



**Five-Year Business Plan
2003 Update**

July 2002

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EXECUTIVE SUMMARY

In 1997, the King County Sheriff's Office (KCSO) documented its first five-year strategic business plan. Since then, we have reviewed our plan annually, added information, and updated our strategy to achieve our goals and mission.

We employ over 1,000 people who provide law enforcement services to citizens of King County. These staff members work in four divisions and the Sheriff's Administrative Office. In 2001, the KCSO added a task force to examine the Green River homicides.

OPERATING ENVIRONMENT

In 2003, the KCSO will be faced with significant challenges on many fronts. Through planning and wise stewardship, the department will use these challenges as opportunities to provide exceptional service and make improvements that ensure long-term feasibility.

One of our greatest challenges is that resources for law enforcement are decreasing while the need for services is increasing. Reductions limit our ability to implement laws, maintain appropriate staffing, offer "less lethal" weapons, and provide training. To ensure that our employees and the public are protected, the KCSO will continue to use efficiencies to realize cost savings, and will avoid any reductions in staff. Revenue generated by our contracts returns 42 percent of the money appropriated from the CX fund.

Mandates, contracts, resources, and business priorities direct the KCSO's services. Many mandates are unfunded, which creates a challenge for the agency to uphold the law within existing resources. We will continue to identify such laws, determine the true costs, and seek remedies.

The KCSO now serves 32 percent of King County citizens (unincorporated King County and thirteen contract cities), as well as transit customers and children in area schools. The ratio of city to unincorporated customers is expected to remain steady from 2000 to the end of 2003. Potential annexations could reduce the unincorporated population over time, but a recent Washington State Supreme Court decision will likely slow the pace at which areas are annexed to cities. Other contract and customer opportunities include King County Metro, the King County International Airport, and school districts.

Our customers are also demanding a greater variety of services, and faster access to accurate information and analysis for decision making. These requirements and the functions of modern policing increase the need for technology, training, and highly-skilled employees. The KCSO is adjusting our operations to improve our hiring strategies, adjust for military leaves, and provide sufficient training with decreased revenue.

STRATEGIC BUSINESS DIRECTION

Under Sheriff Reichert's leadership, the KCSO established our vision, mission, goals, and other statements to strategically guide the provision of law enforcement. In addition, we are continuing to advance our strategic initiatives, which are special projects that support our core businesses and goals.

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.

VISION

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

CORE VALUES

The KCSO has established our core values as leadership, integrity, service, and teamwork.

GOALS AND OUTCOME MEASURES

The KCSO has established three goals, with three to four outcome measures. These measures show that in 2002 we experienced slight increases in the crime rate, dispatched calls for service, charges/arrests, and dispatched calls for service per deputy. Our surveys indicate that citizens continue to feel safe in their neighborhoods, but crime is still a concern. Complaints to our internal investigations unit declined from 2000 to 2001.

GOAL 1: TO REDUCE CRIME AND THE FEAR OF CRIME

- Percent change in crime rate
- Percent change in dispatched calls for service
- Percent change in adult and juvenile charges/arrests
- Percent change in citizens' reported feelings of safety (pending ability to conduct surveys)

GOAL 2: TO PROVIDE HIGH-QUALITY, COST-EFFECTIVE, AND ACCOUNTABLE SERVICES TO THE CITIZENS OF UNINCORPORATED KING COUNTY AND TO OUR CONTRACT CITIES.

- Cost per capita (total actual police budget per capita)
- Commissioned officers per 1,000 residents
- DCFS per patrol deputy
- Percent change and type of complaints to IIU, including disposition

GOAL 3: TO COMMIT TO COMMUNITY POLICING AT ALL LEVELS OF THE KING COUNTY SHERIFF'S OFFICE TO POSITIVELY AFFECT POLICE RESPONSE TIMES AND OTHER IMPORTANT POLICING SERVICES.

- Number of crime prevention effort activities
- Number and description of problem solving projects
- Public communication and education efforts

CORE BUSINESS MEASURES

The measures notes below are potential measures. The KCSO will need to evaluate the measures and our ability to collect data before determining the final measures.

Core Business		
Purpose	Potential Effectiveness Measures	Potential Efficiency Measures
Crime Response, Investigation, and Prevention		
Provide complete response services (i.e., initial response, follow-up, investigation, and court appearance as needed) and crime prevention to residents of King County and our contracts in order to preserve public safety, reduce crime and its effects, and meet our legal obligation to enforce the laws.	<ul style="list-style-type: none"> Cases closed Number of AFIS "Hits" Number of inmates positively identified Reduction of crime at properties participating in the CFMUH program 	<ul style="list-style-type: none"> Average response time Arrests per deputy Problem solving projects per deputy Number of cases closed and charges per detective
Contract Service Provision		
Offer law enforcement and other services through contracts and other agreements so that our customers benefit from economies of scale, a variety of services, and experienced law enforcement professionals.	<ul style="list-style-type: none"> Change in Metro Transit customer and operator feelings of safety/security Change in contract customer satisfaction with operations and contract service Noted in contract city SEA reports 	<ul style="list-style-type: none"> Noted in contract city SEA reports Number of contracts maintained Value of contracts monitored Students served per SRO
Technological Development		
Use and develop technology for investigating crimes, tracking crime information, and improving business systems so that we better utilize information for addressing crime and serving citizens.	<ul style="list-style-type: none"> Number of employees who have completed IRIS training 	<ul style="list-style-type: none"> Number of entries made to the IRIS system Number of bulletins and other reports created by Crime Analysis
Employee and Citizen Services		
Use and develop services to improve employee performance and satisfaction, and provide services to citizens in a timely and professional manner.	<ul style="list-style-type: none"> Percent change in sustained complaints against employees Number and percent of employees receiving evaluations of "meets standard" or better Percent of employees meeting state- or county-mandated training requirements 	<ul style="list-style-type: none"> Percent of employees attending in-service training Number of employee evaluations done Number of civil warrants served
Resource and Facility Management		
To appropriately manage and optimize our financial and physical resources so that they best support our efforts to enforce laws and meet the stated needs and desires of the citizens we serve.	<ul style="list-style-type: none"> Under development 	<ul style="list-style-type: none"> Under development

SECTION ONE: OVERVIEW OF THE SHERIFF'S OFFICE

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.

To provide such services, we organize our personnel and services into four divisions (Field Operations, Criminal Investigations, Technical Services and Special Operations). In addition, the Office of the Sheriff comprises the sheriff, his aides, a media relations officer, the Internal Investigations Unit, the Green River Homicides Investigation Team, and the Legal Unit. This organization is shown in Figure 1.

FIELD OPERATIONS DIVISION

This division manages the core functions of patrol, precinct-based detectives, crime prevention, storefronts, and reserve deputies. The division has 477 FTEs. The subdivision into four precincts allows for better community-based responses because the precinct commanders can use local data to direct law enforcement services.

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

CRIMINAL INVESTIGATIONS DIVISION (CID)

This division includes 145 FTEs. These individuals work in three areas: the Major Crimes and Special Investigations Sections, and the King County Regional Criminal Intelligence Group. The division investigates crimes including homicide, domestic violence, computer fraud, forgery, custodial interference, and sexual assault. CID also addresses child support enforcement issues and manages court security.

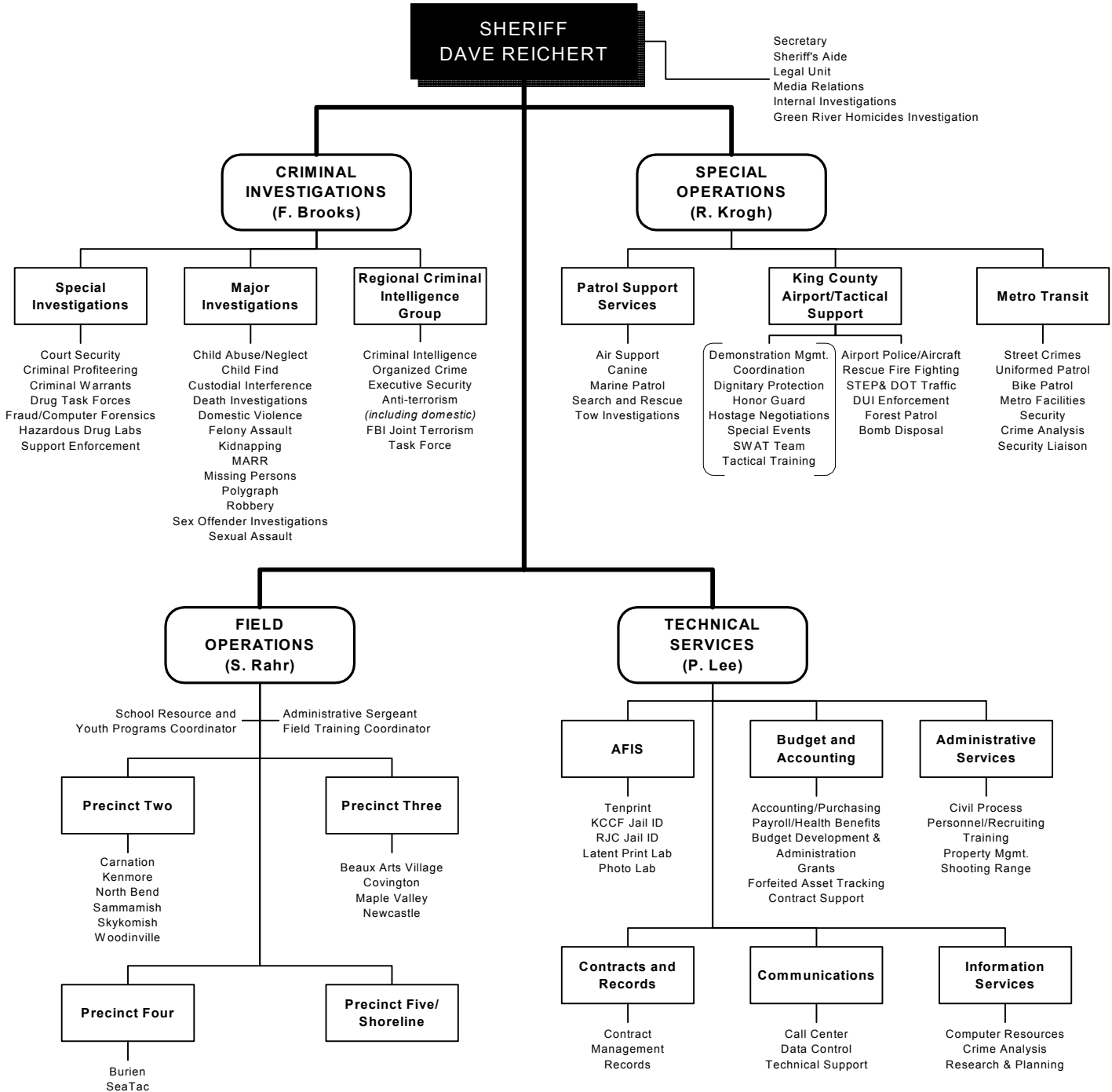
TECHNICAL SERVICES DIVISION

Technical Services provides the bulk of support services that are vital to efficient operations. About 85 percent of its 311.5 staff members are in professional, rather than commissioned, positions. The division is composed of six sections: Budget and Accounting; Administrative Services; Communications; Contracts and Records Services; Information Services; and the Automated Fingerprint Identification System (AFIS). The services provided by the division personnel include emergency 911 call receiving and dispatching, computer development, records, contracting, civil process, gun permits, personnel, payroll, purchasing, training, photography, grant writing, planning, and all aspects of fingerprint identification.

SPECIAL OPERATIONS DIVISION

The Special Operations Division has only 103 FTEs. The division includes specialized units such as canine, SWAT, and air support. Personnel in this division manage the operations of the Metro Transit Police and the King County Airport Police, which are served under memoranda of understanding with the KCSO.

Figure 1: KCSO Organizational Chart



SECTION TWO:

OPERATING ENVIRONMENT, CHALLENGES AND OPPORTUNITIES

Understanding our operating environment is vital to ensuring that the KCSO can continue to provide law enforcement services in a manner that ensures the safety of the public and our employees.

