

# Poulsbo Police Department



## Strategic Plan 2022-2024



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# **Poulsbo Police Department**

## **Strategic Plan 2022-2024**

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## **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.



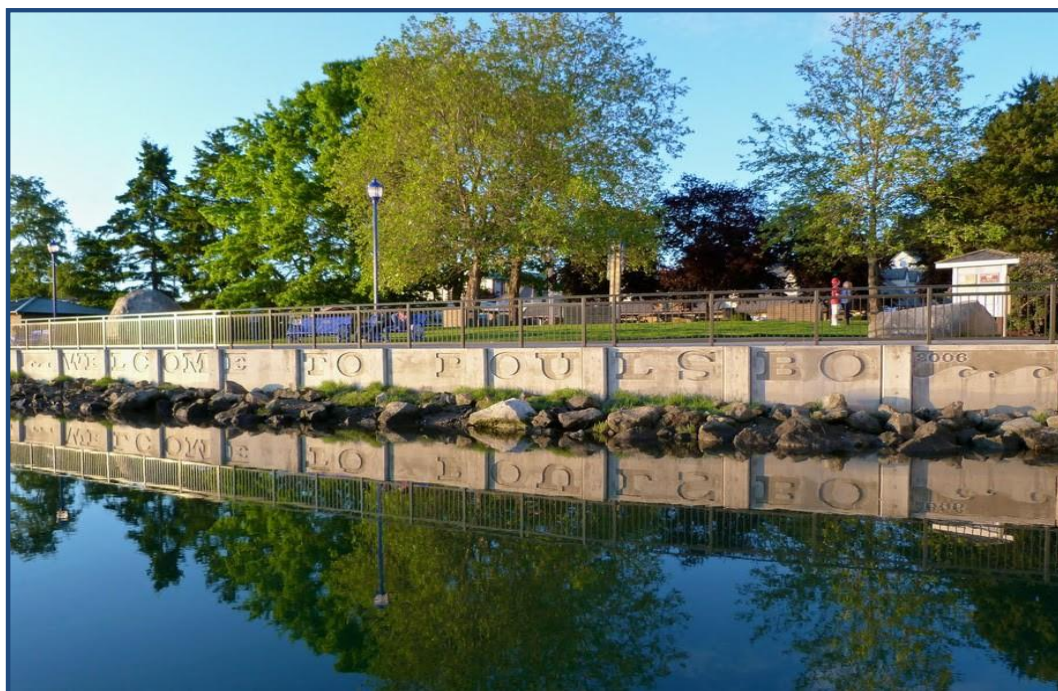
## **MISSION STATEMENT**

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.









## **A LETTER FROM THE CHIEF**

To the Poulsbo Community,

The Poulsbo Police Department provides community members with professional police services in direct correlation to the resources entrusted to us. We do this with our mission as a guide:

“The mission of the Poulsbo Police Department is to safeguard the lives, property, and rights of all people; to reduce the incidents 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.”

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.”

The plan before you is the second iteration of this process. In it, we will look back at some accomplishments, explain our current priorities and identify some long-range goals.

We intend this plan to be a roadmap, as well as an appeal to our community for continued support. As you will see in this document, the Poulsbo Police Department has maintained a staffing level that has not changed significantly in the past decade. Poulsbo, and all of Kitsap County, are experiencing unprecedented population growth. It is projected that the population of Poulsbo will increase by nearly 25% by the end of 2024.

For the Poulsbo Police Department to provide the services our community expects, we will have to add staff. Another challenge facing the Poulsbo Police Department is the need to provide supervisory coverage for our 24/7 operations. Our past staffing model has left a supervisory gap (supervisor only available by phone) for 28 hours every week. Law Enforcement services are a high liability business by their nature and the lack of a supervisor being on-duty at all hours of operation exposes our Officer's and our City to levels of risk that are not acceptable.



Our community has told us they want to see the Poulsbo Police Department provide:

More traffic enforcement, community engagement, and expanded emphasis to address homelessness in the city.

To meet these expectations, we will need to increase our patrol staffing by six officers, and our professional services staff by one, over the next three years. If authorized, we would implement this staffing increase incrementally, by adding two officer's a year for the next three years and a professional services staff person in the second year. This addition of staff will allow us to promote two more sergeants to provide 24/7 supervisory coverage and would equip us to provide more than basic 911 response to our growing community.

Finally, we will continue to expand innovative approaches to law enforcement. Our Navigator program has led the County in innovation for more than five years and continues to be a vital resource. We have broadened our training program, and currently more than half of our officers have received advance training in Crisis Intervention (CIT), de-escalation, and modern patrol tactics. We recently upgraded to the most advanced less lethal tools and body worn cameras available. We have sought and received nearly \$100,000 in various grants to supplement our operational costs and provide budget relief to the city. Our social media footprint is growing, and we are seeking to engage with our community at a broader level.

We are honored to serve the City of Poulsbo and the greater Poulsbo community. Your support of our people has been amazing through the years, and we look forward to continuing our partnership in the future.

Ron Harding

Chief of Police

Poulsbo Police Department





## **POULSBO POLICE DEPARTMENT ORGANIZATIONAL CHART**









## **STRATEGIC PLANNING PROCESS**

To ensure all stakeholders had the opportunity to provide input, the strategic planning process solicited comments from the community, City of Poulsbo employees, as well as business owners throughout the North Kitsap area. Covid concerns prevented in person meetings to discuss the state of the department and how we provide service to the community, so alternative methods-using extensive, in-depth surveys-were distributed to gather information to help our department grow in the coming three years and beyond. The following is a summary of the input we received.

