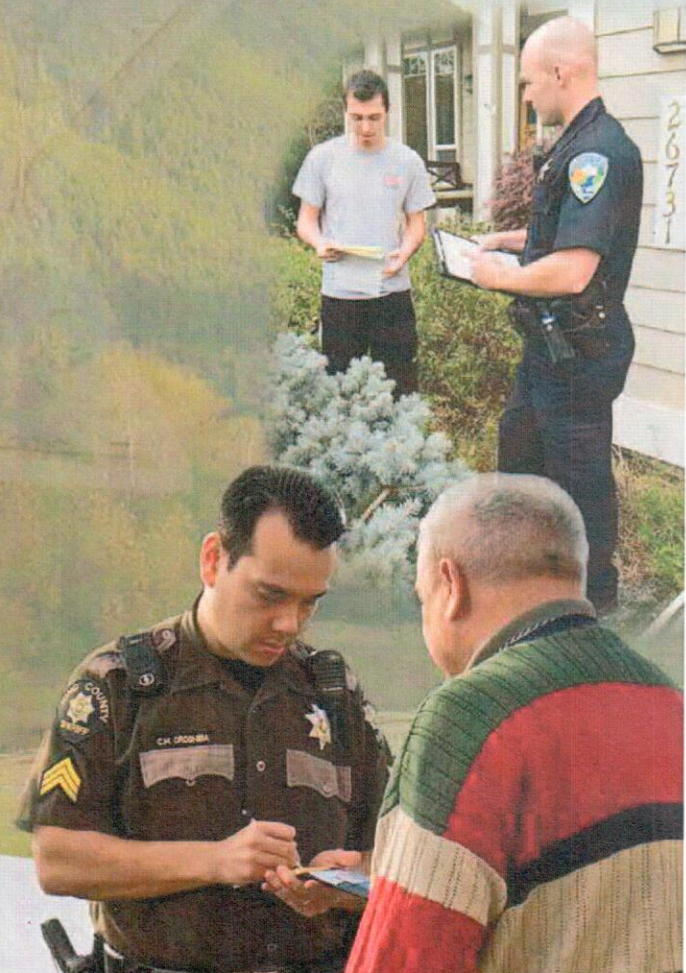
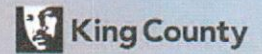


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**SHERIFF**  
KING COUNTY

# Strategic Business Plan 2012-2016



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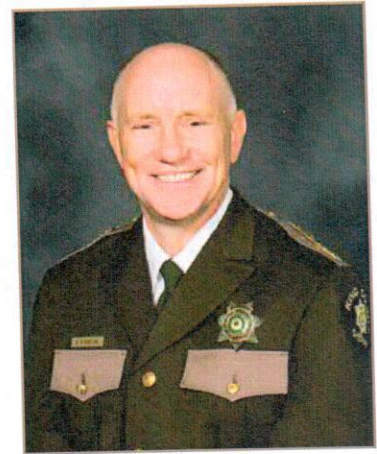
## **A legacy of effective, respectful, and accountable public service**

*This photograph shows King County Sheriff's newest deputy, Carl Bonnell (left), who was hired October 21, 2009, and its most senior deputy, Pierre Thiry (right), who was hired February 12, 1972. During the forty plus years that Pierre has protected and served the citizens of King County, the Sheriff's Office has undergone significant changes. Pierre and the Sheriff's Office exemplify the history of success and proud traditions we pass on to subsequent generations and Carl.*

*This Strategic Business Plan is intended to be the first of many steps the King County Sheriff's Office will be taking to help ensure that Carl and his generation pass on an equally rich and successful legacy of effective, respectful, and accountable public service to the generations of deputies and professional staff that follow them.*



## Message from the Sheriff



Dear Friends:

Why do we exist? To keep people safe in their homes and communities. The economy has changed, expectations of the public have changed, but we still keep people safe the same way we always have—through human interactions, fighting crime and helping solve problems. This Business Plan is necessary because as resources have become scarcer, the need for us to be very specific about what we do and how we do it is more important than ever.

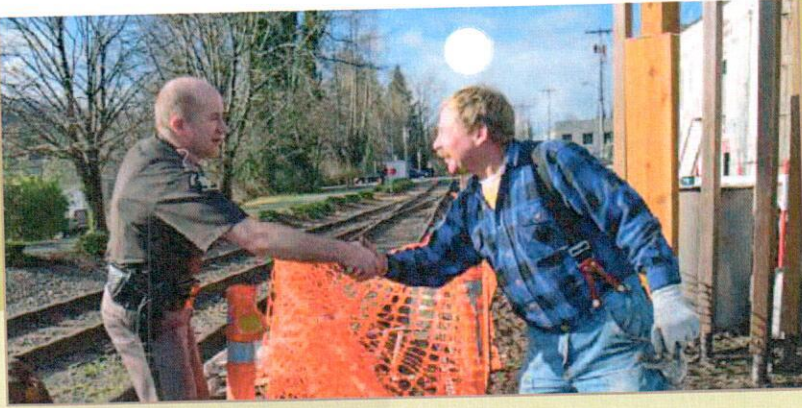
This plan is focused on the King County Sheriff's Office being **effective, respectful, and accountable.** Effective at what we do—being a good partner to our residents, other departments, and to each other. Respectful in how we treat people, inside and outside the organization. Accountable to the public and to ourselves—being transparent and communicating what we do.