RESOURCES AND OPERATIONS

The KCSO is very aware of the limited resources that are available, including the dramatic decreases in county revenue projected for 2002 and into the future. As a result, we strive to make short-term investments that yield long-term operational results.

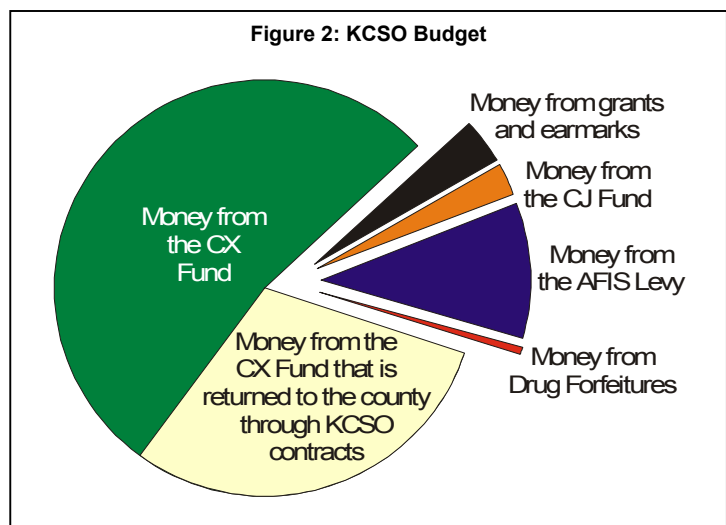
BUDGET CONSIDERATIONS

The KCSO's total budget represents about 3.7 percent of the total county budget. In 2002, the KCSO received a total of \$106 million from these county sources:

- The CX Fund: \$91.6 million (about 18 percent of the fund)
- Three "special" (non-CX) funds:
 - \$2.8 million from the Criminal Justice (CJ) Fund
 - \$11.2 million from the Automated Fingerprint Identification System (AFIS) levy.
 - \$602,000 in drug forfeitures.

In addition, the KCSO receives \$3.6 million from federal and state grants and earmark funds. These funds are dedicated to specific programs such as School Resource Officers and community policing.

The KCSO spends about 82 percent of its budget on salaries, benefits, uniforms, retirements, and other personnel costs. The next largest expenditure (14 percent) is charges that the KCSO must pay to other county departments for vehicles, radios, technology support, and building maintenance. The charges are set by the county executive's office and the county council. The remainder of the budget (four percent) is spent on services such as printing, office supplies, computers, gas, leases, rent, maintenance, and other services.



EFFICIENCIES AND COST REDUCTIONS

Reductions in government budgets have had serious implications for public safety. Direct effects have been reductions in our ability to implement laws, maintain appropriate staffing, offer "less lethal" weapons, and provide training. Changes that indirectly affect us have included changes in incarceration policies (e.g., offenders spending

less time or no time in jail), strained resources for court supervision, and adjustments in the amount and types of federal grants that are available. At a federal level, the increased emphasis on terrorism will likely lead to an expectation that crimes such as bank robbery will be handled on a local level. These reductions have coincided with an economic downturn that leads to increases in substance abuse and some types of crime.

In short, law enforcement resources are decreasing while the need for services is increasing. To ensure that our employees and the public are protected, the KCSO will continue to use efficiencies to realize cost savings, and will avoid any reductions in staff.

In 2001 and 2002, we have undertaken the following activities to reduce the costs of providing necessary services.

- The KCSO restructured the way we train our deputies to save money, expand training opportunities, and improve the instructor to student ratio.
- The KCSO changed the way we allocate computers. Now, computers are available to more staff members with no added cost. Technology also is used to reduce paperwork and speed the process of writing and approving police reports.
- The KCSO evaluated and modified the motor vehicle fleet to reduce cost without increasing our risk.
- The KCSO implemented new ways to manage overtime. One part of the management is a computerized system that tracks all earned overtime. The system increases accountability and makes real time management a reality.
- The KCSO redeployed our centralized drug unit to the precincts, forming Neighborhood Drug Enforcement Teams. Doing so enhances services in our communities at no additional cost.

CONTRACT REVENUE

City and other contracts pay only for services received, and the KCSO can charge only the amount it costs to provide the service (i.e., the KCSO cannot make a profit).

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.

In 2002, we anticipate that 42 percent of the money appropriated from the CX fund will be repaid to King County from our contracts (roughly \$38.5 million).

LEGISLATIVE FACTORS

Legislative changes take many forms, thus affecting the KCSO in many ways. For example, statutes may mandate that services be performed by the KCSO or reduce revenues available. Every new piece of legislation poses a challenge to the agency. The KCSO can be directly affected by legislation arising from the actions of several distinct legislative bodies: the federal government, the State of Washington, the King County Council, the Port of Seattle and contract city councils.

UNFUNDED MANDATES

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

In 2002, for example, a new law requires us to obtain a DNA sample from every convicted felon who does not serve jail or prison time after sentencing. This new mandate takes effect on July 1, 2002, and provides no funding for implementation (DNA kits, employee training, tracking systems, etc.). Although the KCSO does not disagree with the intent of the law, it is unclear how we would implement it. Obstacles to implementation include our lack of contact with offenders at sentencing, a lack of people trained to obtain DNA, a lack of kits to obtain the DNA, and a need to properly address employee concerns about safety and biohazards. Exhibit A lists other unfunded mandates that were approved in the 2002 state legislative session.

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

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

FRAGMENTATION AND REDUCTION OF THE SERVICE AREA

Note: The population estimates used in this section are taken from the official April 1 estimates provided by the Washington State Office of Financial Management.

The Growth Management Act is now a decade old, and has had both positive and negative effects on the KCSO. While it has afforded us the opportunity to modernize our ways of doing business (e.g., contracting), it has also resulted in a diminishing service area and population. Since 1990, our served population has declined by six percent; it has declined 13 percent from its high in 1993. In fact, we lost over 70,000 people in 1996 when the city of Federal Way formed its own police department. Exhibit B includes a matrix of expected annexations between 2002 and 2005. The pace of annexations will be affected by a recent Washington State Supreme Court decision that deemed the petition method of annexation to be unconstitutional. As a result, annexation areas must now follow the more time-consuming and costly election method; this may slow the rate at which cities are able to annex unincorporated areas.

Nevertheless, many of the potential annexations involve non-contract cities, so they represent a potential KCSO service population decrease of over 170,000 people. This potential decrease is 48 percent of the 2002 unincorporated area estimated population. The decrease could gradually shift the balance of our service population such that contracts make up a greater percentage of our customer base than unincorporated areas.

CONTRACTING AND CUSTOMER SERVICE

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

CUSTOMER BASE

The KCSO's customer base has steadied as the rate of incorporations has slowed. The KCSO provides law enforcement to citizens of unincorporated King County, to thirteen cities, Metro Transit, the King County International Airport, 72 schools, and many other agencies and jurisdictions through contracts. We assist other citizens through regional services. According to 2002 population estimates, 32 percent of King County residents live in unincorporated areas and the cities served by the KCSO.

UNINCORPORATED KING COUNTY

Washington State law designates the Sheriff's Office as the chief law enforcement provider in the county. Therefore, the KCSO is the sole provider of police services to the 351,675 citizens who live in unincorporated areas of the county. Since 1990, the population of unincorporated King County has decreased 31 percent, while the overall population of the county has increased 15 percent.

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 July 2002, the KCSO maintained contracts with thirteen cities, which range in population from 214 to 53,250.

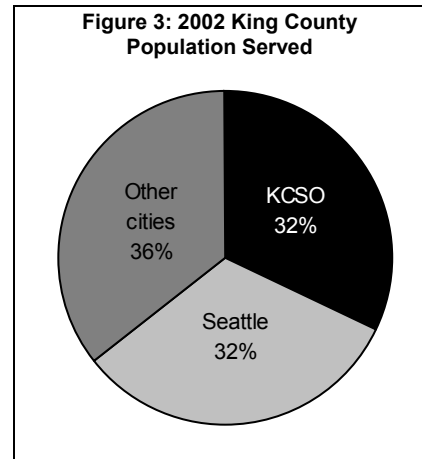
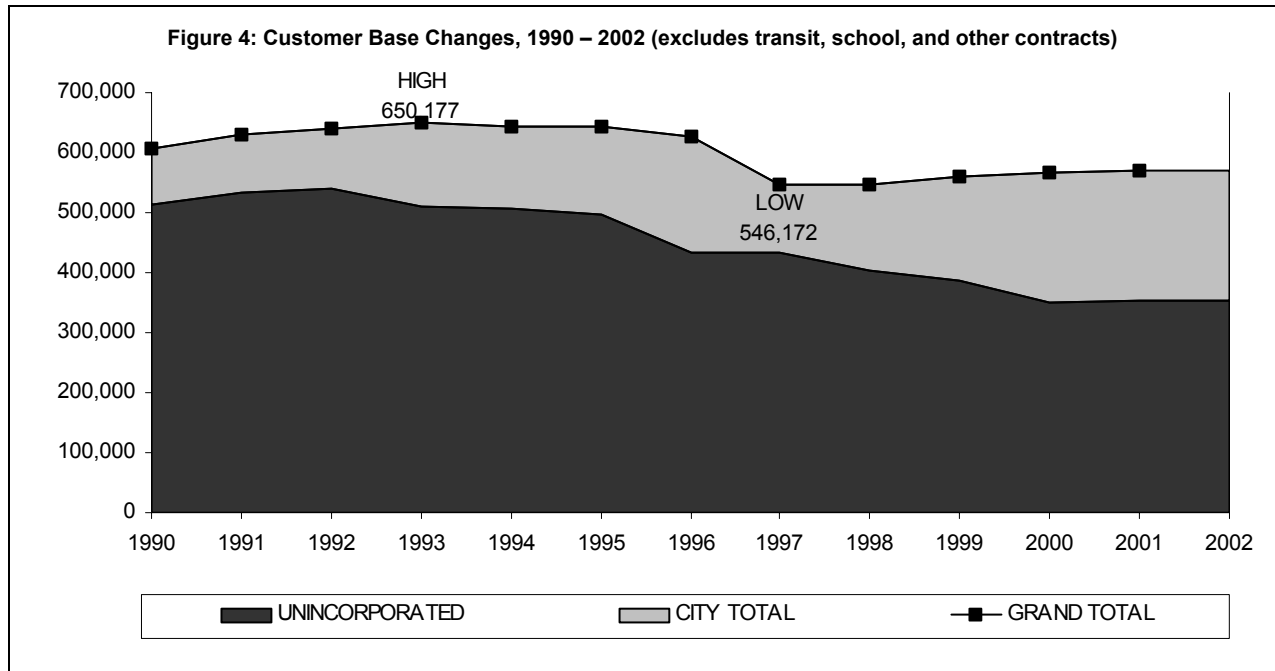


Table 1: Contract City Population Growth, 1998- 2002

	1998 (OFM)*	1999 (OFM)*	Percent Change (98-99)	2000 (Census)	Percent Change (99-00)	2001 (OFM)*	Percent Change (00-01)	2002 (OFM)*	Percent Change (01-02)
UNINCORPORATED	404,905	387,148	-4.4%	352,764	-8.9%	353,579	0.23%	351,675	-0.54%
Beaux Arts	288	289	0.3%	307	6.2%	310	0.98%	295	-4.84%
Burien	28,110	29,770	5.9%	31,881	7.1%	31,830	-0.16%	31,810	-0.06%
Carnation	--	1,785	N/A	1,893	6.1%	1,920	1.43%	1,905	-0.78%
Covington	12,900	13,010	0.9%	13,783	5.9%	13,840	0.41%	14,395	4.01%
Kenmore	--	17,168	N/A	18,678	8.8%	18,790	0.60%	19,180	2.08%
Maple Valley	11,964	12,540	4.8%	14,209	13.3%	14,590	2.68%	15,040	3.08%
Newcastle	--	8,605	N/A	7,737	-10.1%	7,815	1.01%	8,205	4.99%
North Bend	3,675	3,815	3.8%	4,746	24.4%	4,755	0.19%	4,735	-0.42%
Sammamish	--	--	N/A	34,104	N/A	34,560	1.34%	34,660	0.29%
SeaTac	23,540	23,570	0.1%	25,496	8.2%	25,380	-0.45%	25,320	-0.24%
Shoreline	50,390	52,030	3.3%	53,025	1.9%	53,421	0.75%	53,250	-0.32%
Skykomish	270	275	1.9%	214	-22.2%	215	0.47%	215	0.00%
Woodinville	10,130	10,250	1.2%	9,194	-10.3%	9,210	0.17%	9,215	0.05%
CITY TOTAL	141,267	173,107	22.5%	215,267	24.4%	216,636	0.64%	218,225	0.73%
GRAND TOTAL	546,172	560,255	2.6%	568,031	1.4%	570,215	0.38%	569,900	-0.06%



TRANSIT CONTRACT

The KCSO maintains a transit police force for Metro Transit through the Special Operations Division. The operations and contract administration of the division function in a manner similar to contract cities. We are continuing to work with Metro Transit to develop a more comprehensive memorandum of understanding.

