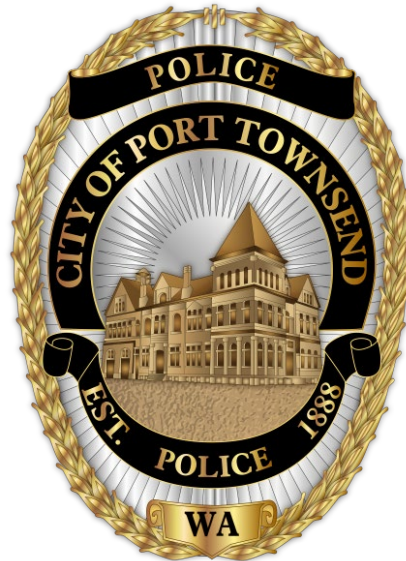


# Port Townsend Police Department



## Strategic Plan 2025-2027





# **Port Townsend Police Department**

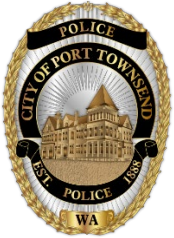
## **Strategic Plan 2025-2027**

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## ***Law Enforcement Code of Ethics***



As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the constitutional rights of all to liberty, equality, and justice.

I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others.

Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice, or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence.

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



## **Port Townsend Police Department**

### **Mission – Vision – Values**

#### **Our Mission**

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*To work in partnership with our community to provide a safe and compassionate environment while reducing crime and the fear of crime.*

#### **Our Vision**

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*To work in partnership to improve our community while recognizing the dedication and service of our employees*

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#### **Our Values**

- |                         |                                                                                                                                                           |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>INTEGRITY:</b>       | <i>We have committed ourselves to elevated standards of trust, responsibility, and discipline while promoting justice in a fair and impartial manner.</i> |
| <b>COMPASSION:</b>      | <i>We are compassionate to the needs of the community and to those that visit our city.</i>                                                               |
| <b>PROFESSIONALISM:</b> | <i>We are professional in our interactions with everyone.</i>                                                                                             |



## ***Message from the Chief***



As we embark on this new chapter, I am honored to present our Strategic Plan for 2025-2027, a roadmap designed to guide our organization toward a future of integrity, professionalism, and compassion. This plan reflects the collective insights, dedication, and expertise of our team, ensuring that we remain steadfast in our mission to provide a safe and compassionate environment while reducing crime and the fear of crime.

Our approach is rooted in inclusiveness and collaboration through community policing strategies, drawing from the diverse experiences of our personnel and stakeholders. Together, we have identified key priorities, challenges, and opportunities that will shape our path forward. This plan is not just a document; it is a commitment to continuous improvement, accountability, and the pursuit of excellence in every aspect of our operations.

I extend my deepest gratitude to our team, partners, and community members for their unwavering support and contributions. With this Strategic Plan as our guide, we are poised to meet the challenges ahead and seize opportunities to enhance our services, strengthen our organization, and make a lasting impact.

Thank you for your trust and partnership as we move forward together.

Chief Thomas Olson  
Port Townsend Police Department





## ***Port Townsend Police Department Divisions***

### **Office of the Chief**

The Chief is responsible for the overall leadership of the Department and maintaining strong relationships with public safety partners, businesses, City of Port Townsend community and surrounding communities. The Chief is a member of the City's executive management team and reports to the City Manager.

### **Operations**

The Patrol Division is staffed by uniformed officers who patrol the city limits of Port Townsend, and they serve as the community's first responders. Officers are tasked with building trust through their daily interactions that include responding to calls for service, identifying crime trends, community care taking, and remaining embedded members of the community. Patrol is managed by the Deputy Chief.

### **Investigations**

The Investigations Division conducts criminal investigations that require extensive follow-up. While all officers investigate criminal cases, the Investigations Division is often assigned more complex felony cases that are primarily person related. These include sexual assaults, child abuse, felony assaults, robberies, and homicides. Investigations is managed by the Deputy Chief.

