calls in a timely manner.	The quality of service offered by the Communications Section will meet or exceed expectations 90% of the time as determined by a random sample of citizens. Additionally, the Communications Center will meet the service requirements of the King County E-911 office (i.e. out of 75% of the total calls, 90% must be answered in 10 seconds or fewer).
	Respond to in-progress calls in a timely manner.	Police response times to 9-1-1 calls will fall within the following parameters: 90% of priority X calls will be responded to in 5 minutes or less. 90% of priority 1 calls will be responded to in 10 minutes or less.
	Improve individual and organizational ability to solve chronic crime and disorder problems.	Once every year, contact 100% of the Level 1 registered sex offenders living within the jurisdiction of the King County Sheriff's Office and file registration violation cases on at least 75% of their violations within three months of the offense.
	Same as above.	Make face to face contacts at least every ninety days with 100% of the Level 2 and Level 3 registered sex offenders living within the jurisdiction of the King County Sheriff's Office and file registration violation cases on 100% of the violations within two months of the offense.
	Same as above.	Reduce repeat police calls to multi-unit housing.
	Same as above.	90% of D.O.C.'s Community Custody Inmates will receive at least two random contacts per month.
To provide for timely, consistent and clear two way communication tailored to the individual communities the Department serves.	Educate citizens about crime prevention and local crime activity to improve the quality of life in their neighborhoods.	Publish quarterly newsletters addressing trends, prevention tips and answers to commonly asked questions.

Definitions:

- AFIS: Automated Fingerprint Identification System
- CAD: Computer Aided Dispatch
- CAU: Crime Analysis Unit
- CCI: Community Custody Inmate
- CCPU: Community Crime Prevention Unit
- DARE: Drug Awareness and Resistance Education
- DOC: Department of Corrections
- FIR: Field Interview Report
- NCIC: National Crime Information Center
- SARA: Scan Analysis Response Assessment (Problem solving model)
- UCR: Uniform Crime Reporting

"PRIORITY X" AND "PRIORITY 1" CALLS:

When a call for police assistance is received by the Communications (911) Center, it is entered into the Computer Aided Dispatch (CAD) system. The person who receives the call will determine the urgency of that call by assigning it a "priority." Priority criteria are listed below. If the call receiver is in doubt as to the appropriate priority, they will assign it the higher of the two priority designators in question.

"Priority X" designates critical dispatches, those incidents which pose an obvious danger to the life of a deputy or citizen. It is used for felony crimes in-progress where the possibility of confrontation between a victim and suspect exists. Examples include shootings, stabbings, robberies or burglaries.

"Priority 1" designates immediate dispatches; those calls that require immediate police action. Examples include: silent alarms, injury traffic accidents, in-progress crimes or crimes so recent that the suspect may still be in the immediate area.

