



EVERETT POLICE DEPARTMENT



Strategic Plan 2013-2018



EVERETT POLICE DEPARTMENT



STRATEGIC PLAN

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DATE: January 1, 2013
TO: Mayor Ray Stephanson
FROM: Kathy Atwood, Chief of Police
SUBJECT: Everett Police Department Strategic Plan

The Police Department faces many unique opportunities and challenges on a daily basis. It is not only your expectation, but also the expectation of our citizens that we meet these challenges head on with integrity and professionalism. I am immensely proud of the men and women of this Department as they do just that and strive to constantly improve the services we provide to our community.

When I took office as the Chief of Police one of my key goals was to develop a long-range Strategic Plan that would clearly define and direct the Department's future. This plan is critical to our success as an organization, so we have applied our best efforts in its development. Our Department is pleased and proud to present to you our vision of the future for the Everett Police Department.

Our plan was developed in line with the input we received from the community we serve. We believe it is a valid reflection of our stakeholders' concerns and desires. As a cohesive organization, we are fully committed to implementing the strategies and achieving the objectives outlined in this plan. We look forward to ongoing dialogue with you and all of our stakeholders to gauge our progress and direction. We are acutely aware that collaboration is a vital component for our success and that of the community.

Your thoughts, reactions and ideas concerning our Strategic Plan are greatly appreciated. Thank you for your continual support of public safety and specifically our Police Department.

Sincerely,

A handwritten signature in black ink that reads "Kathy Atwood".

Kathy Atwood
Chief of Police



EVERETT POLICE DEPARTMENT

STRATEGIC PLAN



Strategic Planning Steering Committee Message

Historically, the City of Everett has been recognized as a community that embraces change, growth and diversity. Our City's roots come from robust ideas about being the industrial hub of the west coast. Adversity, however, in the form of economic downturns, world wars and labor unrest did not initially allow those roots to grow as deeply as our founders had originally envisioned. Nevertheless, our City has grown to become the center of the largest aerospace cluster in the world; a technologically advanced U.S. Naval Station; a growing center of life science and world recognized health care; a bustling regional transit center and a downtown core which features fine performing arts theaters, a visual arts education center as well as an array of professional sports.

Everett continues to expand and make the difficult transition from a natural resource based economy to a knowledge based economy. Forefront components in this growth are two highly anticipated mixed use waterfront and riverfront developments and the transition of the long established Kimberly-Clark paper products mill site to over seventy acres of prime employment property.

The ongoing revitalization of the City creates great opportunities and challenges for our Police Department. Just as those before us grew from opportunity and challenge, so will we. We are a department full of talent, innovation and tremendous work ethic. In order to efficiently and effectively meet our challenges and take hold of our opportunities we must have one thing: a strategic plan that directs our focus, talent, innovation and work ethic.

Chief Kathy Atwood took office in 2011, with a strong commitment to develop a long-range strategic plan that would clearly define and map our Department's future. Chief Atwood formed a Strategic Planning Steering Committee comprised of sixteen department members that represent a cross section of the entire organization. The Steering Committee got right to work identifying key community stakeholders. Those stakeholders included elected city officials, senior city management, key city department heads, school district representatives, business and non-profit leaders, neighborhood leaders and community activists.

Through presentations, interviews and surveys the Steering Committee gained a vast amount of knowledge about what is expected of the Everett Police Department from our employees and external stakeholders. Our Steering Committee was very pleased, but not surprised, to learn that our external and internal stakeholders had a very similar vision for the Police Department. This work resulted in clarifying the Everett Police Department's mission, vision and values. In addition, the following four key strategic initiatives were identified for the Everett Police Department to focus on over the next five years.

Community Policing

- The Department and citizens understand that crime and the fear of crime can only be addressed through partnerships, relationships and collaborations.

Crime Fighting

- The Department considers all aspects of public safety a concern and vows to address our community concerns through effective policing strategies and community partnerships.



