

	Recommendation	Current Status	Notes
1.	Finalize the articulation of the Department's Philosophy, Vision, Mission, and Values as begun during this planning process		
1. a.	Establish a clear and meaningful description of KPD's guiding philosophy.	Complete	Exploring possible consultants to facilitate process for developing vision, mission and values statements. Completed
1. b.	Establish strong Vision, Mission, and Values statements that distinctly represent Kirkland and the Kirkland Police Department.	Complete	Exploring possible consultants to facilitate process for developing vision, mission and values statements. Core staff groups; Mission & Vision; Represent all levels & work groups 2017-Completed by a core group of the Steering Committee and voted on by the entire Department
2.	Animate these governing statements by promoting them and using them.	In Progress	Vision, mission and values have been incorporated into the testing and promotional process, citizen thank you letters and Department correspondence. The Department is working on updating evaluation guidelines for supervisors to include mission, vision and values. 2018 -All Department personnel recently signed mission statements reflecting the new mission, vision and values adapted as a result of the strategic plan.
3.	Align the Patrol policing model with an increased focus on crime prevention and community policing.	Ongoing	This change in policing will involve multiple steps, some of which will require additional resources and some that will require a change in operational practices. 2017-Community policing is discussed on a daily basis during briefings. New performance goals for patrol will focus on community policy as will stated expectations regarding behaviors that model the principles of community policing. 2018 -New patrol expectations were published in January 2018 that are much more focused on our mission, vision and values and encourages community outreach and community service. Unit Goals were also set surrounding these new expectations and we have been very encouraged with the results.
4.	Increase Patrol capacity to create time for preventive, data-driven policing and directed patrol.	Ongoing	Part of the challenge of implementing community policing is the lack of availability of unobligated time when an officer can take proactive actions to engage with the community. The strategic plan noted that patrol officers spend most of their time responding to calls for service, so proactive policing is difficult. The Department is exploring ways to find efficiencies to allow for more unobligated time to further the goal of community policing. Other than finding efficiencies, additional officers are needed to provide any measurable amount of capacity. 2017 - The Patrol Division took part in a LEAN process in order to find efficiencies with the report writing process. The vast majority of the action items that came out of the is process have been implemented. The on-line reporting tool, COPLOGIC, continues to be an effective resource to increase our patrol officers time as well as providing a more efficient service to our community. 2018- LEAN recommendation implemented: issued digital recorders to patrol officers for use while conducting interviews instead of taking handwritten statements.
4. a.	Seek to add the equivalent of approximately 11 additional patrol officers over current authorized levels (60 officers).	Ongoing	One new and one re-deployed officer were approved in 2017-2018 Budget to re-form a Pro-Act unit. Increase in resources helps allow for Community Oriented Policing (COP). The two pro-act officers are in addition to the 11 recommended new officers. 2018 -Proposition 1 passed in 2018, allowing the funding of a ProAct Unit (1 sergeant, 1 corporal, 2 officers and an Admin Support position), 4 SRO's in the middle schools and international school, 1 NRO, 1 MHP and 2 additional patrol officers.
4. b.	Make lean process or technology improvements to reduce officer paperwork, approvals, and internal communications to enhance service and increase time for directed patrol.	In Progress	Lean process scheduled to take place in early 2017 for report writing and processing. Who - Nate, Cody, Randi & Records; Look for efficiencies; forms, felony filings, required reports & redundancies. 2017- A lean event was held with representatives from patrol. A series of recommendations emerged including improvements to forms. On-line reporting, implemented in 2017, is also helping to process complaints and requests without generating a call for service. 2018 - Evidence & Digital Software approved for 2019/2020 budget
4. c.	Monitor shift schedule in relation to calls for service to adapt to changes in production.	Ongoing	Adaptations to accommodate changes related to the shift schedule change are being explored or taking place. For instance, the department will be purchasing six new patrol vehicles to provide more efficient shift changes. 2017 - Additional patrol cars were purchased to create a more efficient shift change. A Department also added a swing shift for the Lieutenants to provide additional opportunities for them to work with patrol. 2018 -The Lieutenants are currently designing an alternative shift schedule that will allow for more coverage between the two Lieutenants and the three squads they cover while still attending Department, City and Community meetings.
4. d.	Consider the use of non- or limited-commission personnel.	TBD	Neighboring agencies use police support officers for non-emergent calls for service. This would need to be bargained. Transport officer (overtime vs position), Quartermaster as civilian position, Evidence, use to pick up bikes and found property, Volunteers like other agencies have, Front Counter Officer. 2017- The lean process completed by patrol did include discussion of using volunteers. A program would need to be established and implemented. Current vacancy levels have necessitated delaying program development. The department does currently use volunteers such as the Explorer and DART programs. 2018 -MSP approved for a civilian Administrative Commander to replace 1 of the 3 commissioned Captains.
5.	Implement technologies to alleviate burdens on Patrol and increase capacity for crime prevention and community policing.		