Exhibit B: Mandated Services Provided by the KCSO

Duties	Legislation	Performed by Unit
Shall arrest and commit to prison all persons who break the peace, or attempt to break it, and all persons guilty of public offenses	RCW 36.28.010 (1)	Field Operations, CID, Technical Services
Shall defend the county against those who, by riot or otherwise, endanger the public peace or safety	RCW 36.28.010 (2)	Field Operations, Special Operations, Intelligence Unit, TAC-30 Team
Shall execute the process and orders of the courts of justice or judicial officers, when delivered for that purpose, according to law	RCW 36.28.010 (3); RCW 6.17, 6.19, 6.21, 6.25, 6.32, 60.56, 61.12, 59.12	Civil Division, Field Operations, Court Security, DATA Unit
Shall execute all warrants delivered for that purpose by other public officers, according to the provisions of particular statutes	RCW 36.28.010 (4)	Warrants Unit, Field Operations, DATA Unit
Shall attend the sessions of the courts of record held within the county, and obey their lawful orders or directions	RCW 36.28.010 (5)	Court Security, Field Operations, CID, Technical Services
Shall keep and preserve the peace in their respective counties, and quiet and suppress all affrays, riots, unlawful assemblies and insurrections.	RCW 36.28.010 (5)	Field Operations, Technical Services, CID, Special Operations, Intelligence Unit
Duty of all sheriffs to make complaint of all violations of the criminal law, which shall come to their knowledge, within their respective jurisdictions	RCW 36.28.011	CID, Technical Services, and Field Operations
Oversee a crime prevention program, investigate crimes against persons and property and arrest alleged offenders.	KCC 2.16.060 B.1.	Field Operations Crime Prevention Officers, RPIS Unit in Technical Services
Execute the processes and orders of the courts of justice and all other mandated functions required by law.	KCC 2.16.060 B.2.	CID, Technical Services, and Field Operations
In coordination with the office of emergency management, plan and coordinate resources for the public safety and welfare in the event of a major emergency or disaster.	KCC 2.16.060 B.3.	Special Operations
The chief law enforcement officer of each political subdivision shall be responsible for local search and rescue activities. Operation of search and rescue activities shall be in accordance with state and local operations plans adopted by the elected governing body of each local political subdivision.	RCW 38.52.400	Special Operations
Provide service and administrative functions which support but do not duplicate other governmental activities, and which have the potential to be fiscally self-supportive.	KCC 2.16.060 B.4.	Technical Services Division
Responsible for administering resources allocated to the functions of police patrol, general criminal investigation, crime prevention, traffic, and emergency management.	KCC 2.16.060 C.1.	Field Operations

Duties	Legislation	Performed by Unit
Duties Relating to: <ol style="list-style-type: none"> a. Civil process; b. Fiscal control; c. Communications; d. Personnel and training; e. Records and identification; and f. Property management, including evidence; stolen, lost or unclaimed property; and department equipment and supplies. 	KCC 2.16.060 C.2., RCW 63.21, RCW 16.54.030, RCW 63.40	Technical Services Division.
Confiscate Property Used to Facilitate or Proceeds From a Violation of the Uniform Controlled Substances Act	RCW 69.50.505	Drug Enforcement Unit
Impound Vehicles and Conduct Administrative Hearings	KCC 46.58	Field Operations, DATA, Special Operations
Photographing and fingerprinting: Cause the photographing and fingerprinting of all adults and juveniles lawfully arrested for the commission of any criminal offense constituting a felony or gross misdemeanor.	RCW 43.43.735	Field Operations, Records, AFIS, Photo Lab
Issue Concealed Weapons Licenses	RCW 9.41.050	Records Unit
Destruction and disposition of confiscated firearms, prepare annual inventory and report on the destruction and disposal of firearms included in the inventory.	KCC 2.16.062	Property Management Unit
Domestic Violence <ol style="list-style-type: none"> 1. Enforce the Law 2. Arrest if probable cause to believe that a crime has been committed 3. Notify the victim of the victim's right to initiate a criminal proceeding in all cases where the officer has not exercised arrest powers or decided to initiate criminal proceedings by citation or otherwise 4. Take a complete offense report including the officer's disposition of the case. 5. Advise victims of all reasonable means to prevent further abuse, including advising each person of the availability of a shelter or other services in the community, and giving each person immediate notice of the legal rights and remedies available. 	RCW 10.99.030	Domestic Violence Unit, Field Operations
Register Kidnappers	RCW 9A.44.130	Records, Special Assault Unit
Register Sex Offenders, Confirm location and Monitor, Inform Public of Dangerous Sex Offenders	RCW 9A.44.130; Megan's Law. Community Protection Act of 1989	Records, Special Assault Unit, RPIS Unit, AFIS
Responsible for administering resources allocated to the functions of major crimes investigation, narcotics investigation, gambling and vice investigation, criminal warrants service, and sundry criminal investigations not conducted in the field operations division.	KCC 2.16.060 C.3., RCW 13.60.020,	Criminal Investigation Division.
Develop mission statements, goals, and objectives.	King County Ordinance 11980	Technical Services, Field Operations, Criminal Investigation Division