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 100 million.

SCHOOL CONTRACTS

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

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

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

position was created, there was no uniformity in contracts or coordinated effort within the many SRO programs operating throughout the county.

KING COUNTY AIRPORT POLICE AND FIREFIGHTERS

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

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

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

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

Currently the Airport Police/ARFF unit is structured in the Special Operations Division of the King County Sheriff's Office, and is staffed with 17 deputies and .7 of a captain as the contract chief. In 2002, the deputy positions became fully commissioned (they had held limited commissions) and joined the King County Police Officers Guild. As part of the transition, the deputies will complete the KCSO Field Training program. Since September 11, 2001, we have provided an increased level of security at the field. To continue the enhanced security level, it is anticipated that additional KCIA Police/ARFF staffing will be added in 2003. The positions will be open to all KCSO commissioned officers, and will require the same minimum entry-level and in-service training.

MARKET OPPORTUNITIES

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

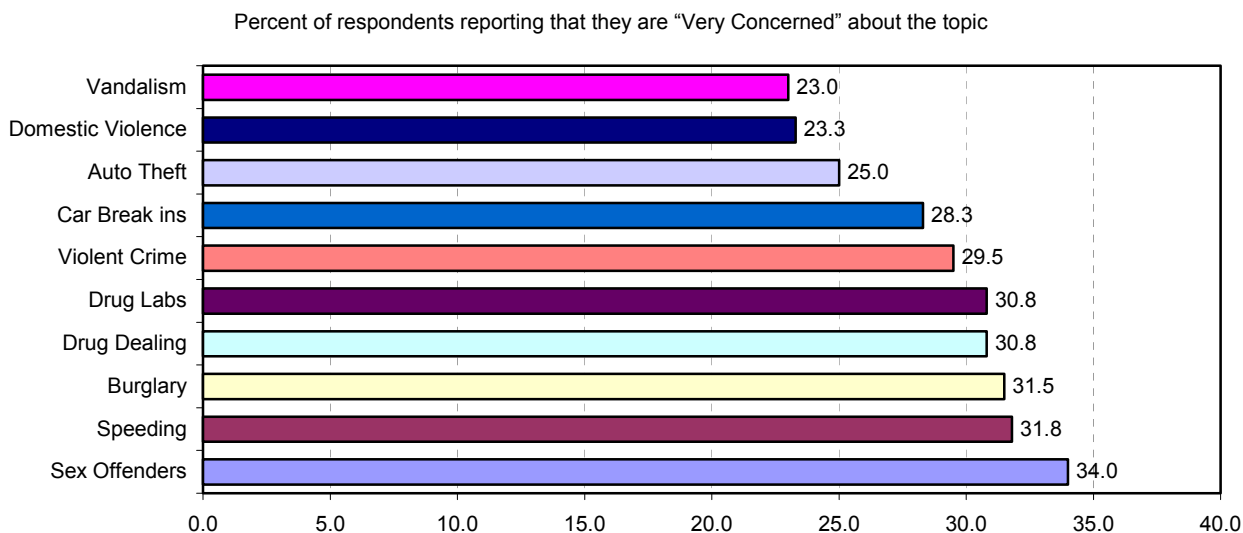
CUSTOMER EXPECTATIONS

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 (see Figure 5). 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.

Figure 5: Top Ten Crime Concerns, 2001 Citizen Survey



Addressing the quality of life issues poses another challenge as well: a “one-size-fits-all” approach will not work. Each community has unique concerns and priorities; to be effective, the agency must understand and respond to all. The KCSO is seeing increased interest in key issues such as domestic violence, underage drinking, and juvenile delinquency.

CONTRACT HOLDERS

As our contract holders develop a history with the KCSO and build their understanding of police operations, the demand is increasing for information, support on key issues, continual reviews of costing methodologies, and two-way communication. 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.

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.

DEMANDS FOR DATA AND ANALYSIS

The increasing demand for accurate data and analysis has become one of the largest market forces for the KCSO, and also represents a strong service growth area. The demand stems from contracting entities that want to better understand their needs, the Prosecutor's Office, reporting requirements, grant applications, and the KCSO's own need to use information to improve the effectiveness of services. Cities consider data to be a critical asset for community education that will help engage citizens in public safety issues and also provide a sense of security.

Investments in technology also will help the 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.

INTEGRATION

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

SUCSESSES

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. Although we have reached the point at which most employees have a computer, some of the equipment is now outdated and needs to be replaced.

Since contracts pay for services rendered, they are sensitive to the increasing costs associated with improved or updated technology. There are disparities in technology used by officers because some cities can afford to supply their officers with more or better equipment. Further, contract language stipulates that computers be replaced or updated in the cities every three years, and funding is set aside to do this.

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

RECRUITING AND HIRING

Like law enforcement agencies across the country, the KCSO is challenged to find qualified applicants to fill vacant positions. Commissioned staff positions are especially difficult to fill, and the KCSO actively recruits among groups that do not traditionally consider law enforcement as a career option.

LONG-TERM HIRING STRATEGIES

The KCSO has developed a process to project our staffing needs over 3 to 5 years based on expected attrition, hiring abilities, and contract changes. Updates are made each quarter. Our goal is to better serve our customers by hiring as soon as possible to reduce the time between hiring and deployment. By better managing our vacancy rate, we also hope that the effort will help us avoid layoffs caused by budget or service area reductions.

NEW HIRING APPROACH

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

MILITARY LEAVE

KCSO and King County have always supported active military reservists. As U.S. military actions increase, we expect that more of our staff may be called up for military duty, thereby adding to the staffing challenges created by shrinking budgets and staff. We currently have 86 department members who are eligible to be called up for military service. Twenty-eight are active reservists, and 11 of those individuals are currently serving in the military on extended duty assignments. Those on active duty continue to receive benefits and their positions are not back-filled, which causes us to cover those vacancies with overtime when necessary.

GREEN RIVER HOMICIDES INVESTIGATION

In late 2001, the KCSO and the King County Prosecutor's Office established a team to reexamine the Green River homicides that took place in the 1980s. The team formation was precipitated by an arrest in four of those homicides. As a result, trained investigators and other staff were drawn from other areas of the KCSO and reassigned to duties within the task force. The KCSO is continuing its efforts to mitigate the effects of this necessary action.

TRAINING

The need for training is increasing, and mandates for commissioned staff training are changing the way in which we do business. Prior to 2000, recruits received 480 hours of academy training. Since 2000, recruits have attended 720 hours of academy training, thereby extending the amount of time needed to fill patrol vacancies. In addition, both the state and the county have introduced supervisory staff training requirements, which require 80 to 120 hours of training per person. The KCSO also faces the need for diversity training, and has significant technology training needs.

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

NEW TRAINING APPROACH

The Washington Cities Insurance Authority (a 100-member municipal insurance pool of Washington cities) and the Association of Washington Cities (a municipal insurance pool of 75 smaller Washington cities) list minimum law enforcement training standards as 40 hours of annual training in the following topics:

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

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

RISK MANAGEMENT

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

OSHA). Risk analysis and minimization should continue to be factors in determining the types of training that the KCSO will provide.

BUILDING STRONG CASES

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

HOMELAND SECURITY

Through our involvement with the Emergency Management Committee on Terrorism, we have assessed our strengths and weaknesses, our relationships and coordination with other agencies, and our readiness. Much of what we need to do involves expanding and enhancing our existing capabilities in managing information, expanding our use of technology and emergency equipment, and enhancing critical incident management using state and federally mandated systems. All are areas that require enhanced and on-going training to gain the level of proficiency required to protect our communities.

REGIONAL SERVICES

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

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

HIGHLIGHTS OF STUDY FINDINGS

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

CURRENT ACTIVITIES

With the general results of the study in hand, the King County Sheriff is co-chairing a Law Enforcement Services Task Force commissioned by Governor Locke and requested by the Washington Sheriff's Association. The purpose of this group is to analyze law enforcement service delivery from all agencies (state, county, local, and specialty).

The committee will discuss priorities and protocols for services and make recommendations to the governor on how efficiencies may be realized through more clearly defined roles and responsibilities among the various agencies.

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

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

SECTION THREE:

STRATEGIC BUSINESS DIRECTION

Under Sheriff Reichert's leadership, the KCSO established our vision, mission, goals, and other statements to strategically guide the provision of law enforcement. This section identifies and describes those statements; sections four and five provide the tools we use to measure our goals and core business functions.

VISION

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

MISSION STATEMENT

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

GOALS

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

- To reduce crime and the fear of crime.
- To provide high-quality, cost-effective, and accountable services to the citizens of unincorporated King County and to our contract cities.
- To commit to community policing at all levels of the King County Sheriff's Office to positively affect police response times and other important policing services.

CONTRACTING ENTITY GOALS

Our contract cities have developed their own goals and objectives, which are aligned with the KCSO's but more specific to the cities' unique situations. More information about these goals and objectives, as well as each city's accomplishments, can be found in the Service Efforts and Accomplishments reports.

CORE BUSINESS FUNCTIONS

The KCSO has also established the following as our core business functions.

- Crime Response, Investigation, and Prevention
- Contract Service Provision
- Technological Development
- Employee and Citizen Services
- Resource and Facility Management

CORE VALUES

The KCSO documented our core values in 1998. These statements guide our strategy, policy decisions, and actions.

LEADERSHIP

We are the best. We are leaders in law enforcement in this region. We create and employ the most advanced skills and methods of providing law enforcement services. We maintain the highest professional standards possible.

INTEGRITY

We do the right thing. We do what we know to be “the right thing,” adhering to both the spirit and the letter of the law. We act in ways that bring honor to the profession and build trust, confidence, and respect with the communities and people we serve.