	a.	Begin use of online reporting paired with ongoing evaluation.	Complete	CopLogic (on-line incident reporting tool) is currently in the testing phase; department will develop a marketing plan and assign a staff person to review and follow-up reports as needed. On line reporting went live in January 2017. 2018- adjustments were made to crime reporting to better match the King County Prosecutors charging guidelines.
	b.	Once use of CopLogic has stabilized, evaluate the impact online reporting of some crime types that affect staffing needs.	Complete	Although there is additional burden on Sergeants to review on-line reports, it has helped relieve patrol's calls for service. There were 1,134 on-line reports received in 2017. 2018 - There were 969 total reports received in 2018.
6.		Increase data-informed policing with support from crime analysis.		
	a.	Add capacity in the form of an additional Crime Analyst.	TBD	Crime analysis support staff will enable the crime analyst to provide more assistance. Ongoing crime analysis support should be evaluated once additional officers are hired to assess demand. 2017- The Department requested an Administrative Support Associate in the 2017-2018 budget to support the Crime Analyst. The position was not able to be funded at this time. The Department will have access to a new dashboard function through NORCOM that could support emphasis patrols. 2018-Proposition 1 funded the addition of an Administrative Support Associate in Investigations to support crime analysis.
	b.	Use local resources that can help support crime analysts in small departments.	In Progress	The Crime Analyst currently works with regional partners on sharing intelligence information. 2017 -The Crime Analyst will contact Seattle to learn how they are using these resources. 2018 -Analysts for the Eastside agencies along with NORCOM and the Fusion Center have partnered together to deploy the iBase regional intelligence solution. The proposal was accepted by the Bellevue Police Foundation (BPF) in early 2018 which provided startup funding of the system. A 40 hour training was conducted in the fall and two site visits to the Seattle Police Department Intelligence Unit/Real Time Crime Center were conducted. The analysts from the partner agencies have been working with NORCOM IT staff to successfully build the interface between the agencies' RMS databases and the iBase system. Rollout of the system is expected in 2019.
	c.	Provide internships to local university students such as students or graduates of the Seattle University crime analysis certificate program.	TBD	Extensive background check and security clearance process to enable access to criminal data basis make short term appointments inefficient. 2017 -Although the Department does not recommend the use of interns given the long process to conduct background check, the Chief is exploring a cadet program. Cadet programs are offered in other departments in the state and requires a longer commitment from participants but also provides opportunity to recruit graduates to join the Kirkland Police Department. 2018- the Department lacked the capacity to support Interns or Cadets due to the high number of recruits in training.
7.		Shift KPD's command structure to better align with new shift schedule and strengthened focus on crime prevention and community engagement.		
	a.	Align command structure with new 10-hour shifts to ensure appropriate span of control.	Ongoing	One lieutenant has been reassigned to swing shift to provide more command staff support outside day shift; ultimately recommend one additional FTE to accomplish; change in lieutenants shift schedule requires change to PSEU collective bargaining agreement. This assignment has been in place since 2017.
	b.	Clarify the line of command in the Chief's absence and consider alternative command titles, such as Deputy Chief to better align with peer agencies organizational structures.	In Progress	Evaluate conversion of two Captain positions to Deputy Chief. 2017- The Chief is working with the Human Resources Director and City Manager to assess salary compression issues and identify opportunities to convert one or two captain positions to deputy chiefs.
	c.	Consider the merits of a permanent non-commissioned administrative manager position that can work closely with commissioned personnel while increasing the Department's expertise and oversight capacity in administration.	In Progress	Evaluate conversion of a Captain position to non-commissioned administrative manager. The Department supports this recommendation but would either need a new position or to convert a captain position to a civilian status. 2018 - After the retirement of Captain Hamilton, developed job description, approved MSP & conducted salary survey. Recruitment to occur in 2019
8.		Continue to monitor workload of Investigations and other units with shift to new policing model.	Ongoing	ProAct unit could also have an impact on workload as they liaison with Detectives and handle additional property crimes.
	a.	Communicate regularly with the City prosecutors and City policy makers to maintain a shared understanding of the prosecution priorities and filing standards for the City.	In Progress	The Operations Captain is in regular contact with the City's contract prosecutors regarding priorities and trends. 2017- The prosecutor's office has an office at the Justice Center and regularly communicate with patrol officers. Staff is also working with the Prosecutors to implement some of the recommendations that emerged from the lean process. 2018 -With assistance from the prosecutor's office and KMC the Department was able to change our policy on the following three practices emerging from the LEAN process: a stand-alone Trespass Letter was created so a case report is no longer needed, No Case Report is required for low level, NOT in custody offenses, implemented the use of the Field Interview Report (FIR) module for calls of a non-criminal nature.
9.		Assess community traffic enforcement priorities.		
	a.	Engage community members to better understand their traffic-related concerns.	In Progress	Recommend use of CopLogic on line reporting to reduce number of calls for service for non-reportable accident reports (less than \$750 damage and no injuries) . Outreach regarding the Police Strategic Plan will take place in 2017 and will include attendance at neighborhood and PTA meetings to discuss community priorities and range of tools available such as cameras. 2017 -The Department is exploring placing two to three speed zone cameras in selected school zone in collaboration with Public Works on speeding and collision data around schools. Initial data has been developed and possible school sites have been identified. The next step is to conduct an analysis of the implementation steps and the cost/benefit for the Police Department and the Municipal Court. 2018 - School Safety Program approved by Council. CopLogic and Our Kirkland QAlert are two ways the community can contact the Department's Traffic Unit to alert the police regarding traffic issues in the community.