### **Survey Results**

Citizens were asked a variety of questions including identifying their needs for the future, their expectations when the police respond to their call, and what the public believes are the greatest problems they face in the city. Citizens were also asked to rate perceived fairness, concern, and the importance of diversity in our police department. The survey was completely anonymous and provided to the public on various social media platforms.

#### *Positive Comments*

Most of the respondents to our survey had contact with the Police Department during the past year and the department appeared to be held generally in high regard. Specific questions regarding officer's concern and officer's helpfulness on any call received high marks. Officer knowledge and the feeling of citizens being satisfied with their police contact were rated very highly.

Most of the respondents' felt Poulsbo is a safe place to live and expressed confidence this is a result of positive actions by the Police department. Most respondents felt the officers treat people with respect and felt the Poulsbo Police Department understands the importance of diversity in our community to a great extent.

The overall theme of the answers suggest the Poulsbo Police Department has a very strong relationship with our citizens.

#### *Areas of Improvement*

Two areas needing improvement were found in the data. One was the feeling of safety in the community has significantly decreased over the past year and the second was the reduction in the ability of officers to proactively reduce crime. We will discuss the cause of these areas of improvement along with our plan to improve over the next three years in the following section: "Direction for the Future".





### *Direction for the Future – Discussion and Goals*

Residents expressed interest in seeing additional foot patrols, bicycle patrols, DUI emphasis, neighborhood watch programs, and general interactions (driving through neighborhoods and/or attending community events) as areas to work on.

Low staffing precludes organizing and implementing these and any additional activities such as emphasis patrols, neighborhood watch, and business safety training. The inability to provide these services results in a reduction in proactive policing, which is directly related to the increase in petty crime. Societal factors also play a role; unemployment, drug use, mental health, the pandemic, along with parts of society displaying antipathy toward law enforcement have resulted in an increase in criminal activity. This along with a significant reduction of the time needed for our officers to provide services outside basic patrol response are the two issues most responsible for the survey responses regarding safety.

An increase in staffing over the next three years will allow the agency to properly provide the services our citizens need in a proactive, modern, and safe way.

For the next three years and beyond, the goal of this plan will be to fully staff the patrol division for crime response and community outreach, reducing the likelihood and instance of crime. Another primary goal will be relationship building with our partners, the community of Poulsbo, using enterprising, bold, and dynamic methods to strengthen our agency and provide the best service possible to the City of Poulsbo.





## **ADMINISTRATIVE SERVICES DIVISION**

The Administrative Services staff consists of two Police Administrative Specialists, one Police Navigator and one Administrative Services Manager in full support and service to the officers, city staff and the greater Poulsbo Community.

The functions performed and managed by Administrative Services are extensive and include Property & Evidence, Records & Data, Firearms Transfers, Firearms Licensing, Public Records Disclosure, Fingerprinting, Warrants, Protection Orders, Fiscal Oversight, Auditing and Training. While we consider our Police Navigator a valued team member of our Administrative Services, that position works separately under our Navigator Program.

As the operations workload of the department continues to grow, in parallel fashion, so does that of the administrative services section. We project that with the additional workload, we will need one additional staff member by 2023/2024.

Public Records Requests for the police department makes up an annual average of 76% of overall public records requests city-wide. In 2021, 596 requests took an estimated 1,201 staff hours. Property & Evidence disposed of 1,036 items in 2021. Disposal takes two personnel in varying forms dependent on type of property; destruction, returning to owner, transferring to another agency, auction sale or returning to finder. Police Case Reports totaled 1,205 in 2021. The staff time involved in processing, distribution, management, and responsiveness to each case report can vary depending on type, involvement, and complexity of the case. Administrative Services works closely with the prosecutor and courts to provide them the information and documentation they require.

In 2021, the police department did benefit from the award of several grants, exceeding \$100,000 in total funding. Administrative Services provided grant management and responsive reporting on all. The department will continue to seek out additional avenues and opportunities for grant funding as they become available which will correspondingly increase the workload.

Our goal for Administrative Services during this 2022-2024 Strategic Plan is to enhance our cross training among the Administrative Specialists as much as feasible. With a small staff, it is best practice to maintain a separation of duties in categories of high risk. The addition of another staff member in 2023/2024 would allow us to be universal with greater coverage and availability to the officers, city staff and the greater Poulsbo Community.



## **NAVIGATOR PROGRAM**

### **Mission Description**

The Poulsbo Police Department encounters individuals struggling with mental illness and substance use disorders. The Department recognizes that many of these individuals need assistance and are not receiving it through the behavioral health care system. The Police Navigator program is a co-response program that connects individuals to social services and treatment and works with family members to navigate those services. The mission of the Police Navigator Program is to create low barrier opportunities for assistance for individuals struggling with behavioral health issues and, when appropriate, divert people away from the criminal justice system.

The Police Navigator is a master's level Social Worker who co-responds with officers, in the field, to calls involving behavioral health issues. In addition, the Navigator takes referrals from officers and follows up after encounters.