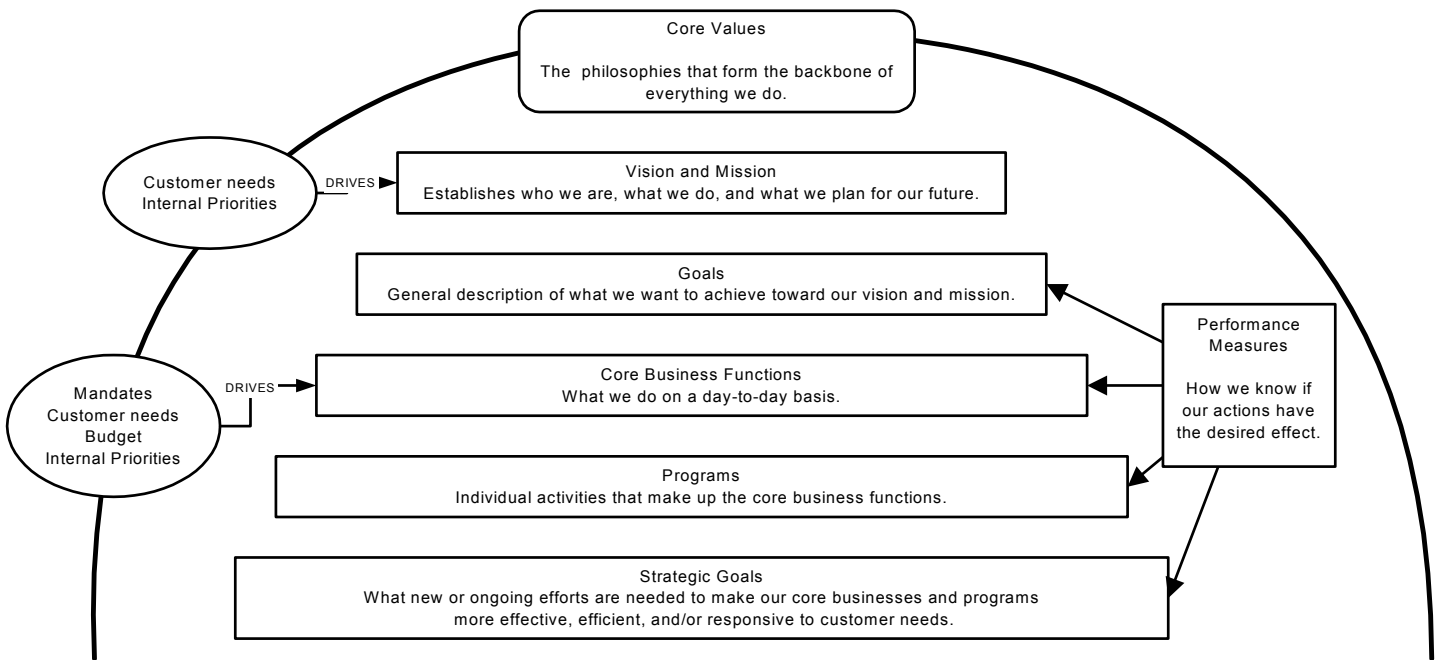
SERVICE

We listen and respond. The public is our customer. We serve our customer by responding in a professional, courteous, and efficient manner. Proactively, we work in partnership with community members, organizations, and other agencies to solve problems and create safe and healthy neighborhoods.

TEAMWORK

We work together. We work as a team, respecting and supporting each other’s roles and responsibilities. We encourage and recognize creativity and initiative that furthers the goals of the King County Sheriff’s Office. We share success.

Figure 6: Driving Factor Relationships



SECTION FOUR: GOALS -- DEFINED AND MEASURED

Many of the KCSO's measurements are based on those provided to the contract cities in their Service Efforts and Accomplishments reports. The 2000 population used in these measures reflects census figures, which were not available for the 2000 Annual Report. For that reason, some figures may differ from that report.

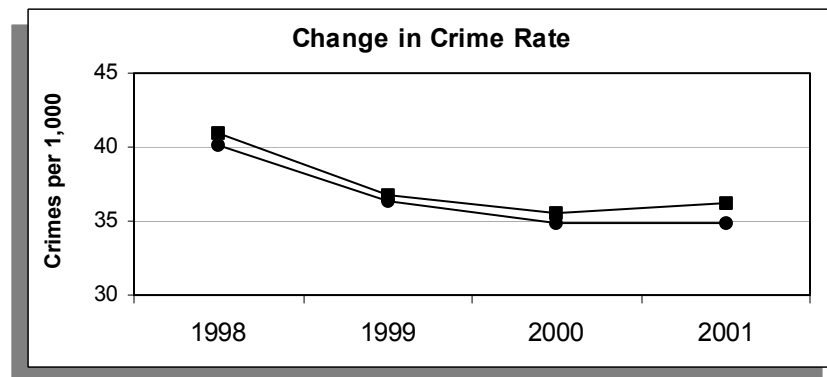
TO REDUCE CRIME AND THE FEAR OF CRIME

The King County Sheriff's Office has established four outcome measures to support our goal of reducing crime and the fear of crime.

PERCENT CHANGE IN CRIME RATE

The crime rate is calculated on the basis of 1,000 people.

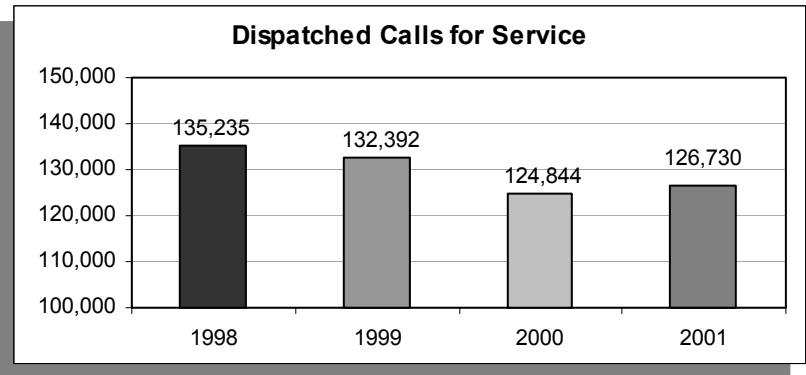
	1998	1999	% Change (1998-1999)	2000	% Change (1999-2000)	2001	% Change (2000-2001)
Part I Crimes	40.08	36.31	-9.4%	34.93	-3.8%	34.85	-0.2%
Part II Crimes	40.89	36.79	-10.0%	35.54	-3.4%	36.17	1.8%



PERCENT CHANGE IN DISPATCHED CALLS FOR SERVICE

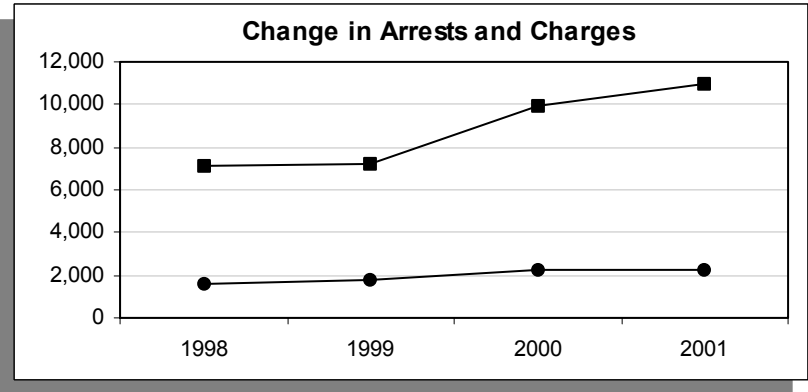
Dispatched calls for service (DCFS) are calls to which the KCSO's Communications Center sends at least one deputy. DCFS do not include on-views (self-initiated field activity) or reports taken by Communications Center staff.

	1998	1999	% Change (1998-1999)	2000	% Change (1999-2000)	2001	% Change (2000-2001)
Dispatched Calls for Service	135,235	132,392	-2.1%	124,844	-5.7%	126,730	1.5%



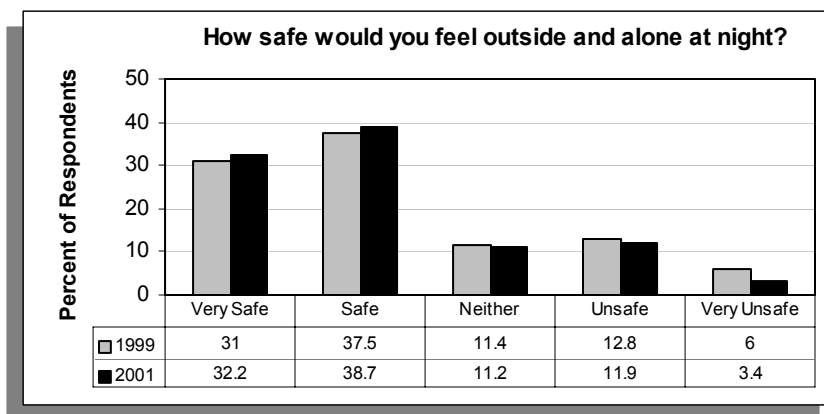
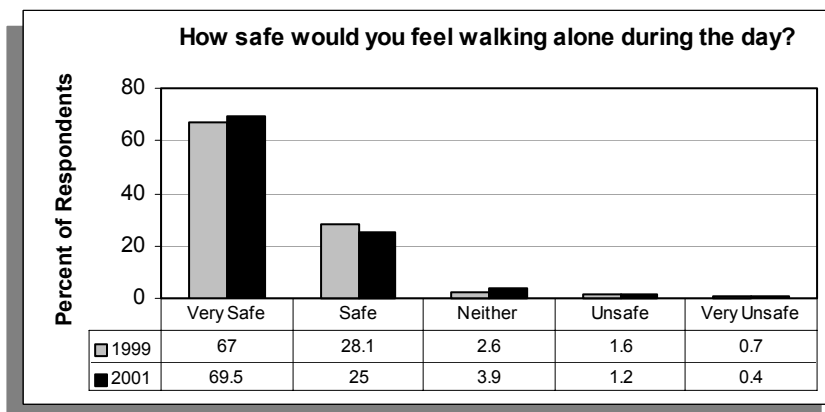
PERCENT CHANGE IN ADULT AND JUVENILE CHARGES/ARRESTS

	1998	1999	% Change (1998-1999)	2000	% Change (1999-2000)	2001	% Change (2000-2001)
Adult	7,150	7,250	1.4%	9,903	36.6%	10,990	11.0%
Juvenile	1,603	1,784	11.3%	2,247	26.0%	2,289	1.9%



PERCENT CHANGE IN CITIZENS' REPORTED FEELINGS OF SAFETY

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



TO PROVIDE HIGH-QUALITY, COST-EFFECTIVE, AND ACCOUNTABLE SERVICES TO THE CITIZENS OF UNINCORPORATED KING COUNTY AND TO OUR CONTRACT CITIES.

The King County Sheriff's Office has established several outcome measures to support our goal of providing high-quality, cost-effective, and accountable services to the citizens of unincorporated King County and to our contract cities.

COST PER CAPITA (TOTAL ACTUAL POLICE BUDGET PER CAPITA)

The "actual police budget" figure is drawn from the Adopted Cost Book for each year.

	1999	2000	% Change	2001	% Change	2002	% Change
Cost per capita	\$145	\$162	11.7%	\$163	.62%	\$173	5.9%

COMMISSIONED OFFICERS PER 1,000 RESIDENTS

These figures represent authorized, not actual staffing. Commissioned officers includes commissioned personnel of all ranks and assignments, including those who are dedicated to contracts.

	1999	2000	% Change	2001	% Change	2002	% Change
Officers/1,000	1.15	1.19	3.5%	1.20	.8%	1.22	.01%

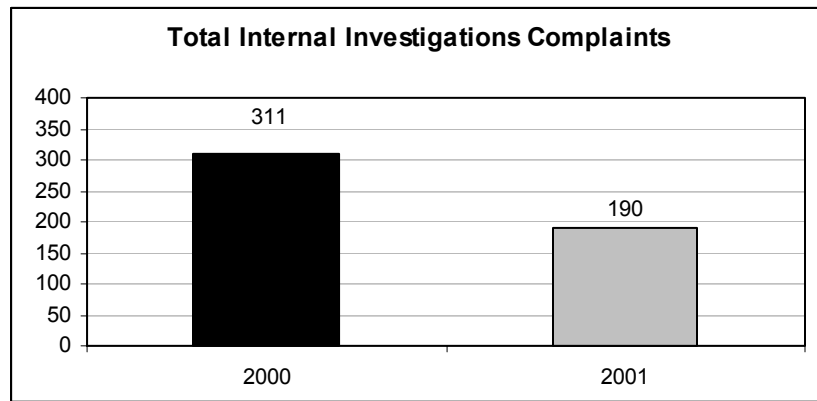
DCFS PER PATROL DEPUTY

These figures represent authorized, not actual, positions. The KCSO carries several vacancies throughout the year, and recruit deputies do not function as full deputies (i.e., alone in a patrol car) for almost a year after they are hired. A decrease may indicate greater use of Alternative Call Handling practices, and therefore, more time for on-view, crime prevention, and community policing activities.