	b.	Based on this understanding, set appropriate objectives and staffing. Consider how the Traffic Unit and other resources are best used to address traffic issues relative to other community priorities.	In Progress	Traffic represents the highest volume of complaints and calls for service and is clearly a high priority for the community. The Traffic Unit is key to assisting with accidents scenes to keep patrol free for calls for service and to timely clear accident scenes to improve traffic flow. 2017 - Due to the high number of vacancies in the Department, the Traffic unit is redeployed to patrol, since October 2016. Until the Traffic Unit is reassigned it will be difficult to implement this recommendation. 2018- Traffic was deployed in April 2018 and currently staffed with a Sergeant, two Motor Officers and two Parking Enforcement Officers. The Traffic Unit investigates traffic collisions and actively enforces violations in school zones and complaint zones. Traffic complaint zones are identified by the community, the review of collision data and officers.
	c.	Determine the importance of addressing school zone speeding relative to other potential uses of department resources.	In Progress	School zone speed cameras are effective in reducing speeds, however, each event must be reviewed by a commissioned officer to issue a citation; speed cameras are not a substitute for community presence of police officers. Recommend pilot project to be undertaken in coordination with Public Works in two high traffic school zones to determine effectiveness and impact on staff; also recommend concerted community communication effort to deal with possible negative public perceptions of speed cameras. 2018 - The Department began deliberate research along with Public Works on speeding and collision data around schools. Initial data was developed and possible school sites were identified. Ongoing analysis of the implementation steps and the cost/benefit for the Police Department, Safe Walk to School Routes and the Municipal Court. Program to be implemented in 2019.
10.		Reevaluate staffing needs regularly to adapt to City development and population growth, with a focus now on current redevelopment occurring in Kirkland Urban and Totem Lake.	In Progress	Special attention should be paid to impact of high density developments that bring more traffic and people to an area. 2017 - The Department is working with the Fire Department on improving radio reception in public buildings and in new developments and will also benefit from the new regional radio system. The Department is exploring the potential for substation at one of the new large developments. Officers will also be equipped with improved technology that provides maps of large complexes. The Department will continue to reevaluate staffing needs as growth continues. 2018- PD has confirmed with Fire that both the Kirkland Urban and Totem Lake Village projects will have emergency responder radio systems installed. During the CityHub project, with the assistance of the GIS Team, PD and Fire combined efforts to develop the Kirkland Response Viewer App. The program developed standards and procedures for gathering high-priority, premise-specific information to help police, fire, aid, and medic responders. As the project grows it could also help meet numerous other city information needs such as address/business verification, access, and utility information. The project is expected to: *Reduce the amount of effort to maintain the large amount of GIS-based preplan information that has already been collected. *Increase the amount of usable information to make our public safety (police and fire) personnel safer. *Provide the framework for sharing the data to our regional response partners in real time, including NORCOM and other police and fire departments. *Provide an initial risk assessment framework for target hazards within our community to help decision makers. *Utilize other sources of data to provide operational situational awareness including, Traffic cameras, Traffic data and Access to HIFLD (FEMA) emergency data.
11.		Take a phased approach to strengthening the Records function, seeking efficiencies before adding capacity.		Admin, Finance & OPS (Such as lean process)
	a.	Seek to address workload issues through increasing operational efficiencies.	In Progress	Lean process scheduled for early 2017 to focus on public disclosure requests. 2017- A lean process was completed that recommended a focus on quality control for reports produced by patrol officers. Patrol received training and the Sergeants are reviewing their reports for completeness. This has produced significant time savings in records and has helped reduce the backlog. The Department will also request a new evidence module for the records system in the 1919-1920 Budget process that would help eliminate future backlogs in records destruction. 2018 - Evidence on Q was approved for 2019/20 budget and is still in progress of being implemented. The Records Unit was noticing that the "LEAN" process was not catching all of the errors being made within Police reports. For instance, the naming format was not being followed, we enter all names in capitals into our records management system. Records started keeping a detailed log of errors being made by Officers in September of 2018. Monthly compiled errors and sent to Patrol Supervisors so they can meet with their Officers to try and correct the errors being made. By keeping this detailed log Records hopes to dramatically decrease the errors being made in written reports so that we can produce a 100% correct report to internal and external customers.
	b.	Add staffing if the above efficiencies do not alleviate concerns.	Complete	A new one-time Records Specialist was requested and approved in the 2017-2018 Budget. 2018 - Temporary Records Specialist position was re-approved for the 2019/20 budget cycle. With this temp spot filled the Department is focused on Retention backlog while still keeping current on other records tasks. This position will prove invaluable once 07/01/19 hits as the Department expects a significant increase in pistol transfer/CPL backgrounds that need to be processed due to a number of new firearms legislation.
	c.	Create a staff succession plan to account for known retirement.	Complete	The Records Supervisor and Senior Records Specialist retired in 2017. The Supervisor position has been filled and other position is in background. 2018 - the Records Unit is fully staffed.
