

Thank you for the opportunity to discuss and update you on the audit findings.

Since coming to the Sheriff's Office, I have been committed to getting out in front on issues related to accountability and public trust. Before joining the Sheriff's office, I knew the historical and organizational challenges we had, and still have. Based on my experience, I know that implementing and managing culture change is an ongoing process. Having led two departments prior to my time here, I understand the importance of audits. I welcome the input and suggestions from subject matter experts to help us do it better. That has always been my leadership style, and this audit is part of an ongoing process to which I am very committed. That's why I came here, at the request of Sheriff Rahr, as an outsider from my position as Chief in Kent—to continue her work to reform the Sheriff's Office and bring more efficiency and accountability while improving police protection.

There are two reports- one from the consultant and one from the county council auditor. The Hillard Heintze consultant's report confirms that we are paying attention to the right things, we are making progress, and-- we have more work to do, as we take a good department to the next level. The county council audit report is also valuable. It is more historical and gives us some context of challenges we face. Both reports provide information and insight that will help us move forward.

This is why I am here—the same reason former Sheriff Rahr chose to become the leader of the state training academy. Because right now is the right time to lead real progress on accountability and public trust in law enforcement.

As a 25 year law enforcement officer, and as a Chief over the past eight years, I have seen that the issues in the audit are relatively common among many departments, and are the issues that cause many of our problems in this profession. It comes down to well-trained supervisors actively managing their people, supported by consistent commanders who take ownership of problems and the culture of their unit. It also comes down to very clear expectations, and simple straightforward outcomes in the disciplinary process. Finally, it also includes training, so department members know how to do their job and are comfortable carrying it out.

But- make no mistake. The accountability for implementing and sustaining these initiatives, and the ultimate performance of our organization, stops with me. I have to lead it, I have to support it. I have to enforce it. As I lead reform I have to answer to our voters and to my colleagues in this government. I also know that accountability has been a priority for this Council. Knowing all this, it's why I left Kent to accept this challenge, and it's why I am here.

This audit shows us that our processes need to be more consistent and timelier. We have significantly tightened up our investigative procedures to ensure that there are

single points of contact and direct accountability for use of force reviews, shooting review boards, complaints, and follow up for uses of force.

The audit points to lack of consistency and follow up, as well as a lack of clear expectations, communicated from command staff. This was also clear to me from our internal survey I administered several months ago, asking our department members their opinion on our challenges. When I worked collaboratively to develop our business plan, creating accountability and ownership for our command staff was a critical part of this plan. As an experienced Chief, I know that building "buy in" from our members is a critical part of the success of our changes. It is a major challenge and has been a major focus of the changes we are implementing. I have also assigned specific area commanders to our unincorporated zones in large part to enhance ownership and accountability within those work groups.

So, before I go through each recommendation from the consultant's report individually, let me tell you what we are doing now and the way forward. First, our Business Plan is centered on the very issues raised in the audit, and the plan includes a set of strategies with specific individuals accountable for implementation, reporting, and follow up. This is critical- it will be the most important factor in guarding against inertia and resistance to change, and will keep us from "chasing the shiny object"- getting distracted and getting off track. Leading change means we need to stop being reactive, and ensure follow up. I have included the plan and the matrix in your packet. It is also available on the internet for anyone who wishes to see the Business Plan and our strategies.

Second, in addition to welcoming the feedback and learning from this audit, we also had great discussions with other consultants referred to us by the Director of the office of Law Enforcement Oversight, Charles Gaither. As we move to best practices, these discussions, feedback and the resources he brings will help us improve our complaint systems.

Third, as I have done in my years as a municipal Police Chief, I feel that expectations and communication are best done face to face. You can write department memos, and send out e-mails, but culture change must be initiated by me, the Sheriff, talking directly to our department members, clearly communicating our expectations and having frank and difficult discussions about our challenges. We have over 1000 employees, and between January and June I invested two hours each at almost 50 training sessions of 15-25 department members at each session. The feedback I have gotten is significant- many saying this is the first time they have had the opportunity to have a valuable conversation with the boss and talk about where we go from here. The message is clear: we need to own and be accountable for our business, we cannot accept less than good work, and all of us, including managers, need to model the behavior we

expect. All of us. And, we have strongly emphasized that we will carry ourselves with humility. A powerful word that we have placed at the center of our department values.

In my first official three months as the Sheriff, we are seeing substantive change coming. When we use force, including deadly force, it is subject to intense public scrutiny, and should be. We have the power and the authority to take peoples liberty, and to take people's lives, and another reason I accepted this job was because I feel we can do better as we review why it was used, train our officers better on de-escalation, and constantly review, learn and communicate when we have a critical incident. We owe it to the public.

Working with OLEO Director Gaither, and at his suggestion, last month several of our department members, including managers, detectives, and members of the guild, went to see and talk with officers at the Los Angeles police department about their system for reviewing uses of force and officer involved incidents.

LAPD has been through some difficult times, but one of the outcomes is that they have by necessity, created some very good use of force review systems through trial and error. Our members who spent time in LA came back reporting that it was a great system for the department, for the officers, and very importantly for the transparency and support of the public.

I have already given direction to create a monthly use of force board, in which command staff will be responsible and accountable for reporting and review of all uses of force, not just deadly force. We are centralizing review for all uses of force. This will increase accountability and consistency. The commanders are also responsible to ensure a positive culture of expectations within their group. The policy change will also break down the silos of separate reporting, reducing inconsistencies. This is another part of the culture change we are creating at KCSO.

As you will note, a number of the issues identified are working conditions that can only be changed through collective bargaining. I will continue to work with the Police Officers Guild and our other labor groups to create a partnership that's fair to them and fair to the public. Please also note that we concur with each of the recommendations, and many have already been in place.

(Go through recommendations and respond)

I would ask, Mr. Chair that this committee consider scheduling a progress report in the next few months to take a look at our current status and to review the changes we have made.

Our challenge is to not get distracted and to not get off track. I and others in my office have been communicating with the Dept. of Justice to let them know about the changes we are making and to foster an open and honest dialogue about best practices around our policies and procedures. The dept. of justice also provided funding last year to help develop the procedural justice training we are implementing in 2012 and 2013. I have also reached out to the Blue Ribbon Panel and asked for their feedback on our plan and our progress.

I meet regularly with the County executive and am working to bring some of the same culture change to the Sheriff's office that he has implemented county-wide. Mr. Chair, I also appreciate your long-term commitment, along with the Council, to leadership on the issue of accountability and public trust in law enforcement.