	1999	2000	% Change	2001	% Change	2002	% Change
DCFS per Patrol Deputy	458	423	-7.6%	428	1.2%	n/a	n/a

PERCENT CHANGE AND TYPE OF COMPLAINTS TO IIU

	% Change (2000-2001)
Complaints	-39%



TO COMMIT TO COMMUNITY POLICING AT ALL LEVELS OF THE KING COUNTY SHERIFF'S OFFICE TO POSITIVELY AFFECT POLICE RESPONSE TIMES AND OTHER IMPORTANT POLICING SERVICES.

The King County Sheriff's Office has established several outcome measures to support our commitment to community policing. Community policing is not only good business practice, but also mandated by a 1994 county budget proviso.

NUMBER OF CRIME PREVENTION EFFORT ACTIVITIES

This measurement shows the types and number of activities we conduct related to crime prevention. At this time, we have developed systems to gather data for our contract cities, and are working on systems to gather the information for the entire department.

	1999	2000	% Change	2001	% Change
Number of Block Watch Groups	5,685	6,427	13.1%	3,671	-42.9%
Business Watch Groups	35	32	-8.6%	4	-87.5%
Number of Apartment complexes involved in Crime-Free Multi-Unit Housing classes	N/A	N/A	N/A	N/A	N/A
Number of Crime Prevention Through Environmental Design (CPTED) surveys	N/A	N/A	N/A	N/A	N/A

PROBLEM SOLVING PROJECTS

Our measurement of problem solving projects will include the number of projects completed and/or underway, as well as descriptions of individual project and program efforts and results.

PUBLIC COMMUNICATION AND EDUCATION EFFORTS

	1999	2000	% Change	2001	% Change
Number of newsletters and bulletins	N/A	92	N/A	50	-45.7%
Residential Crime Prevention Meetings	N/A	269	N/A	121	-55%

SECTION FIVE:

CORE BUSINESS FUNCTIONS

The KCSO's five core business functions represent groups of programs that have a common purpose and lead to a common outcome. Due to the nature of our business, there is necessary cross-over between programs and core businesses. For example, the law enforcement services provided to our contract cities include programs that support the first two core businesses shown below. Technological development programs support all other core businesses.

In short, the KCSO has developed a system in which our goals, core businesses, and programs are intertwined. Such relationships clearly benefit the organization by providing a more effective means of realizing our mission. The relationships can also be a detriment in that major changes to any program will affect our ability to conduct other programs and functions. Due to the interconnectedness of our core functions, we are unable to prioritize them as the business plan instructions request.

Core Business Function	Meets		
	Goal 1	Goal 2	Goal 3
Crime Response, Investigation, and Prevention	X	X	X
Contract Service Provision	X	X	X
Technological Development	X	X	X
Employee and Citizen Services		X	
Resource and Facility Management		X	

PROGRAMS AND SERVICES

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

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

CRIME RESPONSE, INVESTIGATION, AND PREVENTION

The purpose of this core business is to provide complete response services (e.g., initial response, follow-up, investigation, and court appearance as needed) and crime prevention to residents of King County and our contracts in order to preserve public safety, reduce crime and its effects, and meet our legal obligation to enforce the laws.

Program: Response	
Purpose:	To provide effective and timely response to crime incidents in unincorporated King County, our contract cities, and other jurisdictions that request our assistance.
Services	<ul style="list-style-type: none"> • Air Support • Bomb Disposal • Canine Unit • Communications Section • Evidence and Supply • General Traffic/ Motorcycle • Hostage Negotiation • Marine Unit • Patrol • Prisoner Transport (per RCW) • Tactical
Program: Investigations	
Purpose:	To provide thorough investigation and follow-up of crime incidents and information to unincorporated King County, our contract cities, and other jurisdictions that request our assistance.
Services:	<ul style="list-style-type: none"> • Computer Forensics Investigations • King County Regional Criminal Intelligence Group • Criminal Warrants • Asset Forfeiture • Child Find • DVIU • Fraud Investigations • Major Crimes Investigations • MARR • Missing Persons • Pawn Shops • Photo Lab • Polygraph • Precinct Detectives • Regional Homicide investigations • Register Kidnappers and Sexual Offenders • Special Assault Investigations • Special Support and Enforcement • Neighborhood Drug Enforcement • Green River Homicides Investigation
Program: Crime Prevention	
Purpose:	To provide crime prevention advice and programs to citizens of unincorporated King County and our contract cities so that they feel safer and so that crime is reduced.
Services:	<ul style="list-style-type: none"> • Residential and commercial security checks. • Block Watch and Business Watch efforts. • Crime Free Multi-Unit Housing educational programs. • Community Services Officers • Storefronts and storefront deputies (requested in budget proviso). • Community Crime Prevention Units/Crime prevention publications and educational materials. • Community notification meetings regarding Level III sex offenders.

Potential Effectiveness Measures	Potential Efficiency Measures
<ul style="list-style-type: none"> • Number of cases closed • Number of AFIS "Hits" • Number of inmates positively identified • Reduction of crime at properties participating in the CFMUH program 	<ul style="list-style-type: none"> • Average response time • Arrests per deputy • Problem solving projects per deputy • Number of cases closed and charges per detective

CONTRACT SERVICE PROVISION

The purpose of this core business is to offer law enforcement and other services through contracts and other agreements so that our customers benefit from economies of scale, a variety of services, and experienced law enforcement professionals.

Program: Contract Law Enforcement	
Purpose:	To manage law enforcement contracts with cities and other agencies/jurisdictions so that all citizens can benefit from comprehensive enforcement.
Services:	<ul style="list-style-type: none"> • Daily operations • Contract oversight • Budget/Billing
Program: Airport Rescue and Fire Fighters (ARFF)	
Purpose:	To provide comprehensive police and firefighting services to the KCIA.
Services:	<ul style="list-style-type: none"> • Daily operations • Contract oversight • Budget/Billing
Program: Court Protection	
Purpose:	To ensure the safety of citizens and employees while they conduct business at the district courts.
Services:	<ul style="list-style-type: none"> • Daily operations • Budget/Billing
Program: Metro Transit Police	
Purpose:	To oversee ongoing actions to ensure passenger and employee security and safety for Metro.
Services:	<ul style="list-style-type: none"> • Daily operations • Contract Oversight • Budget/Billing
Program: School Resource Officers	
Purpose:	To build partnerships between students, teachers, parents and police by providing a uniformed deputy on school campus, thereby allowing schools to focus on education
Services:	<ul style="list-style-type: none"> • Daily operations • Contract oversight • Budget/Billing

Potential Effectiveness Measures	Potential Efficiency Measures
<ul style="list-style-type: none"> • Change in Metro Transit customer and operator feelings of safety/security. • Change in contract customer satisfaction with operations and contract service • Noted in contract city SEA reports 	<ul style="list-style-type: none"> • Noted in contract city SEA reports • Number of contracts maintained • Value of contracts monitored • Students served per SRO

TECHNOLOGICAL DEVELOPMENT

The purpose of this core business is to develop and use technology for investigating crimes, tracking crime information, and improving business systems so that we better utilize information for addressing crime and serving citizens.

Program: Information Services	
Purpose:	To use crime-related and other information to improve our response and investigation, track our work, proactively address crime, and fulfill requests for data.
Services:	<ul style="list-style-type: none"> • Centralized crime analysis • Precinct crime analysis • Records • Regional information sharing • Statistical reporting

Program: AFIS	
Purpose:	To provide regional fingerprinting services to the citizens of King County in order to identify individuals who may be connected to crime. To provide photography services to KCSO staff in order to record crime information and enhance publicity (e.g., recruiting) efforts.
Services:	<ul style="list-style-type: none"> • Ten-print • Jail identification • Latent prints • Photography (see above)
Program: Computer Resources	
Purpose:	To provide computer tools and support to KCSO employees so that they can perform their work efficiently and effectively.
Services:	<ul style="list-style-type: none"> • IRIS • Computer Installation and maintenance

Potential Effectiveness Measures	Potential Efficiency Measures
<ul style="list-style-type: none"> • Number of employees who have completed IRIS training 	<ul style="list-style-type: none"> • Number of entries made to the IRIS system • Number of bulletins and other reports created by Crime Analysis

EMPLOYEE AND CITIZEN SERVICES

The purpose of this core business is to develop and use systems to improve employee performance and satisfaction and provide service in a timely and professional manner.

Program: Internal Investigations	
Purpose:	To conduct investigations of and provide direction to employees regarding appropriate conduct so that we can deliver professional services to citizens and continually improve our work.
Services:	<ul style="list-style-type: none"> • GOM • Driving Review Boards • Internal Investigations
Program: Personnel/Employee Services	
Purpose:	To provide the systems that support employees from recruiting to separation so that the KCSO maintains a highly-skilled and professional staff.
Services:	<ul style="list-style-type: none"> • Recruiting and Hiring • Evaluation tracking • Chaplain
Program: Training	
Purpose:	To ensure that employees are appropriately trained and meet required certifications that the KCSO provides the highest-quality service to citizens.
Services:	<ul style="list-style-type: none"> • In-service training • Specialized training • State certification
Program: Citizen Services (Non-crime related)	
Purpose:	To ensure that citizens receive the services required by law or by precedent in a professional and courteous manner.
Services:	<ul style="list-style-type: none"> • Concealed weapons permits (RCW 9.41.050) • Responding to information requests • Search and rescue (RCW 38.52.400) • Emergency management (KCC 2.16.060 B.3) • Citizen satisfaction surveys • Civil process (KCC 2.16.060 C.2)

Potential Effectiveness Measures	Potential Efficiency Measures
<ul style="list-style-type: none"> • Percent change in sustained complaints against employees • Number and percent of employees receiving evaluations of "meets standard" or better • Percent of employees meeting state- or county-mandated training requirements 	<ul style="list-style-type: none"> • Percent of employees attending in-service training • Number of employee evaluations done • Number of civil warrants served

RESOURCE AND FACILITY MANAGEMENT

The purpose of this core business is to appropriately manage and optimize our financial and physical resources so that they best support our efforts to enforce laws and meet the stated needs and desires of the citizens we serve.

Program: Administration	
Purpose:	To provide clear direction to employees and the public about the KCSO's priorities so that the services are aligned and cost-effective.
Services:	<ul style="list-style-type: none"> • Media Relations • Legal Advisor • Sheriff's Aide
Program: Resource Management	
Purpose:	To manage resources so that citizens receive the best law enforcement service value.
Services:	<ul style="list-style-type: none"> • Budget and Accounting • Property Management/Supplies • Grant writing/applications • Facilities and Maintenance • Communication • Performance Measures

SECTION SIX: STRATEGIC INITIATIVES

In support of its stated direction, the KCSO has developed specific, action-oriented strategic projects. These projects assist the agency in advancing our vision, mission, and goals.

Core Business Functions and Strategic Initiatives	Supports		
	Goal 1	Goal 2	Goal 3
Crime Response, Investigation, and Prevention	X	X	X
Homicide Investigations	✓	✓	
Bomb Disposal	✓	✓	
Firearms Crime Enforcement Coalition	✓		
School Safety	✓		✓
Preventing Racial Profiling/Bias-Based Policing			✓
Criminal Justice	✓	✓	
Meth Action Team	✓	✓	
Homeland Security	✓	✓	
Contract Service Provision	X	X	X
Contract Law Enforcement Program	✓	✓	✓
Metro Transit Policing	✓	✓	✓
School Resource Officer Program		✓	✓
Technological Development	X	X	X
Technology Plan <ul style="list-style-type: none"> • Crime Information Management Portal • Workflow Management System • Employee Management Portal • Community-Oriented Information Portal 	✓	✓	✓
Technology Operations		✓	
Technology Staffing		✓	
Regional Integration	✓	✓	✓
Employee and Citizen Services		X	
Internal Systems Development		✓	
Resource and Facility Management		X	
RCECC Project		✓	
Space plan/CASP Project		✓	

CRIME RESPONSE, INVESTIGATION, AND PREVENTION

HOMICIDE INVESTIGATIONS

The King County Sheriff's Office recognizes that the proper and thorough 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 was sent to each jurisdiction in King County stating that we are offering our services in this area free of charge.

