

Kitsap County
Sheriff's Office



2026
STRATEGIC
PLAN

Sheriff John Gese

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A MESSAGE FROM SHERIFF GESE

Greetings,

On behalf of the Kitsap County Sheriff's Office, I am sharing an update to our agency's strategic planning efforts. 2026 is proving to be a year of successes, challenges, and change. Staffing and turnover still have major impacts for 2026, and we spend a great deal of time and resources on recruiting, training, and retention. These have been ongoing challenges for the last several years and are somewhat common to our Washington law enforcement partners. Budgetary restrictions also have become more prominent, and 2026 saw the loss of three deputy positions due to budget reductions. Budget challenges are expected to continue and, unless addressed, will likely result in losing more deputy and correction officer positions. This puts a strain on our agency to provide the level of service our community expects, and with our County growing in many ways impacts our levels of service and our overtime usage.

Despite challenges, good work is being done throughout the agency in many ways. With process improvement occurring, training being enhanced, services in the jail with supporting funding, focusing on problem properties and high crime areas, and continuing outreach through many means, I am very proud of our staff for the efforts they are making. We adhere to the best industry standards, and in 2026, we will be re-accrediting with the Washington State Sheriffs' and Police Chiefs' Association. We live by our agency values: teamwork, integrity, and professionalism every day.

Sincerely,

Sheriff John Geese



MISSION, VISION, & CORE VALUES

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.

2026 STRATEGIC PLAN

The Kitsap County Sheriff's Office strategic plan sets a clear path to guide the organization through ongoing fiscal constraints, staffing challenges, and rising service demands, while strengthening public trust and operational effectiveness. The plan is built on three pillars: Organizational Development, Accountability/Transparency/Outreach, and Service Deliverables, each designed to ensure sustainable service delivery and continuous improvement.

ORGANIZATIONAL DEVELOPMENT

This pillar prioritizes building a resilient, well-supported workforce while maintaining essential operations within budget and staffing limitations. Key priorities include strengthening organizational culture, improving recruitment and retention, expanding employee wellness and training programs, and leveraging technology to improve efficiency and decision-making. Cross-training, leadership development, and succession planning remain central to maintaining operational readiness and continuity.

ACCOUNTABILITY, TRANSPARENCY, AND OUTREACH

This pillar focuses on strengthening public trust through transparency, compliance, and communication. Our agency is committed to maintaining and achieving accreditation standards (WASPC and NCCHC), enhancing policy and procedure frameworks, and ensuring compliance in jail medical services to reduce liability and improve care. Transparency efforts include body-worn camera implementation, use-of-force reporting, public reporting tools, and expanded community communication through multiple platforms. Ongoing engagement with community and tribal partners reinforces accountability and responsiveness.

SERVICE DELIVERABLES

This pillar emphasizes delivering effective, community-centered public safety services within available resources. Efforts focus on targeted crime reduction, proactive policing strategies, traffic safety enforcement, and coordinated response to community concerns such as encampments. Jail re-entry initiatives continue to reduce recidivism through partnerships and case management programs. Data-driven deployment and staffing adjustments ensure alignment of resources with community needs and call demand. Continued investment in systems such as PowerDMS and EIS supports improved data integration and workflow efficiency.

ORGANIZATIONAL DEVELOPMENT

GOAL

To build a resilient, adaptive, and highly skilled workforce through our culture, staffing, recruiting and retention, wellness, and training.

OBJECTIVES

- Implement continuous professional development and training programs.
- Strengthen leadership development at all levels.
- Improve recruitment strategies to attract diverse and qualified candidates.
- Enhance employee wellness and mental health support.
- Focus on low-cost, high-impact training (e.g., online platforms, in-house instructors).
- Prioritize leadership development for supervisory roles critical to operational effectiveness.

KEY INITIATIVES

- Annual training plans tied to competency frameworks.
- Leadership mentorship programs.
- Wellness programs, including counseling and peer support.



PERFORMANCE METRICS

- Training completion rates
- Employee retention rates
- 1st Watch Wellness involvement



2026 PRIORITIES

- Develop patrol and detective procedure manuals
- Expand communications strategy and media team
- Continue recruiting and promotional pathways
- Improve onboarding/offboarding processes
- Strengthen tribal partnership protocols and training
- Reduce mandatory overtime through operational adjustments
- Support succession planning and organizational transitions
- Relocate detectives to improve cohesion and working conditions



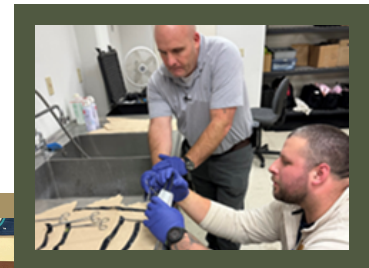
ACCOUNTABILITY/TRANSPARENCY/OUTREACH

GOAL

Ensure ethical conduct and responsibility at all levels of the organization. Promote openness and public trust through accessible information and communication. Build strong, collaborative relationships with the community.

OBJECTIVES

- Strengthen the office of professional standards processes.
- Enforce consistent disciplinary standards.
- Provide timely and accurate public reporting.
- Increase accessibility of agency data.
- Improve communication channels with the public.
- Increase community engagement programs.
- Strengthen partnerships with local organizations.
- Improve cultural competency within the agency.



