

Jefferson County Sheriff's Office Strategic Plan



“ Do all the good you can.
By all the means you can.
In all the places you can.
At all the times you can.
To all the people you can.
As long as ever you can. ”
—John Wesley

Abridged Version



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Cover photography:

(Top to bottom, left to right)

Jefferson County Sheriff's Office in Port Hadlock

Sheriff's Deputy Scott Boyd on a traffic call

The Historic Jefferson County Courthouse

Corrections Deputy John Thomas on-duty in the Jefferson County Jail Control Room

The Valor, in-service in Port Townsend Bay

Mission

The Jefferson County Sheriff's Office, in partnership with our community, is committed to preserving the peace, helping those in need and protecting the constitutional rights of all.

Vision

The goal of the Jefferson County Sheriff's Office is to be effective and respected as the protectors of our community, through proactive law enforcement, problem-solving partnerships, and dedicated service.

Core Values

Integrity: We are committed to honesty, transparency, and strong ethical principles.

Service: We put the needs of the community first as we pursue the common goal of public safety.

Courage: We do our duty with strength and valor even in the face of adversity.

Community: We recognize that we are members of this community and therefore we are dedicated and accountable to those we serve.

Introduction

The men and women of the Jefferson County Sheriff's Office are committed to the ideals of public safety. Every day that we come to work we strive toward the common good for our entire community. We do this because of the oaths we have sworn and the duty we owe as law enforcement professionals; but we also do this because we are members of the same community we serve.

As part of our ongoing service, we have chosen to engage in a continuing process of self-evaluation and preparation for future challenges. We want to identify areas to improve upon in the present, and also be ready for changes in our world, our community, and our profession.

Since being elected in 2014, Sheriff David Stanko has sought to formalize this process. Almost immediately after assuming office, the Sheriff initiated a series of studies by experts in the law enforcement field. (A more detailed explanation of each study, including its purpose, methodology, and general findings, is included below.) The studies have provided much of the foundation on which our strategic plan is built.

In addition to formal analysis and studies, the Sheriff has made a concerted effort to invite the community into stronger partnership with our office. This has been accomplished through deliberate outreach programs, such as Coffee with a Cop, and also through ongoing engagement between our deputies and local citizens, civic organizations, and businesses.

In addition, the Sheriff has expanded the role of the **Sheriff's Citizens Advisory Committee**, a group of citizens nominated by their peers in the community who provide perspective, input, and review for the Sheriff's Office. The Advisory Committee has since been recognized by the Board of County Commissioners as an official citizen advisory board of Jefferson County.

Overview of Studies

In early 2015, Sheriff Stanko invited DeVore and Associates, LLC, to conduct a **Community Policing Assessment** of JCSO. The assessment was donated as a service to the citizens of Jefferson County, and focused on the organization's role within our community environment, as illustrated by the diagram below.

The assessment identified a number of potential improvements. Some examples of these recommendations include updating the agency's mission, vision, and values statements; clarifying JCSO's internal chain of command; expanding community education about law enforcement; expanding of volunteer programs; and engaging with a community advisory panel. Many of the recommendations identified in this assessment have already been put into effect, while others are incorporated into this plan.

Next, in summer of 2015, the Washington Association of Sheriffs and Police Chiefs (WASPC) conducted a **LEMAP Assessment of JCSO Operations**. LEMAP stands for Loaned Executive Management Assistance Program, meaning that a panel of law enforcement executives was selected by WASPC and dispatched to perform the evaluation. A second LEMAP Assessment, for JCSO's Corrections Division, was completed the following year.

Over the course of the two assessments, the LEMAP teams engaged in comprehensive reviews of all JCSO policies, procedures, and practices. They then compared them against "best practice" standards set by WASPC. These are the same standards that WASPC will eventually utilize to consider JCSO for State Accreditation, which is discussed further within the strategic plan.

The LEMAP Assessments highlighted areas of strength and weakness within JCSO as an organization, and also offered recommendations for improvement. These findings and suggestions have guided many of the changes JCSO has undertaken over the last two years, as well as many of the goals and plans identified in this document.