The people of King County need a regional leader for public safety. As I continue to work with other regional leaders and our municipal police departments to create efficiencies, improve performance, and keep our streets safe, please know that I am committed to these necessary changes. This is why I am here, and this is what we are doing. The audit provides great support and a framework for best practices for us.

I look forward to continuing this conversation as we make needed changes in our department. Thank you for your attention and your support, and it is an honor to be your Sheriff.

King County Sheriff's Office
Response to Performance Audit of KCSO Investigations of Complaints

Recommendation	Agency Position	Schedule for Implementation	Comments
Effective Management and Supervision			
1a. KCSO should develop leadership expectations that all complaints, misconduct, and policy violations will be categorically captured and reported into Blue Team.	Concur	KCSO leadership will repeatedly reiterate expectations to department members to comply with General Orders Manual (GOM) 3.03.015, .020 and .025; the sections that require accepting all complaints and forwarding the information to IIU. The July 26, 2012 Commander's training will cover this subject as well as complaint intake and processing.	
1b. KCSO should also expand the GOM by adding a <i>Failure to Supervise</i> section and outlining disciplinary actions for supervisors who fail to document all incidents of misconduct and violations of policy, as required by the GOM.	Concur	A "Failure to Supervise" GOM section has been drafted and submitted through the policy approval process. ¹ September 2012 - Estimated date for inclusion in the General Orders Manual (GOM) and department-wide notice of the policy change.	
2. KCSO executive leadership should formally and informally remind officers and supervisors that compliance with personnel conduct and reporting requirements is mandatory, and must be the standard by which professionalism is demonstrated throughout the department.	Concur	In 2012 Sheriff Strachan attended 50 in-service training sessions where he personally presented his expectations of employee behavior. On July 5, 2012 Sheriff Strachan memorialized this in a memo restating these expectations. (Attachment B). A link to this memo will be placed on the KCSO intranet page and the information is contained in the preamble to the GOM. The November and December 2011 Supervisor In-service training included a course titled "Managing Employee Performance." The course included lecture and scenario based group exercises dealing with accepting and documenting all complaints.	

¹ All of the policies referenced in this chart are set forth in Attachment A.

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Recommendation	Agency Position	Schedule for Implementation	Comments
		On August 8, 2012, all KCSO commanders will participate in the 8-hour course "Procedural Justice for Law Enforcement Agencies." The course is aimed at helping KCSO incorporate the principles of fairness, objectivity, justice, and consistency of rule application into agency culture and policy. The next supervisor in-service training program that begins September 2012 will include information about supervisor obligations related to the complaint process and processing use of force. All supervisors will be required to attend. New supervisor training will include information on taking and managing complaints and uses of force.	
3a. The GOM should be changed, allowing the Sheriff and/or IIU to file, without restriction from the rank and file, a department-initiated complaint when direct supervisors and commanders refuse to do so in the event of egregious acts of misconduct and policy violations.	Concur	A GOM section that clarifies that IIU and the Sheriff may file a department initiated complaint has been drafted and submitted into the policy review and approval process. September 2012 - Estimated date for inclusion in the General Orders Manual (GOM) and department-wide notice of the policy change.	
3b. The GOM should also compel direct supervisors and commanders to fully cooperate with the IIU in handling department-initiated complaints.	Concur	A GOM section that has been drafted and submitted into the policy review and approval process that states that supervisors and commanders who are assigned to review complaints shall ensure that all complaints are appropriately investigated and documented. September 2012 - Estimated date for inclusion in the General Orders Manual (GOM) and department-wide notice of the policy change.	
KCSO Complaint Policies and Procedures			
4. KCSO should develop more detailed GOM and SOPs that outline the exact reporting and	Concur	The IIU commander will develop and provide training on a detailed SOP that will apply to every supervisor handling a	

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investigation processes for complaints; these detailed policies should become the standard that is adhered to by officers and supervisors throughout the department.		complaint. These SOPs will be drafted and disseminated in September 2012. In September 2012, a portion of the supervisor in-service training will address the process for investigating and documenting use of force incidents and complaints.	
5. KCSO should review the current CALEA standards, identify any gaps in its GOM and SOPs, and commit to addressing them prior to the scheduled 2013 CALEA reaccreditation process to ensure full CALEA compliance and ongoing accreditation, including: a) Standards for complaint processing and investigation for all complaints, including anonymous complaints; and, b) Realigning the KCSO command structure to have the IIU Commander report directly to the Sheriff (see Recommendation 7, below).	Concur	Policies have been drafted to address the policy gaps outlined in this audit and are estimated to be included in the GOM by September 2012. The Inspectional Services Unit manager will be discussing any other policy gaps discovered and discussing remedial measures with the KCSO liaison at CALEA as well as soliciting input from other local law enforcement agencies that participate in the Northwest Police Accreditation Coalition. (nwpac.org) The IIU Commander has been realigned to report to the Sheriff.	
6. KCSO should require all complaints to be documented in exactly the same manner, including the following: a) A defined template for what elements need to be included in the written documentation; b) A clear process identifying who is responsible for completing the documentation; c) An established understanding of who is responsible for reviewing the written documentation and forwarding it up the chain of command to IIU; and, d) A clear determination that all such	Concur	IIU is creating a template and checklist for complaint intake, and more detailed instructions regarding the documentation required for complaints and the review responsibilities as it is sent up the chain. This information will be included in the fall supervisor training All complaint documentation is currently housed in IIU. The detailed SOPs with this information will be completed in September 2012 and the information will be delivered at the supervisor in-service sessions that begin in September 2012.	

