

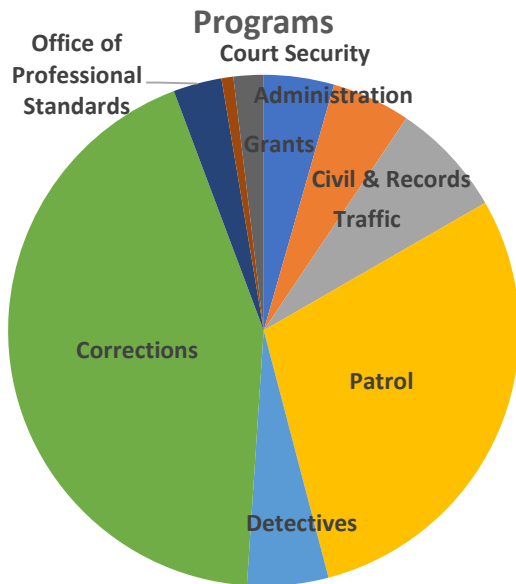
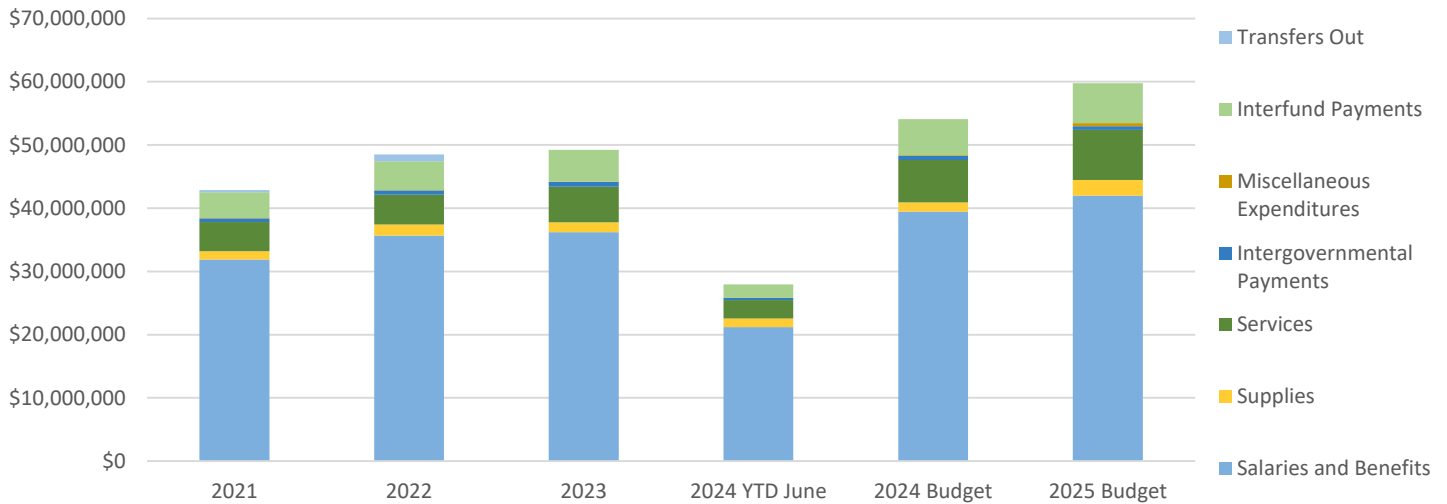
Sheriff

Elected Official: John Gese

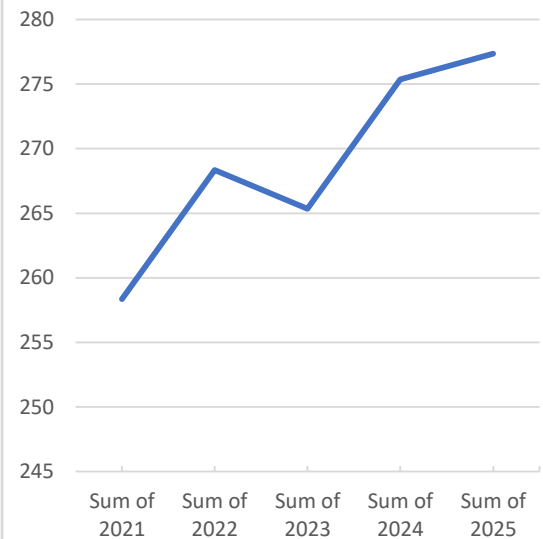
Mission: Through our vision and values, we are dedicated to providing quality public safety services in partnership with our diverse communities.

Total Revenue	\$10.65 M
Total Expense	\$59.76 M
Total Budget Change	\$5.65 M
Total FTE	277.35

Summary of Expenses



Total FTE



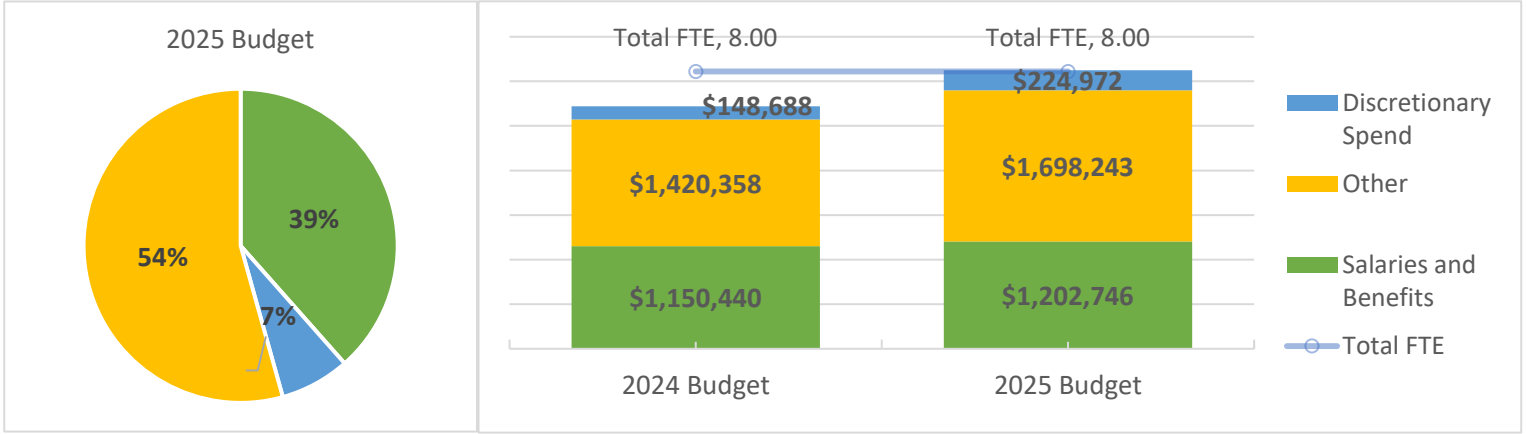
	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget	Change
Salaries and Benefits	\$31,886,174	\$35,686,109	\$36,232,791	\$21,208,940	\$39,443,069	\$42,001,827	\$2,558,758
Discretionary Spend	\$6,558,677	\$7,169,217	\$7,991,590	\$4,602,552	\$8,974,128	\$11,481,227	\$2,507,099
Other	\$4,408,247	\$5,671,803	\$4,987,527	\$2,159,003	\$5,690,220	\$6,274,797	\$584,577

Sheriff - Budget Request

		2024		2025	
Summary	Type	Budget	Change	Budget	Description
Salaries and Benefits	Salaries and Benefits	\$39,443,069			
			\$154,328		1 Deputy (Civil)
			\$167,008		1 Deputy (Traffic)
			\$310,839		2 Deputies (CROs)
			\$328,409		2 Corrections Sergeants
			\$263,035		2 Corrections Officers (Courts)
			\$1,335,139		Status Quo Salaries & Benefits
				\$42,001,827	
Discretionary Spend	Supplies	\$1,458,717			
			-\$149,887		BWC 2 Year Costs (\$774,550)
			\$72,376		Food Service Contract
			\$124,164		Vests
			\$51,500		Supplier increases
			\$890,037		BWC 2024 Budget Capacity move (\$890k)
				\$2,446,907	
Discretionary Spend	Services	\$6,735,283			
			\$1,793,240		Inmate Medical Contract Increase
			\$78,253		25 CJTC Classes; New Candidate Testing
					2 Assessment Centers
			\$66,285		BWC Air Cards
			\$48,585		Repairs & Maintenance
			\$36,883		Cloud subscription services
					(Software escalations, remove On Target, add Power DMS module)
			\$57,428		Towing
			-\$890,037		BWC 2024 Budget Capacity move (\$890k)
				\$7,925,920	
Discretionary Spend	Intergovernmental Payments	\$671,728			
			-\$91,728		Kitsap 911 Estimate & RSO City Payments
				\$580,000	
Discretionary Spend	Miscellaneous Expenditures	\$108,400			
			\$350,000		Bearcat for Public Safety Responses
			\$70,000		Traffic - Station Equipment Replacement
				\$528,400	
Other	Interfund Payments	\$5,690,220			
			\$136,559		IS Rates
			\$292,402		Insurance
			\$155,616		Facilities Maintenance
				\$6,274,797	
Other	Transfers Out	\$0			
				\$0	
Grand Total		\$54,107,417	\$5,650,434	\$59,757,851	

Sheriff Administration

Fund Type: General Fund **\$3.13 M**
 Budget Change: \$406,475



Purpose

This group consists of the administrative functions of the Sheriff's Office and includes the Sheriff, Undersheriff, Financial Manager, Executive Assistant, three Fiscal Technicians, and a Public Information Officer (PIO). This group is responsible for the support of the Sheriff and Undersheriff positions. Responsibilities include general administration as well as the coordination, and management of the Sheriff's Office budget. This team also manages accounts payable, accounts receivable, and payroll.

