

KITSAP COUNTY SHERIFF'S OFFICE 2024 STRATEGIC PLAN



Sheriff John Gese

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Teamwork

Integrity

Professionalism

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A MESSAGE FROM SHERIFF GESE

Dear Citizens of Kitsap County,

As Kitsap County Sheriff, I am proud to lead an organization filled with people who wish to make a difference in their community and are dedicated to public service. The Kitsap County Sheriff's Office is comprised of almost 270 individuals encompassing many different job positions. We also have a dedicated cadre of volunteers who give many hours of volunteer service to our agency and our community. Together we follow our agency values of Teamwork, Integrity, and Professionalism.

2024 is poised to be a year that still presents many challenges for us at KCSO, but also opportunities. As we shake the effects of the pandemic and historical staffing turnover, I am happy to say that our recruiting, hiring, and training efforts are paying off and we should see a much more stable workforce towards the end of the year. Our challenge with staffing though does persist and keeping up with the growth of the county and the expectations of our citizens has been a challenge with the number of staff we have. Sadly, Washington State ranks dead last in officers per 1,000 population and the Kitsap County Sheriff's Office ranks towards the bottom of the almost 300 Washington law enforcement agencies in that category.

Police Reform in Washington has been significant in the last few years, but its impacts have not yet been fully realized and some programs have not yet been fully implemented. We will continue to operate our agency in a transparent and accountable manner. We strive to follow best practices and use strategies that work to address public safety. Many new members of our agency come to us from our community and have a heart for serving. Our members expect it to be held to very high standards, but as a community, we must also support their efforts and give them rules to follow which are realistic and obtainable.

We will continue to address crime by continuing our efforts to reduce the number of car thefts, retail thefts, impaired driving, and aggravated assaults which have been elevated over the last several years. We work collaboratively with our other local enforcement agencies to address crime and make arrests, concentrating on those who commit violent crimes.

We also work collaboratively with many local community partners to address societal problems which can often intersect with local law enforcement. This includes very high levels of people with untreated mental illness or those who are homeless and unhoused. We have members specially trained and work with local service providers to help people access services whenever possible.

We have many different outreach efforts in our community to stay connected. These include community events, social media, partnerships with community partners, and our website, to name a few.

At KCSO, we are continually grateful for the supportive and strong community partnerships we have here in Kitsap County. It is one of the things that make Kitsap County such a great place to work and live. We appreciate the opportunity to serve our community and look forward to a successful and safe year ahead.

Sheriff John Geese



MISSION & 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.



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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 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.

2023 STRATEGIC PLAN

The Kitsap County Sheriff's Office gathered the Sheriff, Undersheriff, Chiefs, Financial Manager, and Executive Assistant, to review the 2023 strategic plan and evaluate the progress we accomplished as well as look to see what steps we needed to take to move forward in 2024. After review, the team specified the 2023 success indicators that were accomplished as well as coordinated the 2024 success indicators.

As a whole, the team focused on the steps made in 2023 to lay the groundwork for the 2024 strategic plan. We know that it takes time and focus to become successful. Recognizing what was accomplished in 2023 was just the beginning. A lot of projects were started based on the Sheriff's Office 2023 success indicators, but having strong goals and strategies was the foundation we used to steer those success indicators.

Looking to the future of the Kitsap County Sheriff's Office is a driving point for our success as well. We continually want to grow not only our office and employees but more importantly our community. Our community has the biggest influence on us. Learning the wants and needs of Kitsap County has made us look at how we do business. Knowing that we need to adapt to the ever-changing community and organization needs, we strived to have the strategies and goals to be as fluid and adaptable as possible.



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2023 SUCCESS INDICATORS

In 2023 the Kitsap County Sheriff's Office identified specific success indicators that we needed to accomplish in order to achieve our goals and strategies. Here is a list of the success indicators that we completed.

Organizational Development

- Transferred to Cordico Wellness App
- Created a Community event calendar
 - Continuing in 2024
- Implemented JMS/RMS
- Installed a new camera system in the jail
 - The contract was acquired in 2023 and the project is moving forward in 2024
- Identified a Recruiting team
 - Continuing in 2024
- Created 3 new recruiting items/materials
 - Continuing in 2024

Accountability

- Worked to implement body-worn cameras
 - Contract completed in 2023 and the project is moving forward in 2024
- Created a Community event calendar
 - Continuing in 2024
- Implemented JMS/RMS
- Remain accredited through NCCHC

Service Deliverables

- Fully implemented the Records Management System and Jail Management System
- Through the CRO and Heart Team partnership, cleared at least 4 homeless encampments and prevented the return of homeless along Clear Creek Trail and Veteran's Park
- Continued to partner with the HEART team and REAL team
 - Continuing in 2024
- Reduced recidivism by analyzing prior and current years' bookings to determine the percentage who have committed prior offenses within Kitsap County. Measured the number of persons who were arrested multiple times, to determine the impact on crime trends
 - Continuing in 2024
- Increased Traffic staffing to 9 total

ORGANIZATIONAL DEVELOPMENT

In 2023 the Kitsap County Sheriff's Office focused on what as an organization we are responsible for to help our community. In 2024 we are continuing with this area of focus. The duties of the Sheriff's Office are vast and unique, but we pinpointed the functions that need to be improved and prioritized them. The culture, staffing, wellness, training, communications, and technology at the Kitsap County Sheriff's Office are still significant goals and strategies we will focus on. These contribute to the success of the Sheriff's Office and have a great impact on our community.

