

# 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



## Table of Contents

Introduction .....	1
Overview of Studies .....	1
Strategic Planning Process .....	2
Community Feedback .....	2
Strategic Issues .....	2
Future Plan.....	3
Thank You.....	3
Strategies	
Issue 1 .....	4
Issue 2 .....	7
Issue 3 .....	12
Issue 4 .....	15
Issue 5 .....	19
Issue 6 .....	21
Committee Members .....	22

### 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



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.

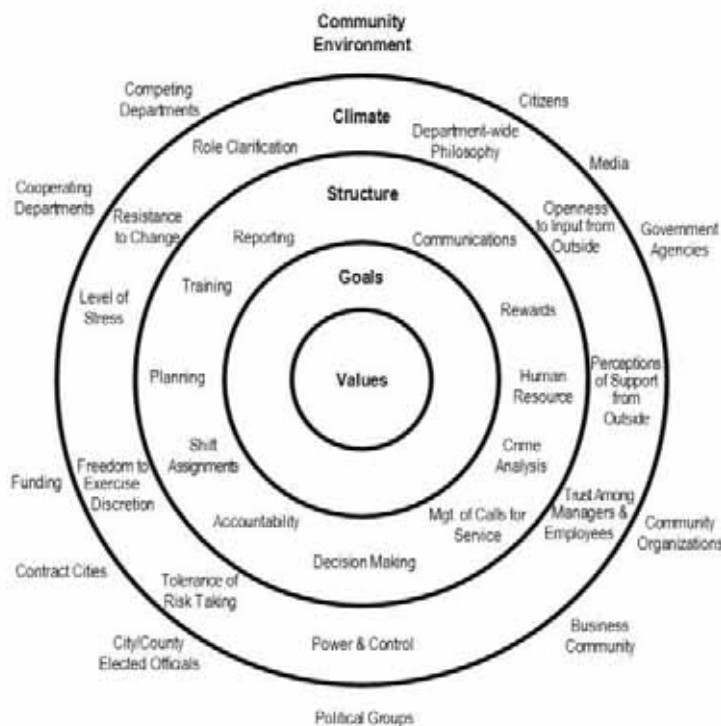
Please feel free to contact me with any comments regarding our strategic plan or any future needs and concerns.

Sincerely,

David Stanko

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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 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](http://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 discussion. 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.



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## 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



The Jefferson County Sheriff's Office was founded in 1853, and is one of the oldest law enforcement organizations in the State of Washington. Sheriff Stanko is committed to honoring that legacy by ensuring that the citizens of this county continue to receive exemplary law enforcement services, through an ongoing process of adaptation, education, and improvement. To that end, the Sheriff has invited the Washington Association of Sheriffs and Police Chiefs (WASPC) to evaluate our agency for state accreditation.

Accreditation by WASPC is an honor bestowed on only the best law enforcement agencies. 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.

Both the operations and corrections divisions have already undertaken evaluations from LEMAP teams (Loaned Executive Management Assistance Program), which are comprised of veteran law enforcement professionals. This LEMAP process is the first step toward WASPC accreditation, and has highlighted areas of success and areas of potential improvement throughout the Sheriff's Office.

The strategies outlined within this section are steps toward a final accreditation evaluation by WASPC and eventual recognition as one of the premier law enforcement agencies in Washington State.

## STRATEGY

### 1

### Fully Implement Lexipol Policy Manuals

JCSO is in an ongoing process of upgrading our policy manuals for both the operations and corrections divisions. We have partnered with Lexipol, a provider of customizable, state-specific policy manuals that is widely recognized as a leader in the public safety field. The operations division (patrol, admin,

and detectives) has operated under a Lexipol manual for several years; that manual is currently being updated. The corrections division adopted a recently established Lexipol manual in April 2017, and is in an ongoing process of refining that document.

#### Objectives:

- ▶ Complete update of operations manual
- ▶ Issue updated operations manual
- ▶ Issue corrections manual
- ▶ Policy manuals acknowledged by all personnel

#### Status:

- ▶ Completed / In progress

#### Success Indicators:

- ▶ All manuals updated and issued
- ▶ All acknowledgments completed by all personnel

## STRATEGY

### 2

### Utilize Lexipol Daily Training Bulletins (DTBs)

In addition to policy manuals and regular legal and best-practice updates, Lexipol also provides Daily Training Bulletins (DTBs) for all personnel, which include review of current policy and introduction to new issues and new case law. These DTBs are in the format of scenarios that require users to apply policy to answer questions. They take about ten minutes to complete, and are a valuable tool for enhancing awareness of policies, legal issues, and best practices among JCSO personnel.

#### Objectives:

- ▶ Institute DTB use for corrections
- ▶ Review policies and procedures, and update if necessary, to ensure that DTB completion is required by all appropriate personnel
- ▶ Identify and address any necessary remedial DTB acknowledgments
- ▶ Develop a program to ensure regular accountability measures for DTB completion

#### Status:

- ▶ In Progress / Planning Phase

#### Success Indicators:

- ▶ 100% Deputy compliance (operations and corrections) with DTB use and acknowledgment
- ▶ Enhanced awareness of policies, legal issues, and best practices for all personnel

### STRATEGY

## 3

### Identify & Achieve all WASPC Standards

There are 130 WASPC standards for operations, and 148 WASPC standards for corrections; these standards may be changing in early 2017. Both divisions have been evaluated by LEMAP teams, and received recommendations on areas where change will be required in order to meet the standards.