Strategy

The work of this team is necessary for general operations. The (PIO) is necessary for information dissemination to our stakeholders and the public. The PIO manages media requests and is the voice of the Sheriff's Office during critical incidents. The flow of timely information and public outreach not only provides information for public safety, but creates an avenue for enhanced communication, agency trust, and helps our office locate dangerous criminals.

Results

The Administrative division has implemented the latest in technology to help each position become as efficient as possible.

	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$381	\$0	\$0	\$0	\$0	\$0
Expense	\$1,123,713	\$1,208,599	\$1,501,243	\$1,055,466	\$2,719,486	\$3,125,961
Total FTE	6.00	8.00	8.00		8.00	8.00

Sheriff

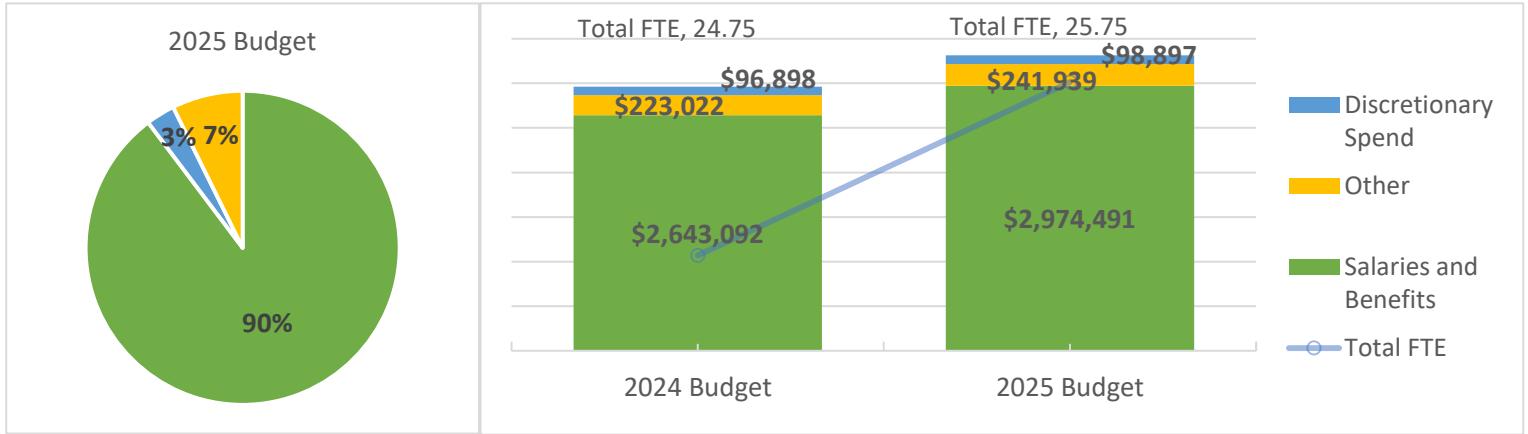
Civil & Records

Fund Type: General Fund

\$3.32 M

Budget Change:

\$352,315



Purpose

This division provides customer reception for the Sheriff’s Office and manages criminal case files including Public Records Act requests. Public disclosure demands require more than 2.0 FTEs to respond. Concealed pistol licenses and pistol transfers are expected to require 2.5 FTEs to meet the demands of newly enacted laws. Civil coordinates the serving of civil processes, court actions, protection orders, child custody placement, and seizures of property to include Sheriff's sales from the courts. This section issues concealed pistol licenses; provides Uniform Crime Reporting (UCR) data; manages and archives records including jail records; updates sex offender information; processes fingerprints, missing person reports, and alarm forms; and takes/prepares non-emergent 911 reports and the online reports from CopLogic. The Civil Sergeant manages quartermaster duties, and inventory control. The Civil Division manages the property/evidence unit starting in 2023.

Strategy

This program is critical to Kitsap citizens. This program meets the Board's mission of safe and healthy communities, protection of natural resources, and the thriving local economy, inclusive government, effective, and efficient County services, and multiple visual elements.

Results

	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$210,941	\$184,284	\$207,964	\$119,017	\$185,600	\$189,100
Expense	\$2,776,476	\$2,510,386	\$2,900,198	\$1,445,439	\$2,963,012	\$3,315,327
Total FTE	29.25	24.75	23.75		24.75	25.75

Sheriff

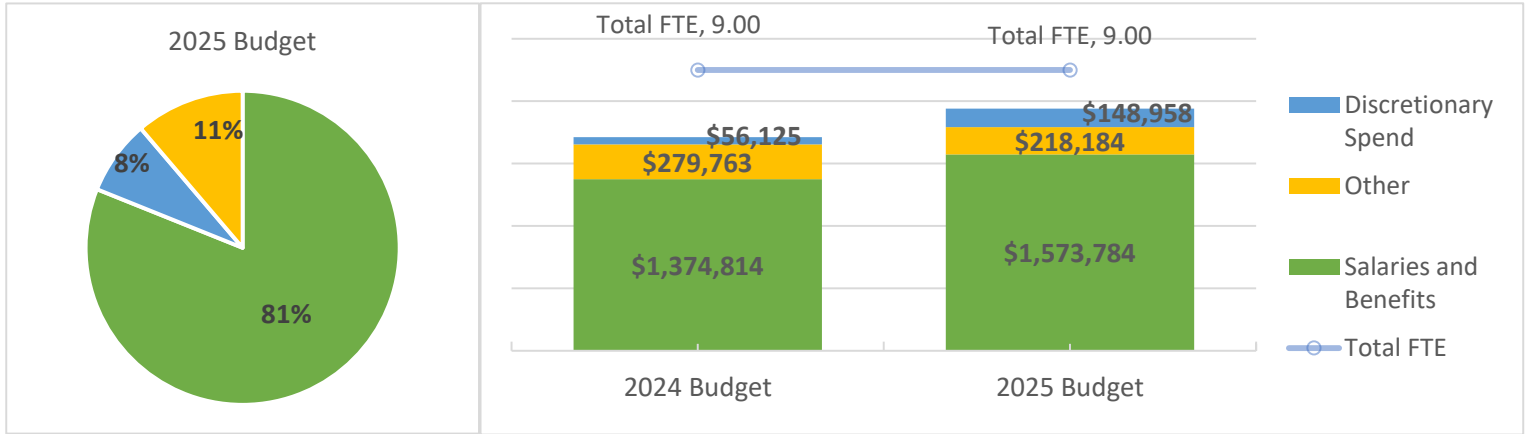
Traffic

Fund Type: General Fund

\$1.94 M

Budget Change:

\$230,224



Purpose

This unit consists of six deputies, one sergeant, and one traffic safety coordinator who encourage roadway safety through enforcement, education, and engineering. Additionally, the majority of the deputies receive comprehensive training and certification to investigate complex traffic collisions resulting in felony charges, extensive property damage, serious injuries, and/or fatalities. This unit provides forensic/electronic mapping of major crime scenes for investigative and reconstruction purposes. The Traffic Safety Coordinator (Target Zero Manager) coordinates multi-jurisdictional traffic safety education and special enforcement programs throughout the county.

Strategy

This program is critical to Kitsap citizens. This program meets the Board's mission of safe and healthy communities, protection of natural resources and the thriving local economy, inclusive government, effective and efficient County services, and multiple vision elements.

Results

The Traffic Unit continues to update their use of technology to increase efficiency and accuracy, given the availability and limits on resources. Purchase of crash data retrieval software which provides investigators critical on-board vehicle data such as speed, braking and engine information is one such example. Another would be the addition of the UAS (drone) program to extend to the collision investigators to better document scenes.