Communications

- The Department recognizes that enhanced transparent communications, both internally and externally, lead to increased performance, customer satisfaction, morale and crime reduction.

Culture

- The greatest assets of our organization are the members of the Everett Police Department. The Department must be committed to employee development, progressive leadership and a positive learning work environment to realize its vision as a leader in law enforcement.

The Steering Committee takes great pride in the work that has been completed to identify and map a future for our Police Department that will positively impact the community.

Steering Committee Members



Chief Kathy Atwood



Deputy Chief Dan Templeman



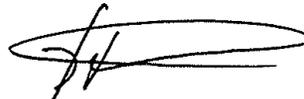
Captain David Fudge



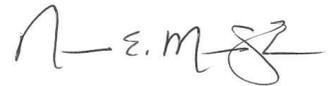
Lieutenant John DeRousse



Inspector Joe Neussendorfer



Sergeant Kelly Carman



Detective Jim Massingale



Officer Dave Osman



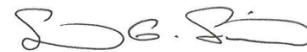
Officer Jeff Hendrickson



Officer Jeff Pountain



Master Police Officer Maryjane Hacker



Property Room Manager Scott Smith



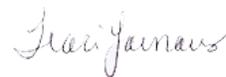
Administrative Assistant Janelle Lyman



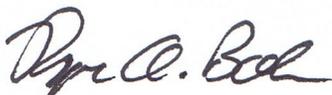
Records Clerk Cheri Skutley



Parking Enforcement Officer Floyd Jamieson



Forensic Specialist Traci Youmans



Roger Baker – Business of Policing



Code Enforcement Officer Tamra Gregory



VISION - MISSION STATEMENTS

VISION

Recognized as a leader in law enforcement
Respected by the community
Tough on crime

MISSION

Working in partnership with our
community to enhance quality of
life and reduce crime.



CORE VALUES

Integrity

We are morally and ethically aware, resolute, and above reproach, regardless of our duty status. We commit ourselves to the highest standards of trust, responsibility and discipline. We will promote justice in a fair and impartial manner. Whether observed or not, we will make the right decisions for the right reasons at the right time.

Professionalism

Professionalism is embodied in our commitment to proficiency, competency, reliability and excellence in all aspects of our performance and conduct. We reject complacency and are dedicated to pursuing the highest levels of knowledge, skill and expertise. We embrace the privilege of being community leaders and will lead by example through our commitment to duty and accountability to each other, our Department and our community.

Honor

We are committed to providing faithful and courageous police service to all. We have the courage to stand up for what we believe is right, and the courage to admit when we are wrong. We believe in placing duty before self and are willing to accept personal sacrifice for the greater good. Understanding what and who we represent, we take great pride in being part of the Everett Police Department.



POLICE OFFICER'S OATH OF OFFICE

“I do solemnly swear that I am a citizen of the United States, that I will support the Constitution of the United States, the Constitution and Laws of the State of Washington, and the Charter and Ordinances of the City of Everett, and that I will faithfully, honestly, and impartially perform the duties of City of Everett Police Officer, according to the best of my ability, so help me God.”



LAW ENFORCEMENT CODE OF ETHICS

AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind; 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 men to liberty, equality and justice.

I WILL keep my private life unsullied as an example to all; 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 in both my personal and official life, I will be exemplary in obeying the laws of the land 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, 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 the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself to my chosen profession . . . law enforcement.

IACP 2000



STRATEGIC

STRATEGIC PLANNING

The systematic process by which an organization coordinates the development of a plan to identify key issues and strategies to which the organization will then apply specific resources to accomplish identified goals and achieve the vision and mission.



Deputy Chief Mike Campbell Chief Kathy Atwood Deputy Chief Dan Templeman



PLANNING

STRATEGIC INITIATIVE

A statement that describes the issues that an organization needs to overcome to successfully attain its vision and accomplish its mission.

STRATEGIES

Strategies are statements of desired outcomes or accomplishments to be achieved over the next five years. They reflect specific expectations as to where our Department needs to focus attention in the future, and are based upon input from employees and external stakeholders.