KEY INITIATIVES

- Early intervention systems to identify risk behaviors.
- Regular audits of policies and procedures.
- Body-worn camera monitoring for use of force and pursuits.
- Public dashboards for crime statistics and agency activity.
- Regular community briefings and press updates.
- Partner with community organizations for reentry services.
- Youth engagement programs.
- Town halls and listening sessions.



PERFORMANCE METRICS

- Complaint resolution time
- Use-of-force review outcomes
- Policy compliance rates
- Public data access frequency
- Reentry program enrollment rates
- Response time to public information requests
- Number of outreach events

2026 PRIORITIES

- External medical contract auditing
- Jail standards review and updates
- Completion of NCCHC reaccreditation
- Implementation of WADEPS use-of-force tracking
- Continued legislative/legal update processes
- Expansion of tribal and community partnership protocols
- Booking and bed capacity management to reduce overtime

SERVICE DELIVERABLES

GOAL

Deliver efficient, effective, and equitable public safety services. Enhance Inmate services and programs.

OBJECTIVES

- Improve response times and service quality.
- Utilize data-driven policing strategies.
- Enhance technology and infrastructure.
- Shift toward cost-effective engagement (virtual town halls, partnerships with community organizations).
- Utilize volunteers where appropriate.
- Improve access to mental health, medical care, and substance use treatment

KEY INITIATIVES

- Deployment optimization using analytics.
- Investment in modern equipment and systems.
- Partner with local providers for treatment programs

PERFORMANCE METRICS

- Clearance rates for major crimes
- Complaint and commendation dispositions
- Post-release outcomes (recidivism trends, when available)

2026 PRIORITIES

- Expand data-driven crime analysis (PowerBI integration with RMS/JMS)
- Transition ProAct unit into Detective Division
- Expand drug K9 program and traffic enforcement capacity
- Increase traffic unit staffing to 9 positions
- Continue Medicaid waiver and re-entry programs
- Improve operational efficiency through staffing and jail capacity management



2025 SUCCESSES

ORGANIZATIONAL DEVELOPMENT

- Completed Division and Unit Operational Outlines for Patrol
- Expanded Field Training Officer (FTO) programs into Support Services and Detectives
- Implemented process improvements within the Financial Team
- Secured contracted grant writing services to increase funding opportunities
- Established procedures for legislative and legal updates (including OPS alignment)
- Maintained NCCHC accreditation; successfully initiated 2025 reaccreditation process
- Continued implementation and utilization of the First Watch early intervention system
- Hired and trained 28 new employees, improving staffing levels and service capacity
- 70% increase in traffic infractions, significantly exceeding target
- 28 new hires trained and onboarded
- Multiple interagency agreements (MOUs) executed
- Major program implementations (First Watch, Medicaid Waiver, drones, proactive units)

ACCOUNTABILITY, TRANSPARENCY, AND OUTREACH

- Executed Memorandum of Understanding (MOU) with OII
- Established MOU with Port Gamble S'Klallam Tribe
- Advanced Body-Worn Camera program implementation efforts
- Increased traffic enforcement activity by 70% (exceeding 20% goal)
- Expanded community outreach initiatives and engagement efforts
- Developed a Community Event Calendar to improve public awareness and participation
- Planned and outlined a Citizens' Academy curriculum and training schedule
- Strengthened partnerships with:
 - HEART Team
 - REAL Team
 - Peninsula Community Health Services (Jail Transition Clinic)

SERVICE DELIVERABLES

- Launched a Part-Time Proactive Unit to address emerging community issues
- Added a Commercial Vehicle Enforcement Officer to enhance roadway safety
- Deployed new technology and equipment, including:
 - New BMW motorcycle
 - Drone program funded through the Suquamish Tribal Impact
- Initiated the Medicaid Waiver Program to support inmate healthcare continuity
- Partnered on a Jail Transition Clinic to improve reentry outcomes
- Began efforts to reduce recidivism, including analysis of booking trends year-over-year
- Continued progress toward NCCHC reaccreditation
- Successfully removed Hospital Hill encampment
- Implemented strategies to:
 - Prevent encampments exceeding 7 individuals
 - Prevent encampments in public parks
- Continued coordinated response efforts with outreach and service teams

SUMMARY

FORWARD OUTLOOK

This strategic plan provides a roadmap to strengthen the Kitsap County Sheriff's Office operations while adapting to fiscal constraints. By prioritizing core services, improving efficiency, and maintaining transparency and accountability, the agency can continue to serve effectively despite reduced resources. Over the next five years, the agency will continue to modernize operations, expand data analytics capabilities, strengthen investigative and enforcement capacity, and invest in key positions that support efficiency and long-term sustainability. Priority initiatives include enhancing crime analysis, expanding specialized units, improving jail management practices, and supporting succession planning.

Future 5-Year Outlook

- Add civilian technology support to detectives (cost-saving initiative)
- Expand CART team implementation
- Add crime analyst position
- Create lead/purchasing roles in financial services
- Continued focus on budget efficiency and service sustainability
- Comprehensive staffing study

OVERALL DIRECTION

Our strategic plan balances fiscal responsibility with service excellence, focusing on workforce stability, transparency, community partnership, and operational innovation to ensure the organization remains adaptive, accountable, and responsive to the needs of the community.

The organization is focused on:

- Maintaining core public safety services under fiscal constraints
- Strengthening internal capacity, training, and leadership development
- Increasing transparency and public trust
- Expanding data-driven and collaborative policing strategies
- Improving jail operations and re-entry outcomes
- Preparing for long-term workforce transitions and succession planning



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