This plan also seeks to address the organizational challenges we face as we build capacity within the department by using "Lean" principles to achieve efficiency. Efficiency not for the sake of it, but so that our employees can spend more of their time doing what matters—fighting crime, interacting with the public, and improving the quality of life.

Because we are responsive to the public, recommendations of the KCSO Blue Ribbon Panel and last year's King County Council Audit Report are reflected in this plan. We will continue to seek out and implement best practices throughout our department, soliciting input from the Office of Law Enforcement Oversight, our accreditation through the Commission on Accreditation for Law Enforcement (CALEA), and our professional colleagues. We will be open to innovation, seek to constantly improve, and will complete our plan using checklists and accountability for implementation.

The King County Sheriff's Office has over 1000 employees and a budget of \$155,000,000, serving over 500,000 people in King County as their primary law enforcement agency. This plan charts the specific path to make us the most effective, respectful, and accountable department we can be. It is our honor to serve you.

Steven D. Strachan  
Sheriff



## Table of Contents

<b>Message from the Sheriff</b> .....	1
<b>Organizational Overview</b> .....	3
<i>About Us</i> .....	3
<i>Our Mission, Vision, Goals and Values</i> .....	4
<b>Goals and Strategies</b> .....	5
<i>Reduce Crime and the Fear of Crime</i> .....	5
<i>Develop and Sustain Public Value and Support</i> .....	6
<i>Hire, Train and Promote the Best People</i> .....	7
<i>Provide Facilities, Equipment, and Technology to Support Our Mission</i> .....	8
<b>Next Steps</b> .....	9
<b>The Planning Process</b> .....	10
<i>Key Inputs</i> .....	10
<i>The Planning Core Team</i> .....	10
<i>Planning Assumptions</i> .....	11
<b>Implementation and Evaluation</b> .....	12
<b>Acknowledgements</b> .....	13

# Organizational Overview

## About Us

Spanning more than 2,100 miles, King County is nearly twice as large as the average county in the United States and ranks as the 14th most populous county in the nation. The King County Sheriff's Office (KCSO) has a large and diverse jurisdiction which includes urban, suburban and rural geographies. Washington State law (RCW 36.28.010) designates the Sheriff as the chief executive officer and conservator of the peace for the county. The Sheriff is an elected position with a term of four years. The agency is organized into 7 divisions overseen by the Chief Deputy.

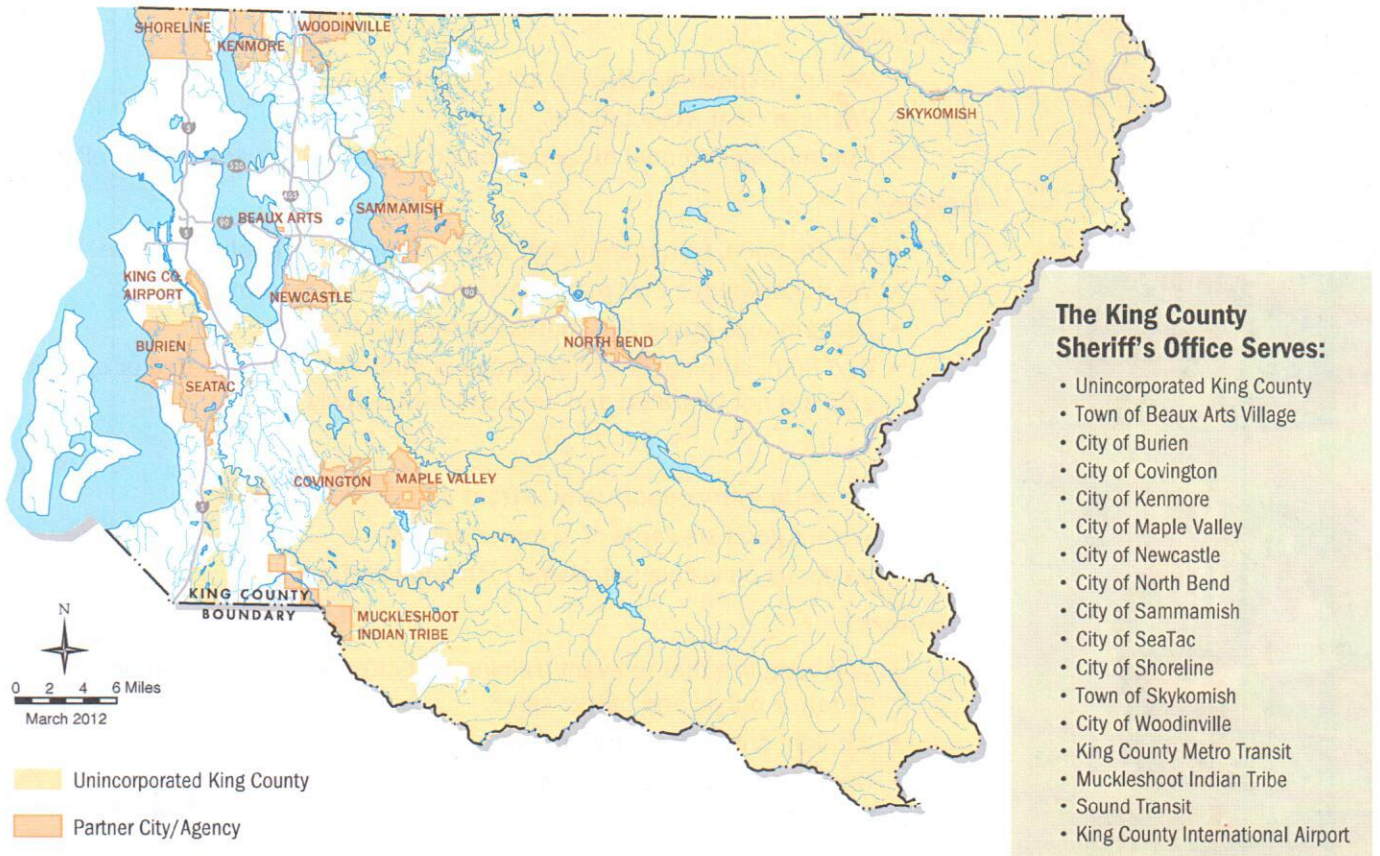
Ensuring the safety of King County's 1.9 million residents is our top priority. We also strive to be respectful and effective in everything we do. We respect ourselves, the people we work with and the residents of the communities we serve. In working to be an effective organization, we set goals and measure our progress towards them. We listen to residents and our partners and work hard to meet their expectations