### **History**

The Poulsbo Police Department has participated in a co-response program since 2018. The program moved under the operational direction of the police department in 2019. At that time, there were three part-time navigators, who were fully grant-funded and shared between Poulsbo PD, Bremerton PD, Bainbridge Island PD, and Port Orchard PD. Previously, the Navigator was only available two days a week to Poulsbo PD for follow-up.

In 2021, the police department hired a full-time navigator who is funded by the City and a WASPC grant, shifting from an office-based program to a field-based program. Poulsbo officers have access to the Navigator 40 hours a week and can contact them via phone as needed. The Navigator is available to go out into the field with officers engaging individuals experiencing behavioral health issues as well as to provide follow up. The first year of the full-time Navigator program we saw an increase of referrals from an average of 3 a week to 1 a day with a total of 256 referrals in 2021.

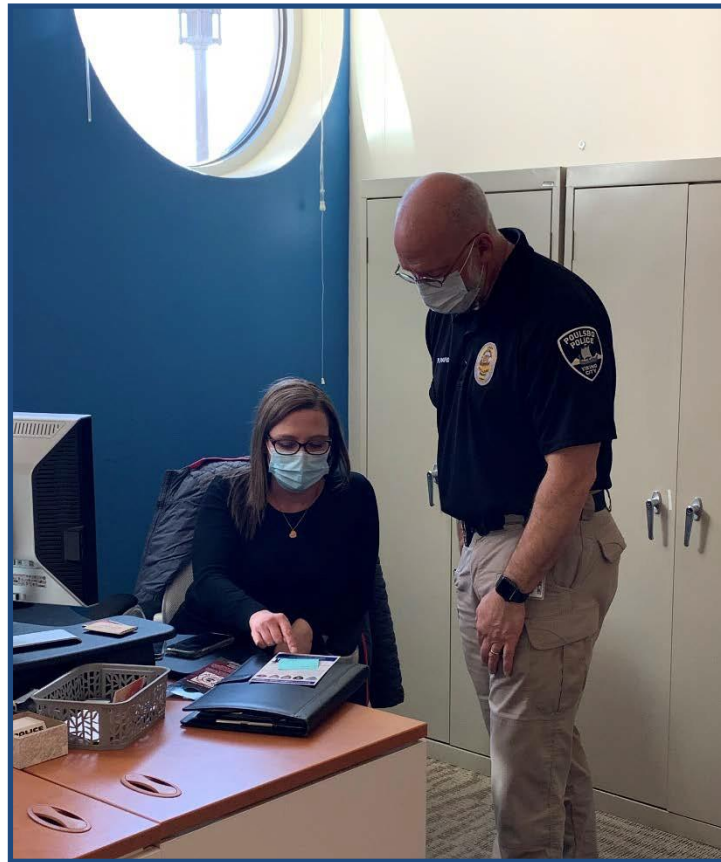
### **Path to broaden outreach, partnerships and increase referrals**

First, the police department will work toward increasing referrals by participating in more proactive outreach with Navigator/officer partnerships. The Poulsbo PD intends to have all officers receive 40 hours of Crisis Intervention Training by 2023, which will increase co-response officer participation with the Navigator Program.



Second, the Navigator will continue to grow the partnership with the fire department, moving toward an alternative response team consisting of police and fire personnel who respond to behavioral health calls, utilizing the new 988 system. Creating a combined, alternative response team will also allow us to expand hours of service with the hope that the navigator and a dedicated fire personnel will be available, on call, throughout the night.

Third, the Navigator will increase partnerships with community partners and stakeholders to identify gaps in service and improve access to care through continued community outreach.





## **DETECTIVE DIVISION**

The Detective Division handles complex, felony investigations that require more time than typical patrol cases as well as specialized training. The Detective Division is currently supervised by a Patrol Sergeant who is also actively working on felony cases. Poulsbo Police Department is authorized to have two detectives but for most of 2021 we had only one, and at some times, none. This was due to staffing shortages detailed in this plan in our Staffing Analysis.

The detective case load has averaged 130 cases annually for the past 5 years. In 2021, the Detective Division added 105 cases, including 29 sex cases, 10 assaults, and 59 felony property crimes. The Detective Division is also a part of the Kitsap County Incident Response Team (KCIRT), which investigates officer involved shootings and high-level use-of-force incidents which occur within Kitsap County. In 2021, we aided with one critical incident.

The increase for staffing request we have made in this strategic plan would enable us to assign a second detective in the Detective Division.







