

2023

STRATEGIC PLAN

Kitsap County Sheriff's Office



Sheriff John Gese
www.kitsapgov.com/sheriff

Teamwork

Integrity

Professionalism

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MESSAGE FROM SHERIFF GESE

Kitsap County Sheriff's Office stakeholders,

Well-run organizations plan for the future and manage projects efficiently. As an organization that is responsible to our citizens, community partners, and members we endeavor to identify and plan, as well as implement how our agency will adapt to a changing environment and the needs of our community.

Strategic planning has been particularly difficult these last several years as there have been tremendous outside influences that have dramatically impacted our organization. The effects of the pandemic were particularly acute and impacted almost every aspect of our business. The recent few years saw the dramatic push and implementation of police and criminal justice reform which meant profound changes in state law and best practices. Historic staffing challenges have also played a major role in defining priorities and delegating our resources as we have had to make a significant effort to recruit, hire, and train many new employees. Finally, changing crime rates and a growing community have also introduced new challenges and the need to re-address the needs of our citizens.

A lesson we have learned is that our planning efforts must be nimble enough to keep pace with rapidly changing needs. After finishing a five-year strategic planning effort, we now move into a method of continuous planning and updating which will better address the needs and challenges we face. We have areas of focus that include organization development, accountability, and service deliverables. Other, long-term planning efforts will typically entail large initiatives such as capital improvements to our facilities and the growth of our agency to keep pace with a growing community. These efforts take collaboration and buy-in from county commissioners and citizens to provide the significant resources needed. We will continue to identify and lobby for needed resources, but the measurements of success in these areas are often beyond our direct control.

We are operating in dynamic times and as an organization, we have numerous services we provide and many sub-organizational units that are in continuous development and operation. Our strategic planning efforts capture many of the projects we have ongoing and provide a report of the successes of our efforts as we address such a wide range of challenges and opportunities. Our true success requires us to work closely with our Kitsap County community and partners, as well as our commitment to achieving this success.

As we follow our agency values of teamwork, integrity, and professionalism we strive to create an organization that our citizens can trust and be proud of.

Sincerely,

John Gese
Kitsap County Sheriff's Office



PLANNING COMMITTEE

Steering us into the future



The Kitsap County Sheriff's Office assembled a team of individuals that care not only about the future of the agency but also the future of the diverse community we serve. This team included the Sheriff, Undersheriff, Chiefs, Financial Manager, Executive Assistant, Lieutenants, Sergeants, Corrections Officers, and Deputies, as well as Support Staff from across the agency. We received input from our citizens and community partners as well and used this feedback in the formulation of this plan. Throughout the year the team discussed and created goals and strategies that would assist the Sheriff's Office in serving our community more efficiently and that Kitsap County would benefit from.

These strategies and goals were designed to fit our dynamic environment. Knowing that we need to adapt to the ever-changing community and organization needs, we strived to have the strategies and goals to be fluid and adaptable as possible.

While creating the plan we identified three major areas of focus. These areas of focus were organizational development, accountability, and service deliverables.

The Kitsap County Sheriff's Office's main goal is to keep moving forward, further enhancing its quality law enforcement, quality leadership, and a high degree of public trust.