12.		Articulate a clear and compelling direction for KPD Corrections Unit.		

	a. Engage Corrections staff to establish a compelling Purpose Statement and Guiding Principles for Corrections.	In Progress	Department Mission, Vision & Values completed in 2017. Purpose Statement & Guiding Principles for Corrections need to be completed. 2018 - Jail Manager retirement delayed the development of "guiding principles". To be completed in 2019
	b. Establish an action plan to guide systems development and the continued maturation of the Corrections Unit.	Complete	Completed but should continue to be reviewed on an annual basis.
13.	Establish a validated and objective inmate classification system.		
	a. Request Review and/or Validation Study of current Classification Process (NIC).	Ongoing	Classification system is currently being implemented and will be evaluated by NIC (National Institute of Corrections). Potential budgetary impacts will be known over time as adjustments are needed for proper segregation of inmates. 2017 -NIC not available at this time. 2018- The classification system has been developed but NIC funding for validation was not available. Recommend validation with an in State assessor in 2019.
14.	Ensure a safe, secure, and sanitary facility.		
	a. Conduct a security audit or jail vulnerability assessment (NIC, WASPC).	In Progress	2018 - to be scheduled as part of the Detox cell build out, delayed until 2019.
	b. Develop Emergency/Critical Incident Response Plan.	Complete	
	c. Develop, fund and implement Equipment Repair and Replacement Plan.	Complete	A facilities sinking fund has been established for the Kirkland Justice Center (including the jail) and a Police Equipment Replacement Sinking Fund is already in place.
	d. Develop and implement random and unannounced Safety, Security and Sanitation Inspections conducted by Administration.	Ongoing	Random inspections ongoing throughout the year. 2018 - After the retirement of the Jail Manger, a new formal schedule is set to be developed and incorporated in 2019.
15.	Implement standards-driven operations.		
	a. Compare existing policies, procedure, post orders and practices with National and State Standards - identify gaps.	Complete	The Corrections Lieutenant is in the processing of creating policies in Lexipol; procedures will need to be developed to accompany the policies. 2017 - Lexipol policy manual is complete and published
	b. Attend Legal Issues for Jails Training (AJA).	Complete	Jail command staff and supervisors attending on an ongoing basis. 2017 -Incorporated into current practice & protocol. 2018 - Supervisors attended a legal update. The Operations Captain and Corrections Lieutenant are scheduled to attend Legal Issues for Jails training in February 2019.
	c. Review current litigation and court decisions regarding Administrative Segregation, Discipline Lockdown, Protective Custody housing (AJA Legal Issues).	Ongoing	Jail command staff and Supervisors attending on an ongoing basis. WASPC Corrections Committee members. 2018 - Additional consultation with City Attorney outside legal counsel to review policies and procedures.
	d. Review NIC Policy, Review and Development Guide LGBTQI in Custodial Settings (NIC Library).	In Progress	Policy reviewed and compared to Lexipol policy. More consideration needed to ensure NIC policy is adaptable to the Kirkland Facility
	e. Develop and Implement an Inmate Discipline, Grievance and Appeal Process that will comply with recent court decisions (NIC).	Complete	Corrections Sergeants developed a process that complies with Lexipol policies
	f. Request initial PREA Pre-Audit Review to determine steps to PREA Certification.	Ongoing	The goal of the Departments is to seek corrections accreditation from WASPC which is more appropriate for municipal jails (PREA is geared to prisons) However, the Kirkland Corrections unit will implement as many PREA standards as are practical. Underlying policy development is taking place.
	g. Develop and implement scheduled operational reviews.	Ongoing	Incorporated into procedure. 2018 - after the retirement of the Corrections Manager, a new formal schedule is set to be developed and incorporated in 2019.
16.	Establish a research-based/data-driven inmate management information system.		
	a. Explore utilizing computer and electronic technology for efficiency, accuracy, and cost containment.	Ongoing	Exploring technology available through NORCOM/Tyler module; system is currently based on a combination of paper and electronic records and is inefficient. 2018 - An Administrative Support Associate was hired to support the Corrections Division and will help facilitate this.
	b. Review "How to Collect and Analyze Data: A Manual for Sheriffs and Jail Administrators" (NIC).	Complete	
	c. Identify key data elements for decision making.	In Progress	Developing additional systems to track the efficiency and cost containment of the facility. 2018 - supported by the Administrative Support Associate to help track the purpose of the use of contract beds and monitoring medical & mental health costs.
	d. Obtain a list of available information data bytes from Tyler Technologies/New World Jail Information System.	In Progress	Tyler Technology has visited the Kirkland Jail to assess how we are using their system. Waiting on their written response. 2018 -Beginning implementation of Tyler recommendations.
	e. Consult with Looking Glass Analytics to provide demonstration of service.	Not Complete	Have not contacted this company at this time.
	f. Consult with King County Detention research and information staff for examples of their data and reports.	Complete	Collected reports from Kent Jail, SCORE & Issaquah
	g. Collaborate with NORCOM and Tyler Technologies/New World JIS to develop daily, monthly and annual inmate data reports.	In Progress	Tyler Technology has visited the Kirkland Jail to assess how we are using their system. Waiting on their written response. 2018 - Beginning implementation of Tyler recommendations.
	h. Assign staff resources to ensure timely, accurate, relative reports generated.	In Progress	Temporary jail administrative support authorized in 2016 and requested to continue in 2017 and 2018 assigned to the jail. 2017 - Not yet filled but hiring process is in progress. 2018 -An Administrative Support Associate was hired to support the Corrections Division and will take over the warrant process, billing and other clerical responsibilities.
	i. Move warrants and records clerical responsibilities from corrections officers to records associates.	Complete	Temporary jail administrative support authorized in 2016 and requested to continue in 2017 and 2018 assigned to the jail. Not yet filled but hiring process is in progress. 2018 - A temporary Administrative Support Associate was hired to support the Corrections Division and will take over the warrant process, billing and other clerical responsibilities.