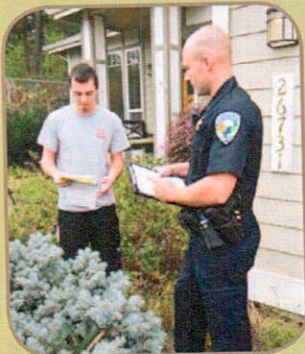
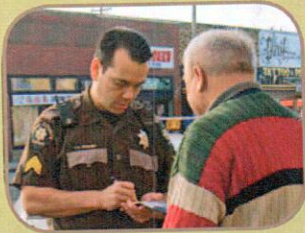
and needs. In order to be most effective, we plan, set priorities, and then do the best we can to ensure that the work is done well.

The KCSO provides services to all of unincorporated King County. We also provide comprehensive police services to 16 partner cities and agencies.

In addition to providing patrol services, the KCSO provides numerous specialty services including an air support unit, marine unit, SWAT, major crime investigations, bomb disposal, major accident response and reconstruction and arson investigations.

The organization is proud to be nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA), reflecting our commitment to providing effective and accountable services to the residents of King County. The KCSO is committed to partnerships and working collaboratively with the communities we serve.





## MISSION: Why are we here?

The King County Sheriff's Office is a:

- TRUSTED PARTNER in
- FIGHTING CRIME and
- IMPROVING QUALITY OF LIFE

## VISION: Where are we going?

The King County Sheriff's Office is an effective law enforcement agency and a respected partner among criminal justice organizations.

## GOALS: How will we get there?

- Reduce crime and the fear of crime
- Develop and sustain public value and support
- Hire, train and promote the best people
- Provide facilities, equipment, and technology to support our mission

## VALUES: How do we do business?

### Leadership

- We are respectful, effective and humble
- We have clear expectations
- Our managers model expectations and we lead by example from all levels

### Integrity

- We are open, transparent and accountable to the public we serve
- We acknowledge that public trust matters – all the time
- Performance errors are addressed through training
- Bad faith, criminal behavior, abuse of authority, and repeated or egregious acts are not tolerated and are dealt with quickly

### Service

- We seize every opportunity to treat people the right way
- We are good stewards of taxpayer dollars
- We focus on visible patrol and high impact offenders

### Teamwork

- We recognize that relevant training and effective communications increase public and officer safety
- We fight crime Constitutionally
- Our managers coach, mentor and develop a strong team culture

# SHERIFF

KING COUNTY



# Goals and Strategies

The four goals each have specific strategies- all aimed at reinforcing a department culture that is respectful, effective, and accountable.