We are responsible for managing our agency professionally and effectively given the personnel and resources we have available. This has motivated us to review our culture, staffing, retention, and training to better organize our agency for efficiency. The Sheriff's Office is committed to developing and training members in alignment with our mission and strategies. This way we can ensure our employees succeed in their duties, and identify, encourage, and support our future leaders. These strategies and goals require additional training and the adoption of new processes in our organization; however, they will help influence our future culture and help retain our employees.

Our areas of focus for organizational development will continue to be 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** 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.

ORGANIZATIONAL DEVELOPMENT

GOALS CONTINUED

- **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.
- **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

At the Kitsap County Sheriff's Office, we hold ourselves to a high standard of accountability. This standard allows us to provide top-quality service and maintain the delivery of the services to our community. We partner with individuals, businesses, and other agencies to make sure everyone who lives or visits Kitsap County feels safe in our community. These partnerships are key to our success, and we continue to grow because of them. We rely on feedback and communication with these partners to know we are using our resources appropriately and strategically implanting our best practices to reduce crime and improve public safety.

Our culture plays a significant role in defining us as an agency. We have created a standard of transparency and best practices because of this culture, we continue to become a better agency as a whole and for our community. Cultural change is essential in our organization and change in behaviors from those in leadership roles is key to becoming successful and adapting.

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.



ACCOUNTABILITY

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

SERVICE DELIVERABLES

When you think about the Kitsap County Sheriff's Office you probably think about the deputies you see driving around. We are much more than that, 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, all while setting standards in all areas of our profession. We continuously seek ways to team up with volunteers, community partners, and other agencies to provide services not only to the inmate population but to the community as well.

Another major purpose 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. 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.

The Kitsap County Sheriff's Office is a diverse group of individuals that together unite as one team to accomplish one primary goal, to deliver superior service to our community. 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.



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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.

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

CONTINUED FROM 2023

- Schedule a citizen's academy and training outline – in the planning phase
- Publish an Inclusivity plan for the agency – work with County DEI consultant
- Implement First Watch
- Create a Community event calendar
- 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

NEW INDICATORS FOR 2024

- Procedure Manual for Patrol
- Division/Unit Outlines for Patrol
- Lead and Purchasing positions for the financial team
- Continue efficiency training for financial
- Patrol: Remain above 60 deputies, 1 – K-9, 1 – Traffic
- Corrections: Add 2 K-9s, 2 – Sergeants, 2 – Court Officers
- Add Technology civilian to detectives
- Add Crime Analyst position
- Wellness – have an event for each pillar
- Wellness – have a 2-hour block at in-service
- Provide training for body-worn cameras
- PIO provides on-camera training
- Day of Participation
- Town Halls
- Create a Community Group
- Create a Communications Plan
- Continue to build an internal communications structure
- Body & In-car cameras
- EIS reporting (5) reports
- Contract with a Grant writer
- Process improvement mapping
- Accountability



SUCCESS INDICATORS

ACCOUNTABILITY

CONTINUED FROM 2023

- Schedule a citizen’s academy and training outline – in the planning phase
- Work to implement body-worn cameras
- Create a Community event calendar
- Review/update jail standards
- Remain accredited through NCCHC
- Create an advisory committee and hold at least one meeting before the end of the year
- External auditor for a medical contract
- Begin the process for WASPC Jail accreditation

NEW INDICATORS FOR 2024

- Division/Unit Outlines for Patrol
- Procedure for Legislative/Political Changes

SERVICE DELIVERABLES

CONTINUED FROM 2023

- Continue the partnership with the HEART team and REAL team – continue in 2024
- 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
 - Update numbers for 2024
- Increase reentry services offered in the jail, and add at least 5 more reentry services, including the opening of the reentry pod
 - Partner with Peninsula Community Health Services for jail transition clinic
- 5-year growth plan - planning for the upcoming county growth.

NEW INDICATORS FOR 2024

- Prevent any encampments from being over 7 people
- Remove Hospital Hill encampment
- Prevent encampments in parks
- Increase traffic infractions by 20%
- Part-time pro-active unit
 - Community safety needs/concerns
- JMS/RMS Crime Stats on website

SUMMARY

LOOKING TO THE FUTURE

Knowing we have the support of our community partners, the agency, and the community as a whole, we know that we will be successful with our goals and strategies. We also recognize that we have made small steps toward some of these goals and this shows that we want to be successful and accomplish what we have set out for.

We may have hurdles to overcome, challenges to analyze, difficulties to explore, and choices to consider, but 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 is unwavering and determined.

Our strategic plan is an important guide for our agency. This document is far from static, but rather one we can grow and move forward with. With regular reviews, we will improve, ensuring we stay on track and meet our goals and strategies by accomplishing 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 appreciates your support and collaboration to implement this plan. We will empower our people, involve our neighbors, and collaborate with our community partners while navigating forward. We want to thank you for helping us on this journey. We have a lot of work to do but know with these partnerships that we will be successful. We have confidence in this plan, we have trust in our people, and we truly believe in you to help see us through.





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THANK YOU

WE APPRECIATE EVERYONE WHO CONTRIBUTED TO THIS STRATEGIC PLAN AND WHO HELP US BE SUCCESSFUL.



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