Since May 1999, the KCSO has been investigating the discovery of skeletal remains for the city of Bothell. The remains are of two juvenile females who disappeared in 1996. Our detectives investigated the case for a year and developed a viable suspect. In March 2002, the State Crime lab contacted the KCSO to advise us that potential DNA evidence had been located and requested further investigation. We are now working with the city of Bothell on a joint investigation to resolve this case.

Also in May 2002, the city of Auburn was called to the Muckleshoot Casino to investigate a triple homicide. Although Auburn Police declined our assistance, we have provided information to assist in the investigation.

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. There is potential for partnering with other police departments and better sharing of information and expertise.

GOALS FOR 2003

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 services. We hope to achieve this by meeting with supervisors from the other municipalities on a regular basis throughout the year. By doing this we can establish a cooperation that could lead to formal partnerships in which resources could be combined under a centralized Regional Homicide Squad. With the combined resources, knowledge, experience and expertise, agency communication and successful outcomes will be vastly improved.

BOMB DISPOSAL

CURRENT STATE

The KCSO's Bomb Disposal Unit is trained and equipped to respond to and resolve incidents involving explosive devices, weapons of mass destruction and hazardous explosive chemicals. The unit also investigates bomb threats, bombings, and illegal uses of explosives, and provides expertise to assault or homicide investigations that involve explosives. The KCSO also has an explosives detection canine, which is a regional service through an ATF grant.

In the past, these services were provided to other jurisdictions by contract or callout charge. After September 11, 2002, the KCSO, Executive Sims, and the King County Council agreed to provide regional bomb and weapons of mass destruction services to all jurisdictions in King County at no charge.

FUTURE STATE

The KCSO expects that the demands for homeland security will increase the need for bomb detection and disposal services. To that end, we will continue to provide and participate in current training, including new technology and theories in a rapidly changing field. The KCSO will monitor workload to determine if the unit or its capabilities need to be expanded in the future. We do not see a trend that would cause us to look at downsizing or reducing our abilities or duties.

GOALS FOR 2003

In 2003, the KCSO will establish a list of potential new technicians (to prepare for attrition), and monitor and investigate any new sources of equipment or funding. Current training and response activities will continue.

FIREARMS CRIME ENFORCEMENT COALITION

CURRENT STATE

The FireArms Crime Enforcement Coalition of King County (FACE) is a partnership of 40 law enforcement and criminal justice agencies that aims to reduce the incidence of firearms crimes in our area. In 2000, the coalition participated in Safe Cities Coalition forums and conferences, which connected them with similar groups across the country.

In 2001, the coalition actively participated in the Bush Administration's development and launch of Project Safe Neighborhoods – as the evolutionary replacement of the SafeCities Network. FACE has participated in national training in 2002 and has a seat on the curriculum development and training committee for Safe Neighborhoods. This was a result of FACE and the KCSO hosting the National District Attorneys' Association for a site visit to share our strategic plan, training and school education programming.

Key 2002 developments for the FACE coalition include the addition of a dedicated United States Attorney for exclusive prosecution of gun crimes and the addition of three grant-backed deputy prosecutors in the King County Prosecutor's Office for gun crime cases. The ATF expanded their staff to include a full time agent in charge of crime gun and ballistics tracing. A second county-wide FACE training will be conducted in the fall of 2002, and for the first time will be hosted by the Criminal Justice Training Commission. FACE is also entering into a long term partnership with Crime Stoppers of Puget Sound for the purposes of creating a public relations and marketing platform. FACE will launch a public outreach program in 2002.

FUTURE STATE

The future of the program will revolve around increasing community awareness and education efforts and key organization involvement in supporting the initiative throughout King County.

SCHOOL SAFETY

The King County Sheriff's Office recognizes the need for a coordinated response to crimes in the schools we serve. Our interest is to plan for the possibility of violent crime on school campuses by having mapping and emergency information available to every patrol deputy and patrol sergeant. In that effort, we have been working with the school districts where we provide police service to ensure the schools share their school campus maps, facility photographs, and emergency rosters with us. KCSO will then make this information available on the laptop of every patrol deputy and patrol sergeant.

CURRENT STATE

The KCSO developed software that allows personnel to enter maps, photographs, and emergency information that we receive from schools. We are in the process of gathering that data from each school where we provide police service. The gathering of data from service area schools is ongoing and projected to be complete in 2002.

FUTURE STATE

In the coming years, the KCSO will continue to have current school data and maps available to all patrol deputies and patrol sergeants. This may require additional staff time to ensure that information is current and accurately available to appropriate personnel.

The KCSO will continue to strive for excellence and innovation in planning for and responding to crimes on the school campuses we serve. Our goal for the end of 2002 is to have a map and appropriate school emergency information in our software data base for every accredited school in our service area. The further plan is to test the our software data base and school response planning by holding appropriate planning exercises in each service area. Dates for all service area planning exercises will be set by the end of 2002.

PREVENTING RACIAL PROFILING/BIAS-BASED POLICING

During 2002, the KCSO reviewed our existing policies and procedures to incorporate our long-standing position against bias based policing. In addition, we continued our work with the King County Civil Rights Commission, NAACP, Urban League, the King County Police Officer's Guild and other community groups in each precinct to discuss this issue. We continued to participate with the WASPC Task Force on Racial Profiling. We plan to continue our efforts at building partnerships and improving relationships with our communities by hosting a summit to discuss this issue in the fall of 2002.

CRIMINAL JUSTICE

In early 2000, Sheriff Reichert called together the prosecutor and presiding Superior and District Court judges. Together, they represent the four elected criminal justice leaders in King County government. The group meets weekly and acts on key criminal justice issues. In addition, they are developing joint cost/efficiency projects such as the drug court initiative, warrants amnesty, drug sentencing reform legislation, and the KCSO's Jail Alternative for Warrant Service (J.A.W.S.) project.

In 2001, the group continued its work and added critical issues including court security, jail policy, auto theft, state funding for CJ, domestic violence, state CJ legislation and foreign national detainee protocols.

The ongoing work of this group is critical to the overall "health" and productivity of the criminal justice system in King County, especially in light of King County government's poor financial outlook for the next few years. A core task will be to continually evaluate, assess and make public policy recommendations around the entire county CJ "system" in the context of ongoing budget cuts.

METH ACTION TEAM

Washington State was ranked second in the nation in methamphetamine labs investigated in 2000. Out of 1,449 meth labs in Washington State, 135 were discovered in King County. Both users and the general public are at risk from manufacturing, trafficking and addiction. Property and public health are at risk where labs are left behind, and parks and streams are dumping grounds for dangerous chemical byproducts of meth "cooking."

CURRENT STATE

Sheriff Reichert hosted a Meth Summit in 2001, and over 350 people attended from across the state. The goal of the summit was to begin developing a coordinated effort to deal with the meth problem. As a result of the Meth Summit in 2001, there were 60 state-wide recommendations that need to be addressed.

The summit led to the formation of the King County Meth Action Team, which is led by the KCSO and the King County Community Organizing Program. This group of 60 professional and community people members is developing a work plan to address the statewide recommendations. The group has three sub-committees: Prevention/Community Education; Law Enforcement/ Prosecution; and Treatment/Family Intervention.

FUTURE STATE:

The King County Meth Action Team has already accomplished three of the top ten recommendations that came from the Meth Summit. During 2003, further work will be done on the remaining top ten recommendations with the ultimate goal of working our way through the entire list.

HOMELAND SECURITY

The King County Sheriff's Office (KCSO) is committed to supporting the nation's anti-terrorism activities, including ongoing efforts to address domestic terrorism incidents. The events of September 11 have reemphasized the importance of our efforts to date, and provided some direction for our future role, responsibility, and obligations where public safety is concerned. There are newly imposed public safety mandates evident at our airports and border. Protecting the public at major sporting events and other large gatherings has taken on new meaning. Our intelligence gathering and investigative capabilities have a heightened importance.

CURRENT STATE

We have taken significant steps to restructure and reprioritize our operations, but more work must be done before we can assure citizens and officials that we are well prepared.

In 2001, the KCSO formed a work group to address strategies to prepare for, prevent, and protect against terrorism on a local basis. The KCSO's proposed anti-terrorism program enhances our existing efforts in staffing, training, equipment, prevention, and intelligence. The KCSO's accomplishments include, but are not limited to, the following:

- Developed emergency staffing plans for all essential personnel;
- Provided training materials and bulletins to staff members;
- Developed roll call training and explored other training opportunities;
- Advised staff of what equipment they should have during emergencies;
- Purchased and distributed supplies and storage containers for hazardous materials;
- Conducted security surveys of all work sites;
- Began testing court security screening practices;
- Participated in regional and national intelligence-sharing teams; and
- Proposed a regional criminal intelligence group, which other agencies have indicated they will join. (The King County Regional Criminal Intelligence Group (KCRCIG) is up and running with representatives from the KCSO, WSP, SPD, Redmond PD, Kirkland PD and Kent PD.)

FUTURE STATE

The intention of the KCSO is to improve our capabilities to prevent, prepare and protect against domestic acts of terrorism.

Prevention is the key to an anti-terrorism strategy. In the future all federal, state and local agencies will have to work together in a coordinated effort to investigate acts of terrorism and develop intelligence. The infrastructure must be in place for the rapid exchange of information and the dissemination of such to appropriate public and private organizations. These same agencies must be able to work in unison to accomplish the mission at hand.

It is vital that the Sheriff's Office identify its vulnerabilities and take corrective action to protect the infrastructure of the organization, the actual facilities, and the employees. This requires that we look at our entire operation through the eyes of a potential terrorist, honestly assess the threat, and seek the funding to take appropriate action.

The employees should have the proper training and equipment to perform in a confident and safe manner under emergency conditions. The personal protective equipment and established response plans will provide the assurance that our employees will be up to the task.

GOALS FOR 2003

The KCSO plans to build on these accomplishments by requesting additional staff, improving our training, purchasing supplies that will enable us to respond in any emergency, and establishing the computer infrastructure that will protect critical data.

The Sheriff's Office plans to start the process to insert a joint intelligence component to the FBI Joint Terrorism Task Force. This will be a multi-disciplinary effort that includes not only the law enforcement community but also other governmental functions and the private sector.

The Law Enforcement Intelligence Unit National Conference hosted jointly by WASPC and the King County Sheriff's Office will be held in Seattle for 2003. This conference will provide excellent training and information sharing for agencies throughout the country.

The KCSO also plans to distribute personal protective equipment to a large portion of the uniformed deputies in the community, including breathing apparatus and protective clothing. We will provide roll call training in the use of personal protective equipment and efforts to combat acts of terrorism.

Finally, we will identify areas of high vulnerability in our communities and to provide this information to patrol deputies in a secure and readily available format.

CONTRACT SERVICE PROVISION

CONTRACT LAW ENFORCEMENT PROGRAM

The KCSO is currently the full service provider for thirteen cities, and provides specialty services to several cities that operate their own basic police force. In addition, we provide law enforcement services for King County Metro Transit, King County International Airport, the Forest Service, the Muckleshoot Indian Tribe, and local schools. Day-to-day contract operations are managed by selected contract Police Chiefs. Contracts and costs are managed by the Budget and Accounting Section, the Contract Services Section, and the Executive Budget Office.

This summary describes contracting in general, and does not address our relationships and goals for specific contract customers. Our ultimate goal is to continually refine and improve our written agreements and services to meet customer needs in the best way possible and in balance with our resources and other requirements.

CURRENT STATE

Managing contract compliance and ensuring that contractual obligations are met is currently the responsibility of the Contract Services Section. The section consists of four dedicated staff members: a captain, an administrative specialist, a communication specialist, and a contract deputy. This section is working closely with the cities on service efforts and accomplishments reporting and citizen satisfaction surveying.