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Recommendation	Agency Position	Schedule for Implementation	Comments
documents should be centrally stored in one common location: the IIU.			
7. KCSO should modify the position of the IIU Commander in the organization such that she/he reports directly to the Sheriff and the PSM Manager to avoid losing the benefits of working with the Professional Standards Manager. This will help reinforce the importance of the IIU's work in the perception of the department's rank-and-file. It will also ensure that the Sheriff is as informed as possible concerning the critical issues associated with misconduct complaints and that critical issues are addressed through effective policies and procedures.	Concur	The IIU Commander has been realigned to report to the Sheriff. Beginning July, 2012 the Sheriff instituted weekly meetings with the IIU commander on critical issues related to IIU.	
KCSO Use of Accountability Tools			
8. KCSO should explore opportunities to extend the 90-day rolling period for maintaining complaint and incident data to a one-year period to improve the completeness and effectiveness of its trend analysis and reports disseminated to officials and the public.	Concur	The current 90-day window for capturing early intervention data is set by the collective bargaining agreement. Any changes to it will be subject to bargaining. The audit recommendation on this issue has been forwarded to and discussed with the KCSO bargaining team. Contract discussions with the Police Officer's Guild are just beginning. The current contract expires December 31, 2012.	
9. KCSO should outline policies and procedures for supervisors that will increase the variety of data that must be entered into the Blue Team system and forwarded to IIU, thereby enhancing the effectiveness of the KCSO Early Intervention System and Blue Team application.	Concur	IIU is creating more detailed instructions regarding the documentation required for complaints and the review responsibilities as it is sent up the chain. Some of this information will be discussed at the commander's training will take place July 26, 2012. The detailed SOPs will be ready in September, 2012.	

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10. KCSO should consider using a template that facilitates entry, review, and approval of selected lower-level citizen complaints, which can be handled efficiently and quickly at the first-line supervisor level, to be entered into the Blue Team system, reviewed and approved by a supervisor, and forwarded for entry into the IAPRO system for tracking and early intervention purposes.	Concur	IIU is creating a template and a checklist for complaint intake for use by complaints handled at worksites. This information will be included in the new IIU SOPs which will be ready in September 2012.	
11. KCSO should provide ongoing training to all supervisors on the effective use of the Blue Team system, as well as ongoing training on how to investigate and document misconduct complaints and inquiries using the Investigative Report Format outlined in GOM Section 3.03.175 and the Blue Team template.	Concur	IIU is creating more detailed instructions regarding the documentation required for complaints and the review responsibilities as it is sent up the chain. This information will be available by September 2012. This information will be included in the upcoming commander training on July 26, 2012; supervisor in-service training beginning September 2012, and all new supervisor training. The information from these training sessions will be available on the department intranet.	
12. KCSO should also explore opportunities to expand its own training resources, or identify training programs in other jurisdictions, to address the main cause of "recurring" performance issues within the department.	Concur	KCSO will be requesting an additional deputy and IT resources for its training unit. The new position will be focused on developing training on use of force option. KCSO will request these additional resources in fall 2012 for the 2013 budget.	
Implementation of Law Enforcement Oversight			
13. OLEO, in collaboration with KCSO, should continue planning and developing working guidelines and measurable objectives to assure that the effectiveness and benefits of law	Concur	The IIU Commander and the Sheriff meet regularly with the OLEO director to plan and develop guidelines that will allow maximum function of the office within the constraints set forth in the county ordinance and labor agreements.	

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enforcement oversight are maximized.			
14. OLEO, in conjunction with KCSO, should take proactive steps to educate both the public and the rank-and-file members about the formal mediation program as soon as the program is in place. Both IJU staff and OLEO staff should offer and explain the program to complainants when they initially consider filing what could be considered a lower-level complaint.	Concur	KCSO, OLEO and the King County Alternative Dispute Resolution Department have met to discuss implementing the mediation program. KCSO anticipates having a fully developed mediation program available by January 2013.	
15. KCSO and OLEO should each submit an annual report detailing progress in successfully implementing the recommendations in this report and in future subsequent reports. KCSO should also provide detailed annual statistics reports on the number, type, and unit location of allegations and complaints received to allow for greater tracking and analysis of supervisor compliance with reporting requirements and community outreach efforts.	Concur	KCSO plans to submit an annual report on the anniversary of this audit to set for the status of the implementation activities.	
16. The King County Council may want to consider, pending the outcome of labor negotiations, embodying features of its newly adopted labor policy regarding civilian oversight of the Sheriff's Office in Chapter 2.75 of the King County Code.	N/A		

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Complaints**

Attachment A

ATTACHMENT A

3.00.000 PERSONNEL CONDUCT

3.00.020

PERFORMANCE STANDARDS: 04/04 07/12

1. All members must perform their assigned duties in a satisfactory and efficient manner. Unsatisfactory performance of duty shall be grounds for non-disciplinary action or disciplinary action up to and including discharge. "Unsatisfactory Performance" may be established when a member:
 - a. Receives unsatisfactory work performance evaluations.
 - b. Fails to achieve a passing score in any required training or qualification session.
 - c. Performs at a level significantly below the standard achieved by others in the work unit.
 - d. Acts in violation of Sheriff's Office directives, rules, policies or procedures as set out in this manual, the training bulletins or elsewhere.
 - e. Fails to submit reports, citations, or other appropriate paperwork in a timely manner; or
 - f. Otherwise fails to meet Sheriff's Office standards.
2. **OBEDIENCE TO LAWS AND ORDERS:** In the performance of their duties, members shall:
 - a. Abide by Federal and State Laws and applicable local ordinances, whether on or off-duty.
 - b. Promptly obey any lawful and reasonable order from any supervisor.
 - c. Refrain from public criticism of the orders or instructions they have received.
3. **APPROPRIATE USE OF AUTHORITY:**
 - a. Deputies shall be aware of the extent and limitation of their authority in the enforcement of the law.
 - b. Deputies shall not misuse the authority of their sworn position in any way or at any time.
 - c. It shall be considered a misuse of authority for a member to use his or her authority for any purpose not directly associated with the performance of official duties.
4. **SUPERVISION:**
 - a. Within every rank level of the KCSO, supervisory members, both commissioned and professional, have the authority necessary to carry out their duties and responsibilities and are accountable for the use of such authority.
 - b. Supervisors, both commissioned and professional, shall take corrective action when the witness or become aware of member misconduct.
 - c. Failure to initiate disciplinary or corrective action when warranted will be considered misconduct.

3.03.000 INVESTIGATION OF PERSONNEL MISCONDUCT

3.03.005

POLICY STATEMENT: 40/09 07/12

A law enforcement agency must maintain a high level of personal and official conduct if it is to command and deserve the respect and confidence of the public it serves. Rules and regulations governing the conduct of members of the Sheriff's Office ensure the high standards of the law enforcement profession are maintained. The purpose of this section is to provide guidelines concerning the investigations of member alleged misconduct. It is the Sheriff's Office policy to promptly, thoroughly and fairly, investigate alleged misconduct involving its members. Supervisors and Commanders who are assigned to review complaints shall ensure that all complaints are appropriately investigated and documented according to

the procedures established in this policy. Nothing in this policy prohibits a supervisor or command staff from taking corrective action if they observe a circumstance that requires immediate attention.