#### Objectives:

- ▶ Obtain updated WASPC standards as soon as they are issued
- ▶ Create a master document with all standards, for tracking JCSO's compliance and progress
- ▶ Audit JCSO's policies, procedures, and practices, to identify areas where we already meet standards, as well as areas requiring changes
- ▶ Develop a systematic approach to bringing JCSO into full compliance, including but not limited to: what specific changes are required, personnel responsible for each specific change, what resources are needed, expected timelines, benchmarks for the completion of changes, and accountability for progress
- ▶ Based on the result of the audit and the expected timelines, identify target dates for Accreditation evaluation
- ▶ Document and organize proofs of all areas of compliance (for every standard)

#### Status:

- ▶ In Progress

#### Success Indicators:

- ▶ Completed proofs for every WASPC standard

### STRATEGY

## 4

### Prepare for Accreditation

Accreditation is a complex process with many steps. JCSO has already undertaken the first step, with our LEMAP evaluations. The following steps will take us through the lead-up to final accreditation evaluations

#### Objectives:

- ▶ Assign accreditation managers for both operations and patrol
- ▶ Assign the managers to WASPC mentors
- ▶ Complete mock-assessment for operations
- ▶ Complete mock-assessment for corrections
- ▶ Address any concerns raised during the mock assessments

#### Status:

- ▶ Planning Phase

#### Success Indicators:

- ▶ Managers and mentors working together
- ▶ Successful completion of mock evaluations, and correction of any identified issues



STRATEGY

5

### Achieve WASPC Accreditation for Operations

WASPC will not conduct accreditation of jails operated by law enforcement agencies unless the agency itself is first separately accredited. For this reason, JCSO Operations must be accredited before corrections can complete its final evaluation.

**Objectives:**

- ▶ Schedule operations accreditation
- ▶ Complete accreditation assessment
- ▶ Begin planning for re-accreditation (accreditation must be maintained on an ongoing basis)

**Status:**

- ▶ Planning Phase

**Success Indicators:**

- ▶ Operations accreditation
- ▶ Ability to proceed with corrections accreditation

STRATEGY

6

### Achieve WASPC Accreditation for Corrections

Once operations is successfully accredited, WASPC can conduct an accreditation evaluation for the JCSO Jail

**Objectives:**

- ▶ Schedule corrections accreditation
- ▶ Complete accreditation assessment
- ▶ Begin planning for re-accreditation (accreditation must be maintained on an ongoing basis)

**Status:**

- ▶ Planning Phase

**Success Indicators:**

- ▶ Corrections accreditation





One of the most consistent reports we received when reviewing surveys and interviewing stakeholders was an overriding desire to find solutions for the problems created by drug and alcohol abuse, untreated mental illness, and homelessness in our community. There is enormous interest throughout our community in developing a response that will make Jefferson County safer and healthier. The Sheriff's Office is committed to doing its part in pursuit of that goal.

Each of the challenges mentioned above creates a nexus with public safety for several reasons.

Perhaps most obviously, law enforcement personnel will routinely come into contact with people in crisis. Countless studies have shown that individuals who struggle with addiction or with mental health problems, or who lack stable housing, are overrepresented in the criminal justice system as suspects, as victims, and as inmates.

### **The Problems:**

For example, the National Association of Drug Court Professionals reports that 80% of criminal offenders abuse drugs and alcohol; a 2010 study the National Center on Addiction and Substance Abuse found that more than 65% of inmates in the United States meet the medical criteria for substance abuse addiction.

Yet another study, published in 2008 by the National Center for Biotechnology Information, found that persons suffering from both mental illness and homelessness tended to commit more crimes, with both the rate and seriousness of the criminal behavior increasing along with the severity of the untreated psychological issues.

These challenges often mean that many of our offenders commit more crimes, appear in court again, and are often re-incarcerated. This problem is called recidivism, and is a challenge facing our country's justice system at every level – Federal, State, and local. For example, our jail currently has a five-year recidivism rate of 52%; looking at a longer time period, since 2001, 57% of inmates have returned at least once. Although these numbers are lower than many facilities, we still think we can do better.

And to us, the members of your Sheriff's Office, these facts are not just statistics. These are the things we know, because we experience them daily.

We are often the first to respond when things go wrong – when people are injured or dying, when they steal or are stolen from, when they lash out or become the victims of assaults. We struggle to find shelter for the homeless when weather becomes too extreme to stay outside; we try to talk people in crisis out of rash, dangerous, or suicidal acts; we care for drug addicts as they go through withdrawals in our jail.

### **What We are Doing Now:**

Our mission and our resources are specific to public safety. We are good at our jobs, and take pride in our duty, but we understand our limitations. We are not equipped, nor are we able, to directly answer the need for low-income housing, or to facilitate long-term inpatient treatment programs.

However, we also believe we can – and do – play an important role in working toward solutions. JCSO personnel at every level of our organization are engaged with local programs that focus on rehabilitation.

Here are just a few examples: our detectives are an integral part of Drug Court, a rehabilitative program for drug offenders that is administered collaboratively in Superior Court; members of our agency sit on local public health and social services boards; one of our veteran patrol captains attends Mental Health Court, a therapeutic diversion program initiated by District Court Judge Jill Landes. In our jail, we work with local volunteers to offer AA and religious meetings; we have partnered with Discovery Behavior Health (DBH) to ensure inmates have regular access to mental health services; and we offer our inmates life skills workshops, Adult Education Degree/GED classes, an anger management program, and opportunities for community service on our work crew.

### **Our Next Steps:**

We know that a journey that begins in handcuffs may end in treatment and sobriety; we have seen

that a sentence in jail can open opportunities for necessary medical care and a GED.

Our goal is continue to provide exemplary emergency response services, while working together with our community's existing social services to connect those in need with available resources.

