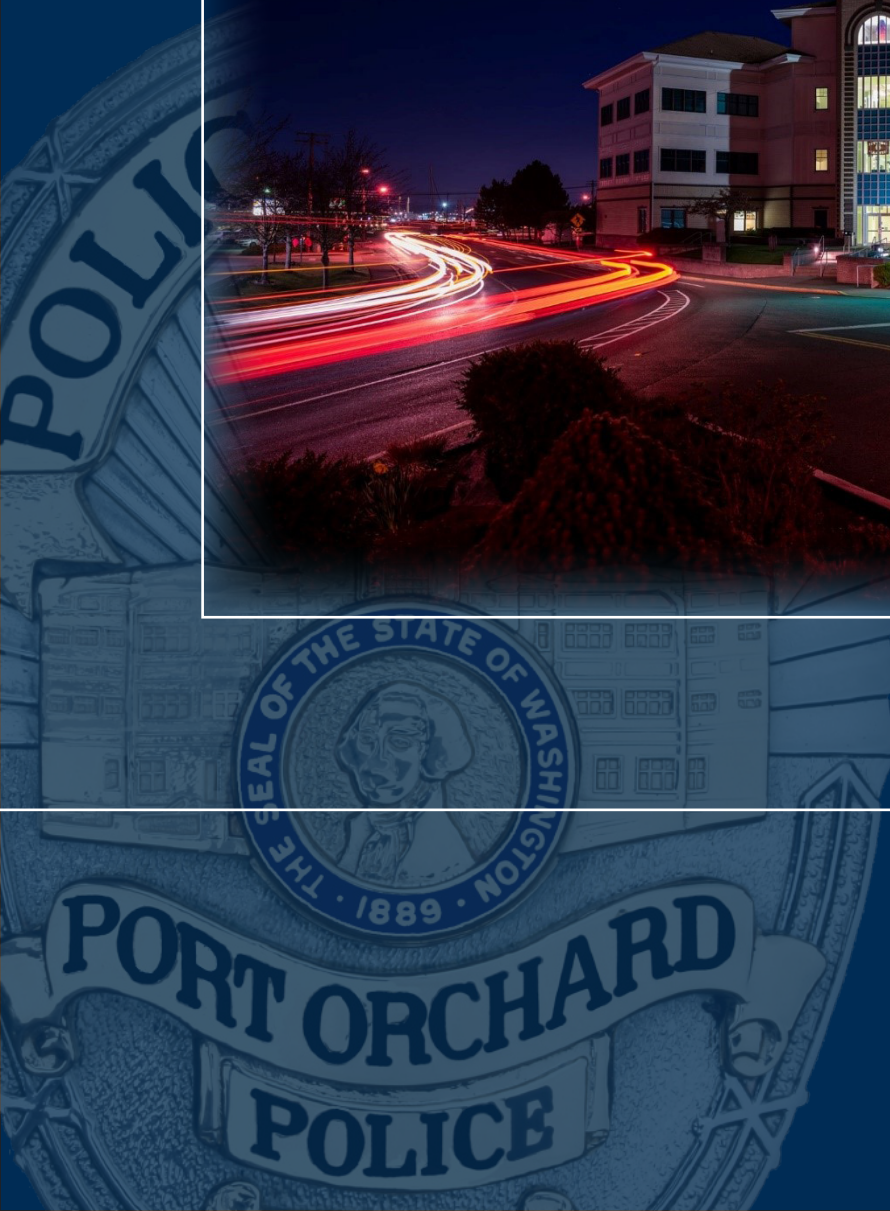


# PORT ORCHARD POLICE DEPARTMENT



Strategic Plan

2021-2025



# 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 feeling, 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 of 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.

