



POULSBO POLICE DEPARTMENT



STRATEGIC PLAN 2019-2021





LAW ENFORCEMENT CODE OF ETHICS

As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the constitutional rights of all to liberty, equality and justice.

I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others.

Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence.

I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession . . . law enforcement.



MISSION STATEMENT

The Mission of the Poulsbo Police Department is to safeguard the lives, property, and rights of all people; to reduce the incidence and fear of crimes; and to enhance public safety while working with our community to improve their quality of life.

Our mandate is to do so with honor and integrity, while always conducting ourselves with the highest ethical standards to maintain the confidence of the public we serve.

VISION STATEMENT

The Poulsbo Police Department aims to be amongst the finest law enforcement agencies in the State of Washington; one which constantly delivers the highest quality public service to make the City of Poulsbo one of the safest in the nation.



CORE VALUES

Honor

Our daily actions shall embody our Mission, Vision, Core Values, and Code of Ethics. We hold ourselves accountable to the highest standards of our profession, while valuing equality, diversity, and individual rights. Our badge is a symbol of public faith; we accept it as a public trust so long as we are true to the ethics of our service.



Integrity

We shall always do what is legally and morally right. We are honest and truthful in our words and actions. Our integrity will build trust and confidence, for integrity is our moral defense against corruption.



Teamwork

We are loyal and dedicated to each other, our community, and our profession. As a member of the greater team, we realize that to achieve our mission of service, we must work collaboratively with our citizens, community partners, city government, and allied public service agencies.



Professionalism

As representatives of our community and our profession, we are driven to be competent and skilled in the performance of our duties. With an eye to the community's evolving needs, we will constantly seek out opportunities to improve our level of service and provide the best in public safety.



To the Poulsbo Community,

The Poulsbo Police Department is dedicated to providing professional police services now and in the future. Our mission is clear, *“The mission of the Poulsbo Police Department is to safeguard the lives, property, and rights of all people; to reduce the incident and fear of crimes; and to enhance the public safety while working with our community to improve their quality of life. Our mandate is to do so with honor and integrity, while always conducting ourselves with the highest ethical standards to maintain the confidence of the public we serve.”*

To assist us in achieving our mission, we initiated a Strategic Planning Process in December of 2018. Strategic Planning is defined as:

“An organizational management process that is used to set priorities, focus energy and resources, strengthen operation and ensure that employees and other stakeholders are working toward common goals.”

To ensure transparency and collaboration in this endeavor, we have developed this Strategic Plan through a team effort. We did not rush this process, nor was this an exercise to simply “check a box”. The development of this plan is essential to our continued success as an agency, dedicated to serving this community.

We sought comment and input from our community partners, our residents, other city departments, our employees, and other Kitsap County law enforcement agencies. This collaboration was vital. We understand that we are part of a larger team dedicated to the continued success of this great city, and our success is reliant on all of these parts working together to achieve our goals.

This plan is a road map. It is not budget-driven, but rather goal-oriented through achievement defined objectives. It clearly sets our priorities over the next three years and will direct our actions as we work toward our department vision, which *aims to be amongst the finest law enforcement agencies in the State of Washington; one which constantly delivers the highest quality of public service to make the City of Poulsbo one of the safest in the nation.*



Our plan identifies four overarching goals, and the associated objectives necessary to achieve these goals. This plan will set us on a course that we believe will lead us to continued success as a public safety agency, and will provide us the necessary elements to continue to achieve our mission and serve this great community.

Very Respectfully,

Dan Schoonmaker
Chief of Police
Poulsbo Police Department





THE STRATEGIC PLANNING PROCESS

To ensure all stakeholders had the opportunity to provide input, the strategic planning process solicited comment from the community, Kitsap County law enforcement agencies, City of Poulsbo department heads, and our employees. The following is a summary of the input we received.

Community

A community board was convened to discuss the state of the department and the way we provide service to the citizens. The board consisted of members from local businesses, our school district, residential associations, faith-based organizations, service groups and the local military bases. Three 2-hour meetings were facilitated by Steve Strachan, Executive Director of the Washington Association of Sheriffs and Police Chiefs and the following is a brief summary of the feedback.