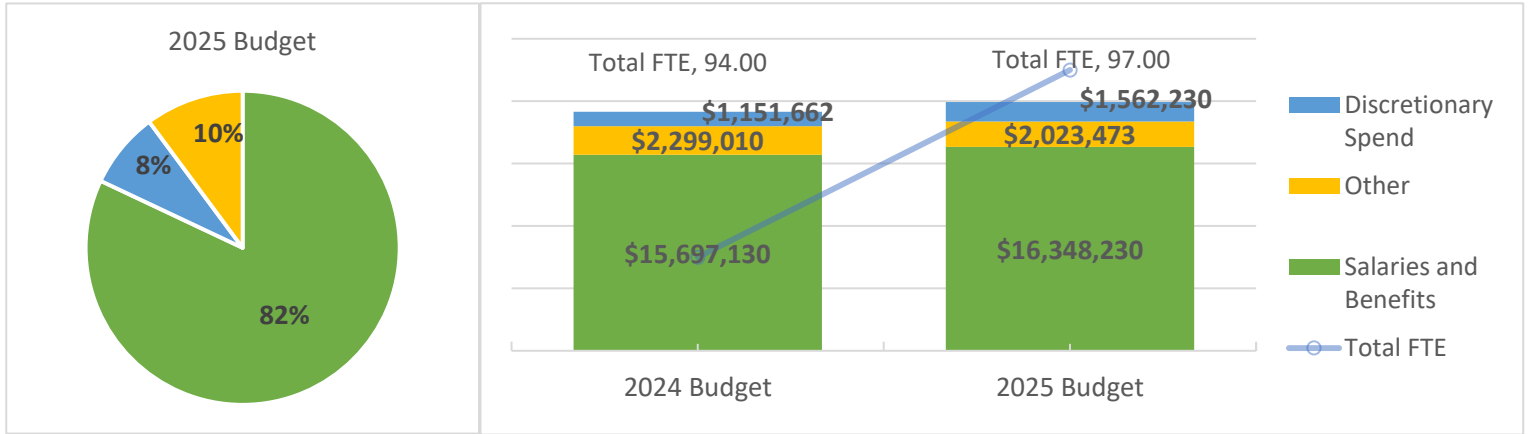
	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$3,023,730	\$3,018,286	\$2,861,284	\$1,641,099	\$3,069,600	\$3,175,581
Expense	\$1,543,293	\$1,889,936	\$1,760,876	\$906,960	\$1,710,702	\$1,940,926
Total FTE	8.00	9.00	8.00		9.00	9.00

Sheriff

Patrol

Fund Type: General Fund **\$19.93 M**

Budget Change: \$786,131



Purpose

The Patrol division includes uniformed deputy sheriffs who handle 911 calls and conduct self-initiated field activities and traffic enforcement. There are a number of specialized collateral duties held by deputy sheriffs to enhance the effectiveness of our agency. Patrol deputies provide these services 24/7/365. Units within patrol include: school resource officers, crisis intervention, search and rescue, K9 (tracking dogs), field training, ceremonial honor guard, bicycle unit, cadets, and bomb squad. The SWAT Team and Crisis Negotiations Team operate under the this too as do the community resource officers and marine patrol. The Sheriff's Office, through our Patrol division, strives to ensure our citizens, business community, and visitors feel safe and secure in Kitsap County.

Strategy

This program is critical to our visitors, the Kitsap County business community, and our citizens. This program meets the Board's mission of safe and healthy communities, protection of natural resources and the thriving local economy, inclusive government, effective and efficient County services, and multiple vision elements. Together with other public safety agencies and diverse communities we will work together to reduce crime and the fear of crime.

Results

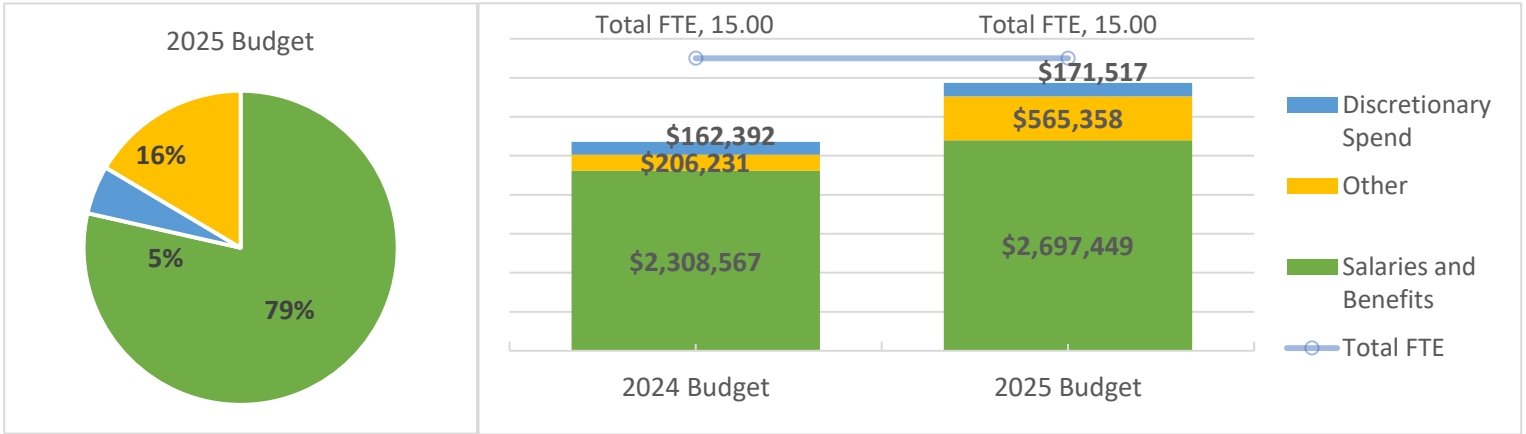
Because of our numerous partnerships, we are able to provide a service that far exceeds what we could provide by ourselves. By partnering with other agencies and providing the latest technology, we have been able to maximize efficiency and effectiveness in the service level provided to our citizens.

	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$81,096	\$698,554	\$504,457	\$341,971	\$376,848	\$649,490
Expense	\$16,598,535	\$18,182,428	\$18,531,908	\$9,689,054	\$19,147,802	\$19,933,933
Total FTE	91.00	94.00	91.00		94.00	97.00

Sheriff

Detectives

Fund Type: General Fund **\$3.43 M**
 Budget Change: \$757,134



Purpose

This division handles all felony and complex investigations and prepares them for prosecution. This includes responding to major crime scenes to process evidence, interview witnesses, and identify and apprehend this person(s) responsible for the offense. Detectives are responsible for the Special Investigations Unit, and homeland security. The Detective Division participates in the Washington State requirement of Independent Investigative Teams to assist with officer use of force investigations, and are members of the Kitsap Critical Incident Response Team.

Strategy

This program is critical to Kitsap citizens and meets the Board's mission of safe and healthy communities, protection of natural resources and the thriving local economy, inclusive government, effective and efficient County services, and multiple vision elements.

Results

The Sheriff's Office has equipped this program with the latest in technology and training to ensure efficient and effective operation within our budget restrictions. Conducting thorough and complete investigations results in pre-trial resolution of cases which saves the County money by reducing the number of cases going to trial.

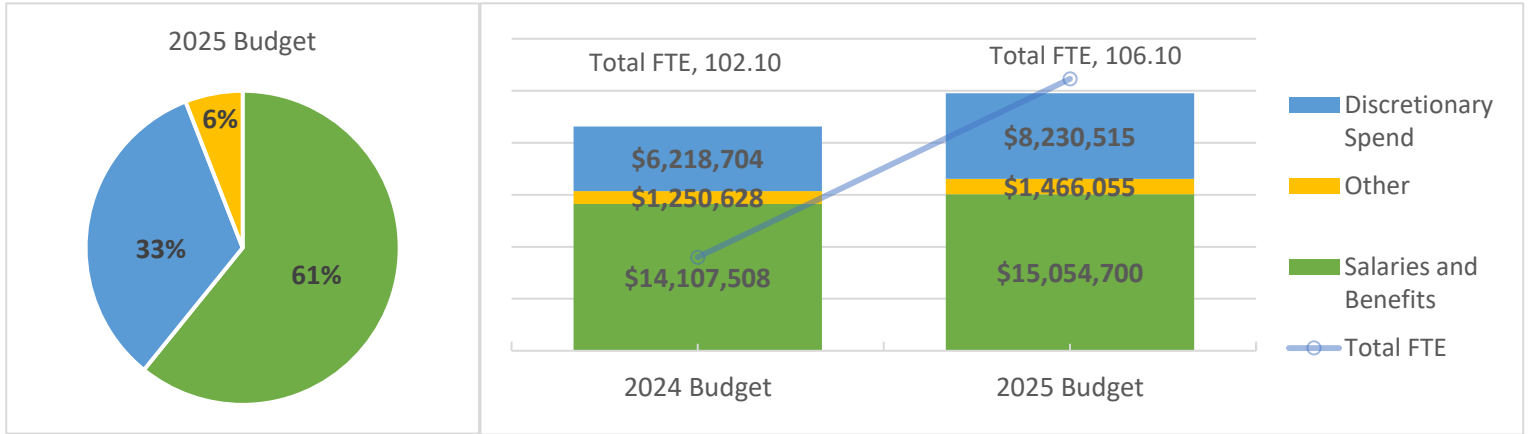
	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$181,525	\$187,100	\$178,391	\$26,952	\$178,264	\$178,943
Expense	\$3,476,217	\$3,791,398	\$3,175,048	\$1,619,039	\$2,677,190	\$3,434,324
Total FTE	23.00	15.00	16.00		15.00	15.00

Sheriff

Corrections

Fund Type: General Fund **\$24.75 M**

Budget Change: \$3,174,430



Purpose

This program provides incarceration services for all arrestees and pre-trial and post-sentence inmates for our local law enforcement agencies, tribal agencies, and their respective courts. Incarceration requires that we provide the entire spectrum of basic needs of an individual including shelter, clothing, hygiene, welfare services, food services, and health services. We encourage citizens to visit the Corrections Division website at <https://spf.kitsapgov.com/sheriff/Pages/corrections.aspx> for further details.

Strategy

This program is critical to Kitsap citizens. This program meets the Board's mission of safe and healthy communities, protection of natural resources and the thriving local economy, inclusive government, and effective and efficient County services.

Results

One of the primary focus of the jail has been assisting those incarcerated in our facility transition into the community with the resources they need to succeed. Lowering recidivism continues to be our goal, and reducing the likelihood of someone continuing to cycle through our criminal justice system.