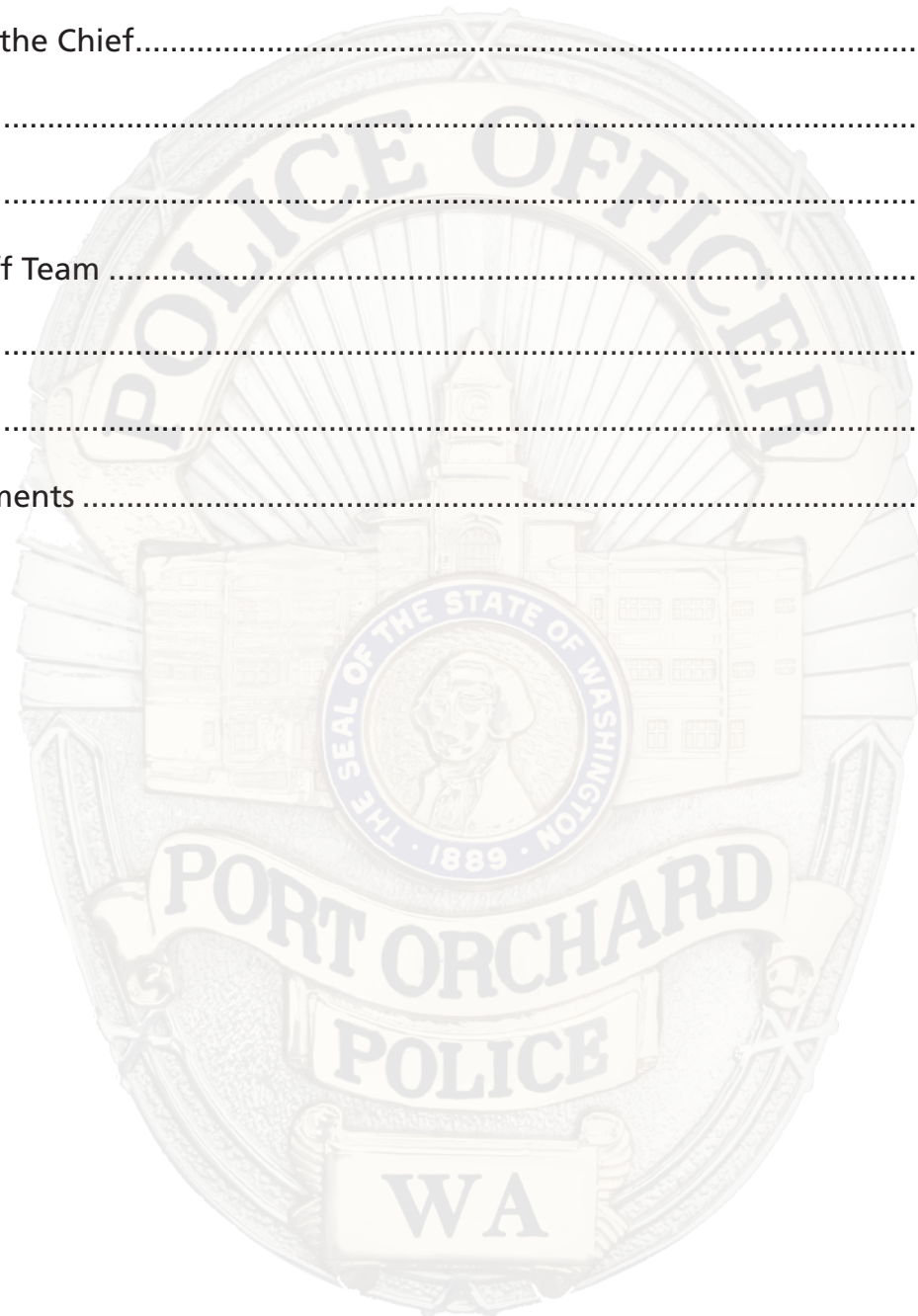
I will constantly strive to achieve these objectives and ideals, dedicating myself to my chosen profession...law enforcement.



# TABLE OF CONTENTS

---

Message from the Chief.....	3
Mission.....	4
History.....	5
Command Staff Team.....	6-7
Divisions.....	8
Strategic Plan.....	9-15
Acknowledgements.....	16



# MESSAGE FROM THE CHIEF

---

I am proud to present our community with the 2021-2025 Strategic Plan for the Port Orchard Police Department. This process began in 2019 with a collaborative effort involving employees and community members to develop our new Mission, Vision, and Values. We worked diligently to create statements that meant more than words on the wall; what we developed guides us every day in each interaction and decision.

This collaboration expanded into a workgroup of diverse community members who met in the Fall of 2020 to provide guidance on our short- and long-term goals and to establish a true community partnership with their police department. We sought additional input from City staff, our elected leaders, and regional public safety partners.

The Port Orchard Police Department prides itself in being a valuable member of the community. Working together to solve problems is not optional. We maintain our public trust only by continuing to engage as partners in the community and holding to the high ethics of our service.

This plan is a living document that will serve as our guide over the next five years. Our established goals are measurable and achievable. Community input on our progress and outcomes is incredibly important as we move forward. I encourage you to read it in depth and continue to ask the questions that hold us accountable to our shared goals.