## **STAFFING ANALYSIS**

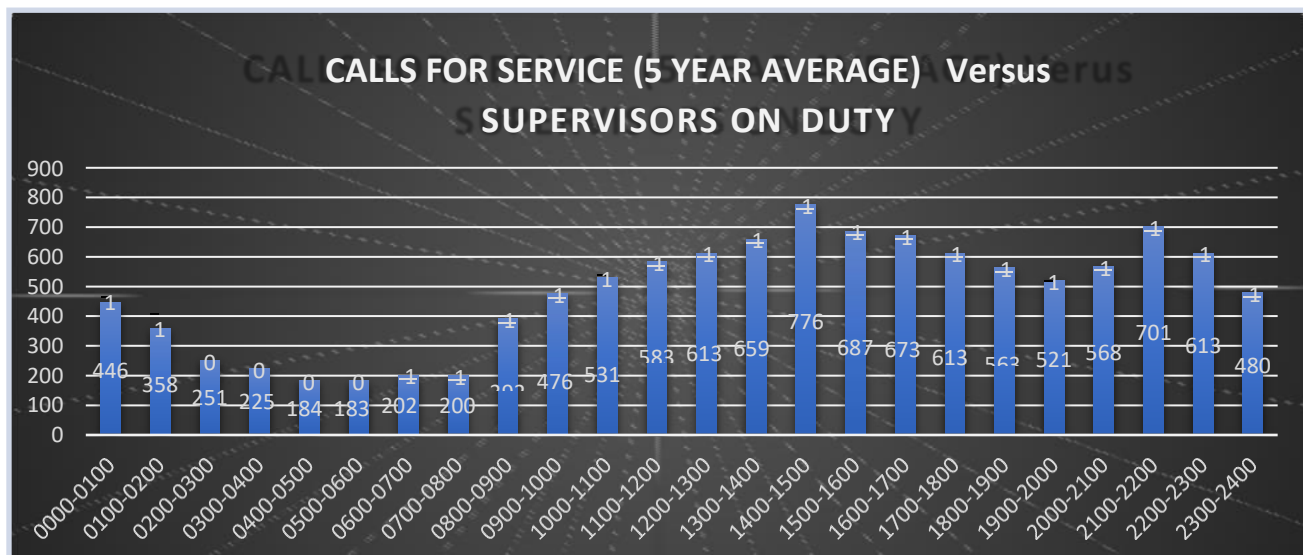
The Mission of the Poulsbo Police Department is to safeguard the lives, property, and rights of all people; to reduce the incidence and fear of crime; and to enhance public safety while working with our community to improve their quality of life.

This staffing analysis will seek to examine two of the most basic elements required to provide professional police services to any community: patrol staffing and supervision. As the City of Poulsbo and surrounding region continue to experience record setting growth, the demand for professional law enforcement services will continue to increase. The Poulsbo Police Department (PPD) has historically provided excellent service to this community, but we are beginning to see that current staffing levels, legislative pressure for more supervisory oversight and community expectations for expanded services are straining our ability to maintain the level of service we have provided in the past. Our strategic plan will require an increase of staff commensurate with an increase in population, calls for service and increased community expectations.

### **MEETING THE MISSION OF THE POULSBO POLICE DEPARTMENT THROUGH IMPROVED PATROL STAFFING AND 24-HOUR SUPERVISORY AVAILABILITY.**

#### **EXECUTIVE STAFFING SUMMARY - SUPERVISION OVERVIEW**

A historical look at patrol and supervisory history of PPD will help set a context for our future recommendations. Data from Kitsap County 911 Computer Aided Dispatch (CAD) as well as the Law Enforcement Automated Data System (I/LEADS) was used to compile historical records regarding calls for service versus staffing levels during the designated time periods.





The previous chart uses the 5-year period pre-Covid and represents an average of calls for service each hour, totaled for an entire year. As you can see, a typical bell curve demonstrates the time of day where calls for service levels rise significantly, and other areas of the 24-hour day where calls for service are relatively few. This is typical of any police department in the United States. Our staffing is focused on the early afternoon through late evening, putting our staff where they are needed most.

Current staffing (2021) is authorized at four (4) Patrol Sergeants. As a historical note, from approximately 2000-2018, three (3) Patrol Sergeants were authorized as full-time equivalents (FTE), the term used to describe availability of the position. In 2018, the fourth sergeant position was approved due to increasing supervisory needs. This fourth position has not been filled as of the writing of this document due to severe staffing constraints including retirements, injury, and loss of personnel to other agencies. The supervisory shifts are 0600-1600 and 1600-0200, leaving the 0200-0600 time without supervisory presence. This was the most efficient use of our three-member supervisory staff, but our goal of staffing all four supervisory positions remains a concern.

### **EXECUTIVE STAFFING SUMMARY - SUPERVISION CONCERNS**

The Executive Staffing Summary will show several gaps in coverage and service which we propose to fill over the next three (3) years. The Poulsbo Police Department (PPD) currently provides 24/7 professional law enforcement services. However, we have been doing this with staffing levels that are significantly insufficient and with a lack of supervisory coverage that is unacceptable by today's standards and best practice recommendations for law enforcement.

The Executive Staffing Summary refers to a segment of a 24-hour workday where no supervisory coverage is present on any given day of the week, assuming full staffing of four (4) police sergeants. The Poulsbo Police Department was authorized a fourth sergeant position in 2018 but has been unable to fill that role due to patrol staffing shortages.

The time in question, between 0200 and 0600, is seen on the previous chart where there is no supervisory coverage every day. This coverage gap assumes a fourth sergeant is promoted and filling the role. This gap equates to 16% of each workday or 28 hours every week. Even though this is a relatively small percentage of time, the proportion of criminal activity which occurs during these hours that is serious or violent is much higher than other times of the 24-hour day. Therefore, the need for supervisory coverage during this



time is important due to the type of calls for service during these hours. To substantiate this information, below is a statistical analysis of reported crimes during 2021.

January – December 2021; 0200-0600

The following crimes occurred (most multiple times) during these hours and are considered to be “Serious” (a priority level requiring additional staffing and supervisory presence).

- Assault
- Elude a Police Vehicle
- Burglary reported in Progress
- Child Molestation
- Possession of a Stolen Vehicle
- Rape
- Robbery
- Suicide
- Motor Vehicle Thefts in Progress
- Violation of No Contact Orders

In 2021, approximately 36% of the crimes reported during the hours of 0200-0600 were categorized as “Serious” <sup>1</sup>

January – December 2021; 1400-1800

The following crimes occurred (most multiple times) during these hours and are considered to be “Serious” (a priority level requiring additional staffing and supervisory presence).