### **Administrative Services**

The Administrative Services Division is responsible for maintaining records, and the daily activities of the Department, including criminal and non-criminal case reports, public records requests and all Department documentation. Administrative Services is also responsible for managing and maintaining our on-site Property and Evidence Facility. This function is managed by a civilian who reports to the Chief.



## ***Meet the Senior Leadership Team***

**Chief Thomas Olson** has over 38 years of law enforcement experience. Chief Olson served over 25 years with the Washington State Patrol, retiring in 2014 and then served seven years with the University of Washington Police Department as a Lieutenant and Deputy Chief. Chief Olson holds a Bachelor of Science degree in Workforce Education and Development, a Master of Arts degree in Organizational Leadership, and is a graduate of the FBI National Academy class #277. Chief Olson also served in the United State Air Force, Air Guard, and Air Force Reserves for 25 years, retiring in 2017. Chief Olson has served as the Port Townsend Police Chief since May 2021.



**Deputy Chief Jeff Thaxton** has nearly 13 years of diverse law enforcement experience. He started his career in Texas with the Midlothian Police Department. He relocated to Washington in 2015 after being hired by the Port Angeles Police Department. A couple of years later he made a lateral move to the Sequim Police Department. He was promoted to the rank of Sergeant and served that community for five years. Deputy Chief Thaxton holds a Bachelor of Arts Degree in Business Administration and has attended the West Point Leadership Program. He has served as the Deputy Chief of Operations for the Port Townsend Police Department since July 2023.



**Detective Sergeant Jason Greenspane** has over 30 years of law enforcement experience. Raised in Port Townsend, he studied Administration of Justice post high school. He began his career with the Port Townsend Police Department in 1995 as a Reserve Police Officer while later that year joining the Department full time. Detective Sergeant Greenspane has held a variety of assignments in the Department working in Patrol, Bicycle Patrol and Detective. In 2014 he was promoted to a Patrol Sergeant and served in that role until 2024 when he was reassigned as the Investigations Detective Sergeant. He currently manages the Investigations Division along with the Drone program for the Department.





**Sergeant Kamal Sharif** has served in law enforcement for nearly 15 years with the beginning of his career in 2010 in Pennsylvania. Kamal holds a Bachelor of Arts Degree in Criminal Justice from Mercyhurst University. In 2013, he and his family relocated to Washington State. Since that time, he has served in various roles as an officer and Sergeant at the Kent Police Department, the University of Washington Police Department, and the City of Black Diamond. In 2021, Kamal made a lateral move to the Port Townsend Police Department and in 2023 he was again promoted to the rank of Sergeant. He currently supervises five patrol officers and a Community Resources Officer. Sergeant Sharif oversees the Department's Field Training Program, Bike Patrol Unit, Quartermaster, Fleet, and Community Engagement initiatives.



**Sergeant Marc Titterness** has nearly 20 years of law enforcement experience. He worked in both corrections and policing in Wyandotte County, Kansas. In 2011, he and his family moved to Washington, and he worked in both corrections and policing with the Clallam County Sheriff's Office until being hired by the Port Townsend Police Department in 2022. Sergeant Titterness has an Associate of Arts Degree in Justice Administration, and he continues to pursue a bachelor's degree in human resource management. He serves as a Patrol Sergeant who oversees five patrol officers. He is also in charge of the Department's training program and oversees the armory.



**Autumn Hannafious** serves as the Records and Evidence Manager responsible for the integrity, security, and accountability of all police records and physical evidence. With over 13 years of experience in public safety, Autumn brings a deep understanding of emergency communications, records management, and evidence handling to the Port Townsend Police Department. Autumn holds an associate's degree from Liberty University and is a certified evidence technician through the Washington State Criminal Justice Training Commission. A long-standing member of the Law Enforcement Information and Records Association (LEIRA), Autumn remains actively engaged in professional development and statewide collaboration on best practices in law enforcement records and information management.