Duties	Legislation	Performed by Unit
Develop a system of performance measures, and report on performance annually.	King County Ordinance 11980	Technical Services, Field Operations, Criminal Investigation Division
Seek input from the public and county employees about outcomes and expectations.	King County Ordinance 11980	Technical Services
Establish Community Oriented Policing Approach	1994 Budget Proviso	Technical Services, Field Operations, Criminal Investigation Division
Responsible for Criminal History Records Information (CHRI) including: <ul style="list-style-type: none"> • Audit trail for CHRI • Deletion of non-conviction CHRI • Release of non-conviction CHRI for civil redress • Subject review of CHRI 	RCW 10.97.050(7) RCW 10.97.060 RCW 10.97.070 RCW 10.97.080	Technical Services, Records Unit
Responsible for maintaining juvenile records	RCW 13.50	Technical Services, Records Unit
Responsible for keeping and disclosing records	RCW 42.17	Technical Services, Records Unit

Exhibit C: KCSO Functions

Function	Description
Administration	Direct and plan the activities of all KCSO personnel Ensure that laws and regulations are met Provide supervision and evaluation for employees at all levels.
Administration support staff	Assist administration in fulfilling functions
AFIS	Levy-funded, RCW 43.43.735 Fingerprint and photograph all inmates at the King County jails. Process fingerprint cards to identify inmates prior to their release from jail. Process latent prints and evidence found at crime scenes to identify possible suspects.
Air Support	Assist with TAC-30missions, riots, major crimes or MARR callouts, natural or human-made disasters, and search and rescue missions.
Asset Forfeiture	Seize property and finances of arrested persons under state law. Money and proceeds must be used for drug investigations.
Bomb Disposal	Dispose of explosive material. Investigate all circumstances involving suspected detonations and explosions.
Budget and Accounting	KCC 2.16.060 C.2 Collect revenue due to the Sheriff's Office, invest funds to maximize earnings, and distribute revenues to appropriate funds. Prepare annual and quarterly reports for the council, overtime reports, travel/training reports, phone use reports, and others. Plan and develop financial preparation and justification for the annual budget. Then, review expenditures and handle accounts payable. Provide managed care and cost containment for medical services and account management for 400 deputies and their families. Provide financial reporting and accountability for COPS grants. Respond to audits Generate payroll for over 1,000 employees.
Canine Unit	Locate people or evidence at or near crime scenes during primary investigations. Conduct public demonstrations. Assist patrol in apprehending fleeing criminals.
Centralized Crime Analysis	Compile data to create customized crime and crime trend maps, bulletins, and reports. Participate on regional teams to share crime information.
Chaplain	Assist police and fire department. Assist citizens. Respond to death scenes to offer comfort to those grieving Assist deputies in working through critical incident stress
Child Find	Investigate custodial interference cases and serve Writs of Habeas Corpus.
Civil Process	Required by KCC 2.16.060 C.2 Serve domestic violence orders, eviction orders, and subpoenas. Enforce judgments.
Communication	Manage internal and external communication including publications and web. Ensure communication efforts of other functions (e.g., crime prevention and community policing) are professional and represent the KCSO.