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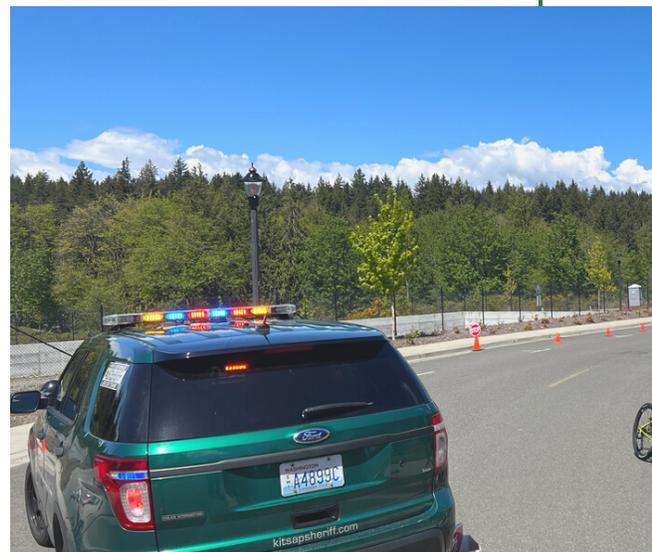
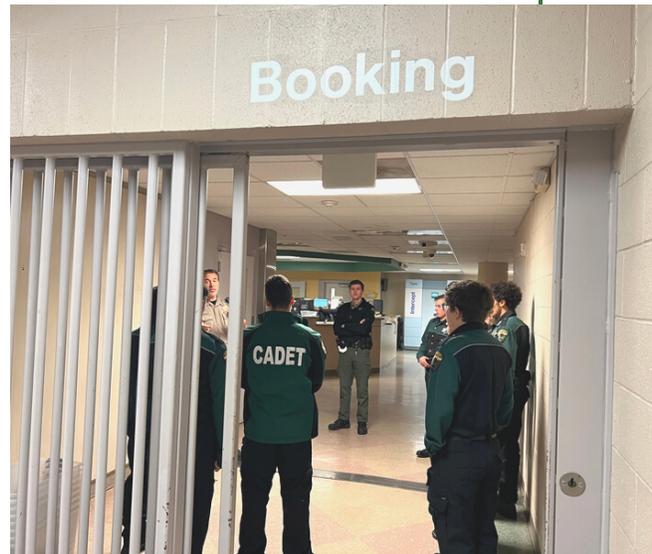
MISSION AND VISION

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

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 engaging and interacting 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 result in the greatest problem-solving outcomes for all and further, cultivate partnerships across our community.

Integrity

Understanding the great authority given to 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, 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.

ORGANIZATIONAL DEVELOPMENT



The Kitsap County Sheriff's Office is a substantial and comprehensive organization responsible for an array of functions for our community. Each of the various duties of the Sheriff's Office has its own unique needs including personnel, training, technology, and employee wellness.

An organization our size requires us to identify our needs, then prioritize and plan for the present but also a sustainable future. The costs for personnel, technology, training, and employee wellness are substantial. This requires us to collaborate with our county government to receive funds to sustain our agency and meet our community's expectations.

It is our responsibility to manage our organization in an efficient and professional manner to provide the most effective outcome given the personnel and other resources available. This has encouraged us to review our culture, employee retention, as well as our financial structure to best streamline the agency for effectiveness. In some cases, we have restructured the organization to better serve the agency, in addition to our community.

The Sheriff's Office is also committed to developing and training members in alignment with our mission as well as our strategies so that we can assure our employees succeed in their responsibilities and also identify, encourage, and support our future leaders. Creating tools and resources will give us the capability to grow leaders within our agency, in addition, allow us to develop and meet our needs in an efficient and effective manner. This will require additional training and the adoption of new processes in our organization but will help mold our future culture in addition to helping retain our employees.

Our areas of focus for organizational development are our culture; the restructuring of our financial team; staffing, including recruiting and retention; employee wellness; training; communication, internally and externally; and technology.

GOALS

- **Culture** to promote a safe, comfortable, and inclusive work environment.
- **Financial Team** 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.
- **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.
- **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. Design and implement finance team structure and responsibilities.
- 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.
- 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.
- 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.

ACCOUNTABILITY



The Kitsap County Sheriff's Office is proud to provide top-quality services to our community, and to achieve this we need to focus on how we deliver these services. We work hard to ensure our citizens, business community, and visitors feel safe and secure in Kitsap County. It is crucial that the Sheriff's Office adopt strategies that utilize our policies and procedures combined with proven best practices to reduce crime and enhance public safety.

We continually ask ourselves, "How do we set ourselves apart? Where have we been and where do we want to go? How do we achieve our goals?" It is clear to us that our culture plays a significant role in providing answers. Cultural change is essential, as well as a change in behaviors from those in leadership roles throughout the organization.

We hold our people accountable, recognize their strengths, and assist with development. Clear, concise, and achievable expectations lay the groundwork for productive and positive environments. We engage our people in the decision-making processes, so we can make informed, educated, and well-thought-out decisions.

The Kitsap County Sheriff's Office is proud of our history and the future that lies ahead of us. Our purpose is primed and well-equipped to face future challenges. The Vision, Mission, and Core Values will lead us and help structure our culture in a manner that is encouraging, accepting, and respected by our colleagues and community.

Our areas of focus for accountability are our best practices; transparency; and policies and procedures.