Positive Comments

The Poulsbo Police Department has shared a very strong relationship with the community. The department appeared to be held in high regard from the community board members. Many individual officers were known by name and had favorable stories shared about them.

Areas of Improvement

The main concerns expressed by the community board was a desire to obtain more information and have more positive interaction with our department outside of responding to calls for service. Foot patrols, bicycle patrols, and general interactions (driving through neighborhoods and/or attending community events) were mentioned as areas where our department could improve.

There was a general desire for more interaction through social media. Other departments in Kitsap County were referenced by name and acknowledged for their social media presence. Our department was strongly urged to follow suit and create a social media presence.

Law Enforcement

Our department sent a letter to the head of each law enforcement agency in Kitsap County asking for feedback on their perceptions and experiences with our department and individual employees. The following is a summary of the responses we received.

Positive Comments

In general, all agencies had good experiences with our officers. Our agency was viewed as helpful, professional and supportive relationships with officers in neighboring



agencies. This was particularly the case with the agencies we interact with the most in the north end of the county (Bainbridge Island and Suquamish Police Departments).

Areas of Improvement

The main area of improvement expressed was the need for more cooperation and interaction in working with other departments. This was especially prevalent when it came to training and special units, such as SWAT, WestNet (Kitsap County Sheriff's Office), and the Special Operations Group (Bremerton Police Department). There was also a desire to share training costs through a regional training program. We agree these interactions are critical in supporting law enforcement relations throughout Kitsap County.

City of Poulsbo Department Heads

During several staff meetings, I asked for feedback from the other department heads about the way our employees interact with the other departments. Our interactions with other city departments are essential to maintain a productive working environment throughout the city.

Positive Comments

Our officers are helpful and assist other city departments when asked. Some departments were appreciative of the training that our officers have provided in reference to workplace violence.

Areas of Improvement

Some employees felt that our officers do not interact with the rest of the city as much as we could. Although there could be a variety of reasons this occurs, we agree that our employees should have an understanding that we are a part of a bigger city team.

Police Department Employees

Feedback from our employees is an essential part of the strategic planning process. The employees know the department in detail and their input on the direction of the department is important to our overall success as an agency.

Positive Comments

Most of our employees felt we are heading in the right direction. They believe the department leadership is in tune with the employees and we are working collaboratively. The employees believe they have the support of the community and are valued by the residents.



Areas of Improvement

Without question the greatest concern of our employees is the amount of change that has and is scheduled to occur. As a department full of long-standing employees, our employees take great pride in the culture of the department. They are proud of what they have accomplished and who they have become. Therefore, too much change feels like a departure from the current sense of “who they are” as a police department team.

Preparation for many retirements, maintaining adequate staffing, and other fiscal issues (training, equipment, salaries) were also a concern expressed by many employees.

After gathering as much information as we could from the various groups, we considered all the feedback as we developed our department goals. We believe we have selected goals that are measurable, attainable, and reflect the immediate needs of the agency over the next three years. In summary, attaining all the listed goals is critical to our continued success as an agency.





POULSBO POLICE DEPARTMENT GOALS 2019 – 2021

GOAL #1 – EMPLOYEE DEVELOPMENT

Our employees and the manner they provide service to the community is our main priority. As such, we need to ensure we are providing them with the training, experience and resources they need to be successful. As part of our strategic plan, employee development is going to be focused in two specific areas: ***Training and Wellness***.

Training

The training demands on all of our employees are constantly changing and increasing. Every police officer is required to attend 24-hours of training each year to retain their certification; however, the reality is that 24-hours provides just enough time to cover the mandated courses. Additional training time is necessary to ensure each employee is constantly improving their skills. Employee Development for the Poulsbo Police Department will include the following objectives related to training our employees.

Training Objectives:

1.1 Development and implementation of an Annual Training Plan

The development of an Annual Training Plan will ensure all core competencies and mandated areas of training are provided each year. It will assist with scheduling, as well as budgeting. Most importantly, it will demonstrate our commitment to the constant improvement of our employees' technical skills.

1.2 Development of a Master Training Plan that will identify the mandatory and essential training courses for each assignment in the police department.