	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$5,549,415	\$4,735,996	\$4,825,083	\$1,761,928	\$4,792,566	\$5,689,774
Expense	\$16,679,761	\$18,625,439	\$19,394,628	\$11,452,973	\$21,576,840	\$24,751,270
Total FTE	99.10	102.10	97.10		102.10	106.10

Sheriff

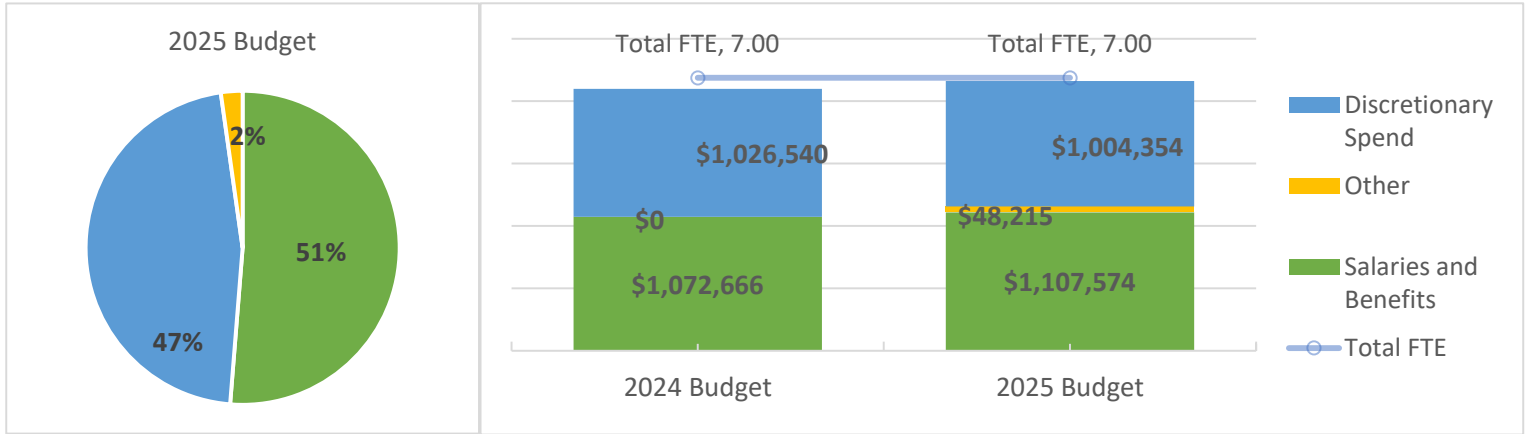
Office of Professional Standards

Fund Type: General Fund

\$2.16 M

Budget Change:

\$60,937



Purpose

This division oversees all items related to the Professional Standards of the Kitsap County Sheriff's Office. This include all aspects of hiring, including background investigations. Other purposes include the receipt, review, and investigation of all complaints/allegations of misconduct, tracking/analysis of use of force and pursuits. Additionally, this group oversees all employee training and certification, compliance with local, state, and federal mandates, accreditation and policy management. This unit consists of one lieutenant, one sergeant, two background investigators (one detective and one correction officer), a training sergeant and a support services specialist.

Strategy

These programs are critical to Kitsap County citizens and meet the Board's mission of safe and healthily communities, protection of natural resources, thriving economy, inclusive government, and effective and efficient County services.

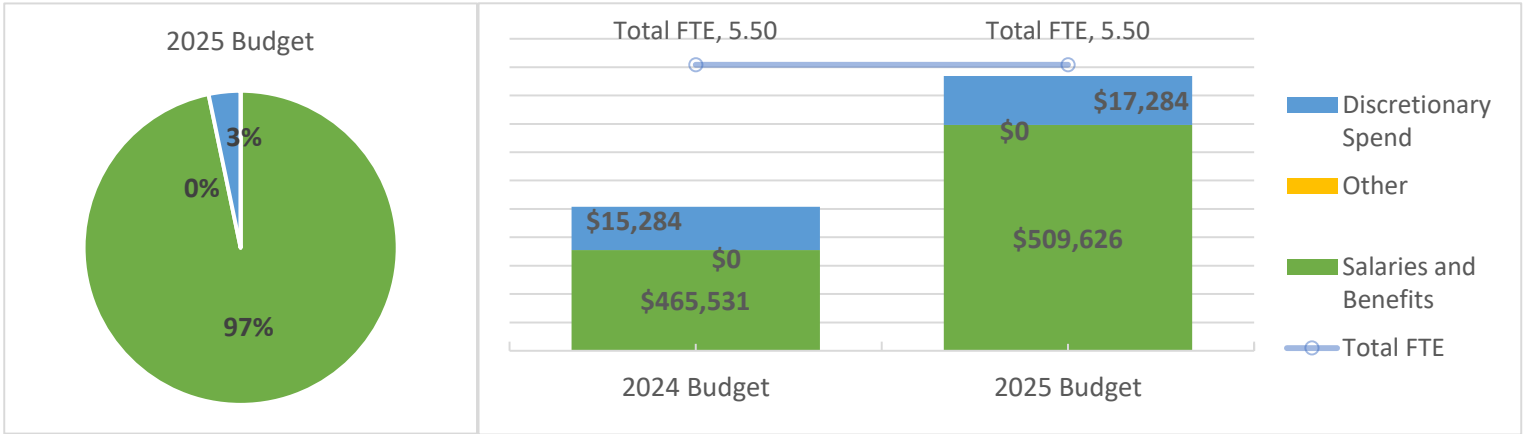
Results

Because of well developed and nurtured partnerships we are able to provide high quality training that meets both internal and state mandated training requirements. This division also provides essential services for recruitment and retention as well as transparency, oversight and enforcement of the Office's high standards.

	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$0	\$0	\$0	\$765	\$1,064,513	\$1,400
Expense	\$0	\$502,689	\$1,027,142	\$1,303,915	\$2,099,206	\$2,160,143
Total FTE	0.00	5.00	5.00		7.00	7.00

Sheriff
Court Security

Fund Type: General Fund **\$0.53 M**
Budget Change: \$46,095



Purpose

This program provides court security at the main campus on Division Street along with the Juvenile Detention Facility. Staff are required to screen everyone for weapons, and respond to any security concerns in the courthouse.

Strategy

This program is critical to Kitsap citizens and the staff working in the courthouse. This program meets the Board's mission of safe and healthy communities, protection of natural resources and the thriving local economy, inclusive government, and effect and efficient County services.

Results

Eliminating the introduction of weapons to the courthouse, monitoring for safety, and responding when needed to a courtroom. Court security screens hundreds of people entering the courthouse each day.

	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Expense	\$0	\$318,680	\$377,744	\$215,078	\$480,815	\$526,910
Total FTE	0.00	5.50	5.50		5.50	5.50

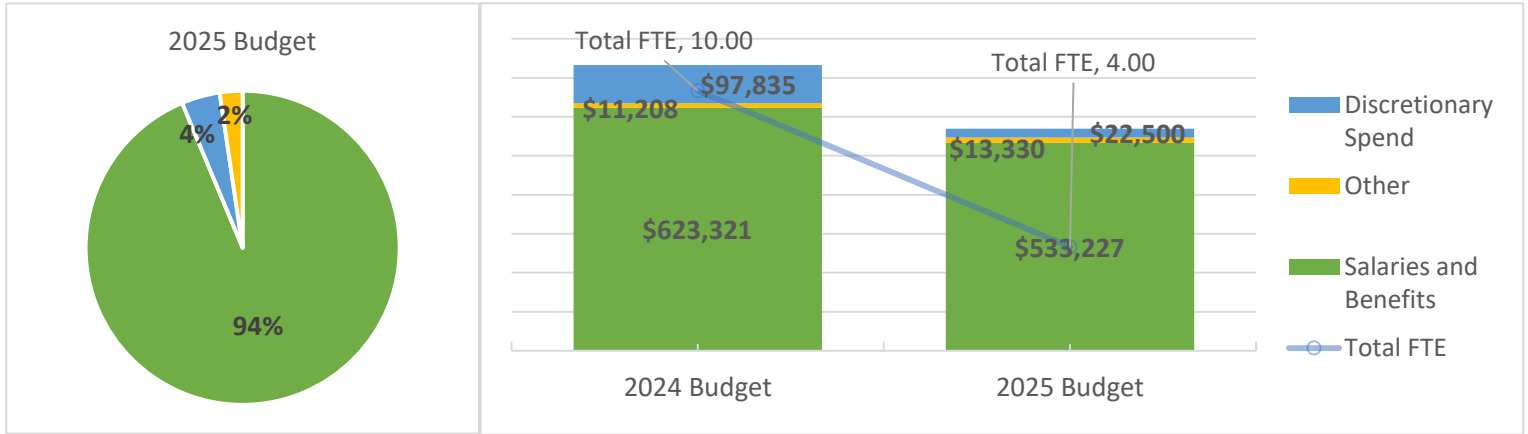
Sheriff

Grants

Fund Type: General Fund

\$0.57 M

Budget Change: -\$163,307



Purpose

The Sheriff's Office pursues all grant opportunities which are available and relevant to the department's mission.

Strategy

This program is critical to Kitsap citizens. This program meets the Board's mission of safe and healthy communities, protection of natural resources and the thriving local economy, inclusive government, effective and efficient County services, and multiple vision elements.

Results

Grant funding affords the Sherriff's Office the opportunity to fund several commissioned deputy positions, overtime expenses, and to purchase necessary equipment for our deputies.