Function	Description
Communications Section	<p>KCC 2.16.060 C.2</p> <p>Respond to emergency calls by answering 911 telephone calls and dispatching deputies.</p> <p>Write police reports (alternative call handling)</p> <p>Process and maintain approximately 85,000 warrants per year.</p> <p>Coordinate with district, municipal and superior courts for the timely paper flow of warrants and court orders.</p> <p>Enter and clear felony/misdemeanor warrants, missing persons, stolen/recovered/impounded vehicles and boats, and domestic violence court orders through WACIC.</p> <p>Complete all KCSO requests for criminal history reports.</p> <p>Ensure the proper operation of the E-911 telephone and computer system.</p> <p>Ensure the proper operation and data maintenance of the Computer Aided Dispatch (CAD) system.</p> <p>Respond to numerous inquiries from KCSO members for CAD research and statistical data extraction. Fulfill requests from deputies and court staff for 911 audio and radio dispatch tapes.</p>
Community Crime Prevention	<p>KCC 2.16.060 B.1.</p> <p>Set up Block Watch</p> <p>Conduct security surveys</p> <p>Provide CPTED and CFMUH</p>
Community Policing Specialists/Storefronts	<p>1994 Budget Proviso (Community Oriented Policing)</p> <p>Maintain an office in community – work on nuisance complaints, abandoned cars, in cooperation with citizens.</p> <p>Publish newsletters for communities.</p> <p>Work with Block Watch groups.</p>
Community Service Officers	<p>Mediate conflicts in situations that do not involve physical violence</p> <p>Provide agency referral for substance abusers, indigents, juveniles, and victims of crime</p> <p>Assist patrol with investigations of juvenile problems and child abuse and neglect</p> <p>Interview people with complaints</p> <p>Take incident reports, providing information on laws and ordinances, and attempting to resolve problems or refer complaints to appropriate agencies</p> <p>Direct traffic in emergency and accident situations</p> <p>Conduct crime prevention activities</p> <p>Act as a department liaison with various community organizations</p> <p>Conduct DVIU follow up</p>
Computer Forensics Investigations	<p>Investigate computer crime and computer fraud cases.</p> <p>Assist other department units in processing computers that have been used to facilitate a crime (e.g., child pornography and extortion).</p> <p>Conduct forensic computer examinations.</p>
Computer Resources	<p>Provide service support for all computers and their users in the department.</p> <p>Repair computers or facilitate repair by authorized dealers when necessary.</p> <p>Install and configure computers throughout the department.</p> <p>Manage the maintenance and repair of most network-related problems within the department.</p> <p>Plan and implement network changes and improvements.</p> <p>Develop a disaster recovery manual.</p>
Computer Resources – Development	<p>Plan, design, test, and implement IRIS application improvements and function enhancements.</p> <p>Develop portable training curricula for use in classrooms, roll-calls, and tutorials for individuals on their desk or laptops.</p> <p>Identify and correct application bugs.</p>

Function	Description
Concealed Weapons Permits	RCW 9.41.050 Accept and process applications for concealed pistol licenses, Washington State firearms dealers licenses, and alien firearms permits.
Contracting	Manage existing Sheriff's Office contracts. Negotiate new contracts with prospective customers. Support the contracting oversight committee (contract city managers) and the contract city chiefs group. Calculate quarterly billing of specialty services and submit paperwork to budget office. Assist the county budget office in determining the workload impacts of annexations and incorporations (governance studies). Assist the county budget office in developing financial exhibits (Exhibit B) for each contract.
Court Security	Provide security for all superior court courtrooms and offices in the King County Courthouse, Regional Justice Center, Youth Service Center, and eight outlying district courts.
Criminal History Records Information (CHRI) including: <ul style="list-style-type: none"> • Audit trail for CHRI • Deletion of non-conviction CHRI • Release of non-conviction CHRI for civil redress • Subject review of CHRI 	RCW 10.97.050(7) RCW 10.97.060 RCW 10.97.070 RCW 10.97.080
Criminal Intelligence Unit	Collect and share sensitive criminal information with appropriate units within KCSO or other law enforcement agencies. Track and monitor organized crime individuals or groups, outlaw motorcycle gangs, street gangs and other extremist organizations. Monitor "hate crimes." Utilize sophisticated electronic equipment, cameras, and information systems to assist other units with investigations. Provide driving and security for the King County Executive.
Criminal Warrants	Required Process fugitives held in King County detention facilities for extradition. Coordinate the extradition of out-of-state fugitives to King County. Arrange transportation for fugitives. Serve felony warrants issued for persons who fail to appear for arraignment. Attend the superior court arraignment calendars at the King County Courthouse and Regional Justice Center. Arrest and book persons on the arraignment calendar as directed by the court. Coordinate with other agencies for the movement of in-state prisoners into and out of detention facilities. Transport prisoners and provide transportation for emergency non-shuttle prisoner movement. Participate in the Seattle Area Fugitive Apprehension Team.
DARE	Provide Drug Abuse Resistance Education to contract cities as requested and contracted for.
Dignitary Protection	Provide motorcades Work with other agencies to plan and provide protection Guard premises where dignitary stays