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3.03.015

PROCEDURES FOR ACCEPTING MISCONDUCT COMPLAINTS (NON CRIMINAL): 40/09 07/12

1. Members of the Sheriff's Office will accept all complaints of misconduct.
2. All members receiving complaint information shall maintain the confidential nature of such information.
3. Members receiving allegations shall refer all complaints to his/her supervisor or an on-duty supervisor at the accused member's work location.
4. Failure to notify a supervisor of a complaint may result in discipline.

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3.03.025

COMPLAINT PROCEDURES WHEN RECEIVED BY A SUPERVISOR: 04/42 07/12

When a supervisor receives a misconduct complaint, or observes a possible violation of policy, the supervisor shall:

1. Take action to prevent aggravation of the incident.
2. Take basic information and contact information from the complainant, preserve evidence and immediately forward the complaint to IIU via the chain of command.
3. Enter the information in Blue Team.

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3.03.030

COMPLAINT PROCEDURE WHEN RECEIVED IN IIU: 04/42 07/12

Whenever IIU receives a complaint of misconduct or becomes aware of misconduct, either directly, or through the chain of command, the IIU investigators shall take an initial statement from the complainant and conduct a preliminary investigation to determine if the complaint will be investigated in IIU or to be investigated at the Precinct/Section level.

1. If the complaint is not an allegation of misconduct, the incident shall be entered on Blue Team as a Non-Investigative Matter (NIM) and forwarded to the worksite supervisor for informational purposes.
2. If the alleged or observed policy infraction is minor, the incident shall be classified in Blue Team as a Supervisor Action Log (SAL) and routed to the supervisor and HR. A supervisor may resolve these incidents and immediately take necessary action, but shall document the incident and actions taken. Minor infractions may include:
 - Tardiness.
 - Uniform and equipment violations.
 - Personal appearance infractions.
 - Minor omissions in assigned duties.
 - Minor regulations concerned with efficiency or safety.
3. If the complaint is an allegation of misconduct, the details of the incident will entered in Blue Team as an inquiry and investigated by IIU. The initial complaint and classification will be forwarded to the supervisor for information and routed up the chain of command.

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3.03.175

INVESTIGATIVE REPORT FORMAT: 10/09 07/12

The investigative report will be submitted in a Follow-up Report format and ~~should~~ shall contain:

1. ACCUSED MEMBER ALLEGATIONS
Allegations should be specific and listed in chronological order.
2. EVIDENCE
 - a. Evidence is any statement, document, or item that will have a bearing on the investigation.
 - b. All evidence obtained during the investigation should be listed in the report.
3. PERSONS INTERVIEWED
List names, addresses and phone numbers.
4. INVESTIGATIVE STEPS
All entries should be prefaced by the date and time of the investigative step.
5. SUMMARY
The investigator will present the results of the investigation in a clear, logical sequence.

6.01.000 FORCE, REPORTING USE OF

6.01.005

POLICY STATEMENT: 11/04 07/12

It is the policy of the Sheriff's Office to promptly report and to thoroughly investigate any use of force incident. Whenever a deputy uses either deadly force, or physical force, Taser, chemical agent or Pepper Spray, **REPORTING IS MANDATORY**.

6.01.015

REPORT REQUIRED: 07/05 07/12

1. A use of force report is required when a deputy/detective:
 - a. Uses or attempts to use deadly force.
 - b. Hits with open or closed hands.
 - c. Hits with an object such as a baton or flashlight.
 - d. Kicks a subject.
 - e. Uses any chemical agent (i.e., mace, tear gas).
 - f. Uses Pepper Spray.
 - g. Uses a Taser or any less lethal weapon, or
 - h. Uses any other use of force that results in injury or complaint of injury.
2. This does not include routine handcuffing and control holds not amounting to the conditions above.
3. ~~This does not include the use of pepper spray in which there are no additional injuries or unusual occurrences.~~
3. This does not include when the Taser is only displayed.

6.01.025

SUPERVISOR'S RESPONSIBILITIES: 11/04

The on duty Supervisor shall:

1. Immediately respond to the scene to investigate and review the incident.
2. Identify and interview:
 - a. The person(s) involved.
 - b. Available witnesses.
3. Review the deputy/detective's statement, if available.

4. Obtain written statements unless Major Crime's detectives take charge of the scene.
5. Ensure that the person(s) involved is not released from custody or booked into the King County Jail without in person approval.
 - Exceptions may be made by a Zone/Section Commander, Command Duty Officer, or higher authority with such exceptions documented.
6. Prepare a Supervisor's Use of Force Review.
7. Forward the **original** incident report and associated documents to the appropriate detective unit if necessary.
 - **Do not include the Supervisor's Use of Force Review with the original incident report.**
8. Forward the Supervisor's Review with copies of the **entire** case packet to the Zone/Section Commander via the chain of command.
9. Refer any policy violations to IIU.

6.01.030

ZONE/SECTION COMMANDER'S RESPONSIBILITIES: 44/04 07/12

The Zone/Section Commander shall:

1. Review the case packet for completeness to ensure a complete investigation has been conducted and allegations, if any, have been identified.
2. Make any necessary comments and or recommendations.
3. Forward the case packet to the Division Commander without delay.

6.01.035

DIVISION COMMANDER'S RESPONSIBILITIES: 03/04 07/12

The Division Commander shall:

1. Review the case packet for completeness thoroughness.
2. Make any necessary comments and or recommendations.
3. Forward the case packet to the Internal Investigations Unit without delay.

6.01.040

IIU'S RESPONSIBILITIES: 03/09 07/12

IIU shall:

1. Review the case packet for completeness.
2. Investigate the use of force incident if a policy violation is alleged discovered.
3. Retain the **entire** case packet in compliance with the Record Retention Schedule.
4. Create an annual analysis of Use of Force Reports.
 - This analysis may reveal patterns or trends that could indicate training needs and/or policy modifications.

**King County Sheriff's Office
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Attachment B

ATTACHMENT B

Sheriff's Employee Expectations July 5, 2012

Thank you to those of you who joined me at in-service training session. We have now completed the almost 50 sessions for both commissioned and non-commissioned staff.

While speaking with and hearing from you at these in-service discussions, I heard clearly that you expect me to set a very clear path for the mission and direction of our department, to define each of our roles in fulfilling that mission, and to set clear employee expectations for the implementation of that work. I promised each of you that I would continually provide this direction, will continue to meet with members face to face, and that I will support you as we move forward together.