OBJECTIVES

Specific measurable activities (steps) designed to achieve strategic goals.

SUCCESS INDICATORS

These indicators are broadly defined measures used to evaluate the success of implementing strategies. As appropriate, the Department may quantify some of them for more precise measurement purposes.

FIRST YEAR OBJECTIVES

These are specific tasks or activities to be accomplished by the end of 2013. Assignment for implementation will be made by the Chief of Police with appropriate monitoring and feedback systems used to track performance. Achievement of the first year objectives will move the Department toward full accomplishment of the five-year strategies.





COMMUNITY POLICING INITIATIVE

Everett citizens are actively involved in their community. We have over 103,000 citizens who are members of nineteen active neighborhood groups. The Everett Police Department is comprised of 246 employees, which includes 201 commissioned officers and 45 civilian members. The foundation of our agency is the officers assigned to the patrol division; however the Everett Police Department is a diverse and multifaceted law enforcement agency. The Police Department provides investigative services for all crimes and has specialty units to include K-9, Motor Unit, SWAT, Marine and a Bomb Squad. This is all supported by a group of dedicated civilians in areas such as the Records Unit, Property Room, Budget Office and administrative assistance.

The Everett Police Department is poised and ready to take the next steps in community policing to enhance the quality of life and reduce crime in Everett. External stakeholders made it clear that quality of life issues within our neighborhoods should be a top police priority. Clean, safe and secure neighborhoods promote a sense of pride and ultimately lead to growth and development. Holding property owners who allow chronic nuisance activities accountable through a combination of education and enforcement is critical to improving quality of life in our neighborhoods. Chronic nuisance legislation adopted by the City of Everett has helped provide the police department with an additional tool and further illustrates Everett's dedication to improving the quality of life for our residents and business community. Consistent and strict enforcement of municipal codes that affect life and safety issues will lead to safer, more robust neighborhoods.

The Everett Police Department and our citizens understand that crime and the fear of crime can only be addressed together through partnerships, relationships and collaborations. Impactful community outreach and education programs will be critical in providing collaborative neighborhood law enforcement. Ensuring that police department resources are accessible to our citizens is important; equally important is ensuring that existing or new resources afford our officers the greatest opportunity to access the community in which we serve.

In 2012, we enhanced our commitment to our youth population with the creation of a Youth Services Sergeant and a renewed focus on community outreach by transforming the public information officer position into a community information officer. The Everett Police Department is fully committed to all aspects of community policing. At times the Department can be overwhelmed with requests for officer presence at a variety of functions to include charity events, youth development programs, non-profit board participation and crime prevention events. All of these worthy events serve a vital function within our community. Organizing and prioritizing our participation will allow us to continue playing a role in those activities which have the greatest impact on our youth population and community as a whole.

The Everett Police Department is fully committed to providing the best police services possible to our community. Delivering police services is a complex undertaking. We must be equipped and prepared to provide quality, uninterrupted services at all times, even in the event of a natural disaster. A renewed focus on ensuring that our department's disaster preparedness plan is current and accessible to all employees is paramount to meeting this expectation. Also critical to that end are facilities that are designed and equipped to provide for maximum efficiency and allow staff to best serve the public's needs.



COMMUNITY POLICING INITIATIVE

STRATEGIES

- Assess/Review/Analyze all current and potential community outreach and education programs for effectiveness and efficiency.
- Effectively apply all ordinances and resources to improve quality of life in residential and business communities.
- Identify discretionary services.
- Enhance and update the Department's disaster preparedness plan.
- Review all Department facilities to enhance services throughout the community.

FIRST YEAR OBJECTIVES

- Create a menu of outreach and education activities that are effective for our community.
- Identify all ordinances and resources (Crime Prevention Through Environmental Design) available to impact quality of life.
- Conduct an analysis of all facilities for functionality, security and safety.
- Prioritize findings of the analysis.