- Assault
- Arson
- Burglary
- Child Molestation
- DUI
- Indecent Exposure
- Rape
- Suicide
- Motor Vehicle Theft in Progress
- Vehicular Assault
- Indecent Exposure
- Violation of Protection Orders

In 2021, approximately 15% of the crimes reported during the hours of 1400-1800 were categorized as “Serious” <sup>2</sup>

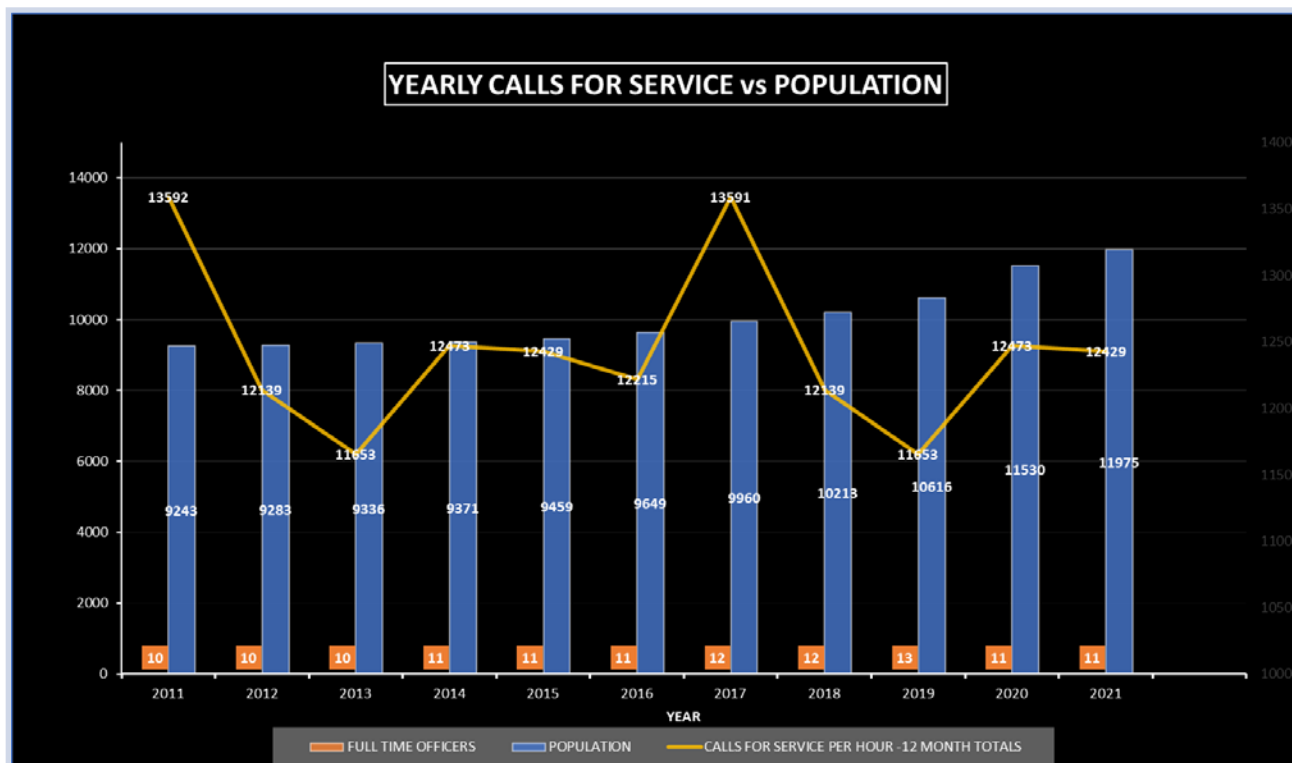
<sup>1 & 2</sup> Data obtained through Law Enforcement Data Management System and Computer Aided Dispatch



A priority for our agency is to provide 24/7 supervisory coverage, which will be accomplished in the next three years of this plan. We believe this is vitally important due to today's exceptionally complex law enforcement environment.

### EXECUTIVE STAFFING SUMMARY – STAFFING PATROL DIVISION

For purposes of discussion, below is a graphical representation of the police patrol staff compared to City of Poulsbo Population and Calls for Service (which represents every call the department has received through 911, regardless of type) over the past 5 years.



The nature of police work requires a minimum of two officers on duty per shift. It is best practice to also have a supervisor on duty for each shift. Law Enforcement activity is under heavy scrutiny and one role of a supervisor is to ensure that policy and procedure are followed so officers are accountable and protected. Always having a supervisor on duty helps protect the City from liability and ensures that someone with special training and experience is monitoring police activity, making critical decisions, and prioritizing police resources to meet community needs.

As the chart above shows, PPD has maintained an average patrol staff of 11.9 officers since 2011. This does not include three (3) patrol sergeants. The population has increased from 9,243 in 2011 to 12,000 in 2021. Calls for service have averaged over 12,000 per year but is



showing an increasing trend in 2022. Poulsbo is expected to see a significant increase in housing and population over the next three years, which will continue to generate an increase in 911 call volume and an increase for professional police services.