Function	Description
Drug Enforcement Unit	<p>Perform case development, surveillance, and undercover work on mid- and upper-level multi-jurisdictional drug groups.</p> <p>Conduct abatement procedures for drug-related problem locations.</p> <p>Locate and seize assets and proceeds of narcotic trafficking.</p> <p>Investigate and close clandestine drug manufacturing labs.</p> <p>Investigate complex financial transactions for racketeer-influenced criminal organization (RICO) profiteering cases.</p> <p>Participate in the federal task force and the High Intensity Drug Trafficking Area (HIDTA) task force, which targets large multi-jurisdictional drug operations.</p> <p>Train government agencies and the public throughout the state on drug investigations, clandestine labs, and money laundering.</p> <p>Provide expert criminal and civil case preparation to members of the Sheriff's Office and other agencies.</p>
DVIU	<p>RCW 10.99.030</p> <p>Investigate cases involving domestic violence that are not assigned to the Major Crimes or Special Assault Units.</p> <p>Maintain a database for all incident reports received.</p> <p>Provide ongoing training for patrol personnel.</p> <p>Provide support to the Special Assault and Major Crimes Units.</p> <p>Contact victims to determine additional resource needs, risk assessment, and need for detective follow-up.</p>
Emergency management planning	<p>KCC 2.16.060 B.3.</p> <p>In coordination with the office of emergency management, plan and coordinate resources for the public safety and welfare in the event of a major emergency or disaster.</p>
Evidence and Supply	<p>Store and track crime scene evidence</p> <p>Order and provide office supplies</p> <p>Supply police uniforms, equipment, etc.</p> <p>Manage fleet contract</p> <p>Manage stolen, lost or unclaimed property (RCW 63.21, RCW 16.54.030, RCW 63.40)</p> <p>Destruction and disposition of confiscated firearms (KCC 2.16.062)</p> <p>KCC 2.16.060 C.2</p>
Facilities and Maintenance	<p>Ensure that all buildings and equipment meet applicable safety standards and codes, as well as functional needs.</p>
Fraud Investigations	<p>Investigate organized crime groups and complex fraud and forgery cases.</p> <p>Investigate crimes such as check forgery, checks drawn on closed accounts, dishonored credit cards, embezzlement, and counterfeiting, as well as financial crimes, crimes that target the elderly, and traditional fraud schemes.</p>
General Traffic	<p>Investigate accidents and complaints of improper driving.</p> <p>Reduce traffic accidents.</p> <p>Conduct the neighborhood traffic safety program.</p> <p>Conduct drunk driving enforcement and education.</p>
Grant writing/applications	<p>Seek and secure alternative funding sources for KCSO programs and initiatives</p> <p>Track use of funds, complete grant reports, support audits</p>
Hostage Negotiation	<p>Provide specially-trained personnel to respond to incidents involving hostages, barricaded persons, and other situations in which negotiations with an offender are necessary.</p>