	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$1,872,838	\$299,045	\$388,599	\$192,424	\$752,229	\$768,354
Expense	\$655,101	\$1,497,574	\$543,120	\$282,572	\$732,364	\$569,057
Total FTE	2.00	5.00	11.00		10.00	4.00

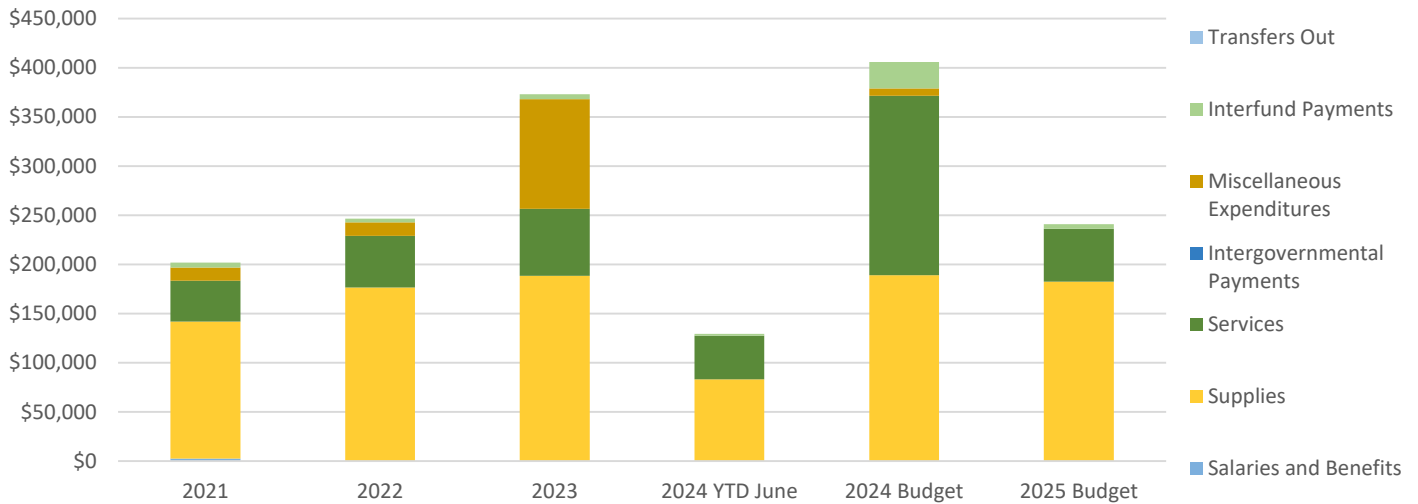
Sheriff - Special Revenue Funds

Elected Official: John Gese

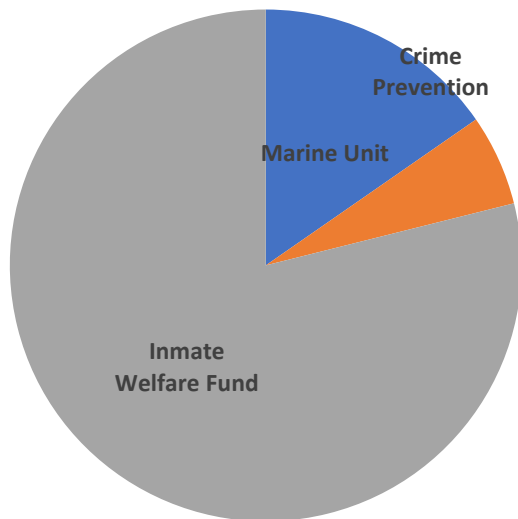
Mission: Through our vision and values, we are dedicated to providing quality public safety services in partnership with our diverse communities.

Total Revenue	\$0.37 M
Total Expense	\$0.24 M
Total Budget Change	-\$0.17 M
Total FTE	0.00

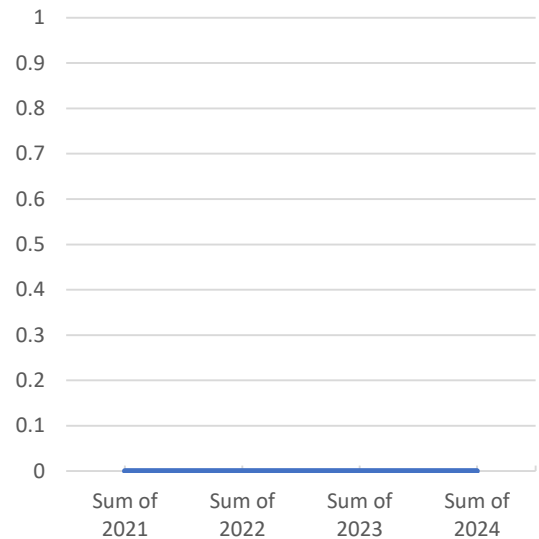
Summary of Expenses



Programs



Total FTE

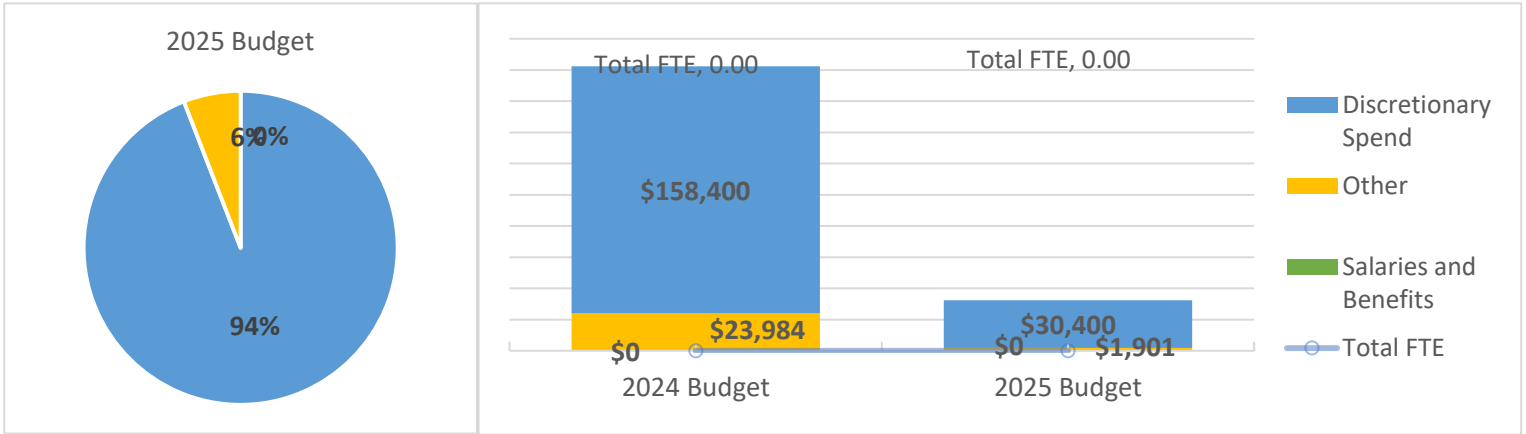


	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget	Change
Salaries and Benefits	\$2,649	\$0	\$0	\$59	\$0	\$0	\$0
Discretionary Spend	\$194,350	\$242,787	\$368,205	\$127,292	\$379,000	\$236,200	-\$142,800
Other	\$4,929	\$3,892	\$4,695	\$2,173	\$26,845	\$4,596	-\$22,249

Sheriff
Marine Unit

Fund Type: Special Revenue Fund **\$0.03 M**

Budget Change: -\$150,083



Purpose

This program provides waterborne law enforcement services and criminal investigations for all events occurring on the 236 miles of saltwater shoreline, all lakes, and Blake Island within Kitsap County. Additionally, this unit provides boating safety education/licensing and law enforcement services to support search and rescue; SWAT; environmental and marine mammal protection; marine response; and port, ferry, and homeland security services. Other services include responding to natural and/or manmade disasters occurring upon our waters/shoreline, enhancing security for the Navy and special community events, and removing hazards to navigation - which may include derelict vessels, logs, etc.

Strategy

This unit provides law enforcement services on and about the coastlines and inland waterways of Kitsap County, and also provides security and rescue services for the State Ferry System, and its ports, against threats, per the agreement with Homeland Security. This is a result of cooperative efforts on the part of all partner agencies. This program helps provide a safe and healthy community for our citizens who live and/or travel on, or near, our waterways. This program meets the Board's mission of safe and healthy communities by protecting natural resources and the local economy.

Results

We utilize the latest in technology to ensure efficient and effective operation. The watercraft address our greatest demands. The partnership with other agencies enhances service delivery. The purchase and maintenance of the equipment is accomplished through grants and a dedicated fund provided by state boating registration fees.