17.	Employ efficient and effective staff.		

	a. Conduct Staffing Analysis (NIC model).	In Progress	Depending on NIC's funding availability this assistance may or may not have a cost. 2017 - Staffing plan changed in 2017. 12 hr. schedule allows for better staffing allocation. 2018 - The Department added a fourth Corporal to the Unit to provide additional supervision on night shift. Staff recommends rotating Supervisors in 2019 for better succession planning and increased communication
	b. Develop a training plan.	Complete	Training plan for new Corrections Officers based on FTO model. Annual training plan for staff implemented in 2017.
	c. Review recruiting, background, hiring and retention processes.	Complete	Efforts are similar to actions being taken in police operations recruitment. 2018- Advertising for laterals, Corrections Officers attending Public Safety Testing events to recruit new staff
18.	Develop an evidence-based inmate population management plan.		
	a. Develop a housing plan with housing assignments based on inmate risk, needs and facility resources.	Complete	(Uncertified) housing plan is currently in operation. Waiting for possible NIC certification or WASPC Accreditation
	b. Initiate an inmate behavior management program (NIC - train the trainer funding request).	Ongoing	No NIC funding available at this time. Department continues to monitor training opportunities.
	c. Recruit and train volunteers to oversee inmate programs.	Complete	Volunteers providing AA & Religious programs on a weekly basis
	d. Review agencies with similar size and operational scope re: budget, resources, content, frequency, success measures, schedules and implementation of successful inmate programs.	Ongoing	SCORE, Kent & Issaquah visits completed in 2017. Assessing implementing other agencies forms & programs. 2018 - Visits to Lynnwood were completed in 2018.
	e. Develop and implement selected in-custody inmate programs.	Complete	Volunteers providing AA & Religious programs on a weekly basis. Inmates receive haircuts once a month. Commissary program implemented in 2017
	f. Establish a Correctional Options Advisory Board comprised of stakeholders (see Law and Justice Council statutory membership for examples).		This needs to be worked out with the Municipal Court Judge; support improved communications between all parties to include the Court, Prosecutors, Corrections.
	g. Develop correctional options programs to ensure least restrictive alternative without compromising safety.		KPD continues to work with the Municipal Court to support sentencing alternatives as determined by the Judge.
	h. Identify bed capacity and housing of current population.	Ongoing	Continuously assessing classification, the use of current jail space & contract beds
19.	Communicate in an open, transparent, and frequent manner.		
	a. Engage stakeholders to determine what Corrections-related information they would like to receive, how often, and in what format.	Ongoing	Internally, the following communication systems have been implemented: weekly meetings with Sergeants, Monthly with Sergeants & Corporals & Quarterly with all Supervisors. 2017 - annual white paper submitted to City Council with analysis of costs for medical/mental health and contract bed space. 2018 - Annual white paper.
	b. Identify agenda items, frequency, participants for regularly scheduled meetings.	Ongoing	Included in current practice for internal communication systems. 2018 -Created for every meeting.
	c. Identify content, frequency, audience, contributors, author, and support staff for written communication and report.	Ongoing	Included in current practice for internal communication systems.
20.	When developmental improvements are complete, evaluate options for contracting out excess capacity.		
	a. Conduct a cost benefit analysis for contracting out vacant bed capacity to other agencies.	In Progress	Current contracts are being re-examined for a possible increase in daily fees. 2018- Daily rate was increased for current contract cities (Medina & Clyde Hill). Additional contract with the City of Woodinville under review for possible implementation in 2019.
	b. Review with assigned Civil Prosecutor any contractual or potential liability concerns.	In Progress	Work with City Attorney's Office and WCIA.
	c. Develop a timeline for implementation of contracts.	In Progress	Contracts being reviewed at this time. No hard timeline has been drafted. 2018 -Additional contract with the City of Woodinville under review for possible implementation in 2019
21.	Increase the frequency and depth of non-enforcement interactions with community members, building a stronger partnership with the community.		