## GOAL: Reduce Crime and the Fear of Crime

**Strategy: Support a culture of respect, effectiveness, and accountability.**

- Step 1** Define and communicate expectations for all department members.
- Step 2** Conduct performance evaluations based on a simple and understandable "critical expectations" list.
- Step 3** Support and create disciplinary processes based on simple and understandable expectations. Deal quickly with bad faith, criminal acts, abuse of authority, and repeated or egregious violations.
- Step 4** Support and create a separate training response system for performance errors that do not require disciplinary action.
- Step 5** Create a system for supervisors to receive command-level support and immediate review of high-liability incidents, such as use of force or complaints against deputies.
- Step 6** Celebrate and communicate examples of respect, effectiveness and accountability internally and externally.
- Step 7** Be transparent and consistent in internal communications.
- Step 8** Conduct after-action reviews of all significant incidents to review policy, training and other factors, in order to constantly examine our practices and consistently improve.

**Strategy: Focus staffing on patrol visibility and high-impact offenders.**

- Step 1** Analyze staffing and deploy unincorporated deputies, reflecting current resources, to maximize the safety of deputies and residents (2011 KCSO Performance Audit Rec. #1).
- Step 2** Use data-driven policing and workload analysis to identify and focus on high impact offenders in both patrol and criminal investigations (2011 KCSO Performance Audit Rec. #4).
- Step 3** Schedule patrol resources based on workload data, crime trends and data-driven decision-making (2011 KCSO Performance Audit Rec. #2).
- Step 4** Develop a strong and visible KCSO brand through uniforms, vehicles, publications, and messaging.

**Strategy: Focus on partnerships to increase effectiveness and reduce costs to all taxpayers.**

- Step 1** Develop an objective tool to provide information on contract partnerships, so the information is easily available.
- Step 2** Seek opportunities for KCSO to partner in coordinating regional services.
- Step 3** Actively identify service gaps and areas of redundancy in specialty services.

## GOAL: Develop and Sustain Public Value and Support

**Strategy:** Tell our story through planned, consistent, and targeted community outreach.

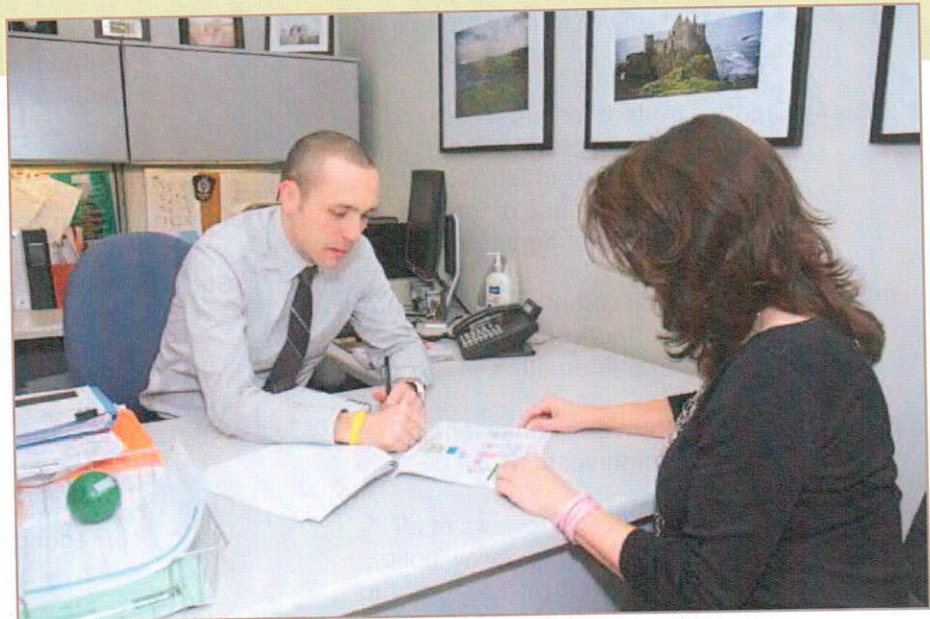
- Step 1** Work with key community organizations to be visible and establish relationships.
- Step 2** Develop ongoing training and expectations to encourage positive public contact and communications.
- Step 3** Target specific community events and ensure that KCSO staff are present to engage with community members.

**Strategy:** Target services to meet the needs of residents, communities, and KCSO partners.

- Step 1** Seek input from each partner entity to identify key issues and needs.
- Step 2** Create a range of clear contracting options that allows communities to tailor police services to their specific needs.

**Strategy:** Communicate to develop and sustain public value and trust.

- Step 1** Create an overall communications plan.
- Step 2** Regularly report trends, accomplishments, and anecdotes to elected officials and residents of cities and unincorporated zones (2011 Performance Audit Rec. #3).
- Step 3** Develop a KCSO plan to communicate messages through technology.
- Step 4** Develop a communications plan specific to each contract partner and unincorporated zone.
- Step 5** Provide a single point-of-contact for unincorporated residents, based on geographic area, and create a technology link for residents to email and receive information.





## GOAL: Hire, Train and Promote the Best People

**Strategy:** Ensure that employees understand their role, responsibilities and expectations.

- Step 1** Provide clear and understandable expectations for each classification, and expect managers to regularly discuss and reinforce them.
- Step 2** Evaluations will reflect our mission and values.
- Step 3** Acknowledge good work consistently and publicly.