FUTURE OBJECTIVES

- Prioritize discretionary services.
- Familiarize and train all staff on disaster preparedness.
- Explore funding sources for facility improvement.
- Explore potential satellite locations.

SUCCESS INDICATORS

- The outreach and education activities menu is current.
- Reduction in the number of Chronic Nuisance Properties.
- Lower crime rate and fear of crime.
- Increase in pro-active/directed policing.
- Increased knowledge and confidence in disaster response.
- Improved police facilities.
- Improved patrol response time, visibility and overall efficiency.
- Secured funding sources.
- Increased number of satellite facilities.





CRIME FIGHTING INITIATIVE

Effective crime fighting occurs when the police and community partner together, working in concert with one another to reduce crime and the fear of crime. There are many factors that impact crime and the fear of crime. The current economic climate and illegal drug use are among the factors that impact crime rates in all communities. Reducing overall crime rates in the city is a top priority for the Police Department. It is imperative that not only our citizens, but also our business community, feel safe and secure living and working in Everett. Because crime recognizes no boundaries, it is critical that the Police Department adopt contemporary policing strategies that utilize the latest technology combined with proven methodologies to reduce crime.

The following table represents the previous five years of Uniform Crime Report data submitted to the FBI by the Everett Police Department:

	2005	2006	2007	2008	2009	2010	2011
Homicides	3	3	7	1	2	5	5
Rapes	48	43	61	76	51	76	49
Robberies	173	240	209	223	263	181	143
Assaults	313	316	287	284	294	273	253
Burglaries	1272	1352	1405	1251	1099	994	1163
Thefts	4243	5468	5456	5108	5070	5536	5415
Auto Thefts	2085	2243	1878	1183	779	1142	925
Arson	14	12	19	18	15	29	27

While a primary function of any police department is to respond to and report on crimes reactively, the preferred approach is to prevent crime from occurring in the first place. To better serve our community, it is essential that the Everett Police Department possess the ability to collect and analyze crime data. To this end, we have acquired two full time police crime analyst positions whose top priority is to work in concert with our patrol division and provide the most up to date, real time crime data to our officers in the field. The Department will identify the most effective intelligence-led policing model and move towards the adoption of a contemporary policing strategy designed to reduce overall crime rates. To this end, an examination of our current police staffing model in conjunction with an analysis of where crime is occurring will assist us in ensuring that we are deploying our resources in those areas that need it most.

While there is never a shortage of new technology in the law enforcement field, it is important to identify those technologies and equipment that are proven and have the greatest likelihood of decreasing crime rates. A careful analysis of our current technologies and equipment, combined with an evaluation of emerging technologies will play a critical role in our long term crime fighting efforts. The Everett Police Department must work in partnership with the City's Information Technology Department to meet this objective.



CRIME FIGHTING INITIATIVE

STRATEGIES

- Research current best practices in intelligence-led or data-driven policing.
- Strive to keep pace with advancement of technology in policing.
- Assess/Review/Analyze current Police Department technology.
- Maintain effective and efficient partnership with the Information Technology Department.
- Assess/Review/Analyze current staffing model for effectiveness.
- Assess/Review/Analyze current work schedules for effectiveness and efficiency.
- Identify all equipment for staff to effectively and efficiently perform their functions.
- Conduct and catalog equipment/tool inventory.
- Assess/Review/Analyze equipment management programs.