We continue to work with the state boundary review board and county potential annexation areas (PAA) team to identify incorporation feasibility and the best ways to transition potential annexation areas. A great deal of progress has been made over the years to improve and refine this process, especially in the area of ensuring that future annexations and incorporations do not create or perpetuate small service area "islands" surrounded by multiple service providers.

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. Our goal is to evolve from our current customer-provider relationship into a true multi-entity partnership that will make maximum use of our collective political power. We find that KCSO enjoys a reputation at the national level for being at the front end of law enforcement contracting. The Contracting Section frequently provides information on police services contracting in response to numerous requests from agencies across the nation.

GOALS FOR 2003

In 2003, we will continue to monitor service efforts and accomplishments and workload indicators for the cities and fulfill our other contractual obligations. 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. We find that the KCSO contracts continue to grow, both in additional partnerships and expansion of existing contracts.

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-time KCSO deputies and sergeants, as well as off-duty Seattle Police officers and sergeants. The KCSO supervises the section and manages its operations in cooperation with Metro, who provides a civilian staff of four, consisting of a facilities security supervisor, data management liaison and two clerical positions.

The KCSO has developed 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 Section grew to 27 full-time commissioned staff in 2002. These individuals are supported by about 300 off-duty or part-time Seattle Police Department officers. This staff provides patrol services and security for the downtown bus tunnel. Increases in full-time staff correlate with significant increases in the number of transit arrests.

Through the dedicated unit, the Metro Transit Police 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 Transit Police also worked closely with business organizations and other law enforcement agencies to improve safety and security.

The KCSO's transit policing 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 and have recently implemented a monthly training session for the full-time commissioned deputies.

The KCSO Metro Transit Police worked closely with Metro Transit management and operational teams to provide specialized policing services during major events effecting Metro, including various annual events and parades as well as events involved with the N-30 Conference and Reclaim the Streets Rally.

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

FUTURE STATE

KCSO Metro Transit Police Section will continue to provide excellent police services, as well as information and exchange programs, to Metro employees and customers. The KCSO Transit Police 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.

We intend 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, we will continue to provide services and education as requested by Metro Transit. The Metro Transit Police will continue having an active role in security assessment and response for the heightened security needs of Metro Transit which occurred after the World Trade Center and Pentagon terrorist attacks of September 11.

The Metro Transit Police Section continues to provide management guidance during Metro's installation of 160 digital video recording (DVR) systems on-board buses. Once the installations are complete, the Transit Police Section will become the system's primary user, managing day-to-day system operation.

GOALS FOR 2003

The KCSO Transit Police Section will continue to support Metro Transit's attempts to obtain grant funding for the purchase and installation of another 160 to 200 DVR systems in 2003. All Metro Transit fleet purchases thereafter will include DVR systems as standard equipment.

We will continue to work with Metro staff on the design, purchase and installation of security enhancements to Metro's downtown transit tunnel as well as assisting with the design, purchase and installation of security enhancements to all Metro customer and employee facilities. KCSO Metro Police personnel will also continue to work with other Metro staff on the design and construction of a new Transit Police office facility as part of Metro's Central/Atlantic Base rehabilitation project.

SCHOOL RESOURCE OFFICER PROGRAM

The SRO program was created and designed to build partnerships between students, teachers, parents and police by providing a uniformed deputy on school campus, thereby allowing schools to focus on education. SROs 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 seven years.

CURRENT STATE

The KCSO received the \$1.125 million COPS in Schools grant to hire nine School Resource Officers. Since receiving the grant, the Sheriff's Office has contracted with six school districts for seven full-time School Resource Officers, and is currently negotiating to fill the final two COPS in Schools grant positions. These contracts cover 16 middle and high schools and various elementary schools.

Three of the seven SRO positions were made possible through the efforts of Congresswoman Jennifer Dunn for 2002. She helped the KCSO secure a direct federal appropriation of \$205,000 to help three underserved schools match the grant funds. Full-time SROs were placed in the schools in March 2001.

The KCSO secured 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.

The City of SeaTac added two FTEs and placed them as School Resource Officers in two schools within the Highline School District. They did not choose to use financial support from the Cops in Schools Grant, nor does the school district contribute any matching funds.

All full-time SROs are trained and certified by the National Association of School Resource Officers (NASRO). The SRO Coordinator is also certified by NASRO, and has attended the Supervisors' Training.

The Sheriff's Office continues to maintain contracts with the Shoreline (\$50,000), Northshore (\$46,000), and Lake Washington (\$35,909) School Districts. These contracts provide part-time SRO services in approximately 28 schools, and 29 SROs participate in an off-duty capacity.

FUTURE STATE

The five-year vision for the KCSO's SRO Program is to continue to build on the current program and increase the number of SROs who serve our schools and community. 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." By strengthening our partnership with local communities, school districts, contract cities, and the federal government, it is hoped that additional funding can be appropriated for additional positions.

GOALS FOR 2003

Our goal is to maintain 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.

It is crucial we continue to seek out and identify potential funding opportunities in order to sustain our current full-time contracts after the three-year grant has come to term. The Sheriff's Office will again request support and supplemental funding from the King County Executive and will continue to investigate future grant opportunities.

We are optimistic that Congresswoman Jennifer Dunn's School Safety Act will continue to be a source of future funding for schools. She also is working on obtaining an extension for the COPS in Schools grant, which currently provides funding for only three years.

TECHNOLOGICAL DEVELOPMENT

During 2001/2002, the KCSO worked with equarius, a consulting firm, to develop a Technology Strategic Plan to support the organization's continued innovation and growth in police services across King County. We have ensured that our plan is aligned with the King County technology strategic plan and the plans of other law enforcement agencies in the region. This alignment promotes seamless integration of technology and information. Our partners include local, state, and federal agencies, the King County Police Chiefs Association, and the King County Law, Safety and Justice Integration (LSJI) project.

The deployment portion of our technology plan consists of four technology initiatives that will be web-enabled or linked:

- Crime Information Management Portal
- Workflow Management System
- Employee Management Portal
- Community-Oriented Information Portal

The KCSO Technology Strategic Plan will be used as the technology strategy and roadmap regarding the use of technology across the organization. In 2002, the KCSO began to deploy the plan by hiring the appropriate support personnel and selecting a technology manager.

The technology practices of the KCSO will be aligned with the four technology initiatives noted above to improve the effectiveness and quality of KCSO services. Technology-enhanced information integration will be used to expand information sharing with other King County agencies, regional cities, and potentially state agencies. Other partner organizations will be crafting similar plans with equarius' help so that integration of our technologies will be easier. In 2003, we will research and apply for grants to allow KCSO to successfully implement the Technology Strategic Plan.

TECHNOLOGY OPERATIONS

CURRENT STATE

The KCSO accomplished the following priorities:

- Replaced over 200 computers that had gone past their 3 year life expectancy.
- Negotiated next generation desktop and laptop pricing from new vendor at or below last years pricing. The configuration includes 4 year warranty for both types of computers and accidental damage coverage for laptops, which will eliminate repair costs on the laptops.
- Completed the transition of IRIS maintenance, support and minor development from contract developers to permanent KCSO staff.
- Awarded COPS MORE Grant to replace laptops that had gone past their 3 year life expectancy, upgrade memory in newer existing laptops, and upgrade servers.
- Replaced old Ethernet hubs with Cisco switches and connected to INET at the precincts 2, 3 and 4, improving the data transfer speed 1000%.
- Installed backup server to provide data backups for all critical KCSO servers. In the event of a failure, recovery time will be dramatically reduced for the data to be available to the users.
- Began work on institutionalizing crime analysis.

FUTURE STATE

Technology operations will provide the necessary infrastructure to support the Technology Strategic Plan. As we move ahead, the KCSO will work to ensure that the systems can support the increasing demands for information and speed, as well as regional integration and the potential for wireless data transfer.

GOALS FOR 2003

- Complete a new charter for the IRIS Guidance Team. With the completion of IRIS development, the scope of the team has changed to include a broader view of technology for KCSO. The name of the group has been changed to Technology Advisory Group. The group will apply the Technology Strategic Filter outlined in the Strategic Plan to requests for technology (hardware and software) improvements, additions and changes.
- Consolidate existing KCSO Web servers (i.e. IRIS, WIRE Web, Clientele, etc.) onto one web server. This will provide an opportunity for future growth and development of KCSO Web sites and applications. Consolidating the Web servers will also increase Web security, decreasing KCSO vulnerability to outside attacks on the KCSO Web system from viruses and possible terrorism in keeping with Homeland Security.
- Upgrade IRIS to the next generation to improve regional data sharing and take advantage of potential wireless technology. The next generation will include adding a web presentation layer to IRIS.
- Continue to integrate centralized crime analysis services to support KCSO business needs.
- Migrate the CAD data switchboard to the next generation.
- Replace 300 computers (160 laptops and 140 desktops) that have gone past their 3 year life expectancy.
- Complete the upgrade of KCSO computers to Windows 2000.

- Continue to improve connectivity and speed at the precincts and other work locations throughout KCSO.
- Continued expansion of public access to information via King County web site, i.e. registered sex offenders and mapping application.
- Develop and implement an electronic document management system for Records, taking an enterprise view to incorporate MAPS initiative, unique command staff requirements, etc.
- Create and administer a risk management and security program to further safeguard essential IT systems and projects. This will include the creation of a CERT (Computer Emergency Response Team) capability.
- Begin identifying a mobile devices strategy for emergency response and command personnel.
- Coordinate the equipment moves of KCSO employees prior to and after the CASP project completion.

TECHNOLOGY STAFFING

CURRENT STATE

The KCSO recognizes that the technology plan must be supported by qualified staff. To that end, the KCSO hired a Help Desk/computer support team coordinator who reduced the hardware vendor support time, standardized processes, and installed help desk software for asset and support management. These improvements decreased user down time and improved the level of support provided to the users. In addition, we hired a Database Administrator and Systems/Security Administrator to assume the responsibility of maintaining and supporting the Incident Reporting and Investigation System (IRIS). In addition, the KCSO is completing the process of hiring a technology manager.

GOALS FOR 2003

The KCSO will complete the conversion process of three existing TLT positions in the Computer Resources Unit (CRU) to permanent KCSO staff and hire a WAN Administrator to fill position vacated in the CRU when WAN Administrator transferred to the Green River Homicide Investigation Team.

REGIONAL INTEGRATION

Integration of information and technology is a key part of the KCSO's technology plan. We believe that all levels of law enforcement – local, state, and federal – will benefit from coordinated systems and timely information.

CURRENT STATE

The KCSO has taken a leadership role in advancing regional crime analysis through participation and support of the WIRE web site (a regional information sharing tool), and by exploring methods for improving information accessibility to citizens and other stakeholders. In addition, we have improved inter-agency communication by electronically sharing and mapping cross-jurisdictional crime with the Seattle and Kent Police Departments, and by sending information to other cities.

GOALS FOR 2003

The KCSO intends to continue to provide leadership in regional data sharing through the WIRE web site and participation in crime analysis associations. In addition, we will research the feasibility of and funding sources for initiating a reliable, cost effective wireless data communication system.

The KCSO will provide leadership for the county's Law, Safety and Justice Integration (LSJI) project, and will work with the King County Police Chiefs Association (KCPCA) to create a vision for structured/tabular data and develop a strategic plan for a comprehensive integrated regional information system.

EMPLOYEE AND CITIZEN SERVICES

INTERNAL SYSTEMS DEVELOPMENT

Internal Systems Development is the simple way of expressing the fact that the KCSO must begin to turn our focus to the employee systems that help us to ensure that we are providing the best services in the most efficient manner possible. We are currently working to improve 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. These efforts will also ensure that employees have clear, modern policies and procedures and effective supervision.

CURRENT STATE

In the fall of 2001, work began to improve KCSO's performance assessment system. Initial efforts led to a department-wide needs analysis (conducted in 2002) by a project team representative of the various divisions and labor organizations within the KCSO. With the information gathered in this analysis the team will develop, test and recommend an improved performance assessment system for the KCSO, currently scheduled to debut in early 2003.