	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$115,694	\$102,102	\$16,796	\$72,597	\$45,500	\$61,500
Expense	\$40,719	\$44,337	\$176,454	\$47,203	\$182,384	\$32,301
Total FTE	0.00	0.00	0.00		0.00	0.00

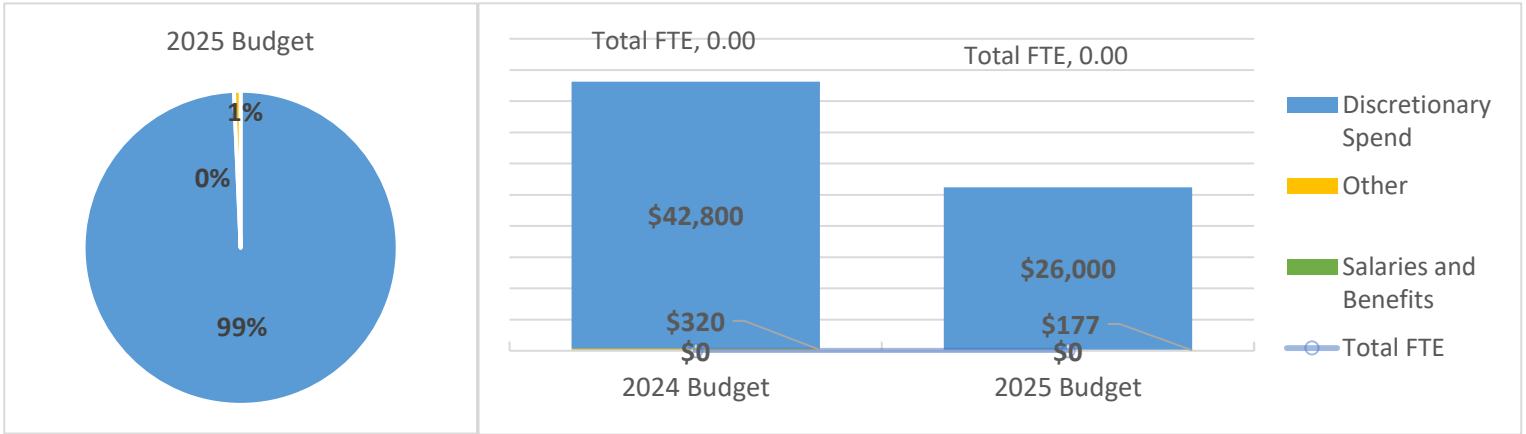
Sheriff

Crime Prevention

Fund Type: Special Revenue Fund

\$0.03 M

Budget Change: -\$16,943



Purpose

The core functions of this program are providing crime prevention services and public education. Crime prevention education is primarily accomplished through community meetings that address Neighborhood Watch, fraud prevention, senior safety, and youth outreach programs. The program includes two full-time employee funded through the General Fund and eighteen specially selected and trained volunteers. Citizen on Patrol volunteers provide citizens many services including parking education and enforcement, hulk and abandoned vehicle inspections, vacation home checks, and home security surveys.

Strategy

Results

Citizen on Patrol volunteers continue to donate thousands of hours of service to the Sheriff's Office and their community. This results in a significant cost savings. We participate in community fairs and events, community meetings, complete vacation house checks, and organize the Silverdale National Night Out Fair.

	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$30,388	\$21,374	\$15,352	\$2,911	\$13,500	\$9,000
Expense	\$22,675	\$30,223	\$17,398	\$6,512	\$43,120	\$26,177
Total FTE	0.00	0.00	0.00		0.00	0.00

Sheriff

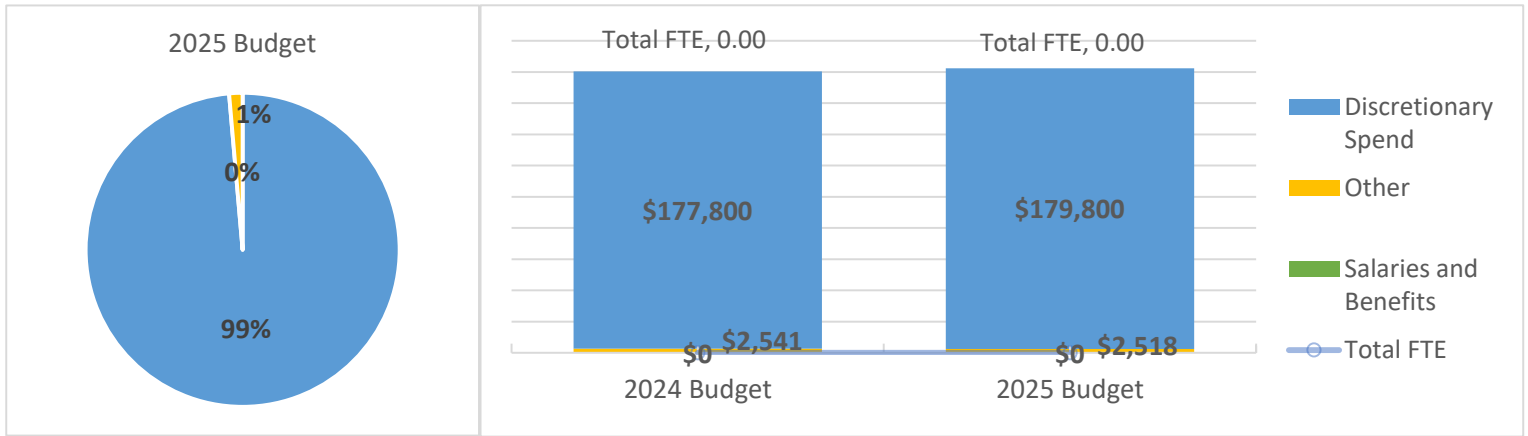
Inmate Welfare Fund

Fund Type: Special Revenue Fund

\$0.18 M

Budget Change:

\$1,977



Purpose

This program provides a mechanism for inmates to purchase commissary items and entertainment; as well as educational, communication, and visitation services during their period of confinement. This special revenue fund receives commission revenue that, by law, can only be used to provide for the welfare needs of inmates.

Strategy

The program meets the Board's mission of a thriving local economy and effective and efficient County services. It is a best-practice in the industry and provides an excellent management tool within a confinement facility.

Results

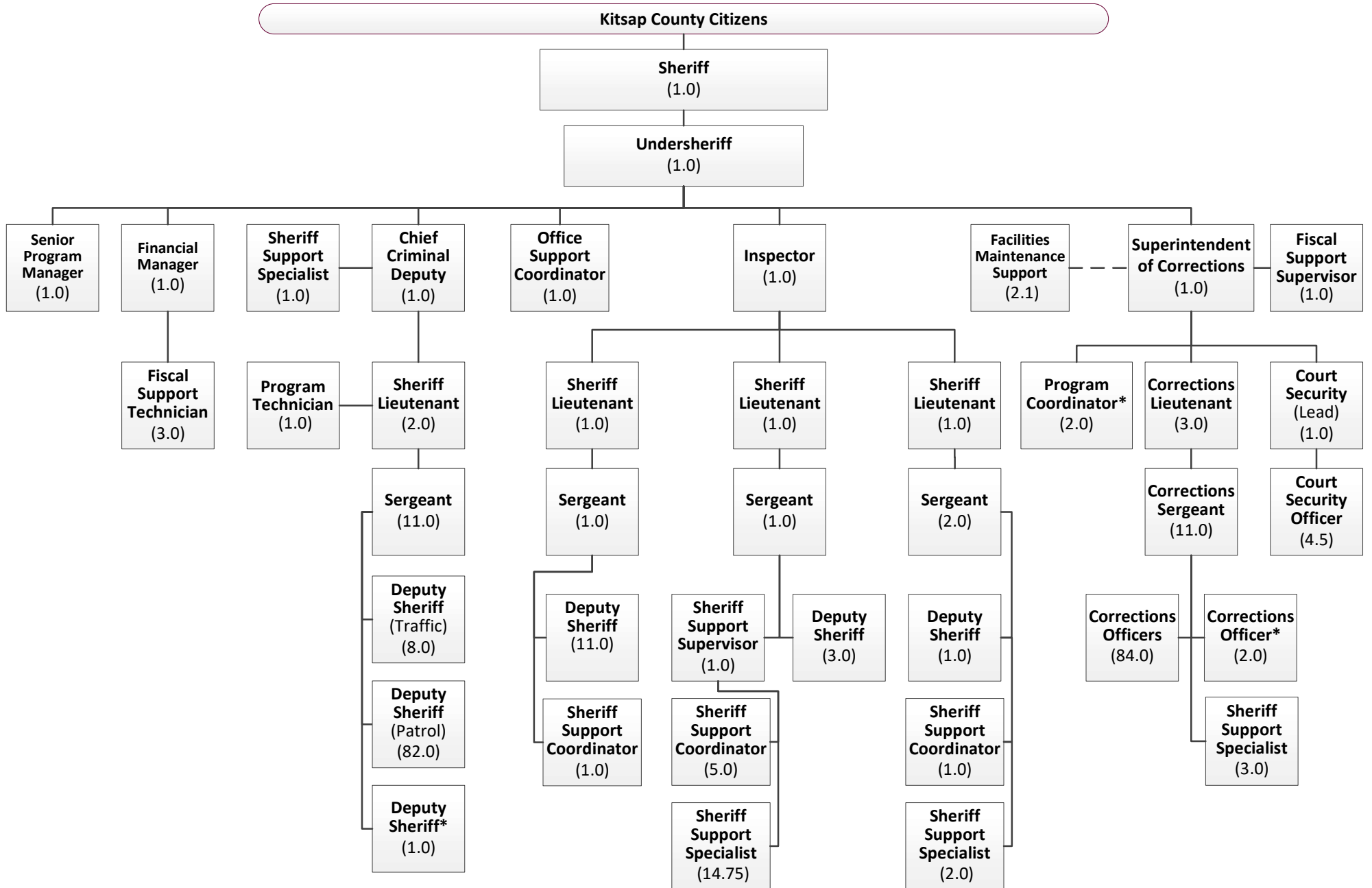
This program's budget is financed through commissioned sales of commissary items as well as kiosk, tablet, and video visitation services for the inmate population. Software programs are utilized to process sales and maintain individualized trust fund accounts for each inmate.