Thank you for continuing to put your trust in us as we work towards an ever safer, inclusive, and progressive community.



Matt Brown  
Chief of Police



## MISSION

The Mission of the Port Orchard Police Department is to protect the lives, property and rights of all members of our community. We will work to reduce crime, and the fear of crime, while remaining proactive and innovative in our approach to the enforcement of the law. Our community shall know we are all members of one team through our transparency, accountability, and engagement.

## VISION

The Port Orchard Police Department aims to be amongst the finest law enforcement agencies in the State of Washington; one which consistently delivers the highest quality public service to make the City of Port Orchard one of the safest communities in the Nation.

## VALUES

### SERVICE

Serving the Port Orchard community is our greatest honor and privilege. We will do so in an impartial, courteous, responsive, efficient, and humble manner. We will work hand in hand with all members of our community to solve problems that affect public safety.

### HONOR

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

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

# HISTORY

---

The City of Port Orchard was originally named Sidney in 1890, becoming the first town to incorporate in Kitsap county. The area was known for its lumber industry, pottery works, and agricultural opportunities. In 1893, Sidney residents built a courthouse and donated it to the county; Sidney was then chosen as the county seat. In 1903, during a dispute over the regional post office, the town was officially renamed as the City of Port Orchard.



Nestled alongside Sinclair Inlet the city has long been known as a robust waterfront community with deep ties to the Navy and the civilian-led “Mosquito Fleet.”

Originally served by a town marshal, the city created the Port Orchard Police Department in the early 1930’s with a small staff to serve its burgeoning population of 1,200. As the City grew so did its public safety needs. Today, the department serves a population of 15,000

with progressive ideas and community-driven actions. Port Orchard remains a focal point for the south end of Kitsap county and serves not only its residents, but the greater community of South Kitsap.

The department is currently in a deep state of change with long-tenured commissioned staff choosing to retire and a new generation of peace officers joining our ranks. Our nation is also examining public safety and determining new roles and responsibilities for an ethical and equitable community. This strategic plan will serve as our guide to attain a true community partnership.

# COMMAND STAFF TEAM

---

**Chief Matt Brown** has twenty-one years of law enforcement experience. He holds a bachelor of arts in sociology and is a graduate of Northwestern University's School of Police Staff and Command. Chief Brown has served as the Port Orchard Police Department Chief since July 2019; he enjoys leading change and mentoring future leaders.



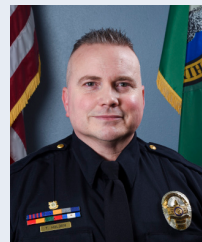
**Deputy Chief Dale Schuster** served thirty-five years with the Port Orchard Police Department before his retirement at the end of 2020. He spent eight years as the second in command in charge of the Operations Division. He held numerous positions over his three and half decades and looks forward to the continued positive changes within the department.



**Deputy Chief Donna Main** has eleven years of law enforcement experience, all in service with the Port Orchard Police Department. A life-long resident of Port Orchard, she holds a bachelor of science in sports, psychology, and exercise science. She is also a recipient of the Trilogy Award from FBI-LEEDA. Deputy Chief Main fosters positive change in collaboration with community members by embracing the department's values of Service, Honor and Integrity.



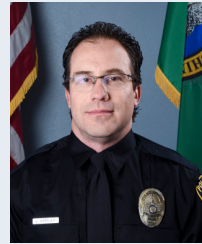
**Sergeant Trey Holden** has nineteen years of law enforcement experience. He holds a master of science in Justice Administration and Security and a bachelor of science in Criminal Justice Administration. Prior to serving the citizens of Port Orchard, Sergeant Holden served his country as a U.S. Marine; he enjoys the relationships that are fostered by working as a patrol sergeant, as well as leading the Marine Patrol team and UAS (Unmanned Aircraft System) team.



**Sergeant Erik Wofford** has been a public servant for twenty-eight years in both Corrections and Law Enforcement. A twenty-year veteran of the Port Orchard Police Department, Sgt. Wofford has a long history as an instructor and Field Training Officer. Currently serving as a night shift supervisor, he enjoys mentoring and teaching officers of all levels of experience.



**Sergeant Joshua Horsley** has over twenty years in law enforcement. He started his career in Corrections for the State of Nevada. He spent six years with the Jackson Police Department in the state of Wyoming and has been with the Port Orchard Police Department for nine years. Currently serving as a night shift supervisor, he believes in a positive attitude and is looking forward to helping with the future growth of the department.