Probably the most important of the pledges I have made is to set clear employee expectations that we can each hold ourselves and others to. This allows us all to work from the same page, it fosters credibility in our work and our department, and it tells the public what they can expect from their Sheriff's Office. Setting clear employee expectations is a basic foundational element of any strong organization, and is also my responsibility to you as Sheriff. So, this is just a brief explanation of my expectations for each of us.

1. **Be honest.** Be honest in your case reports, in interviews, when testifying, during internal investigations, and when dealing with the public. Any deviation from full honesty is not acceptable.
2. **Be respectful.** During the in-service trainings we discussed how we should focus on doing what matters—that is keeping people safe and being effective in fighting crime. To be effective in our jobs, we absolutely have to be respectful in order to earn the public's trust. We cannot be effective, we cannot fight crime and do our jobs well, without public support. Be respectful in your service to the public, and also in service to your coworkers.
3. **Obey the law.** Before we are law enforcement officers, we are members of the public, and we are subject to the same laws we enforce. I understand we have to do things like drive at higher speed to certain calls, but be very aware that these circumstances need to be justified and consistent. As I have mentioned in our in-services, the perception of a double-standard and hypocrisy undermines respect for the rule of law and for our profession.
4. **Stay within the bounds of your authority.** Law enforcement personnel are granted extraordinary powers. We have the power to detain, search and confine people. We are authorized to use force. In exchange for this extraordinary grant of authority, the public expects us to use it wisely, and within the confines of the law. Abusing our authority, even in small ways, undermines public trust and confidence in our office and in the rule of law.
5. **Use force appropriately.** We ask you to go out there every day to use your discretion and make good decisions. As your Sheriff, I view my job as doing all I can to help you make those judgment calls with confidence and safety, so that you understand our expectations and feel supported. When you do need to use force, use it appropriately. Unnecessary and excessive use of force destroys public confidence and trust, particularly if it is perceived as punitive or coming from emotion or anger.
6. **Respect civil rights.** Respect civil rights always. Do not engage in illegal profiling, discrimination, or harassment.

7. **Earn your pay.** Be in your assigned area on time, and when you advise radio you are there, be there. If you are late or need to leave early, advise your supervisor and take appropriate leave. This is about public transparency and being there for your partners.
8. **Be accountable.** Be accountable to yourself, to those you work with, to those you lead, and to those we serve. It starts with recognizing those who do the job right and who excel. We should spend a significant amount of our time "catching" each other doing good work and reinforcing excellence. It also means that when we accept or tolerate inappropriate or unacceptable performance, we have just created a new, lower standard. Have the courage to address it through appropriate discipline and/or training in a fair and consistent manner—criminal acts, abuse of authority, and egregious and/or repeated violations of the GOM will result in serious discipline, including suspension or termination. When we ignore problems, it is disrespectful to the vast majority of our department members doing it the right way.

You will hear me say that there is no greater compliment I can give you than "You are a good partner." Being a good partner means we are all clear on what is expected, and we hold each other accountable to those expectations. Here is my commitment to you—accountability starts at the top, it includes command staff and our entire management team. Each of us is responsible for a respectful and accountable work environment.

Finally, know that as your Sheriff, I am proud to be a member of this department and of this profession. I will work to aggressively support the good work and the good people of KCSO. Thank you for all you do, and thank you all for being good partners.

Steve Strachan, Sheriff

KCSO Initiatives related to accountability initiated by Sheriff Strachan since the beginning of 2011:

- The development, distribution and communication of a new 2012-2016 Business Plan. It focuses the department on three themes: being effective, respectful and accountable, and many of the related goals are specifically about accountability.
- A matrix with specific department members responsible directly for each strategy in the Business plan has been implemented to assure follow through. The business plan and matrix are available both on the intranet and internet.
- Our newly developed department Values are centered on issues raised in the audit report, specifically:
 - We are effective, respectful and humble
 - We have clear expectations
 - Our managers model expectations and we lead by example from all levels
 - We are open, transparent and accountable to the public we serve
 - We acknowledge that public trust matters- all the time
 - Our managers coach, mentor and develop a strong team culture
- The plan, expectations and frank discussion of our challenges were presented face-to-face by the sheriff at almost fifty separate in-service training sessions.
- In-service training was re-initiated after being cut due to the budget. Sheriff Strachan identified that training in defensive tactics and Procedural justice issues, along with a common platform to present our future direction, was critical to improving our department culture. The Executive and the Council assisted with the necessary budget increase.
- When the Dept. of Justice issued the report on the Seattle Police Department, the Sheriff's Office analyzed each DOJ recommendation and compared it to our own systems.
- The Sheriff and the department have openly communicated with the U.S. Attorney's Office, with regular contact and seeking input on changes.
- The Sheriff has sought to cooperate and work cooperatively with the Office of Law Enforcement Oversight, including sending several department members just recently to see the use of force review system at the Los Angeles Police Department, at the recommendation of the OLEO Director. The trip has resulted in a significant increase in agreement on changes to our use of force review process, which will be implemented within the next two months.
- The Sheriff provides "Friday Updates" via e-mail to all department members, to increase communications, provide a regular platform for "rumor control" and provide consistent messages about our department practices, policy changes, and expectations.
- The Sheriff has directed the internal Investigations Unit to begin responding to incidents involving deadly force or any incident in which a subject is hospitalized, to review and begin an administrative investigation immediately.
- The Sheriff personally recruited a senior Captain to take over the internal investigations unit, and the previously unfilled positions have been filled with Sergeants recruited by

the Captain based on department credibility and experience, aimed at making sure we are sending the strong message that IIU is a critical part of our department.

- A department-wide "Memo of Expectations" was distributed from the Sheriff, following up on the in-service training.
- The Sheriff has assigned Commanders to each of the four unincorporated Zones, to promote ownership and accountability of employees and the culture in those geographic areas.
- Leading a "Lean Exercise" in conjunction with the Executive and Council, completely changing the deployment of deputies in our unincorporated areas. Some of the key goals of the change are to increase staffing during high call load times to enhance public interaction, and to allow Sergeants to be out on the road with deputies to build strong expectations and to increase personal supervision.