To that end, we are pursuing the following strategies, which we believe will help reduce recidivism, improve our preparation for crisis response, and increase our engagement with at-risk populations.

### STRATEGY

1

#### Early and Effective Intervention

We are often the first people to encounter citizens when they are in crisis. Once we are able to ensure the scene is safe and any emergency has been resolved, there is an immediate opportunity to connect victims, suspects, and other involved parties with community resources ranging from domestic violence advocacy to mental health services.

We hope to expand our reach by strengthening existing partnerships, and creating new connections – some of which have already been made as a result of the community outreach conducted during the Strategic Planning process.

##### Objectives:

- ▶ Identify local organizations with common interests
- ▶ Determine existing resources, and how to most effectively connect people with services
- ▶ Continue to work with existing partners, such as the Dove House, local Fire and Rescue services, and Discovery Behavior Health
- ▶ Conduct cooperative training or networking for patrol and investigative personnel

##### Status:

- ▶ In Progress

##### Success Indicators:

- ▶ Expanded resources available to patrol deputies when responding to emergencies or encountering persons in crisis
- ▶ More people in need of help connected with appropriate services

### STRATEGY

2

#### Community Education

The saying goes “an ounce of prevention is worth a pound of cure.” With this in mind, we want to ensure we are providing resources to help people avoid becoming victims of crimes, accidents, or other emergencies.

We are already working on some programs that we hope will make the community safer: for example, under Sheriff Stanko's administration, JCSO deputies have worked with the Dove House and the Prosecutor's Office to provide self-defense classes for women.

We have also strengthened lines of communication and understanding using programs like Coffee with a Cop, and by sending deputies to attend community meetings, and by opening the JCSO facilities up for “open house” events.

JCSO is committed to continuing these programs where they exist, and expanding into new areas wherever the opportunities are presented.

##### Objectives:

- ▶ Continue the Rage Aggression Defense Education program in cooperation with Dove House and the Prosecutor's Office
- ▶ Reach out to local community groups to offer deputy presence at meetings when appropriate for educational purposes
- ▶ Build on connections made during Strategic Planning, such as the Boiler Room in Port Townsend, to develop cooperative education programs
- ▶ Continue to host “Open House” events at the Sheriff's Office facility and jail

##### Status:

- ▶ In Progress / Ongoing

##### Success Indicators:

- ▶ Increased community safety
- ▶ Increased communication between law enforcement and citizens

### STRATEGY

3

#### Increased Patrol Staffing

In discussing this issue, we have already discussed that our patrol deputies are often the first people to respond to a crisis or emergency. Sometimes this means helping victims of crime or trauma; other times, it puts our deputies lives in immediate danger.

In one recent incident, for example, one of our patrol deputies came into contact with a disturbed individual who, without any apparent cause, repeatedly attacked and assaulted the deputy by trying to run him over, attacking him physically, and trying to take control of his weapons. This altercation lasted nineteen minutes before backup could arrive. We are exceptionally fortunate that neither the deputy nor the assailant were killed.

In the introduction to this plan, we discussed the Staffing Analysis conducted in Summer 2016 by Washington State University. That analysis determined a need for the immediate hiring of two patrol deputies, and for two more to be hired in 2017; so far, those resources have not been made available. Without adequate staffing, we put our deputies at risk of encountering more situations like the one described above.

For that reason, although we do not take requests for public resources lightly, we believe that it is imperative that more patrol deputies be hired immediately.

#### Objectives:

- ▶ Work with the Board of County Commissioners to obtain funding for additional patrol deputy positions
- ▶ Hire and retain at least six additional patrol deputies by 2020
- ▶ Deploy existing and future patrol resources to ensure at least two deputies are available to respond to any call

#### Status:

- ▶ Needs funding

#### Success Indicators:

- ▶ Increased officer safety
- ▶ Quicker and more effective responses to emergencies
- ▶ Safer response when dealing with individuals experiencing crisis





### STRATEGY

## 4

#### Reduced Recidivism through Jail Program-

Social scientists and criminologists all around the nation, and the world, are focused on discovering ways to reduce recidivism. Although there are few conclusive answers, organizations like the National Institute for Justice (NIJ) continue to point to two factors: the willingness of offenders to desist from criminal behavior, and the access to self-help programs for offenders who make that transformative choice.

The JCSO Jail has opened its doors for many years to local community programs, such as Alcoholics Anonymous, and has partnered with other resources to host programs targeted at adult education, anger management, and relapse prevention. Moving forward, our goal is to expand the offerings available to our inmates, as laid out below, in hopes of providing all available resources to those offenders who want to find a better path forward.

#### Objectives:

- ▶ Expand jail programming to include Narcotics Anonymous programming
- ▶ Continue the recent partnership with Discovery Behavior Health, which provides daily mental health service to inmates
- ▶ Work with identified stakeholders to coordinate pre-release planning for inmates, including evaluating changes in release procedures to ensure inmates have easy access to reentry and treatment programs immediately after leaving jail
- ▶ Investigate direct involvement by corrections personnel with Drug Court and Mental Health Court

#### Status:

- ▶ In Progress / In Planning

#### Success Indicators:

- ▶ Reduced recidivism among regular JCSO inmates
- ▶ Expanded jail programming
- ▶ Increased lines of communication between JCSO corrections staff and community resources, such as treatment centers and therapeutic courts

### STRATEGY

## 5

#### Reduced Deputy Turnover at JCSO Jail

Corrections Deputies perform a key function within the criminal justice system, and within our local community. Although one of their primary duties is preventing escapes and ensuring the safety of the community, they are far more than just “guards.” Instead, they are charged with an incredibly challenging job: providing for the care and custody of those who are incarcerated.

