



KITSAP COUNTY SHERIFF'S OFFICE



TEAMWORK

INTEGRITY

PROFESSIONALISM

STRATEGIC PLAN

Fiscal years 2017- 2022





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Kitsap County Sheriff's Office



Dear Community,

The Kitsap County Sheriff's Office has a long tradition in providing quality law enforcement while leveraging limited resources utilizing technology and developing partnerships. To revitalize these traditions, we need to refocus our energies on 'how' to do this better. We need a strategic plan.

A strategic plan becomes our road map for accomplishing our goals and objectives through intentional steps providing guidance on 'how' to get there. *Wikipedia* defines strategic planning as: "... an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy."

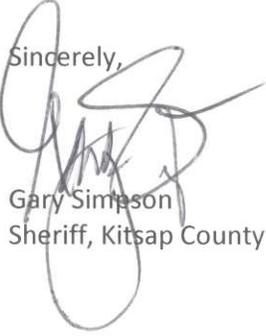
"Through our vision and values, we are dedicated to providing quality public safety services in partnership with our diverse communities". To sustain this new mission, we need to define our destination and devolve our path to get there... we need a strategic plan.

An essential component to this process is to recognize our organization's culture as we move from an established traditional manner of operation and take a new approach. This will require new behaviors and new ways of thinking. We recognize this will require some resourceful methods of implementation and communication for the organization to maximize the public safety services being provided to the communities within Kitsap County.

We have defined our future by mapping out our plan. With the dedication of many employees, citizens and community partners, we have defined where we are, where we want to go and how to get there. This process involved a realistic analysis of our strengths, weaknesses, opportunities, and threats. A realistic understanding of our abilities and resources, has allowed us to develop our future and the necessary steps, resources and partnerships required to fulfill our vision. As you review our plan, I hope you will sense the heart of the agency and the dedication of the personnel who will carry out the steps and hard work to achieve our goals and initiatives. We have worked hard to prepare ourselves for a successful future, a future which meets our agency's defined mission and vision.

I am grateful for the time, energy and sincerity that went into designing our plan. I am confident this will assure our future's success and sustain us for years to come. I hope you will join us in these endeavors and become a supportive partner as we all make *"Kitsap County a safer place to live, work, and visit"*.

Sincerely,


Gary Simpson
Sheriff, Kitsap County



STEERING COMMITTEE INTRODUCTION

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This document was prepared by a group of individuals that care deeply about the future and vitality of the Kitsap County Sheriff's Office and the diverse communities it serves.

This working group of employees included representatives from every section of the Sheriff's Office, enabling well-rounded brainstorming and decision making sessions. These sessions were orchestrated by an external consultant, who provided focus and direction. In the early stages, external stakeholders were invited to speak to the group, many who expressed their appreciation and some, who spoke of concerns they had. Points of view were expressed throughout the meetings and much was learned as the sessions progressed. Connections were made and fortified.

Over the months that followed, strengths were identified – but more notably, so were a few weaknesses. There were debates and disagreement on many occasions, but they were easily superseded by constructive, encouraging and favorable commentary, which moved us in positive directions. The group engaged. Sub-groups were formed. Team-building exercises occurred and as a result of all these discussions and activities, a renewed set of ideas and concepts were crafted including an updated mission statement and several core guiding principles. A mission consistent with KCSO's belief system and in alignment with the expectations of our community. Ultimately, destinations were set which outline where KCSO wants to be, both fiscally and professionally.

"The method of enterprising is to plan with audacity and execute with vigor."

Christian Nestell Bovee

This document, the *Kitsap County Sheriff's Office Strategic Plan*, is part road map intended to help us navigate to our destinations, and part doctrine which governs our actions and decision making. This 5-year plan provides KCSO with common objectives. While always thoughtful of our fiscal constraints, it is a plan more focused on *"managing the objectives"* as opposed to the traditional modus operandi focused primarily on *"managing the budget."* It shall become an integral part of how KCSO will conduct business and will be implemented with, and practiced by employees throughout the entire organization.



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As part of the plan, four primary destinations or initiatives were developed. Initiatives which require change, collaboration, and unity. We know the destinations of this plan are distant, but with robust partnerships, support from our citizens and local government officials, KCSO will leap forward, further enhancing its quality law enforcement, quality leadership and high degree of public trust.

The Kitsap County Sheriff's Office has a great responsibility to deliver quality public safety and correctional services to our community. As you read through the following pages, envision, if you will, the journey that we are about to embark upon and the destinations that we see out on the horizon.