# ***STRATEGIC PLAN***



## ***2025-2027***



## ***Office of the Chief***

The Office of the Chief is responsible for all operations in the Port Townsend Police Department. The Chief of Police is a sworn position that has vested authority from the City of Port Townsend and the State of Washington to independently operate the Department in matters of hiring, budgetary authority, and discipline.

Each year the Chief reports to the Port Townsend City Council on the crime statistics for the previous calendar year. The goal is always to decrease crime rates with proactive and directed patrols versus reactive response. Unfortunately, due to 2021 being a continued year of the Covid-19 Pandemic and the extreme staff shortages of officers in 2022-2024, most of the calls for service were based on a reactive response. Below are the Group A and B crimes in the City of Port Townsend for the past four years as reported to the National Incident-Based Reporting System (NIBRS), which is a system used by law enforcement to collect detailed data on individual criminal incidents.

Between 2021-2024 crime statistics shown below have indicated a decrease in crime in some categories and an increase in others. Those statistics that show an increase in crime are the target areas the Department will focus on over the next three years. Calls for service over this four-year period have increased in connection with the increase in population.

|                   | <b><u>2021</u></b> | <b><u>2022</u></b> | <b><u>2023</u></b> | <b><u>2024</u></b> |
|-------------------|--------------------|--------------------|--------------------|--------------------|
| Population        | 10,306             | 10,381             | 10,502             | 10,649             |
| Calls for Service | 7906               | 7236               | 8506               | 8921               |
| Traffic Stops     | 899                | 765                | 1074               | 1259               |
| Group A*          | 77                 | 89                 | 116                | 134                |
| Group B*          | 33                 | 22                 | 49                 | 44                 |
| Total Crimes      | 110                | 111                | 165                | 178                |



- \* **Group A Offenses** – These are the core offenses that are reported in NIBRS each year to the Federal Bureau of Investigations to gather crime statistics for the entire country. They include detailed information about the crime, the individuals involved (victims and offenders), and any property that was affected. Examples include aggravated assault, burglary, robbery, and sexual assaults.
- \* **Group B Offenses** – These are less serious offenses that are only reported in NIBRS when an arrest is made. Examples include disorderly conduct, liquor law violations (e.g., DUI), and some traffic offenses.

Except for 2022, there is a direct correlation between the increase in population, the increase in calls for service, the increase in traffic stops and the increase in crime statistics. In 2025 and beyond, we expect to see the same increase in population and calls for service. However, our primary focus over these next three years will be to decrease traffic stops and crime statistics. We anticipate that when fully staffed, a devoted effort can be made to this decrease.





## ***Operations Division***

The Operations Division is responsible for Patrol and manages the day-to-day calls for service as first responders for crimes in progress, those just committed and those that were recently discovered. Patrol consists of two Sergeants and ten patrol officers, with each Sergeant responsible for five (5) officers who run a 24/7/365 schedule to cover the approximate ten square miles of the City of Port Townsend with over 10,700 population. This averages out to approximately one officer per every 1,000 citizens with most of the citizens being age 18 and older. In addition, one of the Patrol Sergeants carries dual responsibility of overseeing the training section to ensure that all commissioned officers maintain their required state-mandated training hours. In 2024, over 912 hours of training were accomplished for all commissioned officers to maintain their certification.

The Department has not had enough staffing to cover patrol shifts and have sought outside assistance from the Jefferson County Sheriff's Office (JCSO) to cover patrol overtime shifts. To date, the Department is still utilizing JCSO to cover patrol shifts as staffing is still not to the point where the Department can cover patrol shifts internally.

As the City continues to grow and more housing units are built, the population will continue to increase. That increase will also require additional police officers to maintain and protect the citizens of Port Townsend. We anticipate that the Department will need an additional two officers between 2025-2027 to continue providing first responder services to the City and decrease the time to respond to calls for service.

The applicant pool for police officers in the state of Washington is very shallow as we continue to compete with larger departments with greater resources. As we enter these next three years, recruitment and retention will continue to be top priorities.