	a. Build organizational capacity to develop community relationships, including training for all officers on community policing techniques.	In Progress	The Department has made a concerted effort to be more visible in the community. The Command Staff have been attending neighborhood meetings and the Neighborhood Resource Officer was the first position to be restored after filling vacant positions. The Department will conduct another Citizen's Academy and have an increased presence at community events such as National Night Out. The Departments regularly hosts dinners at KTUB and participates in ping pong tournaments. Staff meets with members of the faith community. 2017 - the Neighborhood Resource Officer initiated a new program called "Coffee with a Cop" where officers go to coffee shops or other gathering spaces and converse with community members. As noted earlier, the Department would like to consider Substations at City Hall, Station 22 & 26, Kirkland Urban, Totem Lake or Kingsgate. Command Staff attended 40 Neighborhood Meetings. 2018- The Department attended 44 Neighborhood Meetings and hosted Coffee with a Cop at 5 different locations. Along with visiting neighborhoods during National Night Out, the Department also hosted an open house at the KJC. Kirkland Police Community Academy had 25 attendees in the fall of 2018
	a. Build organizational capacity to develop community relationships, including training for all officers on community policing techniques.	In Progress	Community policing is part of core training for all KPD officers. In addition, one new and one re-deployed officer approved in 2017 will re-form a Pro-Act unit. 2017 - The Pro-/Act unit will be staffed once all vacant positions are filled and new officers are on the street. 2018 - Proposition 1 passed in November 2018, allowing the funding of a ProAct Unit (1 sergeant, 1 corporal, 2 officers and an Admin Support position). Deployment will occur in 2019.

	b.	Increase the Department's overall cultural competency.	In Progress	This is already included as part of core training available for officers; outreach of multi-cultural organizations and our faith community for recruiting efforts. 2017 - Bias training conducted by Lieutenant Brouelette at In-Service training. Outreach to multi-cultural faith community along with safety assessments. 2018 - Implicit Bias Training was scheduled for the entire department with Doctor Bryant T. Marks for the 1st quarter of 2019. Department schedules bias training every other year.
22.		Increase electronic public access to departmental information.		
	a.	Make improvements to the Department website.	In Progress	Website in process of update to enhance recruitment efforts and to enhance usability. 2017- The Department is currently evaluating the department website and working with the City's Communication Team on improvements. New content needs to be added including the department's annual report. The City will be implementing an updated version of SharePoint that could provide better a better communication tool. 2018 - The website information on recruiting has been updated to reflect current status.
	b.	Improve use of social media.	Ongoing	KPD has implemented an updated Facebook page and twitter account and is developing policies on their use. 2017 - A communications cadre has been established consisting of four officers that can act as Public Information Officers. Three staff have been assigned to monitor the twitter account and using it to advertise events such as Coffee with a Cop, critical incidents and marketing opportunities. 2018 -The department is currently using twitter as the primary social media platform. The cadre has utilized it to put out timely information and news on police activity and public safety information.
23.		Measure organizational success based on indicators the community cares about. Organizational performance measures should drive individual performance measures.		
	a.	Conduct annual Community Satisfaction Surveys in addition to the bi-annual city-wide Citizen Satisfaction Survey.	Not Complete	Biennial community survey provides useful baseline information; recommend focus groups to supplement. 2017 - The Department recommends conducting a survey in 2018. 2018 - survey conducted by the City as part of the 2019-2020 budget process and community outreach presentation are under development for 2019.
	b.	Create quality metrics to accompany department-wide quantity metrics.	Complete	Will emerge from visioning process and citywide performance management process funded in 2017. 2018- The Department is working with the Human Resources Department to provide performance measures for the City Performance Report which was completed in late 2017. Developed and implemented new monthly reporting for Patrol activity based on the Mission, Vision and Values
	c.	Use performance measurement as a means to drive improvement and shape organizational culture.	In Progress	Updated performance evaluation system to be based on updated vision and appropriate metrics. 2017 - Commissioned evaluation forms have been updated to better reflect the department's values. Non-commissioned evaluation forms are in progress. 2018 -Non-Commissioned Corrections Evals have been updated. Remaining non-commissioned evaluations are in final stages of updated performance evaluation better reflecting Department vision and pertinent to non-comm support positions.
24.		Consider the development of Neighborhood Policing Plans with neighborhood -specific goals and measures.	Not Complete	Need to explore further with regard to process for development; possible one time resources needed. 2018 -The Neighborhood Resource Officer and Community Services unit has developed and / or actively participates in the following plans: Coffee With a Cop (CWAC), National Night Out (NNO), City Hall for All (Inclusion Group Meetings), ALICE Training for school staff and local businesses, Explorer Program, Neighborhood Meetings, Chief For A Day, Homeless Outreach, Cross Kirkland Corridor Patrol, Bike Patrol and Literacy Night (Elementary Schools).
25.		Increase the Department's ability to manage technology in a strategic manner.		
	a.	Establish a "Technology Champion" role.	In Progress	Recommend dedicated applications analyst for police to support current and evaluate future applications. 2017 - The Department is participating in the IT Strategic Planning process . 2018 - Active representation on City's IT Planning Committee to champion and prioritize tech that will improve KPD processes. Smart phones and supportive apps out to all of Patrol.
	b.	Engage local technology firms and community members as technology partners.	Not Complete	
26.		Increase use of real time crime data.		
	a.	Evaluate current use of New World system and functionality. Determine if the system could be enhanced by creating additional modules in the current Records Management System.	In Progress	Exploring potential for separate property module currently bundled with records. 2018 -The Department will also request a new evidence module for the records system in the 2019-2020 Budget process that would help eliminate future backlogs in records destruction. This module also provides for digital evidence storage. The Department currently does not have any kind of digital evidence storage
	b.	Explore emerging analytic tools that can be used with the existing crime information generated through the New World records system.	In Progress	Working with NORCOM to secure "dashboard" software to produce base reports for patrol. 2018 - NORCOM has obtained the module and the Department will be working with them to implement the new technology.
	c.	Evaluate new forensic tools that become available.	Not Complete	Do not recommend purchasing polygraph (continue to contract as needed); KPD already uses voice stress analyzer.
	d.	Invest time with the Automated Fingerprint Identification System technicians to learn the latest tools that can be used with their system.	Complete	AFIS is already deployed in the field. 2018 - King County AFIS has a work station at the Police Department that is occupied most every day and will deploy to car prowls and burglaries to assist in collecting evidence.