A Master Training Plan is created to provide employees an understanding of what is expected from each assignment in the police department. It is a "road map" for employees to achieve career goals by identifying the mandatory and essential training courses expected for each position.

1.3 A commitment from the administration to seek out unique training opportunities outside of Kitsap County.

There is great value with training in Kitsap County. It provides our employees the ability to work with and learn from other agencies. It also develops the sense of team amongst the local agencies. However, there is tremendous value in seeking training opportunities outside the county, and even outside of the state of Washington. When the



opportunities are available and cost effective, training out-of-county provides our employees with an even broader perspective of law enforcement best practices.

Wellness

Safeguarding the mental and emotional well being of our employees is a critical part of our continued success. Although Poulsbo is a very safe community, our employees have experiences that can affect them deeply. These can occur as the result of a single call or accumulate over a career. In short, the better we can prepare our employees to deal with the emotional difficulties of their job, the better they can serve this community. Employee Development for the Poulsbo Police Department will include the following objectives related to wellness.

Wellness Objectives:

1.4 Provide annual seminars/speakers on emotional survival in Law Enforcement

Police officers across the nation take their own lives at higher rate than those that are killed in the line of duty. It is essential that our employees are provided with the skills to deal with the long term affects of a career in law enforcement. This training will be done annually.

1.5 Partner with other Kitsap County law enforcement agencies to provide Peer/Trauma Support

Peer/Trauma support teams are the first level of care for a police department employee who has experienced a traumatic event. Kitsap County law enforcement agencies are currently developing a team of officers, trained to assist other police employees who have traumatic experiences and need support immediately following an event. Our department will be dedicated to the support and success of a county-wide peer support team.





GOAL #2 – SUCCESSION PLANNING

Over the next three to five years, more than half of our employees will be eligible for retirement. This is a significant challenge for the department and the city government. Not only are we losing a tremendous amount of institutional knowledge, we are also faced with the problem of attracting highly qualified applicants in a period when all law enforcement agencies are having difficulties recruiting. We have identified two areas to address our plan for succession, which are: ***Recruitment and Leadership Development***

Recruitment

The recruitment process for a lateral applicant (an applicant who is already a commissioned police officer) takes between six and eight months. For a new applicant, this process takes more than a year. As such, we need to plan now for this transition and ensure we are attracting a diverse field of qualified candidates while maintaining appropriate staffing levels.

Recruitment Objectives:

2.1 Develop a recruitment package that highlights the positive aspects of the Poulsbo Police Department and community we serve

The City of Poulsbo is unique. As such, creating a vision of what it means to be a Poulsbo Police Officer is essential. The development of a recruitment package can be accomplished through print, video and other media. Its purpose is to provide applicants with an image of the expectations of serving the Poulsbo community. It will be shared through our various social media sites and will serve as an applicant's first interaction with our department.

2.2 Develop a strategy to recruit for diversity

Our police department should reflect the image of our community. We need to ensure *all* parts of our community are represented at our department. This requires us to cast a broader net and attract diverse applicants. This objective will include recruitment efforts outside of Washington.





Leadership Development

Preparing our employees for future leadership opportunities is the second part of our succession plan. Although not every employee has the desire to promote through the ranks, we want to ensure that each employee has the training, skills and experience to compete for promotion if they desire.

Leadership Development Objectives:

2.3 Develop front line supervision through annual leadership/executive training opportunities

Over the past 10 years, the City has elected to recruit several administrative positions, including Chief of Police and Deputy Chief, from outside of the agency. Although these decisions may have been necessary at the time, it is important that we develop our front-line supervisors to a level where they can compete for these positions in the future.

2.4 Develop an outside mentorship program for all supervisors

The benefit of mentorship is that it contributes to a better trained, well-rounded employee who is engaged in the success of the department. When mentorship is sought outside of the agency, it provides a broader perspective and promotes new ideas/solutions, as well as positive interactions between agencies.

2.5 Develop leadership and management skills in line level employees through project management, instructor opportunities, and training

Although we are a smaller department, there are a wide variety of projects and other opportunities that provide our line-level employees with a better understanding of management and leadership. By purposefully providing these types of opportunities we will develop our line-level personnel, while giving them an opportunity to showcase and refine their leadership abilities.