**Sergeant Andrew Brandon** has fifteen years of law enforcement experience with several agencies in the region. He is a graduate of South Kitsap High School where he later served as the School Resource Officer. Sergeant Brandon has also been a Detective, Field Training Officer, Marine Patrol Officer, Firearms Instructor, and Patrol Tactics Instructor. Sergeant Brandon enjoys learning what he can and passing it on to others.



**Office Manager Cyndi Circelli** serves as the lead for the Administrative Services Division and has been with the department since 2000. She is excited to be a part of the department's positive changes and our continued growth within the community.





# DIVISIONS

---

## Office of the Chief

The Chief is responsible for the maintenance of strong community relationships and overall leadership of the police department. The Chief is a member of the City's executive management team, reports to the Mayor, and is directly accountable to the community of Port Orchard.

## Operations

The Operations Division is divided into two components, the Patrol Unit and the Investigations Unit. Patrol is staffed by uniformed officers who patrol the city limits of Port Orchard and serve as our community's first responders. These officers build trust through their daily interactions that include responding to calls for service, identifying crime trends, and remaining embedded members of our community. The Investigations Unit investigates all criminal activity that requires extensive follow-up. This includes crimes of violence, significant property crimes, and other larger investigations.

## Administrative Services

Administrative Services is responsible for maintaining records, permits, and the day-to-day non-emergent needs of our community. This includes managing criminal and non-criminal case reports, public records requests, and all department documentation. The Division is also responsible for managing and maintaining evidence in our on-site facility.



# THE STRATEGIC PLANNING PROCESS

To ensure our process was as inclusive as possible we requested input from our community, our regional public safety partners, department heads of the City of Port Orchard, and our staff. The following is a summary of this input.

---

## Community

A strategic advisory board of nine community members was brought together to discuss the state of the department, the way we provide service, and what steps we should take in the future. The board consisted of members from local business, faith-based organizations, service organizations, local military bases, and community-members at large. Three two-hour meetings were facilitated by Steve Strachan, the Executive Director of the Washington Association of Sheriffs and Police Chiefs.

### Areas to Sustain

The board stated that the relationship with the community appeared to be strong and several officers were mentioned by name within the context of positive stories. There was a recognition that the police department brought value to the City and officers were doing the right thing.

### Areas to Improve

The board recommended the police department do more to communicate with the public and spend time developing a targeted plan of community engagement. This should include community forums, advisory boards, and means of interaction not related to crime response. The department should conduct an assessment of officer's discretionary time. This is time dedicated to proactive activity when not responding to dispatched 911 calls. This discretionary time should be directed into programs such as bike or marine patrol, and working to create a culture of volunteerism.

The board also recommended an increased social media presence. The department is only currently engaged in social media through the city's Facebook page. Our department was strongly encouraged to reassess how it communicates and come to people "where they are."

## Public Safety Partners

Input was solicited from the executives of all regional law enforcement agencies as well as South Kitsap Fire Rescue, the department serving the south end of Kitsap County. Feedback was requested on their perceptions and experiences with our department and staff.

### Areas to Sustain

All agencies reported having strong working relationships with department employees. Although our agency primarily engages with the Sheriff's Office, Bremerton Police Department, and South Kitsap Fire Rescue, other agencies stated they have experienced support and professionalism across the board.

---

### Areas to Improve

A common theme was the desire to increase cooperation amongst all public safety entities in the county. By regionalizing training, specialty units, and emphasis patrols we can provide our communities with greater service while effectively managing costs. Agencies are already participating in High Visibility Enforcement traffic patrols, the Kitsap Critical Incident Response Team, and sharing training resources. Agencies should continue to work together towards a regional training cadre, joint marine services, and task force groups.

## **Department Heads - City of Port Orchard**

The head of each City Department was consulted for their perspective. The city must be a fully functioning team and positive daily interactions with other departments are essential.

### Areas to Sustain

The common feeling amongst departments was that officers were incredibly responsive when assistance was needed. While most contacts in the field are with Public Works, other departments felt safe knowing officers are engaged and regularly visible around City Hall and downtown.

### Areas to Improve

Some department heads felt that police department employees were not as engaged with the rest of the city as employees from other departments. This may be partially attributed to the fact that the department is housed on its own floor and officers exclusively work in the field. It was suggested that the department encourage officers to participate in some of the extra-curricular functions within the City, such as those hosted by the Wellness Committee.

## **Police Department Employees**

Our employees know the department and how it operates better than anyone. Their input is essential for the success of any strategic plan.