**Strategy:** Confirm that policies and procedures are clear, well understood, and consistently applied.

- Step 1** Create a short, specific policy manual separate from training information.

**Strategy:** Develop future leadership through robust hiring practices and succession plans.

- Step 1** Actively identify potential leaders at all levels of KCSO and pair them with an experienced mentor.
- Step 2** Identify core competencies and expected experience levels for all KCSO promotions.
- Step 3** Develop a recruitment plan to include non-traditional venues and communities.
- Step 4** Enable employees to move more freely across the department to expand their skills and knowledge in line with their career goals.



**Strategy:** Provide training so that employees have the necessary skills to provide effective service.

- Step 1** Research a schedule that allows for regular training.
- Step 2** Assess current training and needs of each shift or work group.
- Step 3** Develop a specific plan to achieve baseline training for each shift or work group.
- Step 4** Develop a training program for new supervisors.
- Step 5** Create one training committee with representatives from both management and front-line staff to recommend needs and priorities.

## GOAL: Provide Facilities, Equipment, Information and Technology to Support the Mission

### *Strategy: Streamline and simplify reporting and record-keeping.*

- Step 1** Using Lean principles, assess areas in which countywide or regional technologies or systems could improve efficiencies and effectiveness.
- Step 2** Create simple and accessible checklists for regular and low frequency tasks.

### *Strategy: Establish baseline equipment, information and technology needs.*

- Step 1** Assess current capabilities and future needs for crime analysis and intelligence data.
- Step 2** Assess our current capacity and future needs for reporting timely and usable financial information for contract partners.
- Step 3** Improve accessibility of information sources – ensure the workforce has access to information tools and knows how to use them.
- Step 4** Conduct an assessment of current and potential new technologies that could improve performance or efficiency.
- Step 5** Conduct a needs assessment for uniforms and equipment, efficiency and branding.

### *Strategy: Develop an equipment and technology improvement plan.*

- Step 1** Set reasonable timelines to implement new technology and complete the implementation of current projects, such as mobile CAD, as soon as possible.
- Step 2** Look for opportunities to share and coordinate equipment and technology use with contract partners and other agencies.
- Step 3** Prioritize, fund and implement technology solutions.
- Step 4** Leverage grants and other outside funding opportunities.

### *Strategy: Identify facility needs to support our mission.*

- Step 1** Conduct a needs assessment to identify facilities necessary for effective and efficient operations.
- Step 2** Develop a comprehensive capital improvement plan.
- Step 3** Look for opportunities to share facilities with contract partners and other agencies.



## Next Steps



*Metro Transit is a valued partner for the King County Sheriff's Office.*

In order to begin successfully implementing the strategic business plan, the KCSO will take the following specific actions:

- The KCSO will fully implement the recommendation from the December 2011 “Lean” exercise, which focused on changes to our unincorporated staffing and deployment. The Lean exercise examined every element of our current processes and made changes to staffing, scheduling, geographic zones, and the work of sergeants and first line supervisors. The intent is to increase administrative efficiency, increase the time sergeants can spend supervising, mentoring, and coaching, and to increase sharing of resources between geographic areas. The change also includes a zone commander to help drive expectations and accountability within that area, and to provide direct outreach for residents. The KCSO will assign responsibility to ensure accountability in implementing and monitoring the plan.
  - » Each strategy will be assigned to a specific staff member. Those assigned will be responsible for coordinating, monitoring and ultimately moving their strategy forward. Once assigned, each strategy owner will meet with the Chief Deputy to discuss specific approaches and tasks and will then report on progress at set, regular intervals.
  - » The plan structure and content will be incorporated into leadership meetings. Specifically, command staff meetings will include regular, open discussion about progress on the plan. This includes clear acknowledgement of barriers or problems and a willingness on the part of leadership to help resolve those barriers.
- KCSO leadership will meet with employees to clearly communicate its ongoing commitment to the business plan. This will be achieved through outreach meetings to all KCSO staff to discuss the business plan, including its intended purposes, its contents and an opportunity for staff to ask questions.
- Contract city chiefs and unincorporated area zone commanders will work with the appropriate parties to set specific targets for crime reduction and identify high-impact crime categories for their geographic area.
- Employees will continue to receive regular communication about progress on the business plan and how it relates to organizational changes and operational decisions.
- The core team will meet again in December of 2012. The purpose of this meeting will be to assess how much progress has been made on the business plan in 2012. The core team may decide that certain elements of the plan need to be changed or identify some specific places that require additional attention.