GOAL # 3 – COMMUNITY OUTREACH AND ENGAGEMENT

The one area that dominated the conversation in our strategic planning process was community outreach and engagement. This was not directed at the service we provide, nor was it based upon our interactions with community. Rather, it was a lack of quality interaction outside of handling calls for service. There was a strong desire from the community for our department to engage more purposefully and outside of our response to calls. The way we plan to accomplish this goal is through ***social media and innovative programs***.

Social Media

Currently, the Poulsbo Police Department has no social media presence. It is clear there is an expressed need from the community to have more interaction through social media. Much of the community information is gathered from posts through several Facebook accounts in the North Kitsap area. Since this current platform has already been adopted by much of the community, it only makes sense to engage, at minimum, in the most common and acceptable forms of social media. This will include Facebook, Instagram, and Twitter. In addition, our shared website through the city needs updating.

Social Media Objectives:

3.1 Develop and maintain a robust social media presence through Facebook, Instagram and Twitter

Community engagement through the various social media platforms is long overdue. It is estimated that achieving success with this objective will require 8-12 hours per week to maintain, post and respond to the citizens. Initially, the Command Staff will be responsible for content and maintenance; however, the overall success of this type of engagement will require all employees to receive training and participate in community interaction through social media.

3.2 Continue to improve and update the police department website

For many in the community, our website is the first interaction the public has with our department. Although some improvement has been made, more focus and attention on the website is necessary. This will include posting of press releases, public safety bulletins, and other pertinent information that is relevant to the community.



Innovative Programs

Innovative programs are those programs that an agency creates to address a specific need in their community. These are programs outside of the traditional police duties of responding to calls for service and investigating criminal activity. We have identified two such programs that we believe will enhance our ability to service the citizens of Poulsbo.

Innovative Program Objectives:

3.3 Continue the implementation and expansion of the Behavioral Health Program

The Behavioral Health Program has been in operation since 2017. The team consists of a Program Manager and three police navigators who are tasked with connecting people in crisis with resources, all in an effort to reduce contact with police. Currently, this grant funded program serves the cities of Poulsbo, Bremerton, Bainbridge Island, and Port Orchard.

In 2019, the three navigator positions were moved under the operational direction of the police department. The main purpose was to allow them access to the individual department's records management system (RMS) and further embed them with Crisis Intervention Officers (CIOs). The objective moving forward is to continue to work with our allied law enforcement agencies and generate the funding that will provide a designated navigator for each agency. This will increase each agencies ability to connect people in crisis to necessary services, and in the process reduce police responses.

3.4 Create a Community Advisory Board

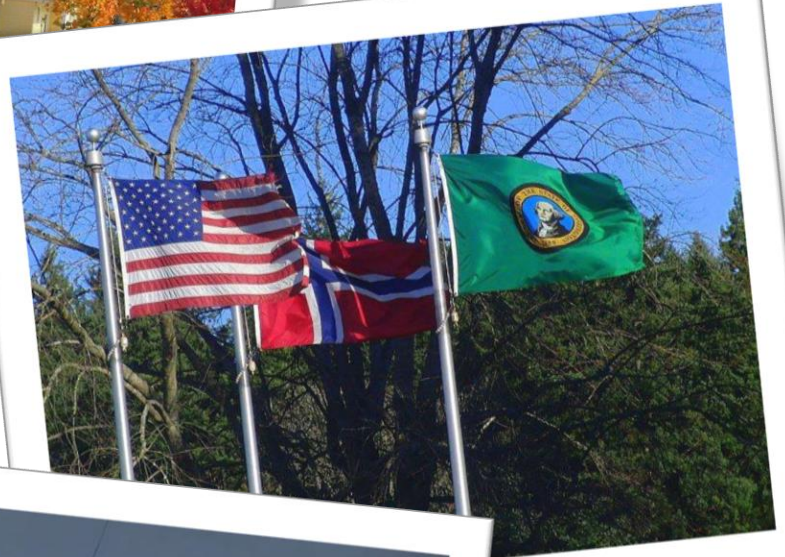
The purpose of a Community Advisory Board is to create a platform for community representatives to directly interact with the police department on community issues. It also provides a platform for the community to receive information on crime, police programs, special events, and public safety. Historically, this type of board has existed in the City of Poulsbo, but not for some time.