Our veteran corrections deputies have established longstanding, professional relationships with many local offenders. This familiarity can help prevent confrontations and reduce the need for use of force by staff; they can also help open lines of dialogue that lead to opportunities for counseling and encouragement.

One of the greatest difficulties throughout the corrections profession, however, is a high turnover rate. This is true at our jail, too, where Sheriffs have historically struggled to keep the jail staffed.

We believe that staffing the jail with experienced, locally-invested deputies benefits JCSO as an organization, the community as a whole, and – most importantly – the offenders who are served by corrections staff.

#### Objectives:

- ▶ Work with the county and the corrections bargaining unit to ensure our corrections deputies are paid salaries comparable to those of corrections personnel in Clallam and Kitsap counties
- ▶ Introduce pay incentives for corrections recruits who move into Jefferson County
- ▶ Work with the Sheriff’s Civil Service Commission to establish a clear career path from JCSO’s corrections division to its patrol division
- ▶ Expand local recruiting efforts, including hosting local tests

#### Status:

- ▶ In Progress / Needs Funding

#### Success Indicators:

- ▶ Pay parity for corrections staff, compared to other local jails
- ▶ Increased staffing at the jail, and reduced turnover
- ▶ More corrections officers living in the county



STRATEGY

6

### Crisis Intervention Training (CIT)

The Crisis Intervention Team (CIT) program is an approach to dealing with crisis situations that is endorsed by NAMI (National Alliance on Mental Illness). CIT brings together law enforcement personnel, mental health professionals, and other local resources to improve response when dealing with people in crisis. The approach focuses on training and support for officers, recognitions of crisis symptoms, and de-escalation.

By incorporating other community resources into the training, law enforcement can more easily refer individuals who may be emotionally disturbed or experiencing psychological trauma to the help they need – whether that is counseling, medical care, hospitalization, housing, or other resources.

**Objectives:**

- ▶ Provide Crisis Intervention training to all sworn staff
- ▶ Incorporate Crisis Intervention training into ongoing training cycles
- ▶ Engage with local resources to form a CIT Team

**Status:**

- ▶ In planning

**Success Indicators:**

- ▶ JCSO Participation in a local CIT team
- ▶ All JCSO sworn personnel have received crisis intervention training
- ▶ Better synthesis between law enforcement and social services during response to actual crisis incidents

STRATEGY

7

### School Resource Officer

Outreach and engagement with our community must begin early, in part because so many of the challenges facing our community also begin early. Problems like drug and alcohol abuse, family violence, and homelessness are often generational.

Our community invests heavily in its children, through the local school districts. During our Strategic Planning Process, we received feedback from community stakeholders expressing interest in building a School Resource Officer (SRO) program, similar to the arrangements that have already been successful in Port Townsend and other surrounding areas. This would see a deputy (or deputies) assigned full-time to the various schools in the county.

In addition to daily, regular contact with students, an SRO could enhance school safety and security, develop stronger partnerships with local educators, and engage in early intervention when students face serious problems at home or at school.

To fund an SRO will require grants or additional county funding; however, we believe this program would be worth every penny because it would help keep our students safer and more connected with their Sheriff's Office.

**Objectives:**

- ▶ Identify funding sources for an SRO program
- ▶ Develop policies and procedures with the local school districts
- ▶ Appoint one or two deputies as SROs

**Status:**

- ▶ In Planning / Needs Funding

**Success Indicators:**

- ▶ 1-2 Deputies assigned as permanent SROs
- ▶ Increased deputy presence in schools
- ▶ Enhanced school safety
- ▶ Establish early relationships between students and cops

As our county grows in size, and our culture grows in complexity, the need for law enforcement services also increases. How we are able to adapt to meet these ever-changing and ever-increasing needs is the subject of this section of our strategic plan.

JCSO has seen an increase in the number of incidents we respond to, from 12,797 Calls for Service (CFS) 2013 to 15,979 CFS in 2016. This represents a 22% increase in call volume over four years. Based on current levels of incidents, 2017 is on track to surpass 2016. Yet there has been no increase in patrol staffing to keep up with this demand.

During the same time period, although housing slightly fewer inmates, the jail has seen a dramatic increase in the number of inmates requiring medical care, mental health services, and/or drug and alcohol treatment.

Our administrative division has also seen an increase in workload, thanks to changing professional standards and a steady increase in the number of public records requests received. Finally, our civil unit has experienced exponential growth in the number of Sheriff Sale proceedings initiated through Superior Court.

Our citizens on the “West End” of Jefferson County – in the Queets, Clearwater, and Forks communities, and on the Hoh Tribe – also have unique needs, which deserve our full attention.

As noted in the introduction, and in other issues addressed in this plan, JCSO is substantially understaffed – due to a lack of positions in patrol and administration, and difficulty in recruiting and retaining deputies in our corrections division. Therefore, every increase in workload or additional service comes at the expense of other services.

To be able to address these changes, we need to examine our own practices and look for creative solutions. The 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 given our resources.

The strategies contained on the following pages are our attempt to pursue that goal.

## STRATEGY

### 1

### Simplify Self-Reporting

JCSO is committed to improving existing self-reporting capabilities in-person or by phone, reducing citizen wait-times at the office in Port Hadlock, and extending the hours during which citizens can submit paperwork or reports.