FIRST YEAR OBJECTIVES

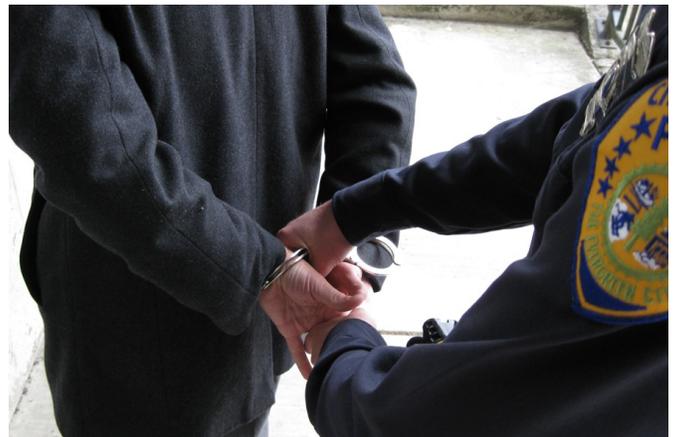
- Identify and study successful intelligence-led or data-driven policing programs.
- Ensure that we are using current technology to its greatest potential.
- Continually foster our mutual relationship with the Information Technology Department so the Police Department can function at its highest level.
- Develop work groups to assess, review and analyze staffing models and work schedules.
- All equipment needs will be identified and prioritized.

FUTURE OBJECTIVES

- Research, evaluate and identify appropriate new technology.
- Develop a testing and evaluation process for equipment acquisitions, when appropriate.
- Identify and develop an appropriate inventory management system.

SUCCESS INDICATORS

- Lower crime rate and fear of crime.
- New technology implemented and functioning, where applicable.
- Secure funding sources.
- Increased efficiency and effectiveness within current systems.
- Identify a staffing model and work schedule that meets the needs of the community and the Department.
- The recommendations from the work groups are implemented.
- Improved equipment management.
- Staff adequately equipped to perform their function.
- Increased morale.
- Staff satisfied with assigned equipment.





COMMUNICATIONS INITIATIVE

Effective communication is an essential component of any organization, partnership or relationship. Communication with our citizens and within the Everett Police Department must be open, transparent, responsive and professional. The Steering Committee clearly heard the message from stakeholders that enhanced communications, both internally and externally, will lead to increased performance, morale and crime reduction.

Effective internal communication processes have many benefits, including improved officer safety and efficiency. Clearly communicating and modeling the Police Department's mission, vision and values, as well as the rationale behind any changes to policies and procedures is critical to enhancing understanding and accountability. It is imperative that our policies and procedures are kept up to date and fully implemented, but equally important is that those same policies and procedures drive us in the direction of our mission and vision. An organization that makes decisions based on its core values and learns from its successes and failures is an organization with a strong communication model. Identifying a method to effectively share our successes and failures, along with department messages, in a timely fashion is a priority, as it leads to an informed, trusting public, and increased employee morale and productivity. In addition, debriefing critical incidents as a department and learning from those experiences can provide our officers with important safety lessons and influence the tactics governing how we respond to high risk incidents in the future.

The Everett Police Department is very engaged in our community and city government. As community builders, understanding culture is a major part of our business. Establishing communication lines and relationships with all citizens builds trust. We are fortunate to work in a culturally rich and diverse community that allows us to foster trust and strong relationships. Clearly identifying our role and marketing our department services is paramount as we continue to build an even stronger community partnership. The Police Department also serves as a partner to other city departments, including City Administration and City Council, and clearly recognizes the importance of building and enhancing these relationships in order to successfully reduce crime and enhance quality of life in our neighborhoods.

Both internal and external stakeholders clearly identified effective and timely communication as an important function of the police department. As we endeavor to meet this expectation, it is extremely important that we identify the most effective methods by which to communicate and deliver our messages to all of our stakeholders. The initiatives implemented here will be critical to working in partnership with the community.



COMMUNICATIONS INITIATIVE

STRATEGIES

- Research communication methods that enhance internal and external communications.
- Review communication models for the Office of Professional Standard's (OPS) process.
- Explore best methods to market/communicate our role within the community.
- Research ways to best communicate with Everett's diverse community.
- Explore additional means/methods to communicate with the Mayor, City Council, City departments and other regional partners.
- Research and develop a critical incident debrief protocol.
- Assess/Review/Analyze policy manual models.
- Assess/Review/Analyze paperwork efficiencies and policies.
- Conduct a function analysis of the Department.