PPD's current patrol schedule spans 24 hours with three shifts: Days, Swings, Nights. The work week consists of two patrol squads: A-Side and B-Side. Officers work for 10 hours, four days a week with one day as an overlap day. In order to maintain a staffing level of two officers on each shift, we need a minimum of 12 officers available: 6 on A-Side, working Sunday through Wednesday and 6 on B-Side working Wednesday through Saturday.

As you will see below, the minimum number of employees necessary to staff a schedule must also account for other factors: sick leave, vacation, training, and injuries. A full-time employee is defined as one who works 2,080 hours in a year. Accounting for the other factors mentioned above, the average number of hours worked by PPD patrol officers in 2021 was 1,417 hours, without including overtime (OT). This average varies somewhat but for the past 5 years the highest average number of hours worked by PPD patrol was under 1,600 hours per year. In short, it takes more than twelve (12) full-time officers to cover a schedule that requires twelve (12) positions. PPD has been covering this gap by using Sergeants as patrol staff and with large amounts of overtime.

### **EXECUTIVE STAFFING SUMMARY - 2021 STATISTICAL STUDY**

The following is a discussion of employment data for the Poulsbo Police Department patrol division in 2021. A comparison is presented for the reader to understand the complexities of providing staffing to minimums. This data is our starting point to reference a projection for staffing needs in the next three years.

It is important to note, our patrol staffing in 2021 was 11 officers and 3 sergeants. Due to staffing issues identified in the following sections, we have had to use the 3 sergeants to fill patrol officer shifts over the past 5 years, simply to maintain our two- person minimum on the road.

The role of a first-line supervisor in law enforcement carries a high degree of liability. Sergeants receive extensive training in leadership, liability mitigation, crime scene management, resource management and criminal law. They have the responsibility of overseeing and managing the work of patrol officers. They make critical decisions in the heat of the moment during high-stress incidents. They observe and evaluate officer performance and provide training and accountability based on their observations. To perform the





supervisory functions, they need to remain unencumbered with the tasks performed by patrol officers. When a supervisor is assigned to handle patrol calls on a routine basis, their attention is diverted from the awareness necessary to manage patrol operations. These are some of the reasons it is best practice to free supervisors from the responsibility of handling calls in the role of a patrol officer, when possible.

Below is data obtained to demonstrate numerically the effect of under staffing has on our ability to provide service:

### 2021 STAFFING DATA<sup>3</sup>

- ❖ Standard, Full Time Hours Based on 40 hrs. Per Week/Per Year/Per Employee (14 Officers)
  - 2,080 hours each
- ❖ Average Hours Worked Per Officer/Per Year Before Overtime Commitments (14 Officers)
  - 1,417 hours each
- ❖ Average Overtime Requirement Per Officer/Per Year to Meet 2 Person Minimum (14 Officers)
  - 249 hours each
- ❖ Average Hours Each Officer Worked on 2021 Including Overtime Hours
  - 1,666 (1417 + 249)
- ❖ Total Department Overtime in 2021 to Maintain 2 Person Minimum
  - 3,494 hours

The data shows us the agency is using significant mandated overtime to meet the minimums and all other needs for staffing. Almost 3,500 hours of overtime is approximately the total cost of 1.5 full time employees.

<sup>3</sup> Data was gathered from the Bureau of Labor and the City of Poulsbo Finance Department.

Below you will find the activity data compiled for a representation of the workload for each officer in 2021.

### 2021 CALLS FOR SERVICE DATA

- ❖ Actual Calls for Service 2021<sup>4</sup>
  - 12,429
- ❖ Average Time Per Call for Service Per Officer<sup>5</sup>
  - 2.22 hours
- ❖ Total Personnel-Hours Needed for Calls for Service 2021<sup>6</sup>
  - 27,592
- ❖ Number of Employees Working Shift and Overtime (1666 hrs.) to Accomplish 2.22 hrs. per Call for Service
  - 16.5



As you can see by the data above, calls for service in 2021 outstripped the ability of the Officers (including overtime hours) to provide adequate levels of service to the community. Officers were unable to respond to calls in a timely manner, spend the necessary time on each call, and do the appropriate follow up due to time constraints. Also, the necessity for significant overtime places a huge burden on the people who make up our agency. This is reflected with increases in sickness or injury and more requests for time off, creating even more of a need for other personnel to backfill.

<sup>4</sup> Calls for service data obtained from Kitsap 911 Computer Aided Dispatch. Records include all calls to 911 for the Poulsbo Police Department in 2021.

<sup>5</sup> Data from the National Institute for Criminal Justice Reform Executive Summary 2020.

<sup>6</sup> 2021 calls for service multiplied by average time per call for service.

### **EXECUTIVE STAFFING SUMMARY – 2022-2024 PROJECTIONS**

The foundation for any police staffing forecast process is to conduct a detailed job analysis for basic, minimum patrol coverage, as well as a broad, in-depth visualization of work activity. We utilize factors which most effect total productivity such as call demand, self-initiated activity, and the overall ability of police officers to complete each task. From there, we can document the standard output each officer can produce. As you can see from the previous section, we have determined we are unable, at 2021 patrol staffing numbers, to provide a basic level of service based on calls for service alone.

To thoroughly evaluate the information and provide a reasonable, verifiable look at future needs, the factors of projection in population increase and projection for calls for service must be considered as the primary catalyst for a request for staffing increases. The purpose of including this data is to determine the desired output, which is a calculation of the number of people you need to produce the expected volume of operations.

