

ORGANIZATIONAL DEVELOPMENT

GOALS

- **Culture** to promote a safe, comfortable, and inclusive work environment.
- **Financial Team** to restructure to meet the needs of the agency and to encourage a more collaborative, efficient, redundant, and transparent environment with cross-training to support succession.
- **Staffing** to improve the forecasting of future staffing needs to ensure adequate staffing levels so that our capacity is not overly stressed, and the services offered meet the community's expectations.
- **Recruiting and Retention** to recruit a diverse workforce to represent the communities we serve; increase the number of quality applicants so we recruit adequate staff to fill all vacancies; have our agency fully staffed to keep pace with separations; and retain employees to reduce turnover and to build our knowledge and experience levels.
- **Wellness** to leverage the wellness team to create wellness strategies that improve the health and wellness of our staff.
- **Training** to develop and train members in alignment with our mission and strategies so they are competent and have the tools to perform their duties, and we can identify, encourage, and support future leaders.
- **Technology** to utilize our equipment and technology to deliver services, and collect data and information so that we increase effectiveness and efficiency.

STRATEGIES

- **Culture** - Create an inclusivity plan, and start a safety plan, which includes fencing and upgraded cameras
- **Financial Team** - Identify ongoing operating expenses versus one-time discretionary purchase/budget needs.
- **Staffing, Recruiting, and Retention** - Update recruiting materials, create a recruiting team, implement an onboarding and offboarding process, and create a mentorship program.
- **Wellness** - Hold one event for each pillar of wellness, sign a contract with First Watch, and transition from Lighthouse to Cordico app.
- **Training** - Send an employee to Leadership Kitsap, create a formal mentorship program, workshops to outline the job expectations and roles of each rank, and detailed job descriptions outlining tasks and desired traits of each position.
- **Technology** - create a list of current computer software systems, conduct a review of implemented computer software systems, fully implement the Records Management System and Jail Management System, and secure funding for body cameras.

SUCCESS INDICATORS

Completed in 2024

- A Community event calendar

- Install a new camera system in the jail
- Corrections: Add 2 K-9s, 2 – Sergeants
- Wellness – have an event for each pillar
- Wellness – have a 2-hour block at in-service
- Implemented First Watch
- Patrol: Remain above 60 deputies, add 2 – K-9, and 1 – Traffic
- Provide training for body-worn cameras
- Day of Participation
- Body & In-car cameras

Move forward from 2024 to 2025

- Procedure Manual for Patrol
- Division/Unit Outlines for Patrol
- Town Halls
- Process improvement for the financial team
- Create a Communications Plan
- Contract with a Grant writer
- Schedule a citizen's academy and training outline – in the planning phase

Add for 2025

- Create a development/leadership training track
- Promotional preparation corrections officers and deputies
- Continue with First Watch
- Update recruiting efforts/materials
- FTO program in support services and detectives

ACCOUNTABILITY / TRANSPARENCY / OUTREACH

GOALS

- **Best Practices** to develop and implement KCSO-centric change management strategies to incorporate legislative, cultural, and political change so we can quickly adapt to external influences.
- **Transparency** to increase transparency and accountability so that our community understands our challenges and needs, as well as provides insight into critical encounters. Also, to ensure the medical provider is compliant with all contractual compliance and legal standards so we are reducing liability risk and maintaining the health and safety of our incarcerated individuals.
- **Policies and Procedures** to achieve agency reaccreditation through WASPC in 2022, begin jail accreditation in 2022, and obtain NCCHC accreditation in 2022 to ensure we are aligned with current best practices so there is clear documentation for training, accreditations, job aides, and process improvement initiatives.
- **Communications** to improve internal communication so our staff is knowledgeable and aligned with current information, challenges, and plans; improve external communication so our

communities have current information on our challenges and plans; and improve community outreach so that the communities understand our function and services while modeling our Mission, Vision, and Values. We will use community outreach to understand the needs of our communities and work to address those needs and concerns.

STRATEGIES

- **Best Practices** - The Sheriff, Undersheriff, or designee should constantly maintain awareness of legislative changes and set a plan for communicating or training on the changes. Develop a procedure to recognize the need for adaptation and the process to accomplish transformation so we react to the change in a timely manner in regard to training, policy updates, and subsequent data analysis.
- **Transparency** - Implement body-worn cameras; advisory committees, annual reports, and communications plan; create a 5-year DEI plan; hire an external auditor to audit the medical contract; independent audit of the jail medical contractor's records for compliance indicators and areas of weakness; and create a policy manual for corrections.
- **Communications** - Use platforms such as social media, govdelivery, website, and BKAT to communicate with the public. Develop a plan for a citizen academy. Create a calendar of community events.
- **Policy and Procedures** - Maintain WASPC Accreditation

SUCCESS INDICATORS

Completed in 2024

- Work to implement body-worn cameras
- Create a Community event calendar

Move forward from 2024 to 2025

- Sheriff's Advisory Board
 - Create an advisory committee and hold at least one meeting before the end of the year
- KCirt community advisory
- External auditor for a medical contract
- Review/update jail standards
- Remain accredited through NCCHC – 2025 reaccredited
- Schedule a citizen's academy and training outline
- Procedure for Legislative/Political Changes/legal updates – OPS

Add for 2025

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SERVICE DELIVERABLES

GOALS

- **Community Problem Solving** to address specific community public safety issues in a more targeted approach, in collaboration with our community partners and other service providers, to meet the needs of our diverse community so the citizens feel KCSO is responsive to their needs with the available resources.
- **Public Services** to determine methods of service delivery so we can properly prioritize resources to best meet the needs of the communities. Current public concerns, while keeping in mind the Sheriff's Office's goal of "making Kitsap County a safer place to live, work, and visit": general crime reduction and call response; traffic safety/complaints; and transience/homeless encampments.
- **Jail Re-Entry** to enhance services to those incarcerated to transition back into the community so we reduce recidivism.

STRATEGIES

- **Community Issues** - Utilize the CROs for homeless encampments in partnership with the HEART team, including outreach, housing assistance, and the subsequent decision to "clear a camp".
- **Public Services** - to identify the public need; see what the current public needs are and prioritize the service provided; conduct an annual analysis of calls for service and, if necessary, adjust staffing/shift composition to reflect call distribution; return the traffic unit to full staffing with investigators and add an additional traffic enforcement position.
- **Jail Re-Entry** - Develop a communication plan with treatment providers that allows an information exchange with one another within HIPPA laws. Develop pre-release plans that realistically address the housing needs and care planning of the individual. Develop a Reentry Committee to increase communication between providers about all release issues. Increase onsite treatment providers to provide services/reentry plans to those incarcerated.

Completed in 2024

- Continue the partnership with the HEART team and REAL team
- Reduce recidivism and measure by analyzing prior and current year's bookings
- Partner with Peninsula Community Health Services for jail transition clinic
- Prevent any encampments from being over 7 people
- Remove Hospital Hill encampment
- Prevent encampments in parks
- Increase traffic infractions by 20% (actually 70%)
- Part-time pro-active unit

Move forward from 2024 to 2025

- JMS/RMS Crime Stats on the website through PowerBI

New for 2025

- Medical waiver

GROWTH PLAN

- Add technology civilian to detectives
 - CART team county wide
- Add crime analyst position
- Lead and purchasing positions for the financial team
- Increase Traffic staffing to a total of 10, including sergeant
 - Add another traffic enforcement (motors)