FIRST YEAR OBJECTIVES

- Develop a menu of communication methods appropriate for internal and external stakeholders.
- Select a communication model for OPS process.
- Select best methods to communicate our role and responsibility to the community.
- Select best methods to enhance communication with our diverse community.
- Select best methods to communicate with the Mayor, City Council, City departments and other regional partners.
- Implement a critical incident debrief program.
- Select and develop a policy model system.
- Identify paperwork efficiencies and inefficiencies.

FUTURE OBJECTIVES

- Identify non-mandatory functions that enhance the role of non-commissioned employees, volunteers and/or the private sector in reaching our mission.

SUCCESS INDICATORS

- Increased morale.
- Consistent utilization of communication methods.
- Increased responsiveness.
- Increased understanding of Department issues, philosophies, processes and current events.
- Increased ability to communicate in more languages.
- Cultural competency.
- Consistent utilization of communication methods.
- Increase in number of critical incident debriefs.
- All employees trained on new policy manual system.
- Less paperwork - increased discretionary time for pro-active policing.
- Increased tasks assigned to non-commissioned employees, volunteers and private sector.





CULTURE INITIATIVE

Culture, the soul of any organization, is developed among police department employees decision by decision, communication by communication, and behavior by behavior. Accordingly, the Everett Police Department must be committed to the goals of employee development, progressive leadership and a positive work environment to realize its larger vision as a leader in law enforcement. The tenets of the Strategic Plan will help facilitate the achievement of these goals and a positive culture within the Everett Police Department.

Providing staff development is a vital part of assuring that the Everett Police Department has quality, professional law enforcement officers. A commitment to training and career development is paramount in our efforts to not only retain our quality employees, but also to attract and recruit only the most superior employees in the future. Considering the high cost associated with employee turnover, along with the loss of experienced officers, it is essential that the Everett Police Department creates and maintains a positive work environment.

All employees must be developed for the future and to provide the best possible customer service. This development spans all levels of the organization, from those in leadership positions, to the officer on patrol, to the technician working in the Property Room. All members of the Department play an integral role in our public service efforts and all must be valued and trained to best perform their job function on a daily basis. Well-trained and qualified employees will only enhance the quality of the services we provide to our community.

Effective employee performance evaluations are critical to the success of our employees and the organization. Not only do performance evaluations establish objective performance standards based on our mission, vision and values, they also clearly identify employee goals and career paths. This kind of attention to our most valuable resource, our employees, puts the Everett Police Department in a position of being a leader in law enforcement and respected by the community.

Our department employees perform some of the most heroic and selfless acts imaginable. Recognizing these individuals in a meaningful way is critically important. Police officers and other department employees choose a profession in public safety, not for the recognition, but rather for the satisfaction received by giving back to our communities and providing essential services that provide assistance to those who need it most. While recognition is not the motivation, it is vitally important to acknowledge those employees who go above and beyond in their dedication and service to the community.



CULTURE INITIATIVE

STRATEGIES

- Develop and implement an effective leadership program for all levels.
- Enhance employee morale by fostering a positive work environment.
- Strive to maintain a positive reputation and be respected in the community.
- Foster cooperative partnerships with other City departments.
- Assess/Review/Analyze current and potential opportunities for recognizing exceptional performance.
- Assess/Review/Analyze work assignment rotation concepts throughout the department.
- Develop and implement an effective employee evaluation system.
- Review and enhance training at all levels.

FIRST YEAR OBJECTIVES

- Identify a leadership training program that will provide training, education and mentorship.
- Value and recognize patrol as the foundation of the Department.
- Establish and recognize traditions.
- Conduct annual survey of external and internal stakeholders.
- Select opportunities/program for recognizing exceptional performance.
- Develop a work group to assess, review and analyze work assignment rotation.
- Identify an effective employee evaluation system.
- Review effectiveness and relevancy of Police Skills Refresher (PSR) training.
- Improve the training request process.
- Develop yearly measurement tool to evaluate the Field Training Officer (FTO) Program.

FUTURE OBJECTIVES

- Increased collaboration and partnership with Information Technology Department and Legal Department.
- Prioritize the temporary detective assignment program.
- Align training hours to respect all shifts when possible.