### Areas to Sustain

This department functions incredibly well as a team; each officer recognizes they are part of the greater community. Officers appreciate the direction the department is traveling and are proud to be involved.

### Areas to Improve

The last eighteen months have been a time of great change in this department. We have completely updated our policy manual, changed our patrol schedule, added supervision, and increased training. While the overall view of these changes is positive, many employees have expressed concerns over the pace of these changes. Our goal should be to adapt appropriately while staying on a pace that maintains our team's buy-in.

## Goal #1 - Community Engagement

### 1.1 Town Hall - style meetings

The goal of these meetings is to create regular interaction with department command staff to receive information on crime trends, special events, public safety, and department programs. The initial plan is to conduct these meetings quarterly with the ability to expand or contract dependent upon community need.

### 1.2 Race Equity Plan

To be successful, the police department must work as a team with its community members; trust can only be built and maintained when the community views the department's authority as legitimate. The department has not had a practice of conducting an in-depth analysis on the use of force, complaints, and other critical incidents. Beginning in 2021, annual reports will be posted for the public to view and examine. These reports will detail crime trends, agency direction, and a professional standards assesment. Regular training on implicit bias and the history of race and policing was begun in 2020 and will continue annually. Finally, the Department will seek community input on it's recruiting practices to create a more diverse workforce that truly represents it's community members.

### 1.3 Community Advisory Board

The goal of this board is to create a platform for community representatives to directly interact with the police department on emergent and embedded issues. The department will seek out members that represent a diverse group throughout the City and will, at a minimum, attempt to include the following:

- Business
- Faith-based
- Education
- Neighborhood organizations
- Service groups
- Justice-aligned groups
- Military/Government

## Goal #2 - Communication

### **Innovative Programs**

Innovative programs allow the police department to provide services outside of the traditional roles of law enforcement. Under the public safety umbrella, these programs can aid the community in solving problems that affect quality of life but may not necessarily need criminal enforcement.

### 2.1 Community Health Navigator creation and implementation

In 2017, the City of Poulsbo began a Behavioral Health Navigator program. These Navigators were tasked with connecting persons in crisis with needed services, while at the same time reducing potentially negative interactions with police. In 2019, the City of Port Orchard contracted with Poulsbo to receive a half-time Navigator. This was a grant-funded position that will no longer be funded after 2020.

The City is currently developing a plan to create its own Community Health Navigator in partnership with South Kitsap Fire Rescue. The goal of this new position will be to assist those in crisis find services and help high-volume users of emergency services identify better methods of achieving their needs.

## **Social Media**

The Port Orchard Police Department currently has a minimal social media footprint. The City maintains a Facebook page and the police department only occasionally makes posts to it. While social media is only one part of a communications strategy, it should be robust and include Facebook, Instagram, and Twitter. To communicate effectively, the department must be on platforms that are used by our community.

### **2.2 Develop and maintain a robust social media presence through Facebook, Instagram, and Twitter.**

Initial development will see Command Staff responsible for creating and managing content. Policies may need to be updated to increase the likelihood of success.

### **2.3 Continue to update and improve the Department's webpage**

The Department's website has been under construction for some time. Critical policies have been added to provide easy community access as well as pages dedicated to statistics and special programs. Additional information will be added to provide our public with up-to-date and useful information about their department and the community.

## **Goal #3 - Employee Development**

### **Training**

The community expects our peace officers to be well-trained and capable. In Washington State, peace officers are required to complete twenty-four hours of annual training to maintain their certification. We have recognized that we must provide far more training than this for our officers to be properly equipped to provide quality service. Training must be designed to constantly improve our employees for the community's changing needs and expectations.

### **3.1 Annual Training Plan**

The development of an annual training plan will ensure all core competencies and mandated areas of training are provided each year. Having a plan assists with scheduling staff and ensuring we are using our budget wisely. Most importantly, it will demonstrate our commitment to the constant improvement of our employee's skills.

### **3.2 Master Training Plan**

A master training plan will be developed to provide employees with an understanding of what is to be expected from each assignment and program within the police department. This road map will be created for employees to achieve career goals by identifying what is mandated and what is necessary for each position.

### 3.3 Commitment to Leadership training

The department must commit to annual on-going training for its leadership team. This should include content from instructors outside of our area and a mentorship program that expects mentors to be from outside the agency. These outside perspectives provide a broader view of our profession and our internal systems. The agency should also focus on training line-level employees in leadership and project management as part of an identified succession plan.