#### Objectives:

- ▶ Review policies and procedures to determine what calls can be self-reported
- ▶ Develop an intake form for citizen “walk-ins” at the JCSO annex, to help front office staff determine how to route the concern
- ▶ Develop a procedure identifying which reports or concerns can be handled using an intake form, with follow-up phone calls from deputies when requested
- ▶ Develop a protocol and train corrections staff to accept and correctly route self-report intake forms, witness and victim statements, and other necessary items from the public when the lobby is closed
- ▶ Review lobby hours and staffing, to ensure adequate access for citizens
- ▶ Work with JeffCom 911 to develop a protocol for JeffCom to take self-reports that will later be reviewed by JCSO supervision

#### Status:

- ▶ In Progress / Planning Phase

#### Success Indicators:

- ▶ Reduced number of calls for service that require a deputy response to the office, leading to decreased response time for priority calls
- ▶ Increased availability and efficiency of self-reporting
- ▶ Enhanced citizen access to law enforcement services
- ▶ Reduced wait times for citizens making reports or dropping off documents

### STRATEGY

## 2

#### Update Response to Alarm Calls

JCSO Deputies respond to more than three hundred false alarms at homes and businesses on a yearly basis, resulting in a loss of at least 180-200 man-hours per year to unnecessary calls, in addition to additional wear-and-tear on vehicles and equipment. The end result is fewer deputies on proactive patrol, increased call volume, and increased response times to other types of calls.

In nearby areas, such as Kitsap and Pierce counties, the Sheriff's Office does not respond to ninety percent of alarms due to the cost, in time and in dollars, of false alarms. They have instituted permit processes for alarm response, which serves a dual purpose: first, it encourages alarm-owners to better maintain their alarm systems in order to avoid false trips; second, it generates revenue to offset the cost of false alarm responses.

JCSO intends to pursue a similar model in the near future.

#### Objectives:

- ▶ Investigate alarm response policies enacted by neighboring agencies, and offered by national alarm companies
- ▶ Establish a protocol and a county ordinance for alarm responses, outlining when JCSO will and will not respond to alarms
- ▶ Engage in community education and outreach to educate the public regarding responses to false alarms, including the costs to taxpayers and the burden on JCSO patrol resources
- ▶ Develop protocol to ensure JeffCom is aware of permits for alarms

#### Status:

- ▶ In Progress

#### Success Indicators:

- ▶ Enact a county ordinance governing alarm responses
- ▶ Reduce the number of false alarms responded to by JCSO patrol personnel, thereby enhancing public safety and proactive patrol

### STRATEGY

## 3

#### Increase Administrative Staffing & Resources

With the ongoing modernization of law enforcement resources and capabilities, updated standards implemented to comply with WASPC accreditation, and the spiraling number of public records requests, JCSO's administrative division requires additional staffing.

#### Objectives:

- ▶ Identify the number of hours required to field public records requests
- ▶ Complete a staffing study of our administrative division to determine the ideal number of staff members
- ▶ Work with the BOCC to fund the identified number of additional staff
- ▶ Develop protocols to ensure front-office staff have access to the information necessary in order to route citizen reports
- ▶ Transfer fingerprinting duties to the jail admin area

#### Status:

- ▶ Planning Phase / In Progress

#### Success Indicators:

- ▶ Reduction of wait-time for public records requests
- ▶ Increased transparency and avoidance of costly public records fines through prompt and accurate responses to public records requests
- ▶ Additional staffing for front-office and support personnel

**STRATEGY**

**4**

**Enhance Service to West End**

Jefferson County is unique in the state, in that our county is essentially divided – there is no direct route between our eastern and western communities, except by a long drive through neighboring counties.

We have recently stationed two full-time, experienced deputies on the West End, both of whom are long-time residents of that area. Additionally, we are proud to have on our Citizen Advisory Committee Melvin-John Ashue, a member of the Hoh Tribe and a West End resident.

Due to the geographical remoteness of most West End communities, and the small number of full-time residents, many services that people in other areas take for granted are not available. For example, there is no formalized fire service for most of our West End citizens.

As another example, there is no jail nearby, so when JCSO Deputies make arrests in West End communities they often have to make nearly a day-long roundtrip to Port Hadlock with their arrestee; this can also create complications for the arrestee once they are released from jail, since they so far from home.

During summer months, population on the West End often swells as thousands of tourists and vacationers flock to beaches, mountains, and rivers, leaving local resources—including law enforcement—stretched even more than usual.

How we as a county and a Sheriff’s Office build on this foundation to continue strengthening available services on the West End is a key priority for JCSO.

**Objectives:**

- ▶ Engage with other West End authorities to institute emergency preparedness and emergency planning measures
- ▶ Expand cross-training with Tribal Fish & Game Officers
- ▶ Continue to partner with available law enforcement authorities on the West End (National and State Parks officers; Washington State Patrol; and fish, game, and wildlife officers)
- ▶ Investigate a contract with the City of Forks and the Jefferson County Courts to allow persons recently arrested on the West End to be housed at the Forks Jail until after their initial appearances
- ▶ Expand self-reporting improvements (see other strategy in this section) to JCSO’s Clearwater Annex and JCSO’s office on the Hoh Reservation

**Status:**

- ▶ In Progress / In Planning

**Success Indicators:**

- ▶ Expanded services on the West End
- ▶ Increased ease of access for West End residents seeking to self-report a crime, or drop of paperwork for law enforcement
- ▶ Decreased transport time for West End deputies who make arrests

**STRATEGY**

**5**

**Implement Targeted Patrol Strategies**

Jefferson County is a diverse community spread out over a large geographical area. Each community has different needs, faces different crises, and requests that JCSO emphasize different services. The Sheriff is committed to providing localized services that meet the needs of residents.