#### 2022-2024 POPULATION DATA <sup>7</sup>

- ❖ 2022 Population Estimate
  - 12,000
- ❖ 2023 Population Estimate
  - 13,500
- ❖ 2024 Population Estimate
  - 15,000



<sup>7</sup> Population increase estimates are based on planning and permitting data obtained from the City of Poulsbo Planning and Engineering Departments.



#### 2022-2024 CALLS FOR SERVICE DATA <sup>8</sup>

- ❖ 2022 Projected Calls for Service
  - 15,000
- ❖ 2023 Projected Calls for Service
  - 16,000
- ❖ 2024 Projected Calls for Service
  - 17,000



<sup>8</sup> Calls for service projections are based on Kitsap 911 Computer Aided Dispatch trends from Jan 2021-March 2022

A review of the data demonstrates an expected 24% growth in population in the next three years to the year 2024. Calls for service are also expected to grow at a rate of 36% over the same period. Applying the formula from the previous section of approximately 2.2 hours per call for service results in 37,740 hours needed to respond adequately to calls for service in 2024. Using data driven, proven, available staffing work hour averages of 1,666 hours per officer per year, this corresponds to 22.6 officers required to provide minimum, basic police services in 2024.

These figures assume patrol sergeants are covering shifts to meet 2-person minimum coverage needs. Promoting the authorized fourth supervisory position brings the projected patrol staffing number to 18 officers. Our patrol sergeants than would be able to fulfill their primary role as leaders and instructors, providing guidance and direction to ensure the best possible response of our officers to the community and their needs.





## POULSBO POLICE DEPARTMENT GOALS 2022 – 2024

### ***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**

Training for all employees is a critical component of our long-term plan to improve quality of service and safety for the public we serve. Every police officer is required to attend a minimum level of training each year to retain their certification however, the reality is minimum training requirements are not adequate to support the current law structure and expectations of our citizens. Therefore, additional training time is necessary to ensure each employee constantly improves their skill. Employee Development for the Poulsbo Police Department will include the following objectives related to training all our employees.

#### **Training Objectives:**

##### **1.1 Professional Development through State Mandated Training**

The State of Washington has mandated a significant and new training plan for all current commissioned officers and prospective recruits through legislative changes over the past year. Our mission for the current cycle of planning is to obtain not only the required training newly mandated, but also to move our core competency to a level of knowledge which will result in our employees being subject matter experts in specific areas of de-escalation and use of force issues. Our Professional Staff will improve efficiency by attending training to assist our citizens and officers with mission-critical subjects such as property & evidence, records and legal updates.

##### **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 Transition to a new training management system to greatly streamline the development and distribution of training requirements.**

Our agency is transitioning to a new product to manage all aspects of training records to include retention and accreditation demands. This process is expected to take all of 2022 to fully explore the capabilities of the system and move 20+ years of records. Once the system is fully implemented, efficiency from each patrol officer, our professional office staff, and commissioned management team will be significantly improved. Through this difficult process, we can better focus on obtaining the training needs of our employees.

## **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 effects 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 past few years, we have had a significant loss of staffing with historical knowledge and experience. We have had many long tenured officers, sergeants, professional staff and Chiefs retire. We have faced additional challenges with Covid 19 and new legislation, leading to further early retirements and challenges in recruiting. The issue of retirements and recruiting is systemic at this time and felt by almost every law enforcement agency.

In our last strategic plan, we identified two areas to address in our succession planning: Recruitment and Leadership Development.

### **Recruitment**

The recruitment process for a lateral applicant (an applicant who is an established commissioned police officer) took between six and eight months, and a new hire took more than a year. We knew the onboarding time was a challenge needing improvement, especially with the newfound competitive market of hiring bonuses.

#### **Recruitment Objectives:**

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

Over the past few years, recruiting and retention in Law Enforcement has been challenging. The Law Enforcement profession has seen significant reform efforts from the Washington State Legislature which have led to many retirements. Nearly every police department in the State are understaffed and looking for employees, which has created an extremely competitive hiring market. The City of Poulsbo and the Poulsbo Police Officers Association reached a new 3-year contract that is very competitive for our region. The City Council authorized a hiring bonus for laterals, a retention bonus for current officers of tenure, and additional pay and benefit incentives. Streamlining our interviewing, hiring, and backgrounding process has added to our success of bringing on new staff in a timely manner. It is anticipated we will need to hire additional staff throughout the coming year due to attrition as well as the growth of the community. With a competitive contract, a streamlined hiring process, and the support of the Mayor, City Council, and the greater Poulsbo Community, we are confident we will be successful in attracting the right staff for the City of Poulsbo Police Department's future.

##### **2.2 Develop a strategy to recruit for diversity**

We continue to seek additional diversity within the police department. We have worked with nationwide online recruiting websites, held interviews via video



conferencing for applicants all over the United States, and incorporated community members in our interviewing process. We are moving in the right direction as we bring on new officers with the right skills and fit for the department, city, and community. We continue to explore new ideas and avenues for recruitment in this challenging time.

### **Leadership Development**

Preparing each of 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 choose.