## ***Investigations Division***

The Investigations Division manages complex, felony investigations that require more time than typical patrol cases as well as specialized training. Investigations is currently supervised by a Detective Sergeant who is actively working on felony cases. The Department's active case load has averaged between 30-50 cases annually for the past three years while remaining extremely understaffed.

Historically, the Department has assigned investigations to the patrol officers who take the original case. Officers are assigned their own case load. On occasion, a case will come up that requires more complex or sensitive investigation, and those cases often get moved over to the Investigations Division. The average case load for the Detective Sergeant typically runs around 10-15 cases. This case load is in addition to administrative duties assigned as well as assisting officers to clear their caseloads.

The Department is planning to request an additional Detective to share the workload of the Investigations Division. This increase in staffing would enable the Detective Sergeant to focus on other assigned responsibilities such as the School Liaison Officer, Navigator Program and Community Services.





## ***Administrative Services Division***

The Administrative Services Division consists of two Police Administrative Specialists, one Administrative Services Manager and one Police Records Clerk who serve in full support and service to the officers, City staff and the greater Port Townsend community. The functions performed and managed by Administrative Services are extensive and include Property & Evidence, Records and Data, Public Records Disclosures, Fingerprinting, and Auditing. As the Operations workload of the Department continues to grow, so does that of Administrative Services. We project that with the additional workload, the Department will need one additional staff member by 2026-2027.

Public Records Requests for the police department makes up most overall public records requests city-wide. In 2024, the Department fulfilled 219 public records requests; we anticipate those requests will continue to grow each calendar year. Property & Evidence disposed of 340 items in 2024. Disposal takes two personnel in varying forms dependent on the type of property or evidence: destruction, return to owner, transfer to another agency, or return to finder. As more officers are hired and assigned to field duties, typically an increase of property and evidence will occur; thus, requiring more time to process. Police case reports totaled 641 in 2024. The staff time involved in processing, distribution, management, and responsiveness to each case report can vary depending on type, involvement, and complexity of the case. We anticipate case reports will also increase as more officers are hired. In addition, Administrative Services collaborates closely with the prosecutor and courts to provide the information and documentation they require.



Our goal for Administrative Services during this 2025-2027 Strategic Plan is to enhance our cross training among the Administrative Specialists. With a small staff, it is best practice to maintain a separation of duties in categories of substantial risk. The addition of another staff member in 2026-2027 would allow us to be universal with greater coverage and availability to the officers, City staff and the Port Townsend community.



# **PORT TOWNSEND POLICE DEPARTMENT**



## **2025-2027**

## **GOALS AND OBJECTIVES**



## ***Goal #1 – WASPC Initial Accreditation***

In 2021, the Port Townsend Police Department began the journey toward initial accreditation with the Washington Association of Sheriffs and Police Chiefs (WASPC). From 2021-2024, the Department has been in the self-assessment phase as we realized there were significant changes needed. We adjusted our processes to best practices and others were refreshed with new ideas. Calendar year 2025 marked the beginning of the initial accreditation process to review policies and gather proofs of compliance.

The purpose of 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 WASPC was directed by the Washington State Legislature to develop standards and goals for Washington State Law Enforcement. WASPC has maintained an operational accreditation program since that time.

The current accreditation program was created in 2017 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 the ability to:

- Increase credibility.
- Increase public confidence in the agency.
- Provide a systemized agency self-assessment.
- Intensify administrative and operational effectiveness.
- Ensure recruitment/selection/promotion processes are fair and equitable.
- Strengthening understanding of agency policies and procedures by personnel.
- Improve agency morale and pride.
- Decrease susceptibility to litigation and costly civil court settlements.
- Potentially reduce liability insurance costs
- Provide state and local recognition of professional competence.



In our county, the Port Townsend Police Department will be the second law enforcement agency next to the Jefferson County Sheriff's Office who just received their initial accreditation in May 2025.



Port Townsend Police Department will undergo a preliminary file review in December 2025, a final file review in February 2026, an on-site assessment in March 2026, and the accreditation award received in May 2026. Reaccreditation will continue every four years.