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.

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.
- Policy and Procedures - Maintain WASPC Accreditation



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SERVICE DELIVERABLES



Using effective crime fighting combined with crime prevention and community outreach, the Kitsap County Sheriff's Office works towards growing the public's trust along with building community partnerships through open communication and transparency. We foster this through the services we provide to the public and our community.

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. We rely on our Community Resource Officers (CROs) to work within the community to educate the public about crime prevention.

The Sheriff's Office is more than just the deputies you see on the road. The Kitsap County Jail is a major part of our operations. It is a regional correctional facility, that primarily focuses on ensuring we are providing a safe, legal, respectful, and constitutionally sound environment for all that reside or work within its walls. Our Corrections Division is consistently improving and developing, as well as setting standards in all areas of our profession. We are continuously seeking ways to collaborate with volunteers, community partners, and other agencies in an effort to provide services to not only the community but to the inmate population as well.

Our people come to work for our agency from all over the nation and they make Kitsap County home; together we unite as one team to accomplish one primary goal, to deliver superior service to our community. We understand the importance of developing our staff to be confident, professional, well-trained, and most importantly to have a healthy work-life balance. Quality customer service is of the utmost importance to our success. We strive to encompass and nurture a long-term relationship over the entire duration of our interaction. We accomplish this by soliciting advocacy, desirability, and awareness from our citizens, transmitting transparency in every direction.

Our areas of focus for service deliverables are our addressing community problems; services provided to the public; and the jail re-entry program.

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.



SUCCESS INDICATORS

The following success indicators have been identified as the measures of our goals. Some indicators are listed under multiple areas of focus because they impact multiple goals.

Organizational Development

- Schedule a citizen's academy and training outline
- Publish an Inclusivity plan for the agency
- Implement First Watch
- Transfer to Cordico App
- Create a Community event calendar
- Implement JMS/RMS
- Install a new camera system in the jail
- Identify Recruiting team
- Create 3 new recruiting items/materials
- 5-year growth plan - planning for the upcoming county growth.

Accountability

- Schedule a citizen's academy and training outline
- Work to implement body-worn cameras
- Create a Community event calendar
- Implement JMS/RMS
- Create an advisory committee and hold at least one meeting before the end of the year
- Policy Manual for Corrections
- Hire an external auditor for a medical contract - Follow up on references
- Begin the process for WASPC Jail accreditation
- Remain accredited through NCCHC
- 5-year growth plan - planning for the upcoming county growth.

Service Deliverables

- Fully implement the Records Management System and Jail Management System
- Through the CRO and Heart Team partnership, clear at least 4 homeless encampments and prevent the return of homeless along Clear Creek Trail and Veteran's Park
- Continue the partnership with the HEART team and REAL team
- Reduce the number of quality-of-life crimes from the prior year
- Reduce recidivism and measure by analyzing prior and current year's bookings to determine the percentage who have committed prior offenses within Kitsap County or measuring the number of persons who were arrested multiple times, to determine the impact on crime trends
- Increase Traffic Staffing by 3 Deputies, to 10 total
- Increase reentry services offered in the jail, and add at least 5 more reentry services, including the opening of the reentry pod
- 5-year growth plan - planning for the upcoming county growth.

SUMMARY

Looking to the future

We have set ourselves up for success knowing we have the support of the community and the personnel of the Kitsap County Sheriff's Office.

We have identified many goals and strategies in this strategic plan. We have hurdles that we need to overcome, challenges to analyze, difficulties to explore, and choices to consider. As we partake in this journey, your collaboration, encouragement, and endorsement are fundamental to our success. Our mission is honorable, our vision moral, and our desire to succeed, unwavering and resolute.

We believe this is an important direction for our agency. This document is far from static, but rather one we can grow and move forward with. With regular reviews, we will progress, ensuring we stay on track and meet our success indicators, either short-term or long-term. As with our daily commitments, where we are held accountable, we will hold ourselves responsible for this strategic plan.

The Kitsap County Sheriff's Office needs your support and collaboration to implement 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 helping us on this path. We have much work to do, and we are certainly ready to get started. We have confidence in this plan, we have trust in our people, and we truly believe in you to help see us through.





THANK YOU

We appreciate everyone who contributed to this strategic plan and who help us be successful.



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