Notable comments from the Hillard Heintze Report:

We find that- in spite of some recent efforts- the single greatest deficit currently faced by the King County Sheriff's Office is that, over time, it has developed a passive and reactive approach to the way it receives, manages and investigates internal affairs complaints. (Page 32)

- *Transforming the unit will require specific commitments both from the King County Sheriff- who has the necessary leadership skills to tackle this important task and needs to take the lead as a change agent- as well as from the commanders and supervisors, who must champion and support the Sheriff's efforts visibly, enthusiastically, and continuously, and a sincere willingness on the part of the police guild to work collaboratively with both the Sheriff and the new OLEO Director in this effort. (Page 32)*
- *The Hillard Heintze team's interactions with former Sheriff Sue Rahr and her staff lead us to believe she has proactively led a department comprised of progressively minded professionals striving to improve their services to King County. Likewise, our interactions with Sheriff Steven Strachan lead us to believe he truly seeks to improve KCSO in a number of ways, for example, his effort to make area commanders responsible for all police activities in their sectors around the clock. (Page 101)*
- *As KCSO begins a new chapter with a new Sheriff, we believe that the present moment represents a crucial opportunity to introduce best practices in the organization that will ensure KCSO's process for handling its internal investigations and citizens complaints meets the expectations of both the community and the law enforcement profession. (Page 101)*

Sheriff's Employee Expectations July 5, 2012

Thank you to those of you who joined me at in-service training session. We have now completed the almost 50 sessions for both commissioned and non-commissioned staff.

While speaking with and hearing from you at these in-service discussions, I heard clearly that you expect me to set a very clear path for the mission and direction of our department, to define each of our roles in fulfilling that mission, and to set clear employee expectations for the implementation of that work. I promised each of you that I would continually provide this direction, will continue to meet with members face to face, and that I will support you as we move forward together.

Probably the most important of the pledges I have made is to set clear employee expectations that we can each hold ourselves and others to. This allows us all to work from the same page, it fosters credibility in our work and our department, and it tells the public what they can expect from their Sheriff's Office. Setting clear employee expectations is a basic foundational element of any strong organization, and is also my responsibility to you as Sheriff. So, this is just a brief explanation of my expectations for each of us.

1. **Be honest.** Be honest in your case reports, in interviews, when testifying, during internal investigations, and when dealing with the public. Any deviation from full honesty is not acceptable.
2. **Be respectful.** During the in-service trainings we discussed how we should focus on doing what matters—that is keeping people safe and being effective in fighting crime. To be effective in our jobs, we absolutely have to be respectful in order to earn the public's trust. We cannot be effective, we cannot fight crime and do our jobs well, without public support. Be respectful in your service to the public, and also in service to your coworkers.
3. **Obey the law.** Before we are law enforcement officers, we are members of the public, and we are subject to the same laws we enforce. I understand we have to do things like drive at higher speed to certain calls, but be very aware that these circumstances need to be justified and consistent. As I have mentioned in our in-services, the perception of a double-standard and hypocrisy undermines respect for the rule of law and for our profession.
4. **Stay within the bounds of your authority.** Law enforcement personnel are granted extraordinary powers. We have the power to detain, search and confine people. We are authorized to use force. In exchange for this extraordinary grant of authority, the public expects us to use it wisely, and within the confines of the law. Abusing our authority, even in small ways, undermines public trust and confidence in our office and in the rule of law.

5. **Use force appropriately.** We ask you to go out there every day to use your discretion and make good decisions. As your Sheriff, I view my job as doing all I can to help you make those judgment calls with confidence and safety, so that you understand our expectations and feel supported. When you do need to use force, use it appropriately. Unnecessary and excessive use of force destroys public confidence and trust, particularly if it is perceived as punitive or coming from emotion or anger.
6. **Respect civil rights.** Respect civil rights always. Do not engage in illegal profiling, discrimination, or harassment.
7. **Earn your pay.** Be in your assigned area on time, and when you advise radio you are there, be there. If you are late or need to leave early, advise your supervisor and take appropriate leave. This is about public transparency and being there for your partners.
8. **Be accountable.** Be accountable to yourself, to those you work with, to those you lead, and to those we serve. It starts with recognizing those who do the job right and who excel. We should spend a significant amount of our time “catching” each other doing good work and reinforcing excellence. It also means that when we accept or tolerate inappropriate or unacceptable performance, we have just created a new, lower standard. Have the courage to address it through appropriate discipline and/or training in a fair and consistent manner— criminal acts, abuse of authority, and egregious and/or repeated violations of the GOM will result in serious discipline, including suspension or termination. When we ignore problems, it is disrespectful to the vast majority of our department members doing it the right way.

You will hear me say that there is no greater compliment I can give you than “You are a good partner.” Being a good partner means we are all clear on what is expected, and we hold each other accountable to those expectations. Here is my commitment to you—accountability starts at the top, it includes command staff and our entire management team. Each of us is responsible for a respectful and accountable work environment.

Finally, know that as your Sheriff, I am proud to be a member of this department and of this profession. I will work to aggressively support the good work and the good people of KCSO. Thank you for all you do, and thank you all for being good partners.

Steve Strachan, Sheriff

REDUCE CRIME AND THE FEAR OF CRIME

Priority	STRATEGIES AND ACTIONS	Who is on point	Activities or milestones	Status
<i>Support a culture of respect, effectiveness, and accountability</i>				
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

REDUCE CRIME AND THE FEAR OF CRIME

C	8. Create checklists for high risk and complex procedures to ensure consistency, transparency, and to focus on improvement. Also include records and database 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
<i>Focus staffing on patrol visibility and high-impact offenders</i>				
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
<i>Focus on partnerships to increase effectiveness and reduce costs to all taxpayers.</i>				
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

REDUCE CRIME AND THE FEAR OF CRIME

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
<i>Tell our story through planned, consistent, and targeted community outreach</i>				
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
<i>Target services to meet the needs of residents, communities, and KCSO partners.</i>				
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
<i>Communicate to develop and sustain public value and trust</i>				
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 <u>crime</u> 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

HIRE, TRAIN AND PROMOTE THE BEST PEOPLE

Priority	STRATEGIES AND ACTIONS	Who is on point	Activities or milestones	Status
<i>Ensure that employees understand their role, responsibilities and expectations</i>				
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
<i>Confirm that policies and procedures are clear, well understood and consistently applied</i>				
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
<i>Develop future leadership through robust hiring practices and succession plans.</i>				
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
<i>Provide training so that employees have the necessary skills to provide effective service</i>				
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

HIRE, TRAIN AND PROMOTE THE BEST PEOPLE

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
<i>Streamline and simplify reporting and record-keeping</i>				
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
<i>Establish baseline equipment, information and technology needs</i>				
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
<i>Develop an equipment and technology improvement plan</i>				
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

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

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

Major Incident Review Worksheet

When completed, send this form to the office of the Chief Deputy for tracking.