# The Planning Process

## Key Inputs

Developed over a period of five months, this plan incorporates input from customers, employees and other key stakeholders to ensure a robust, well-informed set of goals and strategies. Key inputs to the process include:

- **Employee survey.** All employees were invited to participate in an online survey that asked questions about their experience working for the KCSO. The response was considerable, with more than 60% of employees participating in the survey. Key themes from the survey were instrumental in drafting the goals and strategies in the business plan.
- **Stakeholder interviews.** Consultants from the Office of Performance, Strategy and Budget conducted interviews with customers, business partners and stakeholders. Interviewees included managers of cities and organizations that contract with the KCSO for police services, residents of unincorporated King County, and other key stakeholders. These conversations provided valuable insight into the needs and perceptions of those with whom the KCSO does business.
- **Document review.** The consultants and core team reviewed strategic planning guidance documents, police agencies' strategic plans and population and crime data. Strategies and a concrete plan were developed to ensure the planning process would lead to clear goals for moving the organization toward its vision for the future.

## The Planning Core Team

A core team of KCSO staff from across the organization, including both senior leadership and front-line staff, was at the heart of the business planning process. The core team was responsible for synthesizing information from the various sources, providing organizational insight from their own experiences and expertise and ultimately brainstorming the goals, strategies and steps contained within the plan. The core team participated in the following activities as part of the planning process:

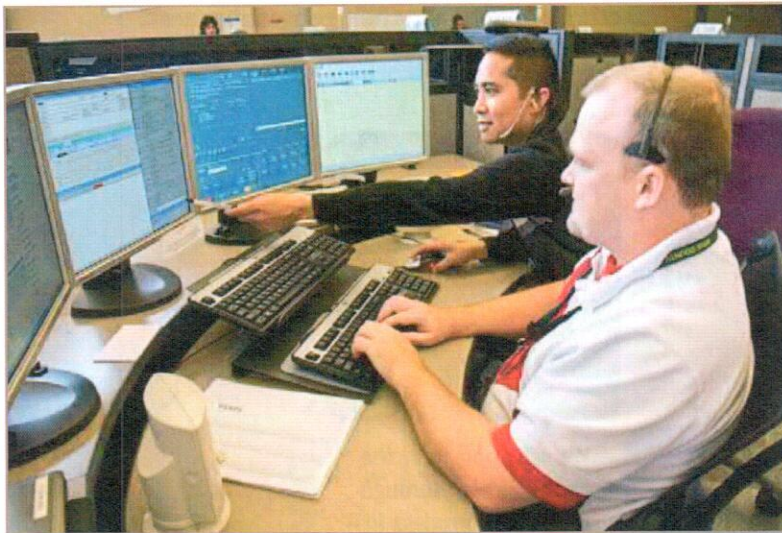
- Development of an updated mission and vision for the King County Sheriff's Office.
- Review of data and reports from the employee survey and the stakeholder interviews.
- Generation of a SWOT (strengths, weaknesses, opportunities and threats) analysis for the organization to confirm the organization's core purpose and identify key issues and opportunities for growth and change.
- Development of goals and strategies for the plan.

Additionally, a strong communication plan provided for timely updates to KCSO staff, partner agencies, labor unions and stakeholders.



## Planning Assumptions

The core team began the planning process with a set of key assumptions in order to provide some boundaries for plan content and discussion. The planning assumptions are current environmental factors or trends over which the KCSO has little control and on which everyone agreed. They include demographic factors that could dramatically affect business as well as basic assertions about the state-of-the-county today. In either case, these statements were collectively agreed to for the purposes of the plan and were not debated in the context of developing the goals and strategies.