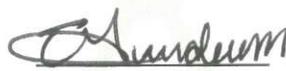


Kitsap County Sheriff's Office
Strategic Planning Steering Committee


Gary Simpson
Sheriff

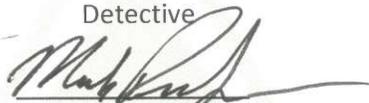

John Gese
Undersheriff


Roxane Payne
Corrections Lieutenant

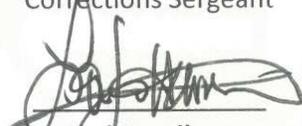

Elizabeth Gundrum
Detective

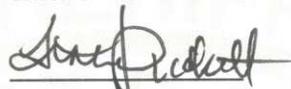

John Sprague
Patrol Lieutenant


Scott Billingsley
Corrections Sergeant


Mark Rufener
Chief of Corrections


Jay Kent
Deputy


Kori Hamilton
Support Services
Specialist

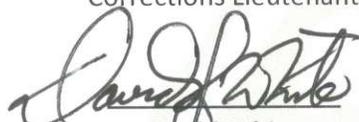

Tina Puckett
Property / Evidence
Specialist

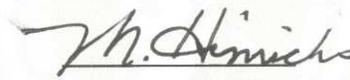

Jeff Menge
Support Services
Lieutenant


Penelope Sapp
Corrections Lieutenant

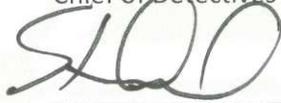

Ned Newlin
Chief of Corrections (Ret.)

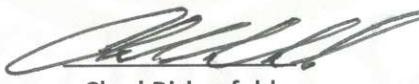

Brandon Myers
Deputy


David White
Chief of Detectives


Michele Hinrichs
Administrative Manager

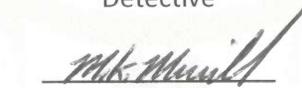

Russ Clithero
Patrol Lieutenant


Steve Duckworth
Chief of Patrol


Chad Birkenfeld
Detective

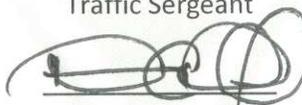

Jon VanGesen
Patrol Lieutenant


Joseph Page
Corrections Officer


Michael Merrill
Traffic Sergeant


Genie Elton
Corrections Lieutenant


Earl Smith
Detective Lieutenant


Darrin Dettloff
Support Services
Supervisor


Shawn Buzzell
Corrections Officer


Craig Dick
Corrections Sergeant

Signed this 14th day of September, 2016



MISSION AND VISION

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MISSION

Through our vision and values, we are dedicated to providing quality public safety services in partnership with our diverse communities.

VISION

To be recognized as a respected and trusted Sheriff's Office while making Kitsap County a safer place to live, work, and visit.





CORE VALUES

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CORE VALUES

Central to our mission are the values which guide our work. These values are the foundation of our agency and help us to ensure the quality of life and public safety in Kitsap County.

Teamwork

We are committed to consistently engage and interact with the public, civic partners, and other police agencies in order to continually improve our community and our Sheriff's Office. We also empower and support the individual talents and creativity of our personnel. We understand that collaboration, and the sharing of knowledge and information results in the greatest problem solving outcomes for all and further cultivates partnerships across our community.

Integrity

Understanding the great authority given us, whether observed by others or not, we embrace the highest standards of honesty, discipline, and ethics. We ensure that our communication and actions are conscientious and empathetic. We respect and show dignity to all persons, recognizing that diversity enhances our community.

Professionalism

We recognize and adjust to the evolving needs of our community, ensuring a sustained commitment to those we serve. We are an agency that remains fiscally responsible, is progressive, proactive, effective, and reliable. Being sworn to be accountable to ourselves and to the citizens, we conduct ourselves as an example to others. We invest in the welfare and safety of our personnel and the public. We are an agency that continuously strives to learn and operate at the highest levels of our professions in order to ensure that we continue to provide quality services.



CULTURE INITIATIVE

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We employ the very finest individuals. That's where it begins. Recruiting, retaining and developing the very best. Every new individual brought on board *shall* be passionate about our quest. Our people come from all over the nation, here to Kitsap County where we unite as one team to achieve one primary objective; to deliver superior service to our community. The Kitsap County Sheriff's Office stands proud of its history and purpose and is primed and well-equipped to face future challenges. The Vision, Mission, and Core Values presented in this strategic plan will help guide us and define our culture for many years to come in a manner that's positive, embracing and admired by our colleagues and community.