Additionally, we are providing information to employees about internal systems improvements – including the Performance Assessment Improvement Project – via the KCSO's intranet site. This site also allows employees the opportunity to participate in the program development by providing their ideas (via e-mail) to the project team for consideration.

FUTURE STATE

When the project is complete, the systems will be integrated as standard practice within the KCSO. It is still a goal of the KCSO to create an Office of Professional Standards that will conduct ongoing reviews of our internal systems to ensure that our practices remain current and useful.

GOALS FOR 2003

The KCSO will focus on implementing its improved performance assessment system. The purpose of these improvements is to clearly communicate reasonable and objective performance standards, ensure employee recognition, ensure department-wide accountability, and promote career development and job satisfaction to/for all our employees. Additionally, we will continue our review of our recruiting, hiring and training practices to improve recruiting and retention of the best candidates for career service to the KCSO.

RESOURCE AND FACILITY MANAGEMENT

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 projects will manage growth within the Sheriff's Office and the agency's response to the seismic upgrade of the King County 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 ensuring health and safety at existing sites, managing the Regional Communications and Emergency Coordination Center (RCECC) project, and supporting the Courthouse Addition and Seismic Project (CASP).

THE REGIONAL COMMUNICATIONS AND EMERGENCY COORDINATION CENTER (RCECC)

The Regional Communications and Emergency Coordination Center (RCECC) will house the Sheriff's Office Communications Section and the Office of Emergency Management Emergency Coordination Center. Design development for this proposed new construction was completed in May 2001. A groundbreaking ceremony was held in September 2001. Approval and funding for a construction manager was completed in June 2001. During calendar year 2002, construction documents, permit processing, and the construction bid period for this project were concluded. Construction of the facility began in May 2002.

FUTURE STATE

During 2003, construction of the RCECC will continue. The project schedule indicates that substantial completion of the construction phase for this project will be February 2003. Installation, testing and training of new equipment will begin that same month and are projected to be completed early in May 2003. Relocation of services to this new facility is planned to be completed during the second quarter of 2003.

GOALS FOR 2003

During 2003, the KCSO will monitor project progress and continue to partner with DCFM to ensure the quality construction and completion of this new facility. We will also continue to coordinate with the Office of Emergency Management to strategize and build a cooperative and effective working environment as both entities transition into occupancy of the RCECC facility.

COURTHOUSE ADDITION AND SEISMIC PROJECT

The Courthouse Addition and Seismic Project (CASP) is designed to improve the seismic stability and fire/life safety in the King County Courthouse. Construction work related to this project should begin in September 2002. Currently occupied Sheriff's Office space in the Courthouse basement, first floor, and floor 1A are impacted by the seismic retrofit and will require relocation of all staff. Work affecting KCSO office space and staff should be completed by early in the first quarter of 2003.

FUTURE STATE

The Sheriff's Office will continue to assist DCFM and CASP staff as needed throughout the project. As County-wide space planning occurs and KCSO relocates staff into new facilities, consideration for moving the Criminal Investigations Division from the Regional Justice Center back to the King County Courthouse must be considered.

GOALS FOR 2003

During the later part of 2002 and well into 2003, KCSO will monitor project progress to ensure the safety of staff and properly utilize the KCSO Courthouse footprint. We will also assist DCFM with issues resulting from CASP and County space planning efforts.

SUMMARY

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: UNFUNDED MANDATES FROM THE 2002 LEGISLATIVE SESSION

The KCSO made a cursory review of the 2002 Legislative enactments and has identified the following new mandates from the state. This does not include the bulk of amended crimes. We have included those new crimes and amended old crimes that appear to have an investigative impact greater than normal.

RACIAL PROFILING: (C 14 L 02)

Although this bill does not mandate data collection, it does mandate it within financial constraints. Given King County's budget crisis, it appears we will not have available funds. The bill does require us to implement training programs to prevent occurrences of racial profiling and to institute a citizen complaint review process to address the instances of racial profiling and to provide appropriate disciplinary procedures. We are also to work with minority groups within the community.

SERVICE FEES: (C 117 L 02)

The service of process fees are waived for anti-harassment order petitioners if he or she is seeking an order against someone who has stalked him or her, engaged in conduct that would constitute a sex offense, or a family or household member who has engaged in conduct that constitutes domestic violence. Presumably, the Court will order the waiver of the service fees in appropriate cases. However, the King County Court Administration is recommending waiving the fees in all harassment cases to ease the workload of determining which cases are appropriate for waiver. Therefore, we may, by Local Court Rule, be serving all Harassment orders for free.

PROTECTING PERSONAL INFORMATION: (C 90 L 02)

We have to take reasonable steps to destroy personal financial and health information and government issued identification numbers in our records when disposing of records we no longer retain. This does not apply to records sent to Archives. There is a new civil action created for failure to abide by this mandate.

ABANDONED AND DERELICT WATERBORNE VESSELS: (C 286, L 02)

We have the discretionary authority to remove and destroy a marine vessel that has become abandoned or derelict. If we destroy the vessel, notices must be posted, mailed, and published in a newspaper. We must attempt to derive some value from the vessel whole or scrap.

IMPOUNDING VEHICLES: (C 279, L 02)

We are required to adopt the WSP's standard procedures for impounding vehicles. We are required to use the state impound form. If a vehicle is impounded and not redeemed by the registered owner, we have to send certified letters and take other acts to identify, investigate and aid in prosecution of the misdemeanor of failing to redeem (now called "Littering Abandoned Vehicle")

SEX OFFENDER WEB SITE: (C 118, L 02)

Last year, the legislature mandated us to have a web site listing level 2 and 3 sex offenders. Now, we have to make sure WASPC has access to our web site.

CONVICTED OFFENDER DNA DATABASE: (C 289 L 02)

Last year, the legislature mandated us to maintain any potential DNA evidence in Property Management. This created a major strain on PMU—much more evidence must be retained past the statute of limitations. This year, the Legislature mandates that the Sheriff's Office or local police department is responsible for collecting DNA samples from individuals who do not serve any confinement. Although a fee is authorized for collection of the samples, all the proceeds go to the State DNA fund under the control of WSP.

CRIMINAL MISTREATMENT: (C 219 L 02, C 229 L 02)

These laws criminalize what previously were awful, but not criminal, actions. This will result in additional calls, investigations, and prosecutions. We are mandated to notify DSHS and CPS when an arrest is made.

GAMBLING CHEATING: (C 253, L 02)

This is included because our Gambling investigative resources are so limited. Cheating is divided into two degrees, a class C felony and a gross misdemeanor.

EXHIBIT B: EXPECTED ANNEXATIONS

The following chart was prepared by the King County Office of Regional Policy and Planning. It is useful for the King County Sheriff's Office to plan for changes to our unincorporated and city service areas.

Annexation / Incorporation Area	DESCRIPTION	Projected AI Date *	Estimated Current Population **	COMMENTS
Beazley	Redmond Located on eastern edge of city, <i>pending</i>	2002	3	Legal description being corrected.
Bothell East PAA	Bothell Small parcel of land along border with Woodinville	2002		
Bothell Islands	Bothell Two islands within city	2002		
Federal Way North PAA	Federal Way	2002		Small areas left unincorporated after Redondo-Riviera annexation to Des Moines.
NE Rose Hill	Redmond Annexation of remaining islands, <i>pending</i>	2002	119	Annexation expanded to include remaining islands. Pending due to lawsuit with firing range.
Providence Point	Issaquah	2002	1,435	Pending certification of recent vote to annex
Bothell West PAA	Bothell Islands along border with Kenmore	2002+		Depending on Kenmore Comprehensive Plan
Carnation PAA	Carnation 3 major zones within boundary	2002+	1,000	
Orilla	SeaTac, Tukwila	2002+	100	Shown in both SeaTac and Tukwila PAA
Bellevue Islands	Bellevue Two pockets surrounded south central portion of city	2003	645	Includes Hilltop (60.5 mil), Lakemont (8.5 mil), and eastern areas near Cougar Mt. Smaller island will likely go first.
Bellevue South PAA	Bellevue Pockets along southern border with UGB and north of Cougar Mt.	2003	200	
Bothell South PAA	Bothell - North of Juanita	2003		
Cougar Mt.	Issaquah North of Cougar Mt. Park	2003		
Finn Hill	Kirkland, Kenmore	2003	39,700 total	Kirkland studying Finn Hill, Juanita, Kingsgate. Area may be split up between cities.
Juanita	Kirkland	2003		
Kingsgate	Kirkland	2003		
Issaquah East PAA	Issaquah Along I-90 and NW of West Tiger Mt.	2003		Full annexation dependent on Comp. Plan change to make adjoining islands an urban area.
Kent South PAA	Kent	2003	200	Several smaller parcels adjoin Lower Green River Agricultural District.
Kent Western PAA	Kent	2003		Island near I-5, no imminent plans to annex.
Kirkland Border	Redmond Two islands along border with Kirkland	2003		
Klahanie	Sammamish or Issaquah	2003	12,000	Cities and residents will resolve annexation.
Lea Hill - remaining portion	Auburn	2003	4,500	City is considering, pending fiscal study of area.
Maple Ridge Highlands	A- Maple Valley	2003		Can't be annexed until developer donates 4:1 open space to KC when built out.
Miller - Lea Hill	Auburn	2003	1,350	Annexation approved by BRB. On hold by City
North and south islands in city	Auburn	2003		Neighbors unsupportive of joining Auburn, city has no plans to force issue
Squawk Mt.	Issaquah In SW PAA just north of Squawk Mt. Park	2003		Owner of land interested in annexation
Duvall PAA	Duvall 4 major zones within boundary	2003+	1,000	
English Hill	Redmond Redmond's North PAA	2003+	5,000	Redmond plans to annex region over 5-

Annexation / Incorporation Area	DESCRIPTION	Projected A/I Date *	Estimated Current Population **	COMMENTS
				10 years.
Greenwood Point	Issaquah At southern end of Lake Sammamish	2003+	7,000	Adjoins Bellevue PAA on west border
Petrovitsky Corridor (includes Fairwood)	Renton	2003+	40,000	
Renton East PAA	Renton Includes Briarwood	2003+	8,000	Expect gradual annexation by Renton. North portion likely to go first -2003, Briarwood 2005+.
Renton North PAA	Renton Two pockets south of Newcastle	2003+		Expect gradual annexation by Renton
Eastgate	Bellevue Large pocket In Bellevue PAA	2003-4	4,400	Contingent on recently completed Westlake Sammamish annexation and 2 year public process.
Kent Northeast PAA	Kent	2003-4	20,000+	Disputed land between Renton and Kent settled.
Black Diamond PAA	Black Diamond 5 major zones within boundary	2004	1,000	5 rural city PAA populations estimated to be 5000. Estimate divided equally among each city's unincorporated areas.
Snoqualmie PAA	Snoqualmie 2 major zones within boundary	2004	1,000	UGA revision pending. No annexations until after revisions complete.
Within UGB near Covington	Covington	2004		Areas not designated within any PAworking with City.
South Park	Seattle, Tukwila	2004+		Annexation tied to maintenance/ construction of new South Park bridge.
West Hill	Seattle, Renton	2004+	13,000	Area not in any city's PAA.
Within UGB near Lake Sawyer	Black Diamond	2004		Areas not designated within any PAA
North Highline - south portion	Burien?	2004	19000	Not in any PAA. Possible partition between Burien and Seattle
North Highline - north portion	Seattle?	2005+		
Enumclaw PAA	Enumclaw 2 areas to the west and north of city limits	2005	1,000	
North Bend PAA	North Bend 3 major zones within boundary	2005	500	Ordinance stating that part of PAA will not be appropriate for annexation until 2002-2012.
Southwest King County	Federal Way, Milton, Algona, Kent, Auburn	2005	25,000	I-5 Corridor Area Annexations by various cities likely to occur over the course of several years. Auburn estimates it will move on starting annexation in 2 years.
Sammamish East Extensions	Sammamish	2005+		Annexation dependent on completion of city's comprehensive plan.
Pacific NW PAA	Pacific Within undesignated zone east of Milton and southwest of Algona.	2005+		No immediate plans to annex.