*The Sheriff's Office supports essential 911 operations.*

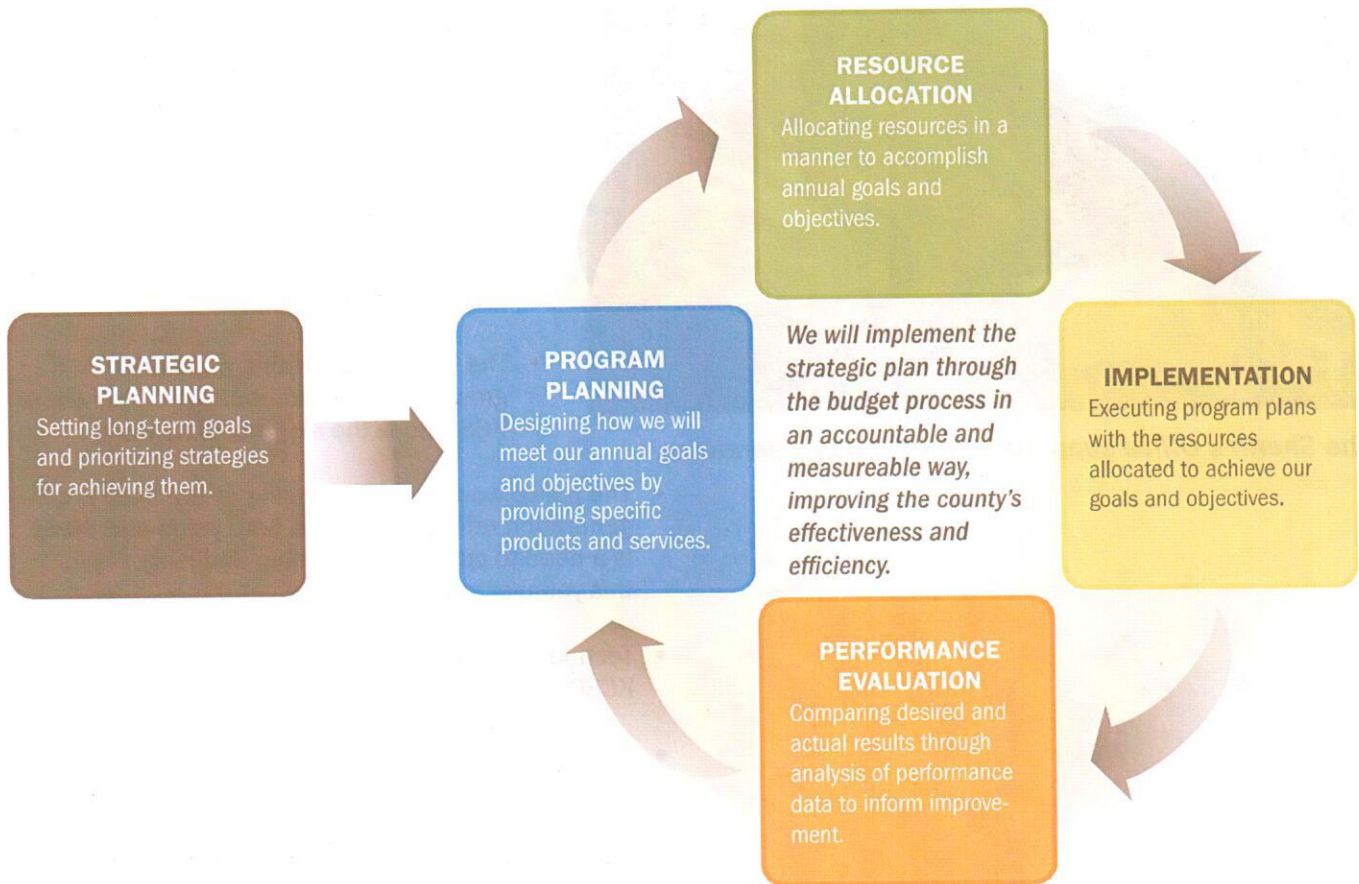
In the future, the KCSO will periodically revisit these planning assumptions. If certain assumptions are no longer true or have dramatically changed, it will be a sign that the organization may need to re-examine and revise certain aspects of the five-year business plan. Core team planning assumptions are as follows:

- The economic downturn that has affected the entire nation has changed the funding landscape in King County and, as a result, the KCSO budget will not significantly increase in the coming years.
- There is a need for increased regional collaboration to deliver services efficiently and to effectively control crime.
- The KCSO and other police agencies in King County will continue to need a highly-skilled and well-trained workforce in order to effectively deliver services.
- Contracting will remain a priority for the County and for the Sheriff's Office.
- The unincorporated population will continue to decline.
- The "crime committing population" will grow in the areas (suburban cities) where KCSO does the majority of its work.
- The police workforce is changing as the baby boom generation retires in the next 5-10 years and there is a need to cultivate leadership and longevity in this younger workforce.
- Technology will play a larger role in the future of KCSO operations.
- The public and the media will continue to scrutinize the actions of law enforcement officers.
- Policy decisions by local governments can have profound impacts on KCSO as an organization.
- The current state of KCSO operations is not feasible within present budget and fiscal constraints.

# Implementation and Evaluation

The KCSO strategic business plan will be used as a tool for managing the organization. As strategic planning is a journey, not a destination, this plan will serve as a "roadmap" that guides program planning, resource allocation, annual work plans, and performance evaluations. The KCSO will use King County's management model for planning, resource allocation, and performance evaluation.

Using this model, we will create organizational infrastructure to conduct ongoing review and monitoring of the plan. This structure will assign accountability for strategy implementation, set a schedule for regular review, determine the frequency of status updates, and establish a forum for collaborative problem-solving to address issues with strategy implementation. We will measure progress toward achievement of our goals and strategies through ongoing performance evaluation. For example, every contract city chief and unincorporated zone commander will be setting specific measurable goals for crime reduction in their geographic area.



## Acknowledgements

The Sheriff's Office would like to express thanks to the many people who provided input into the development of the King County Sheriff's Office Strategic Business Plan 2012-2016. This includes the 636 staff of the Sheriff's Office who responded to the staff survey and 21 stakeholders and business partners who participated in stakeholder interviews. In particular, we acknowledge the following individuals who guided the planning process:

### SBP Core Team Participants

Detective Laura Becker  
Sergeant Dewey Burns  
Captain Carl Cole  
Deputy Fred Didway  
Captain Nate Elledge  
Carol Gillespie  
Jim Hilmar  
Chief Dave Jutilla  
Diana Landry  
Derek Matheson (City of Covington)  
Tara Murker  
Kimberly Petty  
Sergeant J.K. Pewitt  
Sergeant Stan Seo  
Captain Scott Somers  
Captain Brad Thompson  
Sergeant Cindi West

The planning process and core team meetings were facilitated by Kendall LeVan Hodson and Jeannie Macnab from the Office of Performance, Strategy and Budget. Many thanks also to Joan Larsgaard who provided support throughout the process.