The citizens of Kitsap County are of utmost significance and we share a deep-seated concern for their values and beliefs. This is our community, too. We share the same schools and parks. We share the same movie theaters and the same grocery stores. We put our "feet in their shoes" and empathize with their predicaments because we are people too, sharing similar interests and principles.

This initiative places our employees where they desire to be. Trusted. Respected. Secure; and most importantly, Valued. Furthermore, we understand the importance of developing our staff to a point where they are confident, professional, well-trained and pleased to have a healthy balance between work and personal time. It is imperative that we strategically place them in areas that add value to our organization. Our employees must be outfitted with these tools to perform and are expected to consistently operate at elevated standards. Good customer service seems superficial. We focus on the entire *customer experience*, not just resolving the problem at hand. More accurately described, we aspire to embrace and cultivate long term interaction over the full duration of the relationship. Solicit advocacy, attraction, and awareness from our citizens, broadcasting transparency in every direction.

The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday's logic.

~Peter Drucker



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We ask ourselves these questions regularly. *“What truly sets us apart? Where have we been and where do we want to go? How do we get to where we want to be?”* It is apparent to us that culture plays a large role in providing answers. Culture change is essentially a behavioral change. A change in behaviors from those in leadership roles which spans throughout the organization. We will hold our people accountable, recognize their strengths, and assist with developing their weaknesses. Clear, concise, and achievable expectations lay the groundwork for productive and positive environments. We will engage our people in decision making processes so we make informed, educated, and well thought out decisions. We WILL listen to our people and make every effort to mentor them in their careers.

We propose this culture initiative with sincerity, determination and commitment, building on the great people we have advancing the Kitsap County Sheriff’s Office into a category of its own. We are compelled to deliver unparalleled, excellent service, not because we have to, but because we are inspired to.

Strategies

- Cultivate relationships with internal and external stakeholders.
- Review and enrich training programs. Engage and collaborate with neighboring agencies and internal divisions when feasible.
- Consistently insert positive thoughts and ideals into the workplace promoting positive energy as the default state.
- Reference vision, mission, and core values regularly with staff and external stakeholders.
- Present vision, mission, and values to every new employment applicant and confirm acceptance and commitment to it.



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- Standardize employee evaluation processes across the agency.
- Review staff recognition processes. Celebrate successes.
- Swiftly tackle and resolve issues.
- Regularly solicit feedback from staff and external entities (surveys, anonymous comment box, feedback cards, etc.)

Objectives 2016 through 2017

- Work towards adopting HALOGEN evaluation system throughout the agency.
- Review training program for all divisions with an eye to career development.
- Enhance employee recognition program. Increase program development participation.
- Improve internal/external communication with newsletters, social media, town hall meetings and surveys.
- Refine and enrich recruiting program.
- Study flex-schedule programs.



Future Objectives

- Implement selected employee evaluation system agency-wide.
- Hold regular training reviews (Reps from each division) to continue to look for opportunities to combine efforts and cross-training potentials.



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- Develop internal career path guidelines.
- Continuous promotion of employee recognition program. Add a method for citizens or other agencies to recognize employees.
- Improve leadership program compounding trust, guidance, and support.
- Implement flex-schedules where appropriate.
- Review and discuss the implementation of a wellness program.
- Implement community feedback processes through surveys, etc.

Success Indicators

- Expressed or implied satisfaction from employees or citizens.
- Employees are well informed; in turn, feeling valued (included).
- Cost savings on combining training efforts.
- Enhanced communications across divisions and with neighboring agencies, developing relationships and promoting new networks.
- Unified employee evaluation system provides fair and consistent performance expectations also instituting improved and organized record keeping.
- Employees feel refreshed with work schedules that meet their needs.
- Increased positive internal and external feedback from surveys.
- Increased employee retention.