**Objectives:**

- ▶ Assign a specific deputy, or deputies, to communities as point-of-contact for issues, and as being responsible for community outreach (such as attending community meetings, etc.)
- ▶ Assigned deputies work with their community stakeholders to identify high-risk or high-need areas in various communities
- ▶ Assign individual supervisors to be responsible for all deputies in a larger region
- ▶ Target traffic enforcement, investigations, and proactive patrol at those identified areas of need in each community

**Status:**

- ▶ In Progress

**Success Indicators:**

- ▶ Enhanced citizen safety
- ▶ Localized community-based approach to public safety



Law Enforcement is a rewarding career, and the men and women who serve as members of the Jefferson County Sheriff's Office are deeply committed to their profession and their community.

However, working in public safety is also recognized by academia, by law enforcement personnel, and by 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, this initiative includes a commitment to building physical fitness, supporting career development, reducing on-duty injuries, and encouraging a holistic approach to mental, physical, and emotional health while on and off duty.

We believe the following strategies will help prepare our employees for the challenges in their career and protect our deputies from the inevitable dangers inherent in their service, and that this in turn will enhance public safety.

### STRATEGY

# 1

## Create an On-Site Gym

Studies have determined employee fitness is linked to decreases in the use of sick time, reductions in on-the-job injuries, and increased morale. (One example is a study conducted by Boston University, which can be viewed here: <https://www.ncbi.nlm.nih.gov/pubmed/12441457>).

Most JCSO deputies work rotating schedules that include overtime, nights, weekends, holidays, and unexpected callouts or shift extensions. This can make many aspects of life, including access to physical fitness, difficult. To assist in this area, JCSO plans to create an on-site gym that would be available for use by JCSO personnel before or after shifts, or while on breaks.

#### Objectives:

- ▶ Obtain non-public funding
- ▶ Work with human resources and bargaining units to mitigate any liability concerns
- ▶ Network with local agencies who have employee gyms, to determine their policies and liability waivers on in-house gyms

- ▶ Locate an available site at the existing JCSO facility
- ▶ Obtain gym equipment
- ▶ Develop policies and procedures to address the use of the gym

#### Status:

- ▶ Planning Phase

#### Success Indicators:

- ▶ Creation of an on-site gym
- ▶ Enhanced access to physical fitness for JCSO employees
- ▶ To aid in reduction of injuries to employees (expected based on studies)

### STRATEGY

# 2

## Implement Physical Fitness Incentives

In addition to the creation of an on-site fitness facility, the Sheriff wishes to encourage and reward employees who are committed to physical fitness. Historically, fitness is linked to reductions in sick time and on-duty injuries.

#### Objectives:

- ▶ Work with county administration and bargaining units to identify available incentive options or use of on-duty time for exercise
- ▶ Of the options available, determine which are most likely to be meaningful and effective for individual employees
- ▶ Develop policies and procedures, and update contracts, to include the chosen incentive(s)

#### Status:

- ▶ Planning Phase

#### Success Indicators:

- ▶ Reduction in sick time and injuries
- ▶ Increased fitness among employees

### STRATEGY

### 3

#### Enhance Officer Safety Tools & Training

The events of the past years have highlighted the inherent dangers of the law enforcement profession. Every year, hundreds of our fellow officers are killed in the line of duty, and thousands are injured (FBI Uniform Crime Report – LEOKA stats: <https://ucr.fbi.gov/leoka>).

JCSO is committed to ensuring that our deputies, regardless of their assignment, have the training and tools that can best keep them safe.

#### Objectives:

- ▶ Audit current training to identify any areas where officer safety related training should be increased
- ▶ Work with training cadre to identify any additional equipment, or changes to existing equipment, that could assist in accomplishing duties more safely
- ▶ Implement regularly-scheduled defensive tactics training for patrol deputies; continue regular defensive tactics for corrections
- ▶ Continue to provide consistent firearms, first aid, and driving training

#### Status:

- ▶ In Ongoing / In-Progress

#### Success Indicators:

- ▶ Deputies equipped with appropriate tools and training
- ▶ Enhanced officer safety means a safer community

### STRATEGY

### 4

#### Utilize Critical Incident Stress Management (CISM)

Law enforcement officers are routinely exposed to physical dangers, traumatic events, and community tragedies. According to the International Critical Incident Stress Foundation ([www.icisf.org](http://www.icisf.org)), CISM is a comprehensive, organized approach for the reduction and control of harmful aspects of stress in the emergency services field, and it includes pre-incident traumatic stress education, peer counseling, debriefing after crisis incidents, and access to professional counseling.

#### Objectives:

- ▶ Work with other local agencies, such as EJFR, to certify several deputies in the CISM process
- ▶ Integrate with the existing CISM team, which includes EJFR, the hospital, JeffCom 911 and other local public safety organizations
- ▶ Provide pre-incident traumatic stress training to all personnel
- ▶ Implement post-incident debrief as a policy, including an offer of crisis debrief

#### Status:

- ▶ In progress (implementing expected within this calendar year)

#### Success Indicators:

- ▶ Existence of a CISM team that includes JCSO personnel
- ▶ Enhance the resources available to personnel involved in potentially traumatic or high-stress events

### STRATEGY

### 5

#### Continue Investment in Blue Courage Program

Research has shown that, due to the demands of the public safety profession, incidents of suicide, divorce, health problems, and PTSD are substantially higher in law enforcement than in other professions. Blue Courage is a program adopted by the Washington State Criminal Justice Training Commission and other leading public safety organizations; it is designed specifically for law enforcement personnel, and emphasizes officer wellness, nobility in public service, and stress-management.