## ***Goal #2 – Community Engagement***

### Improve Community Engagement

- Assign sectors of the city (when fully staffed) – Beginning in 2026, the Port Townsend Police Department intends to assign specific patrol officers to sectors (i.e., neighborhoods) within the City to encourage community policing with residents and businesses of that neighborhood. In doing so, having officers assigned to a specific sector will allow them to learn more about the boundaries of that neighborhood, especially as it relates to criminal activity. This is a proactive approach to deterring crime in those neighborhoods. Officers would patrol their specific sector on a regular basis but would also be available for other calls for service should the need arise.



### Increase Proactive Policing by 5% in 2025 and Each Year Thereafter

- With the assignment of sectors in the city for patrol officers, this will allow a more proactive approach versus a reactive response to neighborhoods, residents and businesses to engage with the community and listen to their concerns. As a comparison, the 2024 statistics for proactive policing showed:

| <u>Type of Incident</u>            | <u>Jan-Dec 2024</u> |
|------------------------------------|---------------------|
| Traffic Stops                      | 1259                |
| Traffic Stops with Issued Citation | 203                 |
| DUI Arrests                        | 9                   |
| Criminal Traffic Citations         | 64                  |



The goal of increasing these proactive incidents by 5% each year is both realistic and attainable.

### Downtown Bike Patrol

- The main strip of downtown Port Townsend is Water Street. From the ferry all the way to the shore at Point Hudson lie several Pacific Northwest shops and restaurants where all year round several events are held. During the summer months, downtown Port Townsend is filled with activities and hundreds of people from all around the globe. Safety of our community members and visitors is of the utmost importance. Over the next few years we plan to deliver the following:



- ✓ Train 50% of all patrol officers on Bike Patrol operations and bikes
- ✓ Deploy at least one Bike Patrol downtown on weekends and during tourist season
- ✓ Deploy two Bike Patrols at all major downtown events

### Community Meetings

- Town Hall Style Meetings - The goal of these meetings is to create regular interaction with department command staff and employees to receive information on crime trends, special events, public safety and department programs. These meetings are conducted through Coffee with the Chief and Coffee with a Cop on a quarterly basis.





- Community Advisory Board – The goal of this board is to create a platform for community representatives to directly interact with the police department on emergency and embedded issues. The department will seek out members from the community who 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



### Morning and Afternoon School Zone Safety

- Children, teens, parents and staff safely getting to and from school on a daily basis is a high priority for our department. When an SLO is assigned to a school, this will be their responsibility. In the meantime, officers are responsible for school zone patrol and enforcement. The department intends to implement the following training to mitigate potential mishaps:

- Elementary and Middle Schools
  - ✓ Bicycle and helmet safety
  - ✓ Seat belt safety
  - ✓ Bullying
- High School
  - ✓ Bicycle and helmet safety





- ✓ Seat belt safety
- ✓ Distracted driving (cell phones, iPads, etc.)
- ✓ Driving under the influence of drugs/alcohol
- ✓ Aggressive driving
- ✓ Speeding
- ✓ Mock collision scenes





## ***Goal #3 - Operations***

### Additional Equipment

- Between 2025-2027, the Port Townsend Police Department plans to be fully staffed with all authorized positions for officers. As staffing increases and more officers are hired, the need for additional vehicles and bicycles will be required since officers take their patrol vehicles home and we want to maintain at least 50% of officers certified on Patrol Bicycles. Take home patrol vehicles are also a deterrent to criminal activity in the neighborhood where the officers reside.



### Improve Technology

- Virtual policing is becoming a technological tool that can provide more proactive policing and less time officers need to spend in the office. One tool the department intends to use is Online reporting. Victims of a non-violent crimes with no identified suspect can submit a report of the crime straight to the police department. Examples of these types of reports include car prowling, fraud, identity theft, forgery, and an anonymous tip line to report a crime. With the use of this tool, officers will respond to fewer non-violent calls for service allowing them to be more pro-active and to focus on more serious violent crimes. We also believe this tool will reduce our response time.