RESOURCES, TECHNOLOGY AND FACILITIES INITIATIVE

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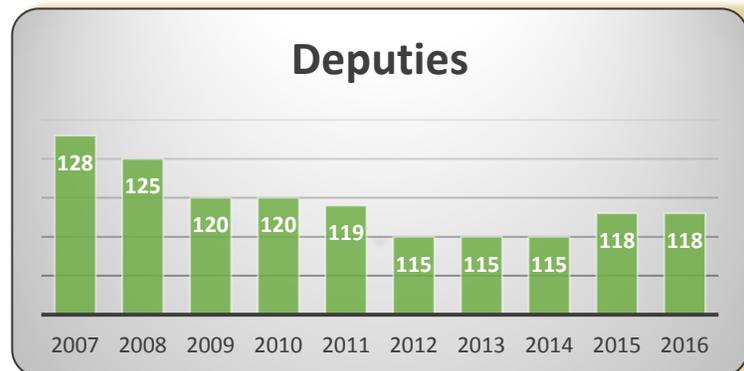
The Kitsap County Sheriff's Office is a large and diverse organization responsible for a myriad of duties to our community. Each of the various functions of the Sheriff's Office has its own unique needs regarding personnel, equipment, technology, and facilities.

Supporting the organization requires identifying the needs, then prioritizing and planning for the short and long term future. The costs for personnel, technology, equipment, and facility requirements are often substantial and will require collaboratively working with our county government to fund future needs.

The first area of focus is resource allocation. In 2007, our office reached a peak of fully funded positions of 128 fully commissioned deputies, 103 commissioned corrections officers, and 31 support staff. With the onslaught of the great recession, funded numbers of employees had slipped substantially falling to a low of 115 deputies, 84 commissioned corrections officers and 30 support staff. The charts below illustrate the reduction in staffing levels over the last ten years. In the last year, the agency has experienced a slight rebound in staffing, getting to 118 deputies and 91 corrections staff.

The loss of these positions has greatly impacted the service we provide. Future growth of population within Kitsap County will add additional burden. Our goal would be to increase the number of funded positions in the short and long term future to achieve the levels of service appropriate to the needs of our

community and the safety of our staff. At a time when many in our ranks are reaching retirement age and/or are leaving our profession for other reasons, we are faced with unfilled positions and recruiting during a time of shrinking job applicant pools and intense recruiting competition from other law enforcement agencies. This demands that we focus on recruitment and retention of our personnel.





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Our responsibility is to manage our organization in an efficient manner in order to provide the most effective outcome given the personnel and other resources available. This will require reviewing the organizational structure to best streamline the agency for effectiveness. In some cases this will mean realigning or combining functions where appropriate. In 2015, the Kitsap County Sheriff's Office commissioned a staffing study focusing on the Corrections Division. Recommendations were made and our near term plan is to review those recommendations and plan to implement those we feel are appropriate.



The Sheriff's Office is also committed to adopting Kitsap County's Performance Excellence Across Kitsap (PEAK) program in order to run our organization in a lean process manner. The tools and techniques of the program will enable us to review and refine processes to meet our needs in an efficient and effective manner.

This will require additional training and adoption of new processes into our organization in the near future. Additionally, short and long term projects necessitate a project management system to help plan, prioritize, track, and complete our projects.



The final area of resource allocation needed, addresses our relationships with other local law enforcement agencies within our region. Where possible, combining resources and personnel may lead to more effective services to all citizens of Kitsap County and either reduce the resources required by our agency or better meet the needs of our community without the need of additional resources. The second area of this initiative covers technology needs. We operate in a continually more advanced society and technology needs

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account for a growing part of our budget and future acquisitions. Under “technology,” there are essentially two types of “needs” that we have. One being equipment needs, which include items of advanced technology such as mobile computer terminals for vehicles, taser devices, portable radios and the consideration of body cameras for deputies and/or corrections officers for the future. Each can provide a valuable addition to our services already provided, but each requires expensive capital costs to acquire, support and replace as it fails or becomes obsolete.

The other technological equipment need is one that includes items such as software and web based products, hardware, computers and audio/video equipment. Advancements in this technology often mean there are available resources to us that would allow us to more effectively fight crime through enhanced forensic abilities and by tracking and identifying crime trends and suspects. This would allow us to more effectively and efficiently run our business in a manner that enhances customer service, allows us to better manage our business, and meet our various responsibilities within the community we serve. However, new technology often comes at a steep cost requiring us to carefully plan and prioritize our needs and seek funding.



As technology has become a larger component to our agency over the years, the management of that technology within our organization has become complex. Over the course of time, oversight of technology spread throughout our organization, and, where feasible, we want to move forward reviewing the management of our technology systems to see if there are areas where we can combine, refine or streamline that process. This may also include determining whether a position within our office, such as a technology manager would be appropriate. In addition to our goal of reviewing the management of our technology systems, we also need to move forward into developing a long term technology plan for our agency as a guide to future planning and funding.