Date of Incident: _____

Incident Commander: _____

Location/Name of Incident: _____

✓ Item	Referenced in:	Timeline:	Date Completed	Comments/ Notes
Initial Notifications		<i>During (or Immediately after) the incident</i>		
On Scene PAT Services	GOM 2.08.015	<i>On scene</i>		
Supervisor Checklist for Deputy Involved Shooting	Form KCSO A-127 & GOM 6.02.015	<i>On scene</i>		
Placement on Administrative Leave	GOM 2.08.020	<i>Immediate</i>		
Administrative Leave Memo	GOM 3.03.045	<i>Immediate</i>		
Major Incident Debriefing / Executive Briefing	GOM 1.05.050	<i>Within 3 days of the major incident</i>		
Administratively Compelled Statement	GOM 2.08.020 & 2.08.025	<i>TBD / Typically 3 days</i>		
MHP Meeting / Enhanced defusing	GOM 2.08.020	<i>Within seventy two (72) hour window when possible</i>		
Critical Incident Stress Debrief (CISD)	GOM 2.08.020, & 2.08.025	<i>Within 5-7 days (if determined necessary)</i>		
Return To Work Exam	GOM 2.08.020	<i>Within one (1) to two (2) weeks</i>		
"Lessons Learned" Review	GOM 1.05.050	<i>Within four (4) weeks following a major incident</i>		
Incident Review (Blue Team eFile) / Shooting Review Board	GOM 6.03.010	<i>Within 30 days</i>		
Major Crimes Follow-up Interview if necessary.		<i>As needed.</i>		

✓	Item	Persons involved:	Comments	Timing / Schedule
	Initial Notifications	When an major incident occurs the Incident Commander (via the Comm Center and/or on their own) make notifications to the following: • Incident Commander / CDO • Sheriff • Chief Deputy • All Division Chiefs, Majors, Managers • Affected Zone Commander • Supervisors (at the discretion of the Zone Commander) • Major Crimes • Media Relations Officer • OLEO Director • PAT Team		During (or Immediately after) the incident
	On Scene PAT Services GOM 2.08.015	• 1 on 1 or • Group Defusing	GOM 2.08.015 1. Personal Assistance Team (PAT) members who are called upon to assist shall maintain a role of procedural advisor, peer support person, and confidant. • PAT Members directly involved in the situation shall not be expected to perform the defusing service. 2. The assistance shall not interfere or conflict with those administrative procedures such as: debriefings, investigations, review boards, assigned meetings, etc.	On scene
	Supervisor Checklist for Deputy Involved Shootings Form KCSO A-127 GOM 6.02.015		Purpose of the form is to ensure there are no additional risks to the deputies and public and assist Major Crimes Unit with completing an accurate investigations. GOM 6.02.015 3. On-scene supervisor shall: a. Immediately take the necessary steps to calm and	On scene

✓	Item	Persons involved:	Comments	Timing / Schedule
			reassure the deputy involved. b. Ask the involved deputy only the questions on the Deputy Involved Shooting Checklist (KCSO Form #A-127) necessary to: • Determine the nature of the offense and the circumstances surrounding the • Incident. • Apprehend or locate other suspects, victims, or witnesses. • Protect and preserve the crime scene. Per GOM 2.08.020	
	Placement on Administrative Leave GOM 2.08.020	Members, in the line of duty, involved in a critical situation that results in death or critical injury shall be placed on paid administrative leave or assigned administrative duties by the on scene Commander This policy does not include Comm Center Staff.	2. Any member(s) involved in a shooting or as the primary member in any other type of critical incident resulting in serious injury or death, shall be required to see an approved MHP as soon as possible, not to exceed the seventy two (72) hour window after the incident, for an individual confidential stress debriefing.	Immediate
	Administrative Leave Memo GOM 3.03.045	Members, in the line of duty, involved in a critical situation that results in death or critical injury shall be placed on paid administrative leave or assigned administrative duties by the on scene Commander Must be approved or issued by a Division Commander.	Per GOM 3.03.045 A copy should be sent immediately to downtown for employee's Personnel file A member is placed on administrative leave with pay and benefits because of a traumatic incident. Such leave is not a disciplinary action and is not subject to appeal. 1. Administrative leave shall be approved by the member's Division Commander. 2. Notification of administrative leave shall be coordinated with the IIU Commander no later than the next business day if there is a likelihood of IIU	Immediate

✓	Item	Persons involved:	Comments	Timing / Schedule
			involvement. 3. Members on administrative leave shall not engage in any law enforcement activities. 4. Members shall notify their supervisors as to where they can be reached, and must be available during regular business hours, unless excused from such requirement in writing by the Division Commander. Memo or some other WRITTEN notification when leave has ended with copy to Personnel Department for file.	
	Major Incident Debriefing / Executive Briefing GOM 1.05.050	Attendees at the MID /EB should be: • Sheriff • Chief Deputy • TSD Chief • POD Chief • CID Major – and CID investigators if we are doing some type of major crimes investigation • PSD Manager and/or IJU commander • Legal Advisor • Media Relations Officer • Other division managers as appropriate depending on the location of the incident- better practice is to over invite so there is a unified message to the employees. • OLEO Director should be notified of the meeting	Purpose: General Overview of event, clarify media issues, identify issues needing immediate attention. GOM 1.05.050 Within three (3) days following a major incident, the incident commander shall ensure a Major Incident Debriefing has been completed. 2. The department command staff, the incident commander(s) and affected Precinct Commander shall participate in a debriefing of the incident. • Supervisors may be included at the discretion of the Precinct Commander. 3. The debriefing shall: a. Include a synopsis of the incident reviewing the department's response and investigation. b. Identify any major issues that arose during the incident. c. Identify any major media issues. d. Determine if the supervision, investigation, and evidence processing were being properly conducted and documented.	Within 3 days of the major incident
	Administratively Compelled Statement	Attendees: • Officers Involved	PAT Continuum states that the Administratively compelled statements should be completed by involved Officers (typically within 3 days after being	TBD / typically 3 days

