REDUCE CRIME AND THE FEAR OF CRIME

Priority	STRATEGIES AND ACTIONS	Who is on point	Activities or milestones	Status
Support a culture of respect, effectiveness, and accountability				
B	1. Define and communicate expectations for all department members.	Sheriff	Use every opportunity to send the message internally and externally. Apply these standards to every action and decision.	On-going
B	2. Conduct performance evaluations based on a simple and understandable "critical expectations" list.	Human Resources Manager	Create template, discuss with labor organizations, seek input from all levels, implement as stand-alone or with current evaluations	Active
A	3. Support and create disciplinary processes based on simple and understandable expectations and deal quickly with bad faith, criminal acts, abuse of authority, and repeated or egregious violations.	IIU Captain HR Manager ATS Captain	Seek input from all levels, OLEO, CALEA, and other departments- examine and make recommendations for Blue Team, Sgts role, Watch Commander change, and focus on consistent application and transparent outcomes. With ATS, make a plan for staff training and development.	Active
A	4. Support and create a separate training response system for performance errors that do not require disciplinary action.	CID Major ATS Captain	Seek input from all levels, create a matrix to define acts and outcomes, work with IIU to implement training based system.	Active
A	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.	Chief Deputy	Research possibility and mechanism for Watch Commander system, define their role, make recommendations for staffing and budget outcomes, seek input from all levels including OLEO, and implement.	Active
B	6. Celebrate and communicate examples of respect, effectiveness and accountability internally and externally	Chief Deputy	Research, recommend, and constantly evaluate our recognition systems, informal and formal- include all employees. Awards / Facebook / Website	Active
A	7. Be transparent and communicate consistently internally.	Sheriff	Take personal responsibility to ensure all levels are communicating effectively and consistently - discuss across the board and review at every Commanders meeting with Sheriff and all command staff.	On-going

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C	8. Create checklists for high risk and complex procedures to ensure consistency, transparency, and to focus on improvement. Also include records and dartabase procedures, to increase consistency.	Technical Services Chief	Identify critical tasks and complex procedures that require consistency, completion and follow up. Seek input, assign the right person to develop the checklist. Make it available on the intranet and always review for improvement. Identify specific people on each checklist who is accountable for its completion.	As Needed
Focus staffing on patrol visibility and high-impact offenders				
A	1. Analyze staffing and deploy unincorporated deputies, reflecting current resources, to maximize safety of deputies and residents.	POD Chief	Implement the 12/11 Lean exercise recommendations. Create a mechanism to review and update procedures based on experience and make changes after implementation.	Active
A	2. Use data-driven policing and workload analysis to identify and focus on high impact offenders in both patrol and CID.	CID Chief POD Chief	Seek input from all levels, research, and recommend any changes to crime analysis, intel, and CID to focus specifically on high impact Offenders, provide usable information to all members, and create strategies to arrest or solve the problem.	Active
A	3. Schedule patrol resources based on workload data, crime trends and data-driven decision-making.	Patrol Operations Chief	Review, recommend and implement changes to patrol staffing to use data to drive staffing. Report out to the entire department.	Active
B	4. Develop a strong and visible KCSO brand through uniforms, vehicles, publications, and messaging.	Sheriff	Evaluate uniform, logos, cars, and other visible representations of KCSO and focus on sending a strong message that we are on the same team. (i.e. Jumpsuits)	Active
Focus on partnerships to increase effectiveness and reduce costs to all taxpayers.				
B	1. Develop an objective tool to provide information on contract partnerships, so the information is easily available.	Contracts Unit Captain	Create an accessible document or web-based tool for the public, or policy makers, to understand contract resources and the relative costs. (Robin Rask)	Ongoing

B	2. Seek opportunities for KCSO to be a partner in coordinating regional services, with the first question posed being, "Can this be more efficiently and/or effectively provided through a partnership?"	Sheriff	Always ask other departments and agencies how we can better partner or work together to reduce costs, increase effectiveness, or create greater capacity. Be aware that changes may have to be bargained.	Ongoing
B	3. Actively identify service gaps and areas of redundancy in specialty services.	Chief Deputy	Identify a department member in each division to actively look for areas of efficiency and opportunities for improvement. - Quality Circle	Ongoing