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Facility needs is the last major area of focus under this initiative. Currently our facilities include a number of different structures located throughout Kitsap County. Current plans call for the



redevelopment of the property on which our Silverdale precinct now sits requiring us to move forward with plans to relocate. This provides both an immediate challenge and opportunity. Immediate needs include moving forward with exploring site and design options and establishing a budget and funding. Moving forward with the relocation is something we plan to achieve within the next three to four years.

Other facility needs include identifying and planning for future capital improvements, repairs of our jail facility and review of our Kingston facility for repairs and/or possible

relocation. Future facility needs include storage for specialty vehicles, training facilities, and eventual redevelopment of our Port Orchard offices as part of a courthouse redevelopment. And while considering all these projects, we are continuing to assess and explore opportunities to improve our service.

Resource Allocation Strategies

- Adopt LEAN process improvement approach to our business to improve efficiency and effectiveness throughout the agency.
 - 2016 through 2017 Objectives
 - Adopt Kitsap County PEAK system where feasible.
 - Identify and schedule processes for PEAK process improvement.
 - Long Term Goals
 - Schedule needed process improvement events.
 - Train additional staff of PEAK methods.



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- Utilize standard project management practices.
 - 2016 through 2017 Objectives
 - Identify and adopt a project management program.
 - Train key staff on use of new system.
 - Long Term Goals
 - Identify long term project goals and schedule into upcoming years.
 - Prioritize and synchronize agency projects to ensure completion.

- Identify opportunities to strengthen law enforcement partnerships to enhance effectiveness and efficiency of services.
 - 2016 through 2017 Objectives
 - Identify areas where collaborative efforts can be enhanced
 - West Sound Narcotics Enforcement Team (WestNET), Special Investigations Unit (SIU), Traffic, Peer Support, CIT, SWAT, K9.
 - Engage with our law enforcement partners to pursue discussions on opportunities.
 - Long Term Goals
 - Partner with local agencies where appropriate, develop associated memorandums of understanding, and further these relationships.

- Identify staffing needs within the organization
 - 2016 through 2017 Objectives
 - Review organization structure and deployment of staff.
 - Identify and implement changes where practical.





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- Review and analyze recent Corrections Division staffing study recommendations for adoption.
- Identify future personnel needs and present to the commissioners to gain support and funding.
- Long Term Goals
 - Implement organizational structure changes.
 - Corrections Staffing Study: Determine / Implement recommendations
- Continue to evaluate and enhance recruitment efforts.
 - 2016 through 2017 Objectives
 - Produce updated recruitment material.
 - Increase participation in job fairs and other recruitment efforts.
 - Identify additional recruiting opportunities.
 - Long Term Goals
 - Achieve appropriate staffing levels.
 - Continually review recruiting efforts to respond as appropriate.
 - Seek additional funding for further agency growth to meet needs.

Success Indicators

- Department processes are reviewed for LEAN process improvement.
- Key personnel received advanced training on use of PEAK process improvement.
- Develop a coordinated and forward planning process for department projects.
- Achieve valuable partnerships with local law enforcement agencies to provide enhanced and more efficient services to our community.
- Streamline the department functions and management, becoming more efficient with limited resources.
- Identify future personnel needs and prioritize, plan and fund.
- Increase numbers of qualified recruits for the deputy and corrections officer ranks.
- Maintain high level of retention.
- Ensure current staffing levels are filled.



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Technology Strategies

- Identify and obtain technology that would enhance our organization and services.
 - 2016 through 2017 Objectives
 - Assess and map current technology use and management of the agency technology.
 - Begin to identify current and future needs for technology to include replacement and updates.
 - Identify efficient management of the organization's technology systems.
 - Establish a technology plan for the agency.
 - Explore alternative funding sources such as grants or collaborative purchasing to obtain desired technology.
 - Continue to pursue an enhanced scheduling software system as a priority by confirming funding and moving the project into purchase and initiation.
 - Pursue digital forensics capabilities to collect and analyze technology-based evidence.
 - Long Term Goals
 - Develop, schedule and fund long term technology needs and goals based on the technology plan.
 - Streamline management of agency technology systems to include consideration of a technology manager position.



www.facebook.com/kitsapcountysheriff

Success Indicators

- Create current technology map and future plan for needs.
- Obtain scheduling software to assist with scheduling.