The police department will seek members for an advisory board that represent the various part of the community. This will include at a minimum:

- Business
- Faith-based
- Education
- Residence/HOA
- Social and/or Service Groups
- Military/Government



The board will be a working group that will review and provide feedback on policy, programs and our response to significant events. Their feedback will assist us in ensuring we are providing the highest level of service to our community.



HONOR * INTEGRITY * TEAMWORK * PROFESSIONALISM



GOAL #4 – WASPC ACCREDITATION

4.1 Achieve the accreditation standards as set by the Washington Association of Sheriffs and Police Chiefs

From the Washington Association of Sheriffs and Police Chiefs (WASPC) website, the purpose of law enforcement agency accreditation is to professionalize the law enforcement industry by providing a review process for agencies to be certified as operating under industry best practices and standards. In 1976 the Association was directed by the Washington State Legislature to develop standards and goals for Washington State Law Enforcement. The Association has maintained an operational accreditation program since that time.

The current accreditation program was created in 2007 and is overseen by the Professional Services Committee, Accreditation Commission, and Board of Directors. The Committee is responsible for maintaining accreditation standards. The Commission is responsible for reviewing accreditation on-site reports and making recommendations to the Board of Directors. The Board of Directors is responsible for conferring accreditation.

Benefits of Accreditation Include:

- To increase public confidence in the agency
- To increase credibility
- To provide a systemized agency self-assessment
- To broaden perspectives
- To intensify administrative and operational effectiveness
- To ensure recruitment, selection, and promotion processes are fair and equitable
- To strengthen understanding of agency policies and procedures by personnel
- To improve agency morale and pride
- To decrease susceptibility to litigation and costly civil court settlements
- To potentially reduce liability insurance costs
- To provide state and local recognition of professional competence

In our county, the Bremerton Police Department, the Bainbridge Island Police Department, and the Kitsap County Sheriff's Department have all achieved WASPC accreditation. The Poulsbo Police Department's goal is to become the next WASPC accredited law enforcement agency in Kitsap County.



ACKNOWLEDGEMENTS

We sincerely express our gratitude to the following individuals for their time and effort in assisting us in creating our Strategic Plan. Your assistance and desire to improve our department demonstrates your dedication to the continued success of the Poulsbo Police Department and the City of Poulsbo.

Becky Erickson
Mayor
City of Poulsbo

Rhiannon Fernandez
City Clerk
City of Poulsbo

Alexis Foster
City Prosecutor and Risk Manager
City of Poulsbo

Deanna Kingery
Human Resources Director
City of Poulsbo

Mike Lund
Public Works Director
City of Poulsbo

Karla Boughton
Planning Director
City of Poulsbo

Amy Knutsen
Court Administrator
City of Poulsbo

Kelly Ziemann
Administrative Services Manager
City of Poulsbo

Matt Brown
Deputy Chief
City of Poulsbo

Gary Simpson
Sheriff
Kitsap County

Mark Rufener
Chief of Corrections
Kitsap County Sheriff's Department

Matt Hamner
Chief of Police
Bainbridge Island Police Department

Jim Burchett
Chief of Police
Bremerton Police Department

Thomas Evans
Commander, United States Coast Guard
Commanding Officer, Maritime Force Protection
Unit, NBK-Bangor