✓	Item	Persons involved:	Comments	Timing / Schedule
	GOM 2.08.020 & GOM 2.08.025)	• IIU? • Legal? • Guild?	compelled to write one). If not asked, a statement may not be needed. GOM 2.08.020 4. A CISD will be conducted after the affected members have provided their compelled statements to their bargaining unit representative.	
	MHP Meeting / Enhanced defusing GOM 2.08.020	1 on 1 or Family Coordinated through Personnel Assistance Team	GOM 2.08.020 2. Any member(s) involved in a shooting or as the primary member in any other type of critical incident resulting in serious injury or death, shall be required to see an approved MHP as soon as possible, not to exceed the seventy two (72) hour window after the incident, for an individual confidential stress debriefing. 3. The MHP will work with and recommend to the employee a course of action; (i.e. counseling) and will verify attendance to the Sheriff's Office and coordinate with the psychologist as necessary. 4. A CISD will be conducted after the affected members have provided their compelled statements to their bargaining unit representative. • This will occur as close to the seventy two (72) hour window as possible. 5. Within seven (7) days of the incident the Personnel Unit and affected member's Precinct/Section Commander will coordinate with an approved Psychologist for a Return to Work Interview for the member. • This is not a Fitness for Duty Evaluation. GOM 2.08.025 Critical Incident Stress Debriefings (CISD) are conducted to provide support, answer questions and help employees.	Within seventy two (72) hour window when possible
	Critical Incident Stress Debrief (CISD)	Coordinated through Personnel Assistance Team		Within 5-7 days (if determined necessary)

✓	Item	Persons involved:	Comments	Timing / Schedule
	GOM 2.08.020, and GOM 2.08.025		The purpose of the CISD is to mitigate the effects of being involved in traumatic or critical incidents, and enhance recovery. • There will be no documentation made during these debriefings. 2. A Captain, or higher, with the input from the Personal Assistance Team, on scene supervisors and other members will evaluate critical incidents to determine if a CISD is necessary. • Other factors include the nature of the incident and visible or reported reactions of personnel at the scene or during the defusing. 3. Stress debriefings are mandatory when a member is directly involved in an incident that results in serious injury or death, or any life threatening critical incident. Stress debriefings can occur in conjunction with tactical debriefings. These include, but are not limited to: a. Shootings. b. Pursuits. c. Rescue attempts. d. Suicide of a co-worker. e. Accidental or homicidal deaths of children. f. Death or serious injury to co-workers. g. Deputy taken hostage. h. Deputy is shot at, or held at gunpoint. Stress debriefings should take place after deputies have provided compelled statements to the Guild.	

✓	Item	Persons involved:	Comments	Timing / Schedule
	Return To Work Exam GOM 2.08.020	• Personnel Unit • Employee primarily involved in the critical incident.	Occurs after the CISD. KCSO Human Resources Unit will schedule the return to work evaluation. Purpose is to let the department know whether the employee is ready to return to work and if there is any residual stress indications as a result of the critical incident. Psychologist suggests return date and it is coordinated with employee's supervisors. (GOM 2.08.020) 5. Within seven (7) days of the incident the Personnel Unit and affected member's Precinct/Section Commander will coordinate with an approved Psychologist for a Return to Work Interview for the member. • This is not a Fitness for Duty Evaluation.	Date for return to work exam is scheduled within a week for an exam that will take place 10-14 days after shooting.
	"Lessons Learned" Review GOM 1.05.050	Attendees: • Sheriff • Chief Deputy • All Division chiefs, majors, managers • MRO • Training Captain (and depending on the issues, training captain decides whom from ATU to invite) • Legal Advisor • Comm Center Commander • Investigators (will vary by	The Division Commander shall ensure a "Lessons Learned" Review is completed. The purpose of this review will be to: - Determine if there were any lessons that could be learned to improve future responses. - Determine if there were any training or safety issues that should be incorporated into any phase of training. Division Commander will be responsible for ensuring that the written overview of this post Major Incident Review is completed within two (2) weeks of the	Within four (4) weeks following a major incident

✓	Item	Persons involved:	Comments	Timing / Schedule
		incident – may be internal or external) - Any relevant commanders or supervisors (e.g. TAC-30 sergeant if the issue arose from a TAC-30 event, MARR if it was a KCSO vehicle involved ins a serious crash - OLEO Director should be notified of the meeting	meeting and presented to the Chief Deputy. Each person has a role and some would be expected to bring things – e.g. the MRO bring coverage on the issue up to that time (we don't have any kind of clipping service anymore), IIU brings the relevant history of any involved employees if relevant (e.g. use of force history, complaint history), CID Major has list of training records of involved employees. Responsible for Scheduling: - Division Secretary of Affected Division / Worksite GOM 1.05.050 - Within four (4) weeks following a Major Incident, the Division Commander who is responsible for the handling of the event, will complete a "Lessons learned" Review. The purpose of this review will be to: - Determine if there were any lessons that could be learned to improve future responses. - Determine if there were any training or safety issues that should be incorporated into any phase of training. - The review shall include the relevant Division Commanders, the CDO at the time of the incident, the Legal Unit, MRO, Captain and Sergeant of the Unit investigating the incident and any other participants that the Division Commander determines would be beneficial to attend. - The Division Commander will be responsible for ensuring that the written overview of this post Major Incident Review is completed within two (2) weeks of the meeting and presented to the Chief Deputy.	

✓	Item	Persons involved:	Comments	Timing / Schedule
	Incident Review Completed (BlueTeam eFile) ⇕ Shooting Review Board GOM 6.03.010	Attendees: Shooting Review Board Members	Incident Review submitted up chain of command to Division Chief (Blue Team Electronic File) Shooting Review Board (SRB) scheduled and completed, if appropriate. 6.03.010 SHOOTING REVIEW BOARD RESPONSIBILITIES AND CRITERIA: 1. The Shooting Review Board shall meet within thirty (30) calendar days after the completion of the criminal investigation or completion of any inquest, whichever is latter. 2. The Shooting Review Board may call any witnesses deemed necessary. 3. The Shooting Review Board shall form an opinion as to whether the discharge of the firearm was: a. Accidental or intentional. b. Justified or unjustified. c. A department policy violation. d. Due to either inadequate or improper training.	Within thirty (30) calendar days after the completion of the criminal investigation or completion of any inquest, whichever is latter
	Major Crimes Follow-up Interview		Fact finding for investigative reasons. MAY be adversarial because of attorney involvement. (From PAT Continuumum handout.)	.

Changes or updates to this document should be sent to Leonard Jones.