Function	Description
Internal Investigations	Provide documented policies and procedures Review all use of force reports. Conduct Driving Review Boards for accidents that involve department vehicles when the damage is over \$700. Conduct administrative investigations into misconduct and use of force complaints. Monitor criminal complaints that involve department members, and refer the cases to the appropriate detective unit or police agency. Receive complaints from citizens.
King County Airport Security	Conduct FAA audits. Respond to all airport crimes and serve as Aircraft Rescue Fire Fighters Unit. Control aircraft parking. Provide airport dignitary protection.
Legal Advisor	Advise Sheriff of legal issues and compose correspondence concerning legal issues. Monitor claims and lawsuits against the Sheriff's Office for potential training issues or improper employee conduct. Notify deputies of statute changes. Prepare motions for needed action by the King County Executive. Interact with Contracting Unit to obtain required approval of new contracts. Provide information to Legislative Committee on the potential effects of pending legislation. Serve as the Hearings Examiner for Asset Forfeiture Unit uncontested orders.
Major Crimes Investigations	Investigate homicides and suspicious deaths. Investigate felony assaults (including domestic violence). Investigate robberies, kidnappings and unlawful imprisonment cases. Investigate deputy-involved shootings.
Marine Unit	Patrol the waters of King County to prevent crime, enforce marine laws, educate the public in safe boating practices, perform rescue operations, investigate marine accidents, and provide diving services for recovery of persons and evidence.
MARR	Investigate fatal and critical injury accidents in the contract cities and unincorporated King County. Investigate and file felony eluding cases. Provide crime scene diagramming for felony investigations. Investigate accidents involving county vehicles when there is the potential of county liability. Investigate injury hit-and-run accidents. Provide information and training to KCSO employees and King County citizens on topics such as seatbelt enforcement, DUI awareness, and pedestrian safety. Serve as a resource for patrol on accident investigations. Provide expert testimony and investigative support in civil litigation involving such issues as road design and road maintenance.
Media Relations	<ul style="list-style-type: none"> Coordinate reactive and proactive media interactions.
Metro Security	Provide policing and police supervision under contract Work with Metro and operators to develop and offer safety and security education
Missing Persons	Follow up and monitor adult and juvenile missing persons and runaways.
Motorcycle	Deploy deputies to selected arterial roads in unincorporated areas to improve traffic safety.
Patrol	Patrol districts throughout King County and the contract cities. Respond to dispatches and write necessary reports. Conduct DUI and other traffic enforcement.
Pawn Shops	Monitor pawn slips for stolen merchandise. Work with the precinct burglary/larceny units and outside law enforcement agencies to identify stolen property that has been pawned.

Function	Description
Performance Measures	Required by King County Ordinance 11980, Code 2.10 Develop, track, and report annually to Council on performance measures
Personnel	Recruit and hire all commissioned and non-commissioned staff Maintain personnel records KCC 2.16.060 C.2
Photo Lab	Act as official department photographers Process crime scene photographs
Polygraph	Screen potential new hires Assist in investigations
Precinct Crime Analysis	Provide crime bulletins that note important area trends or alerts (e.g., wanted persons) using CCA tools
Precinct Detectives	Investigate burglary, larceny, vandalism, misdemeanor assault cases. Conduct limited check, fraud, and forgery investigations. (contract cities) Conduct limited domestic violence investigations. (contract cities)
Precinct Pro-Act/Street Crimes	Conduct low-level drug investigations Prevent crimes through stings, proactive measures. Conduct general investigations as needed Investigate some domestic violence, fraud, vice, and gambling cases, esp. for contract cities
Records	RCW 42.17 RCW 13.50 KCC 2.16.060 C.2 Manage Sheriff's Office records, including data entry, filing, and disclosing police reports. Develop criminal history record checks for a variety of customers, using manual and computer files. Process applications to purchase handguns. Maintain records regarding citations and infractions issued by Sheriff's Office personnel. <ul style="list-style-type: none"> Respond to citizen information requests, in person and by telephone.
Regional information sharing	Participate on KCPCA work group to develop web-based tools for sharing crime information regionally
Regional partnerships	Seek and secure partnerships with other law enforcement agencies.
Regional Homicide investigations	Provide investigations and/or consultation upon request to other King County law enforcement agencies at no cost to those agencies.
Register Kidnappers	RCW 9A.44.130
Research and Planning	Assist KCSO Administration with strategic planning through project management, planning, and research. Conduct citizen survey required by KC Ordinance 11980
School Resource Officers	Provide education and mentoring to junior high and high school youth through contracts with schools and school districts. Provide security and security consultation to schools under contract.
Search and Rescue	Fulfill state law to provide search and rescue services in King County (RCW 38.52.400). Assist citizens during natural and human-made disasters.
Sexual Predator	RCW 9A.44.130; Megan's Law. Community Protection Act of 1989 Register convicted sex offenders and respond to requests for information regarding registered sex offenders. (Records) Monitor registered sex offenders, investigate registration violations, and provide notification to the community in which a sexual offender lives. The unit is responsible for the maintenance of all registered sex offender files for both incorporated and unincorporated King County.