Lastly, in July 2016, a **Staffing Study** of JCSO's operations resources was completed by the Carson College of Business, a division of Washington State University. The college worked in cooperation with the Sheriff's Advisory Committee and the Sheriff's Foundation, utilizing established scientific methodology. The study examined the number and nature of calls for service that the JCSO currently handles and using forecasts of growth of county population, shift-relief factors, estimated time consumed on calls for service, and performance objectives made recommendations for staffing levels. The study recommended that in order to meet the needs of Jefferson County's citizens



As I reflect back on my time as Sheriff, I cannot help but think how blessed we are to live in such a beautiful county. I am proud of the men and women who serve you as

guardians and peace keepers working within our operations, corrections and civil divisions.

I want to thank the community stakeholders who participated to help shape our strategic initiatives for the next five years and beyond.

It is my goal to continue developing community partnerships to ensure the safety of our community.

Please feel free to contact me with any comments regarding our strategic plan or any future needs and concerns.

Sincerely

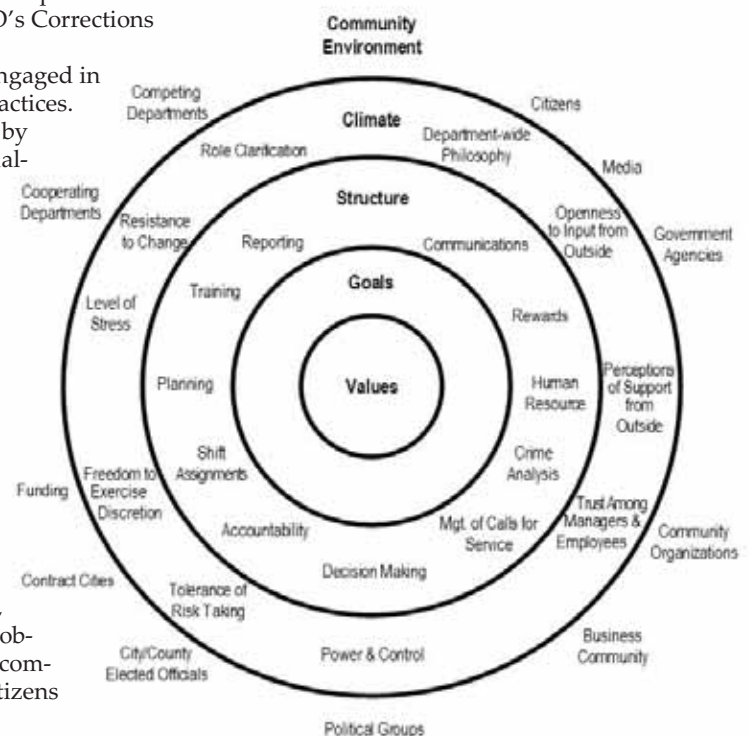
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Please Note: This document is a condensed version of the plan.

To read the comprehensive Strategic Plan, visit www.jeffersonsheriff.org.



six additional patrol personnel as well as a full-time employee in the administrative division should be hired by 2020.

All of these studies are posted on the Jefferson County Sheriff's Office website (www.jeffersonsheriff.org)

Strategic Planning Process

The efforts described above, and the community feedback described in the next section, have laid the foundation for this formalized Strategic Plan.

Beginning in late 2016, the Sheriff began to organize a Strategic Planning Committee, made up of deputies and administrative staff from every division and rank within the Sheriff's Office. As members of the planning committee, we met for nine days over three months in early 2017. Individual members also met periodically throughout that same time period to work on specific projects related to the planning process.

Throughout the process, we received guidance from retired Police Chief and Strategic Planning expert Roger Baker (Anaheim PD, California; Des Moines PD, Washington). Sheriff Stanko also participated, and served as an advisor and guide.

Community Feedback

During the Strategic Planning Process, the Committee reviewed surveys received from the community. These surveys were distributed by JCSO personnel, with assistance from the Sheriff's Advisory Committee, and were passed out to area businesses, other local government employees, neighboring law enforcement agencies, and citizen stakeholders.

In reviewing the feedback we received, we learned about the community's expected areas of growth as well as current and upcoming needs, and received feedback on the work currently being done by the Sheriff's Office. We also interviewed many stakeholders who were willing to take the time to meet with us during the strategic planning process and found these conversations exceptionally valuable.

Through this process, we discovered that our community partners are aware of current social issues in our area, and are invested in working toward solutions. Various stakeholders identified the heroin epidemic, abuse of other legal and illegal substances, lack of services for the mentally ill, lack of housing, and recidivism rates as key problems that affect all of us as residents of Jefferson County. As part of our strategic planning process, we incorporated their feedback, enthusiasm, and cooperation into our ongoing response to these challenges.