DEVELOP AND SUSTAIN PUBLIC VALUE AND SUPPORT

Priority	STRATEGIES AND ACTIONS	Who is on point	Activities or milestones	Status
Tell our story through planned, consistent, and targeted community outreach				
A	1. Work with key community organizations to be visible and establish relationships.	POD Chief Zone Major / Contract Chiefs/ Zone Commanders / TSD - AFIS	POD Chief > Zone Major > Commanders Identify relevant groups, make a communication plan, and tell our story with diligent persistence.	Active
B	2. Develop ongoing training and expectations to encourage positive public contact and communication.	MRO Sergeant	Major - Commanders Seek input from all levels, provide individual and group training, and encourage interested department members to better communicate with	Ongoing
A	3. Target specific community events and ensure that KSCO staff are present to engage with community members.	POD Chief > Zone Major / Contract Chiefs/Zone Commanders	Actively identify community events, keep a calendar and ensure we are present and delivering our message.	Ongoing
Target services to meet the needs of residents, communities, and KCSO partners.				
A	1. Seek input from each partner entity to identify key issues and needs.	Contract Chiefs/Zone Commanders	Identify the groups and individuals who drive policies and perceptions, make a specific plan to meet and know each one, and ask what they perceive about KCSO and what we can do for them, implement.	Ongoing
B	2. Create a range of clear contracting options that allows communities to tailor police services to their specific needs.	Contracts Unit Captain	Research and develop and "smorgasbord" documents aimed at simplicity, make it available to interested persons. Develop a new costing model / costing options	Ongoing
Communicate to develop and sustain public value and trust				
B	1. Create an overall communications plan.	Sheriff	Work with the MRO and others to develop a comprehensive plan aimed at both internal and external communications.	Ongoing

DEVELOP AND SUSTAIN PUBLIC VALUE AND SUPPORT

B	2. Regularly report trends, accomplishments, and anecdotes to elected officials and residents of cities and unincorporated zones.	POD / Major Contract Chiefs/Zone Commanders	Develop a specific plan and calendar to deliver messages, and work with IT to create a web based system for residents to get and give information.	Active
B	3. Develop a KCSO plan to communicate messages through technology.	TS Chief/IT	Create a customizable technology tool to expand the Redmond Ridge pilot to provide crime information and a link to each geographic area's commander.	Phase II Expanding to other areas of KC is pending.
B	4. Develop a communications plan specific to each contract partner and unincorporated zone.	POD Chief / Zone Major / Contract Chiefs/Zone Commanders	POD Chief / Major / Zone Commanders Develop and communicate the plan to the public and the department members in that area.	Active
A	5. Provide a single-point-of-contact for unincorporated residents, based on geographic area, and create a technology link for residents to receive information and e-mail their point-of-contact.	POD Chief / Contract Chiefs/Zone Commanders	See points 3-4 above; utilize and maintain the technological tool to link residents and the deputies in that zone.	Active

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HIRE, TRAIN AND PROMOTE THE BEST PEOPLE

Priority	STRATEGIES AND ACTIONS	Who is on point	Activities or milestones	Status
\multicolumn	**_Ensure that employees understand their role, responsibilities and expectations_**			
B	1. Provide clear and understandable expectations for each classification, and expect managers to regularly discuss and reinforce them.	TS Chief (Lead), POD Chief, CID Major, Chief Deputy	Create a specific tool to define and explain core expectations for each employee, which is specific to them and is provided by their direct supervisor. Support with evaluations.	Active
B	2. Incorporate the concepts of respect and leadership by example into performance appraisals, including for senior, management.	Human Resources Manager	Define core competencies and include in evaluations.	Active
B	3. Acknowledge good work consistently and publicly.	Chief Deputy	Specifically designate certain email, ceremonies, awards and other tools to send the message that we recognize and reward good work.	Ongoing
	Confirm that policies and procedures are clear, well understood and consistently applied			
B	1. Create a short, specific policy manual separate from training information.	Inspectional Services Unit	Separate the most important policies and training issues that must be learned and memorized-color code it, and make the rest of the manual training. Implement and explain to the department.	Active
	Develop future leadership through robust hiring practices and succession plans.			
C	1. Actively identify potential leaders at all levels of KCSO and pair them with an experienced mentor.	HR Manager	Actively seek and identify those who wish to be considered for promotion and career development sworn and non-sworn. Make a written development plan and pair them with a mentor. Monitor and make it part of evaluations and goal setting.	HR Manager to assess options
C	2. Develop a recruitment plan to include non-traditional venues and communities.	Human Resources Manager	Seek input, develop the plan, promote it and implement it.	Ongoing
	Provide training so that employees have the necessary skills to provide effective service			
B	1. Research a schedule that allows for regular training.	POD Chief	Seek input, determine technology, use TAS system to develop recommendations, determine all outcomes of any proposed schedule changes.	Active

