**21st Century Policing: Six Pillars**

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| **KITSAP COUNTY** | | |
| **Pillar** | **Agency Status (Done Ongoing NA)** | **Resources** |
| **Pillar One: Building Trust & Legitimacy** | |  |
| 1. Changing the culture of policing—guardian versus warrior culture of policing |  | Continue to share concept with personnel during meetings, trainings and in communications, while balancing an understanding of when and how to demonstrate either position in providing quality law enforcement services. |
| 1. Role of policing in past injustices |  | Dispelling myths and rumors during community meetings as they arise. |
| 1. Culture of transparency and accountability |  | * Involved community stakeholders and interested parties in Strategic Planning Process. * Provide routine updates on activities occurring in community via social media applications * Post annual report for activities related to the Office of Professional Standards (IA): investigations and outcomes * Sergeants Academy attended by all sergeants to understand role, opportunities and responsibilities associated with this position * Respond to complaints and questions regarding agency practices or policy, and personnel conduct. |
| 1. Procedural justice: internal legitimacy |  |  |
| 1. Positive non-enforcement activities |  | Participate, promote and host community-based activities---examples are:  Shop with a Cop & Coffee with a Cop  Special Olympics Torch Run  Community Unity Picnic with minority community  Police and Community Together (PACT)  Agency precinct Open Houses and jail tours  Agency Showcase Days (hands on demos)  Chief/Sheriff for a Day  All community parades  School class room readings  Science Fair judges  Members of numerous boards, committees and community-based organizations (Habitat, Navy League, Rotary, YWCA) |
| 1. Research crime-fighting strategies that undermine or build public trust |  | Participate in community discussion regarding social, controversial and current events occurring regionally and nationally. Understanding citizen concerns and needs to partner with special interest groups-educating the public on our responsibilities, options, obligations and limitations to investigate and address all aspects of law enforcement. Read/distribute information and attend conferences and webinars which educate agency personnel on these issues. Implement best practices and update policy/practices/trainings which are supported by data and legal research. |
| 1. Community surveys |  | Strategic Plan calls for survey – not scheduled |
| 1. Workforce diversity |  | Everyone is a recruiter for all agency divisions, no matter the role they represent. Diverse recruiters attend community job fairs and Public Safety Testing events. Recruiting flyers and info cards reflect diversity in agency.  Personal requests have been made to minority community leaders to assist and promote recruiting and messaging our agency’s story and benefits. Providing information through discussion on how we recruit, test, conduct background investigations and prepare candidates for successful employment.  Public presentations, meetings and school events provide additional opportunities to recruit within the context of the information being presented. As we share our successes, people look to becoming a part of future successes and opportunities.  Regional agencies continue to share collaborative recruiting efforts for each other, which strengthens the quality of regional law enforcement services. Modified civil service rules to streamline process with Department of Personnel. |
| 1. Decouple federal immigration enforcement from local policing |  | Follow state law regarding working relationship with ICE and other federal law enforcement partners. Conduct meetings with immigrant communities to provide information on how we will address these matters-promoting healthy and trusting relationships between immigrant communities and law enforcement.  Assisted Kitsap Immigration Assistance Center (KIAC) with information sharing regarding law enformcnet practices and responsibilities. Attend KIAC meetings with clients.  Maintain current policies, practices and training associated with immigration matters. |
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| **Pillar Two: Policy & Oversight** | |  |
| 1. Community input and involvement |  | Community involved in developing of strategic plan.  Participate in community events to address policies and practices.  Respond to concerns and questions of how/why we conduct business. Established ‘area sergeant’ and detective to address community concerns within defined areas of our jurisdiction. Attend Community based group meetings. |
| 1. Use of force |  | Policy implemented, updated and regular training provided via classroom and hands-on instruction during in-service training sessions. All use of force applications are reported and reviewed by supervisors |
| 1. Non-punitive peer review of critical incidents |  | Inform and formal reviews are conducted by policy. |
| 1. Scientifically supported identification procedures |  | TBD |
| 1. Demographic data on all detentions |  | Review of data is conducted annually by the Office of Professional Standards and provided to the executive staff and sheriff for review, validation and determination whether standards and policies need modifications. |
| 1. Mass demonstration policies |  | Per policy manual/limited training opportunities |
| 1. Local civilian oversight |  | No formal oversight is in place. |
| 1. No quotas for tickets for revenue |  | per policy |
| 1. Consent and informed search and seizure |  | Current legal updates regarding practices and case law are provided as needed with refresher trainings provided at in-service |
| 1. Officer identification and reason for stops |  | Per policy |
| 1. Prohibit profiling and discrimination, in particular as it relates to LGBT and gender nonconforming populations |  | Per policy |
| 1. Encourage shared services between jurisdictions |  | Monthly meetings with all local, state and federal enforcement in area. Implemented MOU with Tribal Law Enforcement. Member or host for Joint Drug Task Force, K9, Marine Units, SWAT and Kitsap Critical Incident Response Team (KCIRT) investigations, and Crisis Intervention Officers. |
| 1. National Register of Decertified Officers |  | TBD |
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| **Pillar Three: Technology & Social Media** | |  |