**Reference audit report:** [www.kingcounty.gov/operations/auditor](http://www.kingcounty.gov/operations/auditor)

**Report Design:**

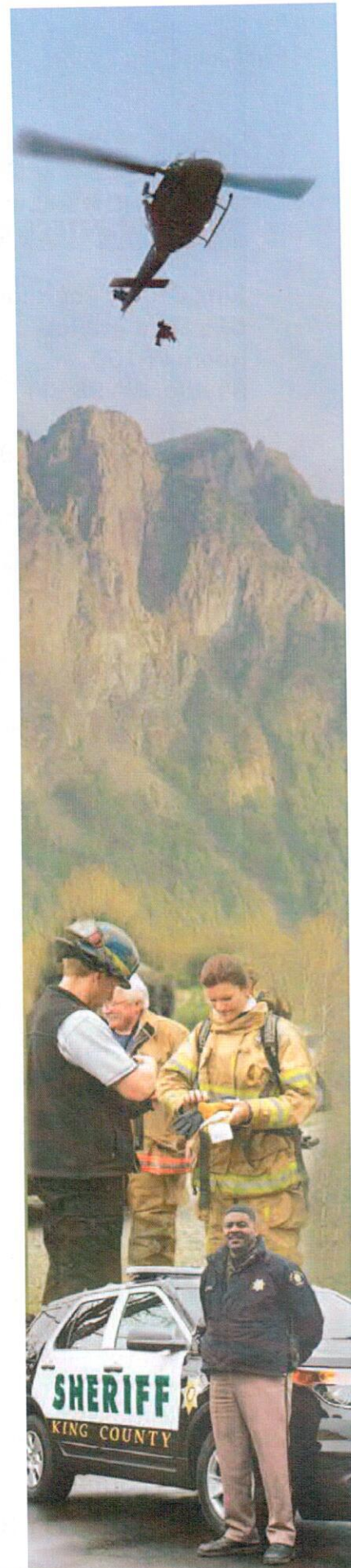
KCIT GIS, Visual Communications and Web Unit

**File Name:**

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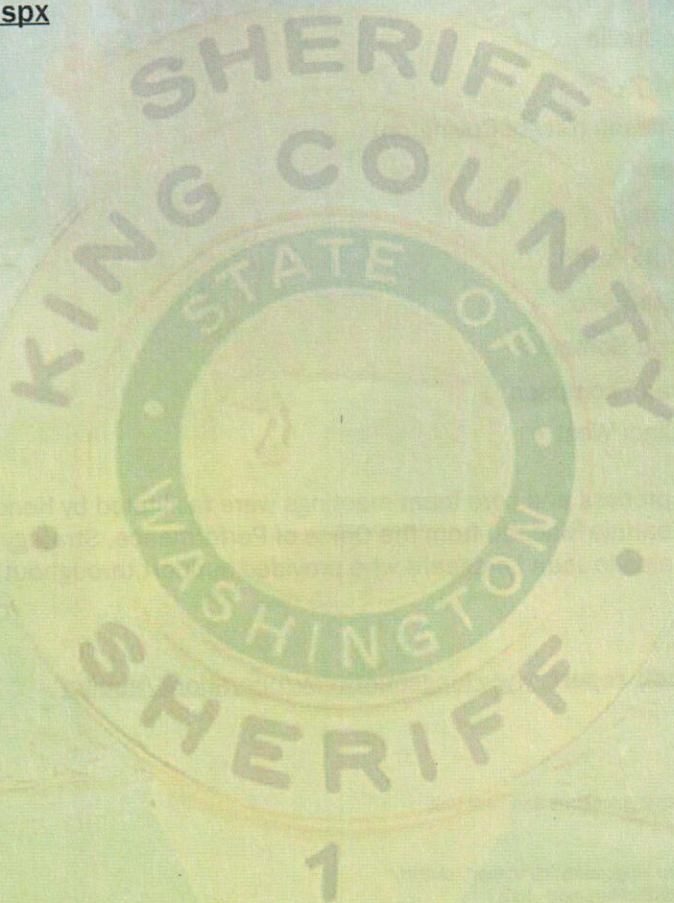
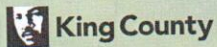
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Seattle, WA 98104

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206-296-3311**

**Or report online via our website:  
[www.kingcounty.gov/safety/sheriff.aspx](http://www.kingcounty.gov/safety/sheriff.aspx)**

**Business Phone: 206-296-4155  
TTY Relay: 7-1-1  
Email: [sheriff@kingcounty.gov](mailto:sheriff@kingcounty.gov)**



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