Processes are in place enabling citizens to make deposits into inmate accounts, and/or purchase commissary items via website or telephone, resulting in less need to handle actual monies within the facility.

	2021	2022	2023	2024 YTD June	2024 Budget	2025 Budget
Revenue	\$204,133	\$306,673	\$305,151	\$145,225	\$300,000	\$300,000
Expense	\$138,534	\$172,119	\$179,049	\$75,809	\$180,341	\$182,318
Total FTE	0.00	0.00	0.00		0.00	0.00



Sheriff's Office - 2025



*Mental Health Sales Tax Funded
FTE = 13.0



OFFICE OF
JOHN GESE

KITSAP COUNTY SHERIFF
614 DIVISION ST. MS-37 • PORT ORCHARD, WASHINGTON 98366 • (360) 337-7101 • FAX (360) 337-4923

August 21, 2024

Dear County Commissioners and Budget Committee,

Please find the answers below for the 2025 Budget Call letter. The Kitsap County Sheriff's Office is divided into three major divisions: Patrol, Detectives and Support Services, and Corrections. In answers 2 through 4 we have separated our answers so that the overall agency impact to the array of services our agency provides would be better understood. We have also included brief administrative notes before those comments provided by our division chiefs.

1. How does your department/office measure its performance toward the County's Mission, Vision, and Values?

Providing law enforcement services is a basic and core function of local government. Citizens need to feel safe and protected from crime. Additionally, the jail responsibility of the Sheriff's Office is a key piece of the community criminal justice services and an essential piece of providing a safe community. These responsibilities speak directly to the county mission statement that says the Kitsap County government exists to protect and promote the health, safety, and well-being of all county citizens. Best practices and requirements have propelled law enforcement services to meet new higher standards and to work closely with their communities to provide the level of law enforcement services expected in a professional and contemporary fashion. The Kitsap County Sheriff's Office is a professional agency and our strategic goals of being a model law enforcement agency that is well respected and works collaboratively with the county's diverse community also speaks to the county's mission statement. Our agency values of Teamwork, Integrity, and Professionalism also overlap and complement the county mission, vision, and values statement.

Finally, there is an argument that the Sheriff's services overlap each of the county's vision elements. Clearly providing a safe community would be the most applicable to the services we provide. But also supporting an engaged and connected community is an element of our community outreach and we feel an essential element in our success and the community's support. The Sheriff's Office services should also be considered essential when striving for the vision of a healthy and livable community, a resilient and vibrant community. Crime and public safety are key elements to each of these vision pieces. We also strive in our value of professionalism to provide the services described under the county's well-governed community.

2. To help the Commissioners plan for out years, what specific services would hypothetically be impacted or eliminated for your office/department in order to meet budget reductions of 6% in 2026, and how would that impact the community? Are there any potential revenue enhancements or process improvements which could make up all or a portion of the 6% target? Please indicate the dollar amount and specific number of FTEs and/or programmatic reductions which would be necessary to meet that 6% goal.





Administrative Comments:

This question is reminiscent of the budget cuts county departments were mandated to make for the expected Covid pandemic impact several years ago. What we found is that even a relatively small percentage cut to our budget impacts staff greatly. In the pandemic scenario, KCSO took deep cuts to many budget items such as uniforms, equipment, office supplies, training, travel, overtime, etc. In the end, deep cuts in these areas could not offset the cuts mandated and KCSO froze fifteen positions. Even with a sincere effort to meet the required budget reductions, all these cuts still did not meet the county budget reduction goal for the Sheriff's Office. And with inflation and the cost of goods and services, salaries, and other items, our budget dollars do not go as far and effectively become cuts to our budget. Recovery from these past cuts took several years to first restore the positions and then to add reduced budget capacity back to the other budget line items.

Fortunately, the cuts to staff were made through attrition during the pandemic. As most of our agency staff positions are now filled, the potential for layoffs looms with budget cuts of this proportion. We need more deputies. We currently sit at a level of staffing that matches a 2008 level. In addition to destroying the morale of those who are already dealing with understaffing and increasing job responsibilities our less tenured personnel will worry about potential layoffs, Costs to train new deputies and corrections officers can easily reach over one hundred thousand dollars and take over a year or more. To reduce staff or lose staff to other agencies and to once again try to recruit and hire back and train those positions would be a waste of money already spent and a burden of time and budget to recruit, hire and train new staff. Cuts today would take several years to restore even if the budget authority was granted to hire back these positions in the next budget year. Loss of staff would hurt our agency, our employees and our community, especially during a time of increasing growth and community expectations. An agency in fear of layoffs would not attract new employees either entry-level or lateral level or laid-off employees who would worry about their job security. This scenario could cause newer members of KCSO to leave the agency again for fear of job security.

For supplies, services, training, and over time, while some of the budget capacity has been restored from the pandemic budget cuts, in many areas we have less budget authority than we had previously when adjusted for inflation and the costs of goods and services. The county budget strategy has been to fund items as a one-time expense, when possible, instead of building in repair and replacement funding on an annual basis. The problem is that items such as ballistic vests, uniforms, equipment, and training are not one-time expenses but are in constant motion for repair, replacement, and issue. Failure to provide good, quality uniforms, equipment, and training has a direct impact on our level of service and only creates deficits that will ultimately need to be addressed. Our overtime budget has historically been underfunded and covered by open staff positions in recent years, but a large reduction would cut an overtime budget that is already unrealistic and as spelled out below, would impact our level of services.

Patrol Division

Answer: A 6% cut in funding would be devastating to the Patrol Division. Our current staffing on Patrol is already at a minimum. The patrol staffing barely covers the 911 calls for service. Even at current levels, overtime has increased to meet the basic function of





responding to calls for service. We have made strategic choices to better address additional concerns such as homelessness, traffic enforcement, training, and community engagement. The only available cuts are to those four areas listed. Basic community safety needs cannot go unaddressed. So, we would have to cut programs and positions that actually reduce efficiency and public safety.

If we cut the positions that deal with homelessness, our homeless population will increase as the critical enforcement option is removed. There is no longer the ability to get the same number of people off the streets and into services. This, in turn, creates more calls for service on an already overworked patrol staff as they deal with increased theft, harassment, and welfare calls.

If we cut traffic enforcement for speed and safety violations, a proactive measure, collisions, and complaints increase, also increasing the calls for service for the remaining patrol staff. Patrol cannot effectively target areas of traffic concerns and will simply be able to only respond when a collision occurs.

If we cut training, our level of professionalism and efficiency plummets. It is only through training that our skills improve. With all the state-required training, we struggle as it is to develop new skills and abilities. Taking Deputies off the road for non-mandated training would not be feasible. Our development would become static. In a few years, we would lose our place as the exemplary law enforcement agency in the region. This destroys recruiting efforts and quality employees would transfer to better agencies. We are currently a destination agency, attracting quality entry-level and lateral deputies. If we lose that, we are forced to hire lesser qualified employees who will leave at the first chance they get. We will spend untold thousands of dollars in training only to become a feeder agency for more professional agencies.

If we cut public engagement, we lose everything we have worked for, especially the past 4 years. Our citizens support and trust us. We strive every day to be as community-oriented and transparent as the public demands. Simply responding to 911 calls is not a community relations strategy at all, much less a good one. We will no longer be able to support any community events including the hundreds of children and school presentations, community safety programs, preventative seminars, National Night Out, parades, festivals, panel discussions, etc. In short, the only interactions we will have will be during the normal course of responding to calls for service. It would take a decade to recover from even two years of being removed from community engagement.

Corrections Division

For the Corrections Division, a 6% budget cut would require us to cut staff and that would cause not only significant morale issues with the mandatory overtime, but the safety and security of the facility would be compromised. If you recall, we hired several people from other jails because they were unhappy with their former employers due to the mandatory overtime. Many of them took pay cuts for the work/life balance we provide at Kitsap County, but with the reduction of staff that would not be the case. The jail is staffed already at a deficit, but we must have officers assigned to housing areas to make sure everyone who is incarcerated is safe, fed, and provided medical attention. Our intakes in booking have increased over the year, and there are days when we experience 20-25 people brought in to be booked, often only having 1-2 officers assigned to booking which poses other security concerns. A 6% decrease would increase liability to the county, placing the lives of staff, professional visitors, and those





incarcerated at risk.

Support Staff and Detectives

For support services, many of the functions performed are mandated by state law or require timely, thorough, and accurate processing. Potential loss of positions would be difficult to implement and if we did, we would be in danger of not meeting mandated timelines which could put us in jeopardy of having to pay fines or other liability. Public Office hours and the ability to take reports via phone and other services may be curtailed. We have already automated many different services, so the opportunity for more efficiency may be reduced.

Detectives are already dealing with an increasing workload, open positions, and turnover. A reduction in staff would mean many felony crimes that should be pursued may not get the attention and investigative time. The focus would be on serious and violent felony crimes so crimes such as burglaries, organized retail theft, fraud, and others may not be pursued. As mentioned below, there has been tremendous turnover in staff in detectives and much new mandated training requiring overtime and training for the detectives. Additionally, all the local law enforcement agencies work together to help solve crime in the county and reductions may mean our ability to assist other agencies would be reduced and that great collaboration in Kitsap County would suffer.