### 3.4 Outside training

Training internally, and with regional partners, has significant value and increases the sense of team amongst all Kitsap agencies. However, seeking training opportunities outside of our area provides employees with a broader understanding of our profession and engages them with changes in mindset. The department is committed, when appropriate, to sending employees to outside training with the goal of bringing a larger understanding back to our agency.

## **Wellness**

There is broad recognition that peace officers have experiences that can deeply affect them, sometimes to the point of trauma. To maintain a healthy department and healthy employees, we must actively work to improve officer mental health and resiliency.

### 3.5 Provide annual training on emotional survival in law enforcement.

Training in emotional survival and wellness should be done at least annually. Self-care is a skillset that must be trained and maintained in order to be effective. It is essential that we provide our employees with the skillsets to deal with a long career in law enforcement while still being an effective community resource.

### 3.6 Regional partnership for peer support

Kitsap County agencies have all dedicated resources to the concept of peer support teams. However, the regionalized concept uses these resources much more effectively and creates a stronger sense of teamwork. These teams of officers are trained to assist employees who may experience a traumatic event and need support in the time immediately following. This department is dedicated to a successful county-wide team that includes all public safety agencies.

## **Goal #4 - Accreditation through the Washington Association of Sheriffs and Police Chiefs**

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 Washington State, only twenty percent of law enforcement agencies have achieved accreditation. In Kitsap County, the Port Orchard Police Department is the only agency not currently accredited through WASPC. Our goal is to become WASPC accredited and create the first county within Washington State in which all agencies are amongst the best in our profession.

## **Goal #5 - Technology**

To be responsible with our time, community expectations, and funding, we must constantly examine our processes and systems for areas of redundancy and inefficiency. We recognize that increased use of digital technology can create solutions.

### **5.1 Records Management**

The Department is working with all regional law enforcement partners on a new records management system for criminal case reports. This RMS replaces the current system which dates back to the late 1990's. The selection process was begun in 2019 and is continuing. Our goal is successful implementation in 2nd quarter of 2021.

### **5.2 Digitalization of Records**

Older case reports that pre-date the current system must be regularly examined and purged as required by law. These records remain in paper format; this causes a storage issue as well as increased staff time to manage. The goal is to digitize these records and create an electronic process to identify destruction/archive timelines according to the Secretary of State's rules for public records retention.

### 5.3 Evidence Collection and Storage

Much of what is collected during a criminal investigation can be collected and stored digitally. This includes photographs, videos, documents, and other electronic media. The Department currently maintains all these records in hard copy format which creates storage, management, and disposition issues. The goal is to develop the capability to securely store nearly all evidence digitally.



# ACKNOWLEDGEMENTS

---

Rob Putaansuu  
Mayor  
City of Port Orchard

Nick Bond  
Community Development Director  
City of Port Orchard

Noah Crocker  
Finance Director  
City of Port Orchard

Mark Dorsey  
Director of Public Works  
City of Port Orchard

Sharon Ells  
Court Administrator  
Port Orchard Municipal Court

Tim Winter  
Superintendent  
South Kitsap School District

Matt Murphy  
President  
Port Orchard Chamber of Commerce

Coreen Haydock  
President  
Port Orchard Bay Street Association

Shane Wood  
General Manager  
Port Orchard Ford

Marybeth Foxworth  
President  
Rotary Club of South Kitsap

Anthony Pittenger  
Lead Pastor  
Bethany Lutheran Church

Denita Patton  
Secretary and Lifetime Member  
NAACP - Bremerton Unit 1134

Jewel Shepherd-Sampson  
Community Activist/Mentor  
Port Orchard Business Owner

Darius "Sam" Sampson  
US Navy - Retired  
Community Member-at-Large

Steve Strachan  
Executive Director  
Washington Assoc. of Sheriffs and Police Chiefs

Gary Simpson  
Sheriff  
Kitsap County Sheriff's Office

Joe Clark  
Chief  
Bainbridge Island Police Department

Dan Schoonmaker  
Chief (ret.)  
Poulsbo Police Department

Ron Harding  
Chief  
Poulsbo Police Department

Mike Lasnier  
Chief  
Suquamish Police Department

Domingo Almirol  
Chief  
Port Gamble S'Klallam Tribe  
Department of Public Safety

James Burchett  
Chief  
Bremerton Police Department

James Mjor  
Captain  
Washington State Patrol

Jeff Faucett  
Chief  
South Kitsap Fire Rescue



**SERVICE • HONOR • INTEGRITY**