



**SHERIFF'S BLUE RIBBON PANEL  
IMPLEMENTATION**

1-Apr-07

**REPORT TO THE  
KING COUNTY  
COUNCIL**

1-Apr-07

Recommendations & Action	Status	Next Steps	Jan 1, - March 15, 2007 Budget Impact to date	2007 Total Budget Impact Estimate	KCSO Approved Budget	Difference = 2007 Proviso Amt Requested
<b>RECOMMENDATION #1: Executive Leadership of the Sheriff's Office should take primary responsibility for creating, implementing, modeling and sustaining reforms that improve accountability.</b>						
Articulate clear expectations that all employees are to be held accountable for job performance and conduct, and how that will occur.	Sheriff Rahr has visited every work site and addressed the KCSO staff regarding the findings of the panel, our steps to implement specific recommendations, and her expectations regarding employee conduct.	Performance standards and evaluations have been developed. <b>Cannot be implemented until labor agreement is changed.</b>	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
State clearly that poor performance and behavior will no longer be tolerated.	A Sheriff's memo of expectations (attachment "A") was distributed. The document was also posted to all KCSO employees in March to the employee web and Sheriff's web site.		No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Create and prominently post a code of values, ethics, and conduct that all employees are expected to follow.	Posters of the KCSO's Vision, Mission and Core Values have been produced and are displayed in all work site lobby areas, employee work areas and in precinct Major and Division Chief's offices. Letter size versions are placed in every new employee orientation packet. Information has been posted to the web.	A comprehensive Code of Ethics is to be incorporated into the KCSO General Orders Manual. Q4 2007 or Q1 2008.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Establish a professional and collaborative relationship with the labor organizations that represent the Sheriff's Office employees	The Sheriff has retained additional outside expert counsel to assist in labor relations. Additionally, the Sheriff has requested additional labor relations support from the King County Prosecutor. Overall structural, process and systems tracking improvements have been implemented in all of the KCSO labor relations activity.	<b>The Guild contract is currently in negotiations for resolution in FY 07. The Executive's HR department and labor attorneys are responsible for bargaining the KCSO Guild contract.</b>	No costs to date	\$ 50,000	\$ -	\$ (50,000)
Retain qualified professionals to perform an institutional audit of the office's culture and its influence on employee behavior.	A consultant for this project has been identified. This project will be undertaken at the direction of the Inspectional Service's Unit Manager and the KCSO HR Director after the ISU is up and running.	Projected start date: Fall 2007	No costs to date	\$ 50,000	\$ 50,000	\$ -

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<b>RECOMMENDATION #2: The Sheriff's Office should examine and implement methods for increasing the level of public trust and transparency of the office.</b>						
Create a robust culture of valuing citizen complaints, including a mandate that all employees be trained to take, file, and courteously process all complaints.	Citizen complaint process has been posted to the KCSO web site. Forms are also available at all work sites and in public lobby areas.	An employee training program will be developed and implemented by Q4-2007.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Make the Sheriff's Office Policy and Procedures Manual available on its website and in other public spaces such as libraries, county offices, and police precincts.	The manual has been posted to the Sheriff's web site. Physical copies are available at all work sites.	Copies still to be distributed to libraries. The KCSO also plans to convert to an electronic manual format for improved employee access and current best practices updates.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Create precinct-level citizen advisory committees that would meet regularly to discuss current community problems and issues relating to policing and public safety.	Sheriff conducted a public opinion poll in the fall of 2006. Additional community input being sought through OMP data gathering, focus group and e-survey process, including police chiefs, mayors, councilmembers, UAC's and citizens.	KCSO Precinct Commanders are currently developing advisory committees that will meet quarterly. First advisory committee meetings to take place by July 1, 2007. The Sheriff is also developing a county-wide chaplaincy outreach program to create additional links to all communities.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
With the help of the citizen advisory committees, hold regular public meetings throughout the county to provide information and receive advice about policies, procedures, and citizens' rights with respect to the Sheriff's Office.	Quarterly Sheriff's community meeting will be conducted at each precinct beginning October, 2007. Advisory committees will set first agenda at July organizational/kickoff meetings.	Subject to advisory committee planning & organization.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact

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<b>RECOMMENDATION #3: The Sheriff's Office management and supervision systems should be improved to support supervisors in making the office more accountable.</b>			No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Provide meaningful performance evaluations for all employees once adequate span of control ratios and supervisory training are in place.	Performance standards and performance evaluations have been developed. Pilot evaluation program was rolled out in 2006.	Cannot be implemented until labor agreement is changed.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Create a clear and consistent approach to the discipline of misconduct and other performance issues.	Sheriff's memo of expectations outlines consequences of inappropriate behavior for all employees. The Sheriff formed an IIU Board consisting of the prosecutor, KC labor relations, KCSO human resources and the IIU Captain and investigators. The group meets bi-monthly to address individual cases/outcomes and well as internal case management, including review of discipline.	The KCSO is looking at models for employee discipline standards. Some aspects of a higher level of discipline may be subject to labor agreement bargaining.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Improve the variety, amount, consistency, and quality of training available for all employees, including recruits, sworn personnel, civilian personnel, and executive leadership.	The Sheriff has created an internal Training Advisory Board. The Board has developed a 5-year plan for in-service training. All employee training records being managed and centralized on a new data system.	A Sergeants Training Academy and Captains Supervisory Training will each be launched in the Fall of 2007.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Create an Early Intervention System. The system should aid the Sheriff's Office in collecting and analyzing data on employee performance and identifying interventions as appropriate.	The Inspectional Services Unit Manager will be responsible for making the final selection of a system and for implementing the EIS across the organization.	Cannot be implemented until labor agreement is changed.	No costs to date	\$ 213,432	\$ 254,680	\$ 41,248
Evaluate the Car Per Officer program for its impact on overall department performance and public safety.	Subject to cultural audit.	Per the BRP discussion of this topic related to increased supervision, the KCSO plans to include CPO as an assessment item in the cultural audit.	No 2007 budget impact	Future 2007 impact unknown - subject to labor bargaining	Future 2007 impact unknown - subject to labor bargaining	Future 2007 impact unknown - subject to labor bargaining
Create a program to assist employees in their professional development and attainment of career goals.	Sgt. Academy and Captains Supervisory Training will be implemented in the Fall. Executive training for all non-commissioned managers and supervisors will be included.	Formal mentoring program currently in development. KCSO-HR designing career-path matrix.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Assess the demographic distribution of officers relative to the communities they serve. The Sheriff's Office should continue and strengthen its efforts to recruit, hire, train, and promote qualified employees that reflect the ethnic, racial, and gender diversity of its service area.	KCSO is assessing organization and community demographics. Programs such as Police Activities League (PAL) are designed to provide more sustainable presence, exposure and reach into diverse communities.	A KCSO "rebranding" project is being undertaken for future recruitment purposes. The Sheriff is also engaged in developing regional strategies to reposition the profession as a career choice more closely aligned with service orientation.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact

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Examine the Field Training Officer program to identify any systemic problems that contribute to the low retention rate of academy recruits.	KCSO is currently evaluating west coast police departments and Sheriffs offices for best practices and to review alternative FTO programs, including site visits.	Any FTO program change implementation will require 12 months to evaluate the impacts of FTO changes on a new class of recruits.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact

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<b>RECOMMENDATION #4: The Sheriff's Office should improve the processes and guidelines for taking, classifying, investigating and responding to sell citizen and employee complaints.</b>						
Develop a tracking system for all levels of the complaint process.	IIU has developed and implemented a basic tracking and reporting system.	Improve precinct-level reporting, tracking and input systems for all complaints. An Inspectional Services Unit review of all complaint systems is required.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Increase public accessibility to and understanding of the complaint process.	A Citizens' Investigations & Discipline Guidebook on Employee Conduct is in final editing stages. Will print hard copies and deploy to public areas and post the guidebook to the KCSO web pages by Q3 of 2007.	Final edit and publishing. Update review may be required in 2008 as ISU and Early Intervention Systems come on line. <b>Guild labor agreements may also impact certain policies and procedures.</b>	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Develop policies that allow for receiving and processing all complaints.	Sheriff and HR Manager currently reviewing SOP's and best practices of comparable Sheriff's Offices and police departments.	Final development subject to ISU Manager's selection and implementation of Early Intervention System. <b>Guild labor agreements may also impact certain policies and procedures.</b>	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Develop clear and publicly accessible guidelines for complaint screening and classification.	Basic complaint process information and direction is posted to the KCSO web site and is available in writing at all work sites.	Complaint screening and classification guidelines subject to final policy direction from the Sheriff.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact

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<b>RECOMMENDATION #5: The Sheriff's Office should create and strengthen organizational structures that support leadership, management, supervision and accountability.</b>						
Create an Inspectional Services Unit to evaluate and oversee policies, procedures, practices, and performance.	The Inspectional Services Unit Manager was selected on March 28, 2007 and will begin assembling work plan and staff immediately.	Manager to hire employees and set up the unit during Q2/3. Fully functional by e/o Q3 or first part of Q4.	\$ 17,175	\$ 347,463	\$ 393,342	\$ 45,879
Pursue the Sheriff's Office's goal of accreditation at a future time when it has successfully implemented the major recommendations of this report.	This project would not be undertaken until late 2008 or 2009-- after the ISU process has completed a full cycle through the organization.		No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Attain an acceptable ratio of field supervisors (sergeants) to employees (deputies) to achieve effective supervision.	Sergeant minimum staffing currently operational on overtime budgeting, ensuring a span of control that is less than or equal to 10:1. Hiring has been completed for new sergeants positions.	New sergeants will be promoted and deployed in Q3- 2007.	\$ 178,572	\$ 1,217,723	\$ 320,027	\$ (897,696)
Provide commanders on duty at all the precincts at least 18-hours-a-day, 7-days-a-week.	Captains hours have been staggered into the 2nd shift to ensure command coverage from 6am - 10pm during the week. In some cases, coverage may go until 12 midnight, depending on the shift structure and any situational factors for the precinct.	Expand Captains coverage to include weekends. FY 2008 after new sergeants have been in place, evaluate and assess overall command coverage needs.	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Increase the number of staff in the Internal Investigations Unit to levels that ensure the thorough and timely completion of investigations and the timely publishing of relevant internal management and public reports.	After evaluation and assessment of blue ribbon panel recommendations' impacts on IIU workload, a decision will be made whether additional resources are needed. Analysis and recommendations will be provided to the Sheriff for policy/staffing decisions.		No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact
Move the Internal Investigations Unit to another facility or area in the King County Courthouse that does not have other Sheriff's Office functions.	Guild office is being relocated away from IIU to the other side of the KC Courthouse. IIU physical location to be evaluated with overall KCSO facilities master planning.		No 2007 budget impact	No 2007 budget impact	No 2007 budget impact	No 2007 budget impact

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<b>RECOMMENDATION #6: The King County Executive and the King County Council should create and fund an Office of Independent Oversight.</b>	The Sheriff fully supports the recommendations and actions that follow. The action steps of recommendation #6 are in the direct control of the Executive and King County Council.		Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
Create an Office of Independent Oversight with four full-time staff: a director, an investigator, and two support staff.	The remainder of the action items are subject to the resolution of a ULP that has been filed and/or labor agreement bargaining.		Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
Give the director of the Office of Independent Oversight authority and independence through nomination by the King County Executive and confirmation by the King County Council.			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
The King County Executive should conduct a professional search for the director.			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
<b>The Office of Independent Oversight should have:</b>			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
The authority and responsibility to monitor, check for completeness, and require additional investigation as necessary of all formal Internal Investigations Unit activities;			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
The discretionary authority to monitor, check for completeness, and require additional investigation as necessary of all other complaints assigned to supervisors; and			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
The discretionary authority to review and make recommendations to the Internal Investigations Unit about the screening and classification of complaints, as well as to make recommendations to the Sheriff about screening/classification policies and procedures.			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
<b>In addition, the Office of Independent Oversight should have the following authorities and responsibilities:</b>			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
· Unimpeded and real-time access to unredacted case information and all information related to ongoing investigation files, treating all documents and information regarding specific investigations or officers as confidential;			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
· The ability to respond to the scene of certain critical incidents;			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget

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· Approve formal complaint investigations for completeness before a finding can be issued;			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
· The option to consult with command staff as to their own review and recommendations regarding a particular investigation;			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
· The option to submit recommendations regarding findings and discipline directly to the Sheriff prior to a final decision on misconduct cases;			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
· Monitor the investigation and resolution of all complaints to ensure they are handled in a timely fashion and complainants are notified of the final disposition of their complaint.			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
· Coordinate with the Sheriff's Office to select an appropriate technology application for tracking and information sharing.			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
· Publish annual reports available to the public that provide a statistical analysis of complaints, investigative findings, and final discipline for sustained complaints.			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
· Make recommendations for action by the Sheriff on needed improvements in policies, procedures, and practices			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
The OIO, in collaboration with the Sheriff's Office, should explore the establishment and administration of a voluntary officer-citizen mediation program.			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
The King County Executive should appoint, subject to King County Council confirmation, a citizens' committee to advise the director of the Office of Independent Oversight on policies, procedures, and practices relating to officer misconduct, discipline, and other responsibilities of the director.			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
The King County Office of Citizen Complaints-Ombudsman should no longer have oversight responsibilities for the King County Sheriff's Office.			Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget	Not Applicable to KCSO budget
			\$ 195,747	\$ 1,828,618	\$ 1,018,049	\$ (860,569)