We were encouraged by the overwhelmingly positive feedback when we asked what JCSO is doing right, and what we should change. We were told that our deputies are professional, helpful, and competent in their mission. We were told that the Sheriff's Office is seen as a positive force in our community. Most of the suggestions we received simply asked for *more* – more deputies, more partnerships, more patrols.

Perhaps the most encouraging result of this engagement, however, was that we were repeatedly offered further opportunities to partner with other individuals, organizations, and agencies that share our commitment to the common good.

Strategic Issues

Based on the data from our studies, and the feedback from our community outreach, we began to work as a team to forge a specific strategic plan that we believe will carry JCSO through the next several years.

To start, we identified concerns and opportunities, both internal and external, current and future. Some problems were solved almost immediately, and some new initiatives were set into motion during the course of planning.

Other issues were more complex. We spent the majority of our time here, focusing on detailed analysis and ongoing dis-

ussion. Over the course of our meetings, we carefully defined our goals, reviewed the available resources, identified the steps necessary to meet our objectives and determined measures for planned success.

Finally, we had to prioritize which of these issues to tackle first. Based on current needs and resources, we identified the five specific strategic issues that are outlined within this plan. It is our intent that this document will provide insight for our fellow citizens on the direction that the Sheriff's Office is currently headed, the improvements we hope to make, and the changes that can be expected in coming years.

Future of the Plan

As a final point, we emphasize that this document is not static. The Strategic Planning Steering Committee will continue to meet on a regular basis. When we find we have outgrown this document, or when the time frame this plan addresses has passed, we plan to issue another Strategic Plan, to include further study and further input from the community.

Like our agency, this plan will evolve over time, to match changing circumstances, resources, and needs. As we succeed, we will continue to challenge ourselves; where we stumble, we will learn from our mistakes and begin again.

We are grateful for the trust placed in us by our community, and we are grateful to be partners in pursuing the common good of public safety. This plan is part of our commitment to serving and protecting our community.

Special Thanks

The Strategic Planning Steering Committee would like to extend our thanks to the many people who responded to our community survey. We received feedback from all regions in the county and from stakeholders of every type: private citizens, local business owners, law enforcement partners, county government employees, community volunteers, and local non-profits. The information contained in their responses was instrumental in shaping this plan.

In addition, we would like to specifically acknowledge those stakeholders who agreed to be interviewed:

Chief Michael Evans
Port Townsend Police
Department

David Goldsmith
Jefferson County Manager
(retired)

Catharine Robinson
City of Port Townsend,
Councilwoman & Deputy
Mayor
Advocate & Therapist,
Jumping Mouse

Douwe Reinstra, M.D.
The Reinstra Clinic

Adam Marquis
Discovery Behavior Health,
Director

Whitney Meisner
Chimacum High School
Principal

Amy Howard
City of Port Townsend,
Councilwoman
Boiler Room, Executive
Director

Ford Kessler
Safe Harbor Director
Beacon of Hope Director
EJFR District 5, Fire
Commissioner

David Sullivan
County Commissioner

Ruth Gordon
Clerk of Superior Court

Kate Dean
County Commissioner

Philip Morley
County Administrator

Michael Haas
Jefferson County Prosecutor

Issue One

Accreditation

ISSUE

1

Accreditation by the Washington Association of Sheriffs and Police Chiefs (WASPC) is an honor bestowed on only the best law enforcement agencies. Achieving accreditation will assure our community that JCSO continues to provide the highest level of professionalism and utilize recognized best practices.

Accreditation offers many benefits including: increased public confidence in the agency; increased credibility; intensified administrative and operational effectiveness; decreased susceptibility to litigation and civil court settlements; potentially reduced liability insurance costs; and state and local recognition of professional competence.

[Read More](#) ▶

STRATEGY

1

Fully Implement Lexipol Policy Manuals

STRATEGY

2

Utilize Lexipol Daily Training Bulletins (DTBs)

STRATEGY

3

Identify & Achieve all WASPC Standards

STRATEGY

4

Prepare for Accreditation

STRATEGY

5

Achieve WASPC Accreditation for Operations

STRATEGY

6

Achieve WASPC Accreditation for Corrections

Issue Two

Intervention and Engagement with At-Risk Populations

ISSUE

2

Consistently, citizens and stakeholders report an overriding desire to find solutions for the problems created by drug and alcohol abuse, untreated mental illness, and homelessness in our neighborhoods. Our community shows great interest in developing a response that will make Jefferson County safer and healthier.