| 1. New technology standards for compatibility and interoperability |  | Continue to monitor best practices and available technology options, Information Services upgrades and FCC rules and regulations to maintain standards of operation. |
| 1. Address human rights and privacy concerns |  | Per policy, and agency’s Vision-Mission and Values |
| 1. Technology designed considering local needs and people with special needs |  | Accessibility to services continues to be monitored and upgraded. Policy and practice based on ADA regulations and available equipment (i.e.: video remote interpreting) |
| 1. Body-worn cameras and other emerging technologies |  | NA |
| 1. Public records laws—update to keep up with emerging technologies |  | Per policy, 3 FTEs dedicated to process with assistance of legal department. |
| 1. Transparency and accessibility for the community through technology |  | Continue to implement practices and equipment for ease of communications: video jail visitations, county wide hot-line, social media applications. |
| 1. Develop new less than lethal technology |  | Adopted less than lethal policies, technologies and user trainings |
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| **Pillar Four: Community Policing & Crime Reduction** | |  |
| 1. Community engagement in managing public safety |  | Continue proactive efforts to engage and partner with the community regarding all aspects of policing. Some examples might include:  Develop strong relationships with leaders from local churches / faith communities (go out to their places of worship to establish and build relationships).  Build relationships with the school districts  Hold public meetings soliciting concerns of communities and sharing the steps that LE is taking to address those concerns. |
| 1. Infuse community policing throughout law enforcement organizations |  | Meeting of administration of all LE agencies to share the goals and direction and opportunities for community policing. |
| 1. Use multidisciplinary teams |  | Consolidation of local LE resources where/when possible |
| 1. Protect the dignity of all |  | Crisis Intervention Officers/Teams provide training to personnel, policy addresses expectations, continual dialog address expected behaviors and approach in dealing with all citizens, special interest and divers groups and individuals  Work with the community mental health groups and boards to develop training and address the shared needs of the community |
| 1. Neighborhood problem solving |  | Supervisors work with the identified communities to develop strategies for problem solving. Area Sergeants and Detectives are assigned to ‘patrol beats’ at address concerns and specific area problems. |
| 1. Reduce aggressive law enforcement that stigmatizes youth | Done | By policy and participation in youth groups through SROs in schools, Police and Community Together program and individual coaching/volunteer opportunities. |
| 1. Address the school-to-prison pipeline |  | Engagement with any program or organization which reduces/impacts recidivism, offering options for success. Advisory Board participation with DOC Work release program. |
| 1. Youth engagement |  | Continue efforts to engage youth and foster positive police/youth relations. Engage in positive interaction and activities which might assist youth and their social development. SRO interactions increases positive relationships. |
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| **Pillar Five: Training & Education** | |  |
| 1. High quality training and training innovation hubs |  | Continued professional training and collaboration among agencies. Regional CJTC training site |
| 1. Engage community members in trainings |  | TBD |
| 1. Leadership training for all officers |  | Blue Courage, Leadership Kitsap, FBINA, Command College. career planning at all levels is in progress |
| 1. National postgraduate program of policing for senior executives |  | Lieutenants and above are provided options to attend executive level training programs |
| 1. Incorporate the following in basic recruit and in-service trainings: |  |  |
| * 1. Policing in a democratic society |  | On-going |
| * 1. Implicit bias and cultural responsiveness |  | On-going |
| * 1. Social interaction skills and tactical skills |  | On-going, in-services refresher and updates |
| * 1. Disease of addiction |  | TBD |
| * 1. Crisis intervention teams (mental health) |  | Partner with MHP when possible. County wide Crisis Intervention Officers at all agencies, Navigator Program interfaces with Kitsap Mental Health. |
| * 1. Reinforce policies on sexual misconduct and sexual harassment |  | Policy and on-going trainings. Assigned officer to manage PREA |
| * 1. How to work with LGBT and gender nonconforming populations |  | On-going |
| 1. Higher education for law enforcement officers |  | Leadership Kitsap, FBINA, Command College. career planning at al levels is in progress |
| 1. Use of technology to improve access to and quality of training |  | On-line training software and webinars |
| 1. Improve field training officer programs |  | Continual recruiting and leadership trainings for FTOs. Preparing FTOs for future leadership and supervisors roles |
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| **Pillar Six: Officer Wellness & Safety** | |  |
| 1. Multifaceted officer safety and wellness initiative |  | TBD |
| 1. Promote officer wellness and safety at every level |  | On-going dialog and promotions of healthy habits in partnership with county wide programs |
| 1. Scientifically supported shift lengths |  | New shift configurations allow for multiple options for longer rest periods (10hr-40min shifts) |
| 1. Tactical first aid kit and training |  | Training and kits provided to all responders |
| 1. Anti-ballistic vests for every officer |  | Vests are provided to all personnel, ballistic shields to all sergeants |
| 1. Collect information on injuries and near misses as well as officer deaths |  | All injuries are documented in specific report forms.  Near miss/deaths addressed in criminal investigative reports. Statistical data is not captured adequately in current Records Management System |
| 1. Require officers to wear seat belts and bulletproof vests |  | Per policy, practices, peer pressure, EVOC training and supervisor reinforcement |
| 1. Pass peer review error management legislation |  | TBD |
| 1. Smart car technology to reduce accidents |  | TBD |