#### **Leadership Development Objectives:**

##### **2.3 Develop front line supervision through annual leadership and executive training opportunities**

The department has put a greater focus on developing its front-line supervision staff. This focus has brought significant leadership change, as three new Sergeants and two Lieutenants (formerly a Deputy Chief position) have promoted up from within the ranks. Each person promoted goes through rigorous testing, interviewing, and selection process. Once promoted, they continue their leadership education and training. At each supervisory level, the Criminal Justice Training Institute requires 80 additional hours of leadership training in the first year. Once this training is complete, the person will receive the certification of their level of supervision. The Poulsbo Police Department intends to expand the required training by sending each leader to the FBI-LEEDA Leadership training and other valuable training. Two members of our command staff have earned the Leadership Trilogy Award through FBI-LEEDA.

##### **2.4 Develop an outside mentorship program for all supervisors**

The department acknowledges there is a significant benefit of mentorship in that it contributes to a better trained, well-rounded employee engaged in the department's success. When mentorship is sought outside of the agency; it provides a broader perspective and promotes new ideas/solutions and positive interactions between agencies. The connections are invaluable for innovative ideas, training opportunities, and information sharing, to name just a few things. The department will work on opportunities to develop such a program.



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

All employees expressing a desire to step into leadership positions can take leadership training ahead of promotion opportunities. Over the last couple of years, seven officers took training such as the Sergeants Academy, pre-supervisor, and other available classes. Four of those seven have been promoted to Sergeant positions.

As we continue to build our instructor programs, officers gain leadership skills through instructor development classes, as well the insight that comes with teaching. There is an interview process for instructors as well as follow-on training. It is up to each officer to determine what they would like to be an instructor for; this is not an assigned position.





## GOAL # 3 – COMMUNITY OUTREACH AND ENGAGEMENT

A dominant 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

The Poulsbo Police Department understands that social media is a key communication tool to use for us to connect with our community. Providing information, education, and resources in real-time on an interactive platform is essential. In 2021, the department relaunched a presence on both Facebook, Instagram and Nixle. We have seen over 100% growth in our social media followers since our relaunch; going from approximately 250 to over 600.

On Facebook and Instagram, we can provide education and information relative to public safety and community events to a wider audience covering a larger footprint and reaching all ages.

On Nixle, we can provide immediate notifications (via email and/or text) which are directly related to public safety to those who have subscribed to the free service.

We will continue to build our followers by promoting these communication avenues and will work to ensure this is maintained more frequently and consistently.





## **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 assist in building those thoughtful relationships and enhance our ability to service the citizens of Poulsbo.

### ***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 and department issues. It also provides a platform for the community to receive information on crime, police programs, special events, and public safety.

The police department will continue to seek members for an advisory board that represent the various segments that make up our community. This will include at a minimum:

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

These meetings are scheduled on a quarterly basis. Due to Covid 19 restrictions, we have not had as many meetings as we would like to have had. We are hopeful and continue to keep the meetings on the calendar and look forward to seeing people in person again shortly.

### ***Marine Program***

Our Marine Program has not been as robust as in years previous, primarily due to a loss of staffing through retirements and movement, we have only had two trained officers with the ability to captain our boat. We intend to re-launch our marine program beginning in 2022. We have recently hired a lateral officer who holds a Marine Captain License and is an instructor with Washington Parks for the basic marine law enforcement course. Two additional officers have committed to going to the week-long course this year, expanding the trained officers to five. We have committed to joint training with the Port of Poulsbo and their staff on water safety. Liberty Bay will undergo a significant change this year with the construction of a new breakwater at the Port of Poulsbo. The construction could bring some challenges for unaware boaters, making it imperative that we can respond appropriately and timely.





## ***GOAL #4 – WASPC RE-ACCREDITATION***

### **History of Accreditation**

In 2018, the City of Poulsbo Police Department began our journey toward accreditation. The process took considerable time, effort, and energy as we realized there were some significant structural changes needed within the building. We adjusted some processes to best practices and others were refreshed with new ideas. As we incorporated new and best practices, the staff's knowledge and experience grew.

The lobby of the police department undertook a significant facelift, with new security windows to access the professional staff. Although some may see this as a cosmetic change, it is a safety measure for the staff as well.

In November of 2019, the Poulsbo Police Department was awarded WASPC Accreditation status for their hard work and dedication to the program and best practices.

### **Purpose of Accreditation**

The information provided below explains the process to become an accredited agency. As you can see, it is a significant accomplishment. The Washington Association of Sheriffs and Police Chiefs (WASPC) website states, 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.

### **Renewal of Accreditation**

As you have read, the process to accreditation is just the start of this continuing journey. The Poulsbo Police Department continues to work with best practices as we work towards the reaccreditation process in early 2023.





## **SUMMARY**

We hope that sharing this strategic plan gives our community a level of confidence that the Poulsbo Police Department is using the resources provided to us responsibly and transparently. We believe this plan will allow us to continue serving the greater Poulsbo Community more effectively over the next several years. As with any plan that looks into the future, we acknowledge there are factors which could cause us to alter our analysis. One of the reasons we have staggered our request for seven new employees over the next three years is to give us time to evaluate the projections we have made and make sure our requests are justified. If population and calls for service don't materialize at the rate we expect, we will make adjustments year by year to reduce the resources we are asking for.

The Poulsbo Police Department is honored to provide professional law enforcement services to our community. We have used the resources provided to us wisely and have done our best to maximize the impact of our services. We hope to increase our services, knowing there is so much more our community wants, and believe implementing this strategic plan will allow us to do so.