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Facilities Strategies

- Address current facility needs and challenges.
 - 2016 through 2017 Objectives
 - Identify and prioritize current maintenance needs.
 - Identify, prioritize, fund and schedule immediate facilitate needs and repairs.
 - Complete Corrections Jail Security Electronics Upgrade project.
- Plan for replacement of outdated and deteriorated facilities.
 - 2016 through 2017 Objectives
 - Commission a consultant to site and design new facilities to replace the Silverdale precinct and the need for a North facility.
 - Identify and assess opportunities to share facilities and staff.
 - Long Term Goals
 - Identify consultant, site, design, and budget, identify funding and implement the replacement of the Silverdale Precinct with a goal date of 2019.
 - Identify capital improvements needed to the Corrections facility and develop a prioritized plan for future needs.

Success Indicators

- Move forward with replacement of Silverdale facility with target replacement date of fiscal year 2018.
- Update and maintain facilities to meet department needs and provide a safe and healthy environment.
- Establish long term facility plans to include all facilities.



CRIME PREVENTION/COMMUNITY OUTREACH INITIATIVE

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Crime Prevention

Effective crime prevention and community outreach occurs when the Sheriff's Office, public safety agencies, and communities work together to reduce crime and the fear of crime. Reducing overall crime rates in the unincorporated areas of the county is a top priority for the Sheriff's Office. Additionally, we are dedicated to ensuring that our jail has the appropriate staffing levels, infrastructure, and technology, in order to ensure that we are able to hold those accused of crimes and ensure that the incarcerated are cared for at a level that meets the expectations of our community and the law.



The Sheriff's Office strives to ensure our citizens, business community, and visitors feel safe and secure in Kitsap County. Accordingly, it is critical that the Sheriff's Office adopt strategies that utilize the latest technology combined with proven best practices to reduce crime and enhance public safety.

Using effective crime fighting and community outreach, the sheriff's office strives to foster public trust and community partnership through open communication and transparency.

The following data represents:

- The population of unincorporated Kitsap County.
- The total number of commissioned Sheriff's Deputies each year.
- The ratio of commissioned Sheriff's Deputies per 1,000 population.
- The average ratio of commissioned Sheriff's Deputies per 1000 population for the state of Washington.
- The previous five years of crime data submitted to the FBI by the Kitsap County Sheriff's Office (crime reporting method changed between 2011 and 2012).



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	2007	2009	2011	2013	2015
Population	170,000	170,395	171,395	170,505	171,940
Fully Commissioned Deputies	128	120	119	115	118
Ratio per 1000	0.74	0.70	0.67	0.67	0.68
State ratio per 1000	Data not available	Data not available	0.88*	0.86*	0.83
Homicides	1	4	2	1	4
Rapes	114	103	65	57	59
Aggravated Assaults	425	527	323	264	233
Burglaries	992	881	1,312	1,226	870
Thefts	2,329	2,145	2,387	2,772	2,721
Auto Thefts	235	203	300	325	310
Arson	36	38	13	22	18

*Population data compiled from the Washington Association of Sheriff's and Police Chiefs (WASPC)

A major function of the Sheriff's Office is responding to and reporting on crimes reactively; however, the preferred approach is to prevent crime from occurring. To better serve our communities, it is necessary that the Kitsap County Sheriff's Office obtains the ability to analyze crime data and direct appropriate resources. Only with a dedicated crime analyst can we ensure that we are deploying our limited resources efficiently.

Corrections Division

The Kitsap County Jail is a regional correctional facility that operates 24 hours a day, housing both males and females. Our primary focus is to ensure that we are providing a safe, legal, respectful, and constitutionally sound



environment for all that reside or work within its walls. Our Corrections Division continues to advance and evolve in all areas of our profession, within the confines of the budget. Additionally,



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we are continually looking for ways to partner with volunteers, community service entities, and other outside agencies in an effort to provide services to the inmate population that they could benefit from.

The following data represents:

- Total number of Corrections Officers each year.
- The average daily population of the jail.
- Total number of bookings and releases annually.
- The average length of stay at the jail.



	2007	2009	2011	2013	2015	2016
Commissioned Corrections Staff	103	103	89	84	91	91
Average Daily Population	408	372	417	427	384	425
Inmate Bookings	10,865	10,170	9,359	8,813	8128	8800*
Releases	10,866	10,105	9,461	8,871	8209	8800*
Average length of Stay	Data not available	Data not available	17	16	14	25
Inmate court appearances overseen by Corrections Officers	18,228	18,185	17,420	18,580	19,916	19,600*

* Projected based on the first six months of 2016.