27.		Purchase tools with mobile device capability.	Complete	Currently working with Information Technology Department to replace existing flip phones with smart phones as they are due for replacement. 2017- The department has replaced flip phones with smart phones and is in the process of installing applications.

28.	Examine results of local two-year body-worn video pilots.	Not Complete	If implemented requires extensive investment in equipment, training and communication. Continue to monitor experience of other agencies and possible changes in records statutes. 2018 - Continued monitoring of impacts to PDR's and development of facial redaction software to minimize potential staffing impacts. Chief Harris remains apprised of experience across the state through associations such as WASPC and KC Chiefs.
29.	Invest in automated license plate readers for patrol vehicles.	Not Complete	Recommend limited use in selected vehicles due to large server requirements and funding availability. 2017 - Need to research desired outcomes and impacts. Very expensive tool for Patrol. 2018 - Added to the IT Strategic Plan for further consideration
30.	Determine the demographic data that KPD will collect to monitor the impact of the City's criminal justice system on minorities.	In Progress	The Department already collects some data, however data is limited as it relates to "non-enforcement activities".
31.	Increase Department capacity and expertise for handling increasing behavioral and mental health challenges.	Ongoing	Recommend increasing training and continued use of King County Crisis Response Team. 2017 - The Department is establishing a Crisis Intervention cadre within KPD and researching the success of other departments' use of civilian human services staff to supplement patrol. The Department is also utilizing a volunteer mental health professionals (MHP). Staff also attended a four-day conference and is participating in a new King County Suicide Prevention program. 2018 - The Department received a WASPC grant to contract with MHPs (on a part time basis) to assist patrol officers with persons in crisis or experiencing behavioral issues. Grant expires in June 2019. The Department, along with four other cities (Shoreline, Kenmore, Lake Forest Park & Bothell) are developing a MHP "task force" to be deployed in 2019, called North Sound RADAR Navigator Program. This includes policies and procedures, response planning, data collection and collaboration between MHPs. Proposition 1 added additional funding for a fulltime MHP that will work closely with a new NRO position so when the grant funding runs out the continued effort of navigating those in need will continue.
32.	Partner with other public safety agencies in the region.	Ongoing	KPD continues to explore opportunities for partnerships for special programs such as Pro-Act. 2017 - Officers have shadowed the Redmond and Bellevue Pro-Act units and continue to coordinate with eastside law enforcement agencies on joint investigations. KPD is part of a regional SWAT team , participates on the Internet Crimes Against Children Task Force and has a Detective assigned to the FBI Cyber Crimes Task Force. 2018 - North Sound RADAR Navigator program.
33.	Implement Pro-Act change management and strengthen internal vertical communication flow.		
a.	Strengthen leadership's communication of issues of importance.	In Progress	Chief has implemented a number of enhanced communications tools to include Department updates at In-Service training & Supervisors meetings
b.	Focus on improving communication at the sergeant level.	In Progress	This is work in progress. 2018 - In collaboration with the Guild, developed a survey for input on supervisor evaluations. To be deployed in 2019.
34.	Strive to create a strong department-wide culture that unites diverse work groups under the Kirkland Police banner.		
a.	Promote a department-wide identity through communications, celebrations, personnel recognition, and other opportunities.	In Progress	The command staff is focusing on enhanced communication, recognition and connections with the community. 2017 -The Department focuses on mission, vision and goals in all communications. Investigation provides monthly reports to patrol on the status of their cases. Celebrations occur quarterly for awards, promotions and swearing in of new Officers. Report writing area was redesigned in 2017 to provide a sense of esprit de corps. 2018 - Support across the Department for community events such as National Night Out has allowed for Department pride as the various units are showcased. Command partnered with Guild members to provide shift barbecue's and even an ice cream truck visit that was free for everyone
b.	Break down silos in horizontal communication.	In Progress	The Command Staff is working to improve responsiveness using on-line surveys to gather data. The process for training requests has been improved including providing feedback when training requests are not approved. The Department hopes to use SharePoint to further improve training requests and potentially create a "Suggestion Box". 2018 - Re-org of Department Admin staff with the intent to continue chains of support with a 'team' concept that encourages cross support when needed.