#### Objectives:

- ▶ Utilize existing JCSO personnel who have been trained as Blue Courage instructors to provide the full, two-day Blue Courage workshop to all sworn personnel
- ▶ Provide ongoing, wellness-related training for deputies
- ▶ Continue to engage with CJTC and Blue Courage resources to ensure JCSO is utilizing the best available techniques to care for our first responders
- ▶ Continue our community outreach to educate citizens on the message of Blue Courage

#### Status:

- ▶ In-Progress

#### Success Indicators:

- ▶ All sworn personnel have completed the two day Blue Courage workshop

### STRATEGY

6

#### Encourage Career-Level Education

The Sheriff believes in encouraging ongoing education for all personnel, with the goal to expand institutional knowledge and assist in career-development for individual employees.

##### Objectives:

- ▶ Maintain all career-level certificates and identify additional training opportunities
- ▶ Work with county administration and the bargaining units to establish financial incentives tied to ongoing education
- ▶ Explore available resources that would encourage, support, or assist in funding post-secondary education for employees

##### Status:

- ▶ Planning Phase

##### Success Indicators:

- ▶ Full compliance with career-level training requirements
- ▶ Implementation of education incentives in all contracts
- ▶ Availability to interested staff of ongoing training opportunities



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, which include courthouse security, civil functions, and animal control.

For example, by Washington State Law, JCSO is mandated to provide security in the courtroom for all sessions of the Jefferson County Superior Court. In addition, JCSO has attempted to assist with security needs in Jefferson County District Court and throughout the courthouse.

The Sheriff is also legally assigned to a civil function, related to civil (non-criminal) law enforcement. This specifically includes service of process and execution of various court orders (often called "Writs") throughout the county. Some examples of these duties include the service of anti-harassment orders and similar paperwork, enforcing court-ordered evictions, and recovering children when the court determines it must intervene in a violation of a parenting plan.

Both courthouse security and the civil function have traditionally been handled by JCSO's Civil Office, which is currently a part of the Uniformed Support Services bargaining unit that also encompasses corrections and animal control. Deputies assigned to the Civil Office are assisted by a single, part-time clerk.

Judicial foreclosures are handled by Superior Court, and by law are enforced by the Sheriff. Each such foreclosure requires dozens of hours of work, and culminates in a type of auction called a Sheriff Sale. Recent restrictions on the way that banks process foreclosures have led to a statewide increase in the number of judicial foreclosures; Sheriff Sales in Jefferson County increased 61% from 2014 to 2016, and a staggering 2,000% from 2010, when only one Sheriff Sale was processed. (In 2011, there were none!)

JCSO also has one full-time employee assigned to animal control services for the unincorporated regions of the county. This deputy also assists with the service of process, and supports patrol deputies on priority calls.

Finally, there has been increased interest from other divisions of county government and the community at large in formalizing Code Enforcement throughout the county.

Sheriff Stanko is committed to working with our citizens, with other branches of county government, and with effected stakeholders to ensure that all of these services are addressed in any way possible. However, providing any non-mandated services will likely require additional funding beyond what the county currently budgets for the Sheriff's Office.

## STRATEGY

# 1

### Re-evaluate Court Security Staffing

One of the key responses from our surveys and from stakeholder interviews was that, although our courthouse deputies do an outstanding job, they need additional staffing.

In Spring 2016, JCSO began tracking hours spent providing direct court security for both District and Superior Courts. Based on the data we have gathered so far, JCSO Deputies provide an average of 83 hours of direct security in District Court, and 114 hours of direct security in Superior Court. Deputies also respond to panic alarms from courthouse staff and to other incidents, such as criminal activity, warrant arrests, confiscating weapons, or medical emergencies that occur throughout the building or on the grounds.

JCSO is currently only able to station two deputies at the courthouse. Often, two or sometimes even three courts will be running simultaneously, each of which requires deputy presence; the need for security throughout the building does not go away during court hours, so when incidents occur, it often requires our courthouse deputies to try to be in multiple places at once.

Our courthouse deputies are also responsible for the Sheriff's Civil function. They frequently work overtime to catch up on the entry of process for service, to help with evictions, or to track and serve down the respondents on protection orders.

Other strategies in this section will address long-term planning for the Sheriff's role in courthouse security, including structural changes at the courthouse and organizational goals. This strategy is focused on the short-term goal, however, of ensuring adequate security presence as the courthouse exists now.

#### Objectives:

- ▶ Assign an additional full time deputy at the courthouse as soon as staffing allows



#### Status:

- ▶ In Progress / Awaiting Hiring

#### Success Indicators:

- ▶ Three deputies assigned to the courthouse and civil unit

### STRATEGY

## 2

### Encourage Infrastructure Changes at the Courthouse

For people who harbor extreme anti-government views, or for emotionally or mentally disturbed people experiencing violent outbursts, the seat of county government can be a tempting target; others who are experiencing stressful court proceedings, such as divorces or child custody cases, may lash out violently. In the recent past, we have seen violent attacks occur around the state and around the nation that are targeted at, or occur within, county courthouses.

Because of this, most county courthouses, both statewide and in neighboring counties, have established security protocols that include limiting public access to one entrance, and conducting a metal detector search of everyone entering the courthouse.

Although the Sheriff recognizes that our county courthouse is both a historic site and an important center of civic community, he is adamant that we cannot accept an attitude that suggests that a violent attack “can’t happen here.” Only a few years ago, a deputy and a judge were seriously injured in an attack at the Grays Harbor County Courthouse.

The current structure of the courthouse makes adequate security nearly impossible for our deputies at the courthouse, even if they had additional staffing. This has been confirmed by two separate court security audits completed over the last two decades, and by recent inspections from outside professionals in court security.

With a few simple changes, however, which would require little to no physical alteration of the courthouse, we could streamline public access to ensure all who enter are screened for weapons. Alternately, access to the courthouse and prosecutorial floors (second and third) could be limited.