Our goal is to continue to provide exemplary emergency response services while working together with existing social services to connect those in need with available resources. In turn, we believe this will help reduce recidivism, improve our preparation for crisis response, and increase our engagement with at-risk populations.

[Read More](#) ▶

STRATEGY

1

Early Effective Intervention

STRATEGY

2

Community Education

STRATEGY

3

Increased Patrol Staffing

STRATEGY

4

Reduced Recidivism through Jail Programming

STRATEGY

5

Reduced Deputy Turnover at JCSO Jail

STRATEGY

6

Crisis Intervention Training (CIT)

STRATEGY

7

School Resource Officer

Issue Three

Efficiency

ISSUE

3

As our county population grows, and our culture becomes more complex, the need for law enforcement services also increases. Adapting to meet these ever-changing and ever-increasing needs is key to future success.

Our goal is to ensure that we are operating as efficiently as possible, that the duties we have taken on are worthwhile, and that the public is getting the best service possible.

[Read More](#) ▶

STRATEGY

1

Simplify Self-Reporting

STRATEGY

2

Update Response to Alarm Calls

STRATEGY

3

Increase Administrative Staffing

STRATEGY

4

Enhance Service to West End

STRATEGY

5

Implement Targeted Patrol Strategies

Issue Four

Employee Wellness and Safety

ISSUE

4

Though law enforcement is rewarding as a career, working in public safety is recognized by academia, law enforcement personnel, and citizens in general as a field that can be dangerous, demanding, stressful, and sometimes traumatic.

The Jefferson County Sheriff's Office is determined to proactively promote safety and wellness for all of our employees. To increase the effectiveness of law enforcement services in our community, we commit to the following strategies to build physical fitness, support career development, reduce on-duty injuries, and encourage a holistic approach to mental, physical, and emotional health for all staff while on and off duty.

[Read More](#) ▶

STRATEGY

1

Create an On-Site Gym

STRATEGY

2

Implement Physical Fitness Incentives

STRATEGY

3

Enhance Officer Safety Tools & Training

STRATEGY

4

Utilize Critical Incident Stress Management (CISM)

STRATEGY

5

Continue Investment in Blue Courage Program

STRATEGY

6

Encourage Career-Level Education

Issue Five Support Functions

ISSUE 5

When people think of a Sheriff's Office, duties such as uniformed patrol, criminal investigations, and the detention of arrestees and offenders in a jail often come to mind. However, in Washington State, the Office of the Sheriff encompasses many different functions. Civil law enforcement functions such as process service, execution of court orders, and judicial foreclosures are legally assigned to the sheriff by state statute. Courtroom security is a critical duty performed by sheriff's deputies. Animal control and code enforcement throughout the county are also assigned responsibilities.

[Read More](#) ▶

STRATEGY

1

Re-evaluate Court Security Staffing

STRATEGY

2

Encourage Infrastructure Changes

STRATEGY

3

Investigate Interest in Code Enforcement

STRATEGY

4

Create Separate Support Division

Future Issues Looking down the road

ISSUE 6

This document is not static. The Strategic Planning Steering Committee will meet regularly to continue to update this plan over time to address changing circumstances, resources, and needs.

Looking down the road, we have identified the following issues that JCSO hopes to tackle in coming years.

[Read More](#) ▶

AREA OF FOCUS

1

Patrol Staffing

AREA OF FOCUS

2

Jail Facilities

AREA OF FOCUS

3

Justice Center

AREA OF FOCUS

4

Jail Medical Care

Strategic Planning Steering Committee Members:

This document is an abridged version of the Strategic Plan. To read the comprehensive document, please visit www.jeffersonsheriff.org

Andy Pernsteiner, Chairperson
Patrol Sergeant

Art Frank, Co-Chair
Chief Criminal Deputy

Trevor Hansen, Co-Chair
Chief Civil Deputy

David Fortino, Co-Chair
Corrections Sergeant

David Stanko
Sheriff

Steve Richmond
Jail Superintendent

Ben Stamper
Patrol Captain

Troy Phillis
Corrections Sergeant

Jennifer Cochran
Corrections Sergeant

Scott Boyd
Patrol & K9 Deputy

Lynn Chesterfield
Records Officer, Evidence Technician

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