35.	Continue to preach and practice collaborative leadership in which personal initiative and suggestions for improvement are welcomed so long as they are well-intentioned, professionally delivered, and aligned with KPD's Philosophy, Vision, Mission, and Values.	Ongoing	Need to develop system for communicating ideas / suggestions (break down barriers); Understanding & Agreement of how to work through the ranks - check in before skipping ranks; Source of idea should be able to follow ideas through; include all effected staff; how to communicate decisions or changes horizontally and vertically; Accountability to follow through in a timely manner (defined); what decisions can be made at what level; have the right players in the room. 2018 - discontinuing the use of "stats" and self reported activity with monthly CAD/RMS reports & activity reports that are directed at accomplishing the Mission, Vision and Values.
a.	Create opportunities to match individual interest and talents with organizational needs.	Ongoing	Chief is actively engaging staff at all levels in providing new opportunities for supplemental responsibilities to enhance experience and employee growth.
36.	Revamp the current evaluation process and supporting tools.		

	a. Revise the evaluation process.	In Progress	Need to simplify or streamline and eliminate redundancy by applying lean principles and providing training to achieve consistency and clarify the objective of evaluation process. Commissioned process and forms have been improved and non-commissioned still needs to be addressed. In progress; need to complete vision/mission to develop appropriate measures. Captain Ursino is collaborating with SRO Hardesty on a Professional Development Plan that is tied to new vision and mission statements. Commissioned process and forms have been improved and non-commissioned still needs to be addressed. 2017- updated the Commissioned Evaluation. 2018- Corrections evaluations updated. Removed the section for providing supervisor input on individual evaluations and developed Supervisor online survey for deployment in 2019.
	b. Establish clear and transparent expectations defining what individuals will be evaluated for by position.	In Progress	Need to complete vision/mission to develop appropriate measures. 2018 - Implemented Operations expectations that align with the Mission, Vision & Values. Discontinuing the use of self recorded "stats" which can be captured in CAD/RMS Self-recorded "stats" were replaced by Monthly Patrol Activity reports generated directly from RMS capturing Accidents, Arrests, Cases, Citations Issued, DUI's, FIR's, Incidents, Tickets and Traffic Warnings. Officers are also submitting a Monthly Report allowing them to have detailed personal conversations with their direct supervisors.
37.	Strengthen professional development planning, establishing a longer-term view and linking to Departmental succession management efforts.		
	a. Establish a long-term focus in professional development planning.	In Progress	Include mid and long term goals in evaluation process and define how we hold ourselves accountable. The Department will need to achieve this over time.
	b. Support and evaluate staff in leadership positions for their ability to grow their staff through collaborative leadership, evaluations, and professional development.	In Progress	This has been embedded in evaluation process. Staff is evaluated against the Department Mission.
38.	Establish a succession management program.		
	a. Establish a succession management approach.	In Progress	Chief is actively engaging staff at all levels in providing new opportunities for supplemental responsibilities to enhance experience and employee growth. 2017- Sergeants attending Northwestern School of Police Staff & Command. Requesting letters of interest for Specialty Assignments rather than just appointing personnel. 2018 - Supervisors attending Westport Leadership; three week nationally recognized training.
	b. Analyze the data.	Complete	
	c. Hire for future leaders.	In Progress	Current recruitments are focusing on individuals with capacity for long term growth. Department has maintained high standard in hiring practices, those with potential for current and future success in the Department.
	d. Be transparent about expectations and competencies for leadership, establishing a career development guide and specifics for each rank/level of responsibility.		Training is aimed at supervision and management. The Department hosts regional training for professional development that makes is affordable and accessible for Kirkland PD. Leadership training is needed in all functions. 2018- Varied training opportunities continue to be made available across the Department. Promotion preparation is made available and encouraged for those interested.
39.	Continue to strengthen recruitment efforts to get the best qualified applicants aligned with KPD's values.		
	a. Modernize hiring standards.	Complete	Focus has been on getting laterals through the use of incentives. 2017- The Department completed a lean process on recruiting and background practices and identified ways to streamline the process but still assure the Department is hiring high quality individuals. Updated the Civil Service hiring standards for experienced Police Officers. 2018 - Hiring processes have been streamlined to allow for quicker contact with applicants. The Department is frequently the first agency that candidates engage with. Begun utilizing video interviews in order to reach out of state candidates more quickly.
	b. Use limited commission positions as hiring pool for fully commissioned officers.	Not Complete	Requires working with bargaining units
	c. Continue a strong marketing campaign that highlights the new Justice Center Facility.	Ongoing	The Department is advertising through videos and local radio spots. The Department is using geo-fencing to advertise at events and venues that attract individuals that may be interested in law enforcement. 2017 - Department representatives are present at Public Safety Testing sessions and subsidizing testing fees to incentivize applying at Kirkland. The Department has also hosted Public Safety Testing sessions at the KJC. 2018 - The Department had the #2 highest number of applicants at Public Safety Testing due to assigning Officers to recruit at the written testing sights. The KJC is highlighted in the Department recruiting brochure.
	d. Increase diversity in hiring.	Ongoing	2017 - the Department hired 15 new police officers which included 1 female and 2 African American men. In Corrections, 2 of the 5 new Corrections Officers hired in 2017 are female. 2018 - The department has print and digital ads in the Minority Update's hiring publications. Female officers actively recruited at the Northwest Women's Show. 15 patrol officers have been hired between 01-01-18 and 04-03-19. Those include 1 Hispanic male, 2 Asian males and 1 White female.