John Garland
Special Agent
United States Coast Guard Investigative Service

Brenda Yates
Historic Downtown Poulsbo Association

Kathy Foresee
Poulsbo Chamber of Commerce

Dr. Lauryn Evans
Superintendent
North Kitsap School District

Jeff Russell
Battalion Chief
Poulsbo Fire Department

James Schlachter
Project Manager
Morrow Manor



Justin Ingalls
Project Manager
Trident Homes

Craig Keller
President
Poulsbo Police Officers Association

Tom Duchemin
Lead Pastor
Gateway Church

Luke Bogues
Vice President
Poulsbo Police Officers Association

Andrew Phillips
Caldart Height Homeowners

Eric Mahler
Owner
Caffe Cocina

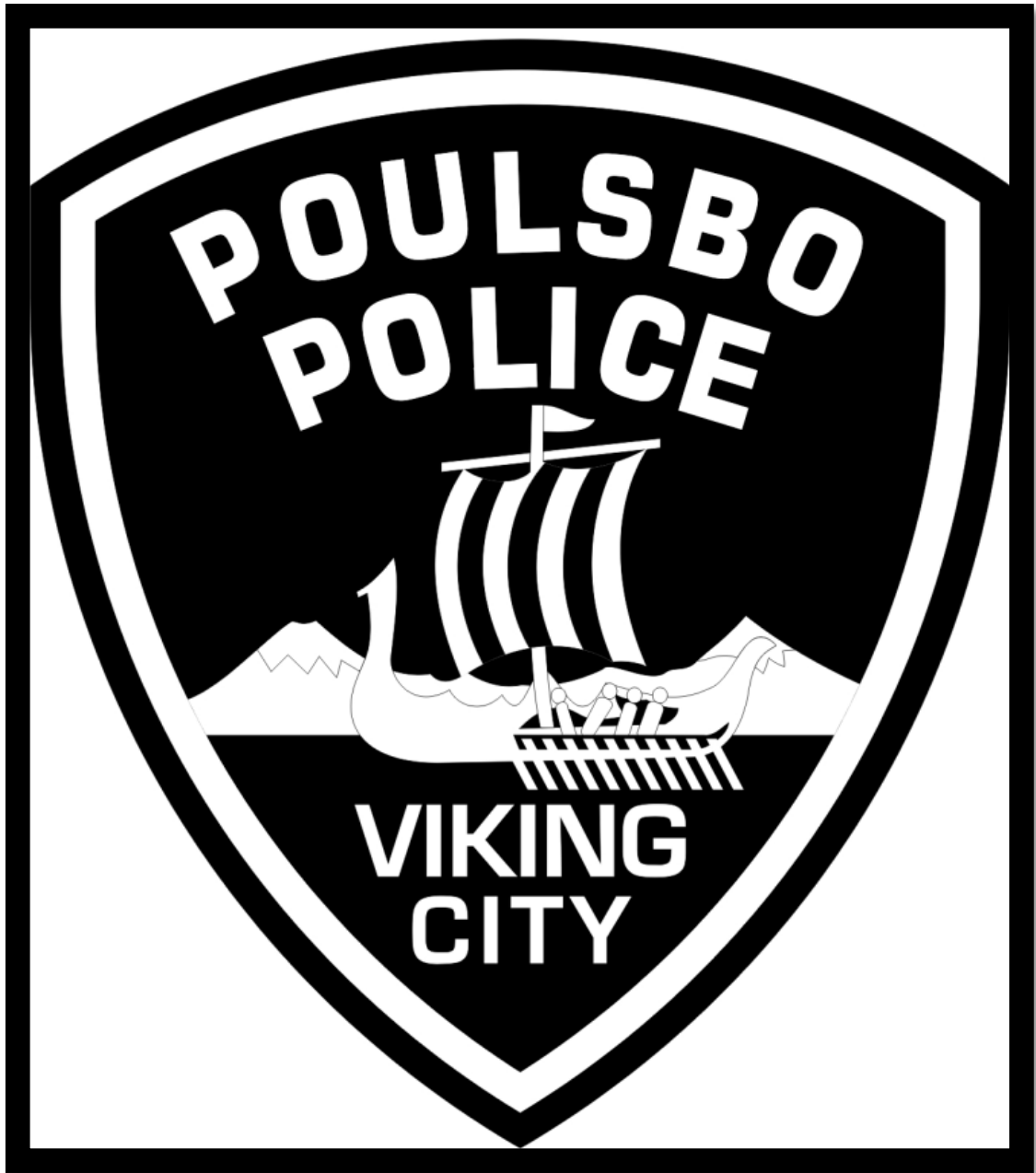
Steve Strachan
Executive Director
WA Association of Sheriffs and Police Chiefs

Employees of the Poulsbo Police Department

Residents of the City of Poulsbo



HONOR * INTEGRITY * TEAMWORK * PROFESSIONALISM



HONOR * INTEGRITY * TEAMWORK * PROFESSIONALISM