3. How has the organization's staffing changed in the last five years and why? Please discuss vacancy, turnover and overtime if applicable.

Administrative Comments

Historic turnover in all ranks, but especially in our deputy and corrections officer positions has impacted our agency and law enforcement nationwide. The collective loss of all that experience and training has had to be restored and replaced. We have a much less tenured agency that we did four or five years ago. The changing nature of law enforcement, and the lack of support from the community and legislators have had an impact on those in the position, but also those seeking a career in law enforcement. We have had to spend a tremendous number of resources in recruiting, hiring, and training over the last few years. This all comes at a cost, but essential.

Our fully commissioned staffing level (budgeted positions) in 2024 matches the same level of budgeted positions as we had in 2008. Over the last two decades, the agency has seen budgeted positions added, then lost, then added. We peaked in 2008/2009 for commissioned deputies and still strive to add positions to address growth in the community and community expectations. What has changed over the last few years is the fact that we have more positions now that are funded in whole or in part by outside grants or contracts. We have mental health and crisis specialists, jail re-entry staff, and five school resource officers whose positions are funded this way. Having the outside funding makes these positions possible, but they are tenuous based on the ability to get grants each year and a change in school district budgets could have a significant impact.

It is well known that Washington State ranks dead last in the ratio of officers per population in 2023. The Kitsap County Sheriff's Office ranks at the bottom of the several hundred Washington law enforcement agencies when measured by that standard. Both current Governor candidates in the Washington State governor race have called for





more law enforcement to be added.

Reduction in staff would be disastrous at a time when many recognize the need for more law enforcement in our state and increasing growth and community expectations from our community.

Patrol Division

Approximately, 50 of the 65 Deputies assigned to Patrol shifts were hired in the past five years. We saw an unprecedented amount of turnover as a result of the police reform movement in the past 4 years. Hundreds of years of experience walked out the door. With each retirement, we had to hire a new Deputy to replace them. That new Deputy requires about one year of training before they can "take the place" of the retired deputy. With every retirement or separation, we lose one position for an entire year. If five Deputies separate from service, the Sheriff's Office is down 5 positions for that year.

At the same time, new requirements are being added to every part of the routine tasks of a law enforcement officer. We have improved in so many ways over the past five years with the addition of focused de-escalation training, additional investigation requirements, increased deployment of less lethal devices, and the use of body cameras. Every one of those improvements comes at the expense of efficiency. We are simply not able to handle the same number of calls with the same number of people as we did just 5 years ago. Training on new tactics and devices takes Deputies off the road. The stringent requirements to make a prosecutable case take additional time. The storing of body camera footage has added at least an hour of additional tasks for each shift. With no exaggeration, we are doing less with more.

Corrections Division

In the last three years, we have hired over 35 corrections officers, experiencing the same as patrol, a large turnover due to retirement, and people moving out of state. It takes about a year before a new hire is a fully trained corrections officer, and we struggle to maintain a hiring list to fill the spots we have. In 2025 Corrections Officers will also be required to fulfill 24 hours of in-service training to comply with state regulations, and this new mandate will place a burden on staffing levels.

We must also take into consideration that the needs of the people we house in the jail have changed dramatically. We are experiencing a higher number of people with severe mental health issues that are much more dangerous, and their level of care requires more officers to be present. Additionally, 75% of the people booked into the jail test positive for OPIOIDS, requiring a heavier workload on corrections officers and medical staff. Someone detoxing off OPIOIDS must be checked by medical staff at least three times a day, and it is not uncommon for these patients to need additional medical care outside of the facility.

Support Services and Detectives

Both support services and detectives have seen tremendous turnover in the last few years. While support services positions have been filled on a timely basis and new duties and training have been an area of focus and attention, the detectives' group has turned over the vast majority of their positions recently and the need to train has been a





major challenge and cost. Often training must happen on overtime and the cost of the training program and classes has escalated in recent years. Additionally, overtime costs for detectives are difficult to predict as it is impacted by how often serious crime occurs. A homicide may require all our detectives to work long daily hours to respond, process, and investigate. We have little control over these types of costs, and we do not have the option to cut back on these responses.

What emerging challenges do you expect your department/office to face in the next three years? Please highlight current demand for services or gaps, what things are not being done, or legislative changes impacting demand for services.

Administrative comments

Staffing will continue to be a challenge. While turnover has slowed and many new people have been added, we will continue to lose people to retirement, burnout, or those who may decide that the law enforcement career was not the right choice. As mentioned earlier, a police department under threats of budget cuts and potential layoffs would impact our recruiting efforts. It could have the effect of hiring new staff, training them, and only seeing them leave for fear of budget cuts in position, ability to handle the workload, or community expectations. The first year or two costs of employment and training would be lost.

Changing community expectations is another area of challenge. In the last five years, the law enforcement field has had tremendous pressure to change coming from our community, the legislature, and best practices. This has meant changes in policy and procedures, training, and often new technology. Our body-worn camera program is an example of this. Additionally, our county is growing, and the community demands for our services are increasing. We cannot meet the community expectations at this time and with county growth projected to increase will only make the situation worse.

Current gaps in service include too few deputies to respond to calls for service and proactively patrol our community. Deputies are often assigned to a large area by themselves, and backup can take extended time to respond. Many calls for service pend for extended periods and deputies often do not have enough time to spend on calls before being called away to another priority crime. Changes in the law and best practices have pushed agencies to take longer on calls and often stop and seek warrants. We hear constant complaints about no proactive patrolling around problem areas and constant complaints of speeders and reckless drivers with little ability to respond. Serious organized crime such as drug distribution has little push back and our ability to respond is stunted. Other organized crimes such as human trafficking, drugs, gangs, and organized retail theft are not being addressed as they should.

The Washington State legislature has implemented many new laws with impacts that are often underfunded or unfunded. Changes to the requirements to serve protective orders in a timelier fashion, training required each year or on an ongoing basis, new requirements for de-escalation, and responding to potential use of force and deadly use of force situations have all required mandated training and more tools and technology.

Patrol Division

Answer: One word, Burnout. We have a young staff, all at or approaching the 5–8-year mark of service. This is traditionally the time when burnout starts to set in and, if not





managed, ends careers. Due to low staffing and societal pressure over the past few years, Deputies are working at 100% capacity their entire shift and then expected to work overtime to cover required tasks or shift vacancies. There is not a viable or respected management model in the world that supports employees working at 100% capacity for any extended period. If this situation continues, we can expect burnout at a rate higher than anyone can remember. The demands from the public and legislators will continue to increase. Kitsap County's population continues to grow at an increasing rate. New neighborhoods and parks demand additional patrols and cause an increase in calls for service. With staffing levels already among the lowest in Washington, which is the lowest staffed in law enforcement of any state in the union, the pressure is obvious. We are already forced to make some very difficult decisions regarding staff and task assignments as we hold on by a thread while still addressing the four non-mandated issues listed in #2.

Corrections Division

Corrections will also face an increase in burnout due to the stressful work environment, low staffing, and increased workloads. The Kitsap County Jail continues to house many people who are not being treated for their mental health illnesses in the community. The OPIOID crisis continues to impact the physical health of those who are incarcerated. Retention will be challenging, as the stress of increased work hours, work-related demands, and working in a violent environment impact the mental health of our correctional officers. Recruitment to fill the open positions will consistently be challenging as corrections have always experienced a shortfall in candidates who want to work in a jail.

Support Services and Detectives

Regarding support services, we have seen an increase in civil documents pushed onto the county for order services for other agencies. This has created more work in the civil unit and created overtime for services late Friday and over the weekend to abide by the current state laws for service time rules. With this, we have more firearm surrenders creating more time the deputies are tied up with evidence handling.

Further, with the implementation of body-worn cameras (BWC's), we have moved more staff into dissemination to handle public disclosure issues, video redaction, and BWC's processing. The Sheriff's Office could easily use one additional deputy to assist with civil functions.

Regarding detectives, the Washington State and Criminal Justice Training Commission have required unfounded/mandated training that not only affects patrol but also investigators to conform with the LETCSA standards for investigators. These classes are very expensive, time-consuming, and create needed overtime to comply with the training. We currently have 10 detectives, while we are slated for 12. We do not have the staff to fill the needed vacancies. With a rise in serious gun violence, drugs, and other investigations, the workload can be overbearing and creates a large amount of overtime. That over time transitions into court, crime scene processing, and callouts that we cannot control. We had 2-veteran detectives retire this year and 9 of the current detectives have been in investigations for 2 years or less. This accounts for a massive amount of training and OT to meet the State requirements.





With the LETCSA impacts of creating Independent Investigative Teams, our team, Kitsap Critical Incident Response Team (KCIRT) covers 3 counties and 10 agencies. These also require mandatory training, advanced training, callouts, overtime, and often per-diem for out-of-country investigations.

Investigations now in the technical world require more search warrants, specialty contracts, and devices to accomplish a professional and proper investigation. These programs' costs continue to rise for their services and take several investigators to complete. This time-consuming process could be assisted by 1 staff position for technical support/investigator.

We thank you for your time in reviewing these answers and the ability to provide pertinent information to the budgeting process. If you have questions, please feel free to contact us.

A handwritten signature in blue ink, appearing to read "J. Gese".

Sheriff John Gese