Function	Description
Sheriff's Aide	<p>Coordinate and build liaisons with the Violent Firearms Crime Coalition.</p> <p>Work with state legislators in developing and promoting statewide legislation that affects law enforcement.</p> <p>Assist the sheriff with the WASPC and National Sheriffs' committees, the Western States Sheriffs' Association, and other organizations on issues of a legislative nature.</p> <p>Serve on the Swift and Certain Justice PR Committee and the King County Legislative Committee.</p> <p>Review and generate key correspondence with the King County Council, state legislators, and U.S. Congresspeople.</p> <p>Advise the sheriff on key issues.</p>
Sound Transit	Provide security and consultation under contract.
Special Assault Investigations	<p>Investigate sex crimes against adults and children (includes sexually-motivated kidnappings).</p> <p>Investigate physical assaults on children, the elderly, and physically/mentally handicapped persons.</p> <p>Investigate child pornography and exploitation cases.</p>
Special Support and Enforcement	<p>Conduct investigations to locate individuals to improve the timeliness and service of warrants.</p> <p>Conduct financial investigations to determine the source of income and location of assets of noncustodial parents, and to document this evidence in photographic, video, or virtual form to support the filing of criminal charges by the King County Prosecutor's Office.</p> <p>Seize assets from noncustodial parents, where appropriate, to benefit the custodial parent and children in these cases.</p> <p>Streamline communications and improve efficiencies among the Prosecutor's Family Support Unit, DSHS, Federal Office of Child Support Enforcement, and other local law enforcement agencies as they relate to child support enforcement.</p>
Statistical Reporting	Report workload information and crime statistics to local, regional, and federal agencies on request and by mandate (e.g., UCR and contract cities)
Tactical	<p>Use special weapons, equipment, and tactics to arrest and/or control suspects or individuals in hazardous circumstances.</p> <p>Protect police officers, fire fighters, and the public during unusually dangerous situations.</p> <p>Rescue captured, isolated, or wounded deputies and fire fighters.</p> <p>Rescue citizens during hostile activity incidents.</p> <p>Conduct high-risk or high-security prisoner transports.</p> <p>Raid or assault fortified structures or compounds.</p>
Towing and vehicle impound	<p>Oversee the new KCSO tow facility at Lake Youngs.</p> <p>Manage county contracts with tow companies.</p> <p>Conduct challenged impound hearings.</p> <p>Tow and impound vehicles that are causing hazards, violating laws, stolen, etc.</p>
Training Unit	<p>Training for commissioned deputies required by state law, OSHA, KCC 2.16.060 C.2</p> <p>Work with the state and Seattle academies.</p> <p>Conduct in-service training, the emergency vehicle operations course (EVOC), and skills enhancement training.</p> <p>Provide all firearms training and assessments for commissioned staff.</p>
Vice and Gambling	Conduct criminal and civil investigations in the following areas: prostitution, legal and illegal gambling, and obscenity and pornography.

Exhibit D: KCSO Service Area Map