There is money in the county budget to improve security, and there are creative options to staff a metal detector. We believe these changes need to occur, and soon, to mitigate the danger of a violent incident.

#### Objectives:

- ▶ Work with facilities and the county commissioners to utilize existing budgeted funds to limit courthouse access to one entrance

- ▶ Establish a walk-through metal detector screening for all persons entering the courthouse, for the purpose of detecting weapons
- ▶ Determine the best way to staff the metal detector, to include soliciting quotes from private security companies
- ▶ Upgrade the emergency alarms throughout the courthouse
- ▶ Install a video security system at all points of ingress and egress, and any other areas of potential security risk

#### Status:

- ▶ In Planning / Needs Funding

#### Success Indicators:

- ▶ Single point of entry, with walkthrough metal detector
- ▶ Staffing for metal detector searches
- ▶ Security camera system installed

### STRATEGY

## 3

### Investigate Interest in Code Enforcement

Within the last year, there has been increased interest from citizens and other county departments in involving the Sheriff’s Office in code enforcement.

Various county agencies, such as the Health Department and Department of Community Development, are tasked with enforcing county code, but often do not have the manpower to investigate alleged violations or pursue remedial action. This not only undercuts the efficacy of county code, but puts the majority of county residents who do follow the law in the unfair position of seeing others disregard existing county regulations without any apparent consequence.

Furthermore, in some cases when investigations or enforcement actions are undertaken, county staff can find themselves in dangerous situations or heightened confrontations.

One proposed solution would see the Sheriff’s Office assisting with both investigations (for example, by driving past the site of an alleged zoning violation and reporting back to the DCD what is observed) and with enforcement (for example, by accompanying a health department staff-member as a security presence when the health department needs to take enforcement action and there is a potential for confrontation). The Sheriff is open to this possibility, although it cannot be accomplished with existing staffing.

#### Objectives:

- ▶ Work with other county entities to identify the level of interest in partnering with JCSO for code enforcement
- ▶ Secure funding for any position(s) that are desired
- ▶ Determine appropriate internal JCSO structure for code enforcement function
- ▶ Investigate existing policies and protocols of surrounding agencies, such as Poulsbo PD, that have code enforcement positions

#### Status:

- ▶ In Planning

#### Success Indicators:

- ▶ Better code enforcement throughout the county
- ▶ Enhanced safety and effectiveness for existing county government functions

## STRATEGY

### 4

### Create Separate “Support Division”

Currently, Animal Control functions are supervised by the Operations Division (patrol, investigations, and administration), while JCSO’s civil unit and courthouse security functions fall under the Corrections Division (the jail).

While other strategies presented in this section have focused on individual challenges and opportunities, this strategy looks at a more long-term approach: specifically, how can we best address the duties and responsibilities of the Sheriff that fall outside the traditional areas of criminal enforcement and corrections?

One proposal is to create a third division of the sheriff’s office, separate from the Operations and Corrections Division, which would combine animal control, civil enforcement, courthouse security, and potentially code enforcement under one umbrella. This new division would be staffed with at least four limited-commission deputies and a division supervisor, who would share the involved responsibilities and would work out of the office currently occupied by the civil unit.

There are several advantages to this approach: first, it could provide flexibility, since all involved deputies would be capable of all required functions; second, it would ensure that the civil and code enforcement functions were centrally located, near the courts and the county offices that manage

local code; third, it would create a single supervisory position for all non-criminal, non-correctional areas of service; and lastly, it would provide substantial flexibility for courthouse security, since as many as five deputies could be available for a high risk trial or a busy day, while on days when there are only a few court hearings, only two deputies (the bare minimum staff) would need to be at court, while others could proactively engage in process service, animal investigations, and code enforcement.

Finally, if fully staffed, these limited commission deputies could also potentially be used to alleviate some other duties from patrol, such as investigating noise ordinances or transporting prisoners.

This is a long-term goal that would require substantial restructuring and some additional funding for code enforcement, but could ultimately make JCSO more efficient at its existing duties while also expanding to new areas of service.

#### Objectives:

- ▶ Work with the county commissioners and existing bargaining units to investigate establishing a new division
- ▶ Determine whether to engage in code enforcement, and, if so, obtain funding
- ▶ Determine what, if any, additional funding would be required
- ▶ Audit other existing services to determine whether any other duties could be effectively rolled into a support unit, for example the volunteer program or some administrative functions
- ▶ Investigate current policies and procedures for other agencies that have support divisions
- ▶ Identify personnel to incorporate into new unit
- ▶ Establish and staff the Support Division

#### Status:

- ▶ In Progress

#### Success Indicators:

- ▶ Support Division established
- ▶ Enhanced cross-training for support functions
- ▶ Enhanced level of service to the public in animal control, civil process, execution of court orders, and security at court

This document is not static. The Strategic Planning Steering Committee will meet regularly to continually 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.

### AREA OF FOCUS

1

#### Patrol Staffing

Re-evaluate the status of patrol staffing, relative to the current Staffing Study, in or before 2020

### AREA OF FOCUS

2

#### Jail Facilities

Study the current Jail facility to determine what structural changes or additions will be necessary to keep our corrections division effective, safe, and rehabilitative into the future

### AREA OF FOCUS

3

#### Justice Center

As a longer-term goal, in collaboration with the county and other local stakeholders, look into the eventual construction of a new Justice Center that could incorporate courts, therapeutic services, law enforcement, corrections, social outreach, and legal services under one roof

### AREA OF FOCUS

4

#### Jail Medical Care

As a longer-term goal, in collaboration with the county and other local stakeholders, look into the eventual construction of a new Justice Center that could incorporate courts, therapeutic services, law enforcement, corrections, social outreach, and legal services under one roof

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