Community Outreach

The Kitsap County Sheriff’s Office has a Community Resource Officer (CRO) whose primary duties include crime prevention, volunteer management, and illustrating to the community the positive work our agency is doing for our community. To name a few, the CRO works with the following entities:

- **Kitsap County Drug Court** - to help prevent recidivism with drug addicted offenders.
- **Kitsap County Human Services** - to help prevent and mitigate homelessness, assist veterans in need, and educate on substance abuse through the 3 local substance abuse preventing boards.
- **Safe Kids Kitsap** - to help prevent injuries and deaths of youths under the age of 19.





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- **DV task force with the YWCA** - to help educate on the topic and cycles of domestic violence.
- **Organized Retail Theft prevention** - meeting with local loss prevention officers to prevent theft, identify unknown suspects, and group crimes together for prolific offenders.

The CRO meets with and holds discussions with many other entities to provide education and information about: senior safety, fraud prevention, neighborhood crime prevention, and suicide prevention.

Additionally, there are several programs throughout the agency that supplement and compliment the work of our CRO. Some of these programs include our Traffic Unit, School Resource Officer, Citizens on Patrol, Marine Services Unit and Special Investigations Unit.

Our agency has and continues to work to find ways to partner with and participate in our community civically. We manage, raise funds for, and facilitate the annual “Shop with a Cop” program as well as raise funds for Special Olympics Washington (SOWA). We also organize the annual SOWA law enforcement torch run through Kitsap County.

The Sheriff’s Office strives to continually look for ways to include ourselves in the community through volunteering opportunities and we are interested in finding ways to integrate the community into some of our projects.

Strategies

- Improve internal and external communication through:
 - Use of social media.
 - Website redesign.
 - External newsletter.
 - Internal shift briefing / communications.
 - Public events, forums, and presentations.
- Improving citizen access to resources:
 - Expand internet and kiosk self-service options.





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- Expand community programs and volunteer involvement
 - Explore feasibility of developing a crime analysis program to more effectively and efficiently utilize available resources.
 - Develop community education projects.
 - Enhance existing crime awareness and prevention programs through the use of crime analysis.
- Review the problem of persistent county-wide false alarm response demands.
 - Consider implementing an updated alarm response protocol and county alarm ordinance.
- Explore the feasibility of implementing a 24/7 sobriety monitoring program. The goal of the 24/7 Sobriety Program is to combat the role that alcohol and drug abuse play in crime and criminal recidivism.
- Establish partnerships to refer non-criminal social issues to the proper services.



2016 through 2017 objectives

- Establish social media presence through Facebook and Twitter.
- Complete website redesign and FAQ's.
- Expand partnerships with community service organizations for incarcerated people.
- Improve and expand wrap around services for people being released from incarceration.
- Develop a format for an external agency newsletter.
- Implement a shift briefing / communication system to enhance communication.
- Enhance use of crime analysis programs.
- Educate and train personnel on use of existing resources.
- Review and implement new alarm response protocol.
- Expand School Resource Officer Program to include additional districts.



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Future objectives

- Increase the number of volunteers within the agency in order to enhance services.
- Continue to support and enhance our social media sites. Increase followership.
- Achieve appropriate staffing in order to meet service level expectations.
 - Allow for the opportunity for proactive work.
- Pursue the feasibility of funding a full time crime analyst.
- Establish a self-service kiosk at the Central and South Offices.
- Build on partnerships related to social issues.
- Work towards establishing more re-entry programs in the jail.



Success indicators

- Reduced crime rate and lessen fear of crime.
- Overall reduction in property related crimes through the use of targeted analysis.
- The number of agency volunteers increased by 10%.
- Increased utilization of the agency website.
- Reduced calls for service due to ability to refer persons with non-criminal social issues to the proper services.





ACCREDITATION INITIATIVE

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Aligned with our vision to be a respected and trusted Sheriff's Office, we are committed to promoting excellence. The purpose of accreditation, in part, is to broaden perspectives of our agency personnel, to intensify administrative and operational effectiveness, to strengthen understanding of agency policies and procedures by agency personnel, and to improve agency morale and pride.