- With the onset of Artificial Intelligence (AI), the need for more technology to maximize an officer's time in the field, versus sitting in the station writing lengthy police reports, will be in great demand. AI is now in use with other agencies through body-worn cameras that can transcribe all interactions with the public from an officer's body-worn camera into a police report. The officer and supervisor would merely need to proofread and approve those reports which would cut the time in half to complete reports. In addition, the quality of a report would be enhanced as all the conversation would be captured on the body-worn camera versus an officer trying to remember every word that was said or rely on notes. We feel that smaller agencies like the Port Townsend Police Department would benefit from this type of technology.





## ***Goal #4 – Employee Opportunities***

Since 2023, the Department has grown and has a need for new, non-patrol positions. Recruiting for these positions will be one of our top priorities over the next three years. These positions include:

### Detective

As referenced above, the need for a Detective who is solely dedicated to the investigation of felony crimes will not only allow for more timely completion of cases submitted to the prosecuting attorney but also allow the Detective Sergeant to maintain other responsibilities.

### School Liaison Officer (SLO)

The School Liaison Officer (SLO) is currently overseen by a commissioned patrol officer who must split time between the two roles. The School Liaison Officer has the same responsibilities as a full-time School Resource Officer. Working with the Port Townsend School District, the Department would like to dedicate a full-time SLO as a civilian position.

This would be an ideal position for a retired officer who has the necessary experience to step into this role with minimal training.





## Navigator Program

The Police Navigator is a master's level Social Worker who co-responds with officers, in the field, to calls involving behavioral health issues. In addition, the Navigator takes referrals from officers and follows up after incidents. The Port Townsend Police Department encounters individuals struggling with mental illness and substance use disorders who can sometimes be in crisis. The Department recognizes that these individuals need assistance and are not receiving it through the behavioral health care system. As a co-response program, the Police Navigator program is one that connects individuals to social services and treatment and works with family members to navigate those services. The mission of the Police Navigator Program is to create low barrier opportunities for assistance for individuals struggling with behavioral health issues and, when appropriate, divert people away from the criminal justice system.



## Drone Operator

In early 2025, the Department requested to purchase a Drone to assist officers in apprehending crime suspects. The Drone can quickly find suspects who are fleeing from police or hiding in bushes and inconspicuous places. Rather than having officers attempt to both operate the Drone and apprehend the suspect, which poses danger to the officer, a dedicated Drone operator who has received certification as a Drone Pilot, is a much better use of time. A Drone will prove to be very effective in apprehending suspects.





### Peninsula Crisis Response Team

- Various agencies deploy specialized crisis response teams for major crimes to address different needs, including law enforcement intervention, victim support and crime scene remediation. These teams are deployed based on the nature of the crime, the scale of the incident and the needs of victims and the community. A crisis response team can include a tactical team, a hostage negotiator, a federal incident response group, victim advocates, mental health diversion teams, and forensic specialists. This type of team is almost non-existent in Jefferson County with the closest type of team at the Washington State Patrol more than two hours away from Port Townsend. We plan to work through all the legal issues to establish a team of this sort in Jefferson County and once it has been established, we will assign an officer as a member of the team.





## ***Port Townsend Police Department 2025-2027 Strategic Plan Summary***

We hope that sharing this strategic plan gives our community a level of confidence that the Port Townsend Police Department is using the resources provided to us responsibly and transparently. We believe this plan will allow us to continue serving the greater Port Townsend community more effectively over the next few years. As with any plan that looks into the future, we acknowledge there are factors which could cause us to alter our needs. If population and calls for service do not materialize at the rate we expect, we will adjust year by year to reduce the resources we are asking for.

The Port Townsend Police Department continues to strive for improvement and professional excellence in all that we do. We are honored to provide professional law enforcement services to our community. We have used the resources provided to us wisely and have done our best to maximize the impact of our services. We hope to increase our services, knowing there is so much more our community wants, and believe implementing this strategic plan will allow us to do so.