B	2. Assess current training and needs of each shift or work group.	CID Major / ATS Captain	Create a specific tool designated by both rank and work assignments, including non-sworn, and determine what training and career development is needed.	Active
B	3. Develop a specific plan to achieve baseline training for each shift or work group.	CID Major / ATS Captain	Research and recommend what training is needed for baseline in-service training for each rank, worksite and assignment.	Active
B	4. Develop a training program for new supervisors.	CID Major / Human Resources and Executive team	Research, recommend and implement a development criteria and program for each move up in rank throughout the department, sworn and non-sworn. Make it specific and available to see.	Active
B	5. Create one training committee with representatives from both management and front-line staff to recommend needs and priorities.	CID Major / ATS Captain	Set regular meetings, determine the agenda, and publish the results.	Active
A	6. Manage, coordinate and support leadership training for the department.	CID Major	Coordinate opportunities for FBI NA, SMIP, LEEDS and NW Command College and other leadership training for Command Staff and professional staff managers.	Active
A	7. Manage, coordinate and support reserve deputy program for the department.	CID Major / POD Chief	Assess current program and status, develop new plan. Promote and implement it.	Ongoing
B	8. Develop, coordinate and support volunteer program for the department. May include the addition of a volunteer coordinator.	TSD Chief	Assess possibilities, prepare proposal to present to Council for funding options.	To be developed

PROVIDE FACILITIES, EQUIPMENT, INFORMATION AND TECHNOLOGY TO SUPPORT THE MISSION

Priority	STRATEGIES AND ACTIONS	Who is on point	Activities or milestones	Status
Streamline and simplify reporting and record-keeping				
B	1. Using lean principles, assess areas in which countywide or regional technologies or systems could improve efficiencies or effectiveness.	Records Manager	Coordinate and conduct a lean exercise for this area, then lead implementation of the results.	Standby status due to facilitator issues
C	2. Create simple and accessible checklists for regular and low frequency tasks.	Technical Services Chief	Same activities as Strategy #8 under "Reduce Crime".	As needed
Establish baseline equipment, information and technology needs				
B	1. Assess current capabilities and future needs for crime analysis and intelligence data.	CID Major	Develop recommendations on crime analysis as related to the Regional intelligence Group and our involvement in data collection and distribution. The goal is coordination and providing usable data to department members.	Active
B	2. Assess current capacity and future needs for reporting timely and usable financial information for contract partners.	Contract Captain	Research and make recommendations for information used for our contract partners.	Ongoing
B	3. Improve accessibility of information sources - ensure the workforce has access to information tools and knows how to use them.	Technical Services Chief	Research and make recommendations on how to make usable information accessible to all department members.	Ongoing
B	4. Conduct an assessment of current and potential new technologies that could improve performance or efficiency.	Technical Services Chief	Designate a person to constantly seek and review technology that will forward the mission, and increase our time on visible patrol and making personal contact with residents	Ongoing
B	5. Conduct a needs assessment for uniforms and equipment, efficiency and branding.	Patrol Operations Chief	Research and recommend changes that result in a more uniform and recognizable appearance and image for KCSO.	Ongoing
Develop an equipment and technology improvement plan				
B	1. Set reasonable timelines to implement new technology and complete the implementation of current projects, such as mobile CAD, as soon as possible.	Technical Services Chief	Create timelines and make them available via the Intranet.	Ongoing

B	2. Look for opportunities to share and coordinate equipment and technology use with contract partners and other agencies.	Technical Services Chief	Look for ways to leverage our technology investments with partners, or use their investments to save county tax dollars.	Active
B	3. Prioritize, fund and implement technology solutions.	Technical Services Chief	Create a mechanism for executive review and decisions on technology.	Active
B	4. Leverage grants and other outside funding opportunities.	Technical Services Chief	Work with the grant unit on seeking funds.	Active
Identify facility needs to support our mission				
B	1. Conduct a needs assessment to identify facilities necessary for effective and efficient operations.	Chief of Staff, Chiefs	Create a master document for mission-driven facilities needs, based on our four goals.	Active
B	2. Develop a comprehensive capital improvement plan.	Chief of Staff, Chiefs	using the master plan, recommend strategies for capital improvements, with input from our contract partners as appropriate.	Active
B	3. Look for opportunities to share facilities with contract partners and other agencies.	Chief of Staff, Chiefs	Increase opportunities to use facilities with other cities and entities, with KCSO as a partner and not just a tenant or customer.	Active