Accreditation will certify that we are operating under law enforcement's standardization of best practices. The accreditation of the various departments of our agency, such as the jail, etc., will be separate achievements that are equally important to the process and to the Sheriff's Office. Accomplishing accreditation for our agency will provide a blueprint to the future promoting the efficient use of resources and how to improve the delivery of our services.



To ensure transparency, the accreditation process includes inviting outside professional assessors to conduct audits throughout our agency. This audit does not occur only once. When reaccreditation is due, the assessors will return to ensure that we are constantly striving to be one of the best among law enforcement agencies. Accreditation will place the Kitsap County Sheriff's Office in an elite status, recognized both locally and nationally.

There are numerous benefits of our Sheriff's Office becoming accredited, but accountability to ourselves and the communities we serve is always a priority. Through a proven management system of written directives, lines of authority that are clearly defined, fiscal management, and routine reports that support decision making; accreditation will potentially reduce susceptibility to litigation, because we will be working under the best practices of our professions.



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Strategies

- Strive to maintain an effective and efficient method of providing services.
- Sustain the department's training programs to uphold agency efficiencies, public safety standards, and certifications.
- Ensure compliance with all standards of the accreditation process.
- Train personnel on the reasons behind and the importance of accreditation and what the accreditation standards cover.
- Educate the public on the importance of accreditation and the functions it serves.

2016 through 2017 Objectives

- Completion and distribution of updated Lexipol Policy Manuals and provide the needed associated training.
- Identify Accreditation Managers for the various divisions of our agency.

Future Objectives

- Ensure that we are current on updated Lexipol Policies and ensure current procedures
- Work toward and through the seven phases of accreditation:
 - Interest and Contract;
 - File Maintenance;
 - Self-Assessment;
 - On-Site Assessment and Evaluation;
 - Accreditation Commission Review;
 - Executive Board Review;
 - Award
- Complete the Re-Accreditation process as mandated in order to ensure continued certification.



Success Indicators

- Policy manual is completed, including all updates.
- Kitsap County Sheriff's Office becomes accredited.
- Kitsap County Sheriff's Office remains accredited.



SUMMARY

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Our destinations sit far out upon the horizon, but we can see them quite clearly.

As we have outlined in this strategic plan, many obstacles must be overcome. Challenges analyzed. Hardships explored and choices considered. As we partake in this voyage, your support, encouragement, and endorsement is vital to our success. Our mission is noble, our vision righteous and our desire to succeed, unwavering and resolute.



We believe this plan is the start of a new beginning. A document far from static; rather, one that will flourish and grow. Transform as we transform. Change as we change. Improve as we improve. Regular reviews will occur as we progress, ensuring we stay on track and meet our objectives, short and long term. Just as with our daily obligations, whereby we are held accountable, we will hold ourselves accountable to these initiatives.

The Kitsap County Sheriff's Office needs your support to execute this plan. We will empower our people, engage our communities and collaborate with our government partners while navigating forward. We want to thank you for your time in looking over our road map. We have a lot of work to do and we are certainly ready to get started. We believe in our plan, we believe in our people and we believe in you to help see us through to our final destinations.



ACKNOWLEDGEMENTS

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We would like to sincerely thank the following individuals for your time and constructive feedback, which was instrumental in helping us develop this strategic plan. Your assistance led us to formulate a very comprehensive and thorough document, one that we are quite proud of.

Maury Baker

Administrator, Kitsap County District Court

Anne Blair

Mayor, City of Bainbridge Island

Chad Enright

Prosecutor, Kitsap County Prosecutor's Office

Ione George

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Roxanne Bryson

Executive Director, Holly Ridge Center

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NAACP, Bremerton Washington

Denise Frey

Director, YWCA

Stuart Grogan

Executive Director, Housing Kitsap

Matt Hamner

Chief, Bainbridge Island Police Department

Richman Johnson

Pastor, Mt. Zion Missionary Baptist Church

Larry Keeton

Director, Kitsap County Dept of Community Dev

Chris Old

Captain, Washington State Patrol

Tina Rice

Svcs Mgr., Kitsap Dept of Community Dev

Ronald Bergstrom

Superintendent, WA Veteran's Home (Retsil)

Sandra Carlton

Executive Director, Kitsap Sexual Assault Center

John Clauson

Executive Director, Kitsap Transit

Joan McTaggart Davis

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Mothers Against Drunk Drivers

Katie Eilers

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Citizens of Kitsap County

Employees of the Kitsap County Sheriff's Office





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