SUCCESS INDICATORS

- Increased number of employees taking promotional exams.
- Participation in leadership training.
- Improved employee satisfaction in leadership and supervision.
- Increased community satisfaction.
- Increased employee satisfaction.
- Improved scores on annual surveys.
- Improved ability to leverage technological advances.
- Reduction in Part 1 crime rate and fear of crime.
- Exceptional performance recognition is appropriate and sincere.
- Recommendations from work group implemented.
- Evaluation system fairly identifies and assesses performance toward Department's Mission and Vision.
- The evaluation system reflects the needs of the employee and Department.
- Reduced paperwork and increased responsiveness.
- Implementation of a FTO program measurement tool.
- More officers with detective experience and skill set.
- Increased number of training opportunities outside of traditional day shift hours.



SUMMARY

The initiatives identified in our Strategic Plan will help the Everett Police Department fulfill our commitment to meeting Everett's public safety challenges in the future. The Department is blessed with talented, innovative and hard-working employees who will now have the strategic direction needed to guide our efforts well into the future. This five year Strategic Plan includes first year objectives that will assist us in attaining our long term goals. The Everett Police Department is fully committed to a successful implementation of the strategies outlined in this plan. It is important to note, however, that as our community changes, we too must change. We will review our plan continuously and update it as circumstances and conditions dictate. Each year we will update our objectives and continue toward our goals. This Strategic Plan is dynamic in nature, however it gives us a starting point to achieve the successes we believe are necessary for our Department and community's future.

Providing a safe and secure community for our citizens to live and work is of paramount importance to the Everett Police Department. It was abundantly clear from our external stakeholder surveys and interviews that the Everett Police Department enjoys widespread community support. Our enforcement and public relations efforts are appreciated by our citizens and business leaders. The Everett Police Department remains fully committed to working in partnership with our community to enhance quality of life and reduce crime in Everett, and this Strategic Plan will enable us to meet this mission.





ACKNOWLEDGEMENTS

The development of this Strategic Plan would not have been possible without the support of all the Police Department staff, the efforts of the steering committee and the guidance of our consultant, Roger Baker from the Business of Policing. Although the list below is not exhaustive of our community stakeholders, we would also like to thank the following people and organizations for providing valuable input that helped shape this plan and the future of the Everett Police Department.

Burlington Northern Santa Fe
Russ Schafer, Special Agent in Charge

The Boeing Company
Bill Olson, Senior Manager
Richard White, Government Relations

Boys and Girls Club of Snohomish County
Bill Tsoukalas, Executive Director

The Business of Policing Consulting
Roger A. Baker, Consultant

Casino Road Stakeholders

Catholic Community Services
Vicki Howell, Regional Chief of Operations

City of Everett
Mayor Ray Stephanson
Debra Bryant, CAA/CFO
Dave Davis, Director – Public Works
Allan Giffen, Director – Planning
Murray Gordon, Fire Chief
David Hall, Deputy Prosecutor
Tom Hingson, Director – Transportation Services
Paul Kaftanski, Director – Parks and Recreation
Wendy McClure, Office of Neighborhoods
Lanie McMullin, Director – Economic Development
Katie Traenkenschuh, Municipal Court Administrator
Deborah Wright, Director – Office of Neighborhoods

Community Transit
Todd Morrow, Director of Government Relations

Compass Health
Carole Kosturn, Director

Council of Neighborhoods
Jim McNeil, President

Denney Juvenile Justice Center
Craig Daly, Assistant Administrator

Downtown Business Association
Sue Strickland, Manager

DSHS/CPS
Sandra Kinney, Administrator

Snohomish County Economic Alliance
Louise Stanton-Masten

Everett City Council Members
Shannon Affholter
Ron Gipson
Arlan Hatloe
Jeff Moore
Drew Nielsen
Paul Roberts
Brenda Stonecipher

The Everett Clinic
Richard Cooper, CEO
Curt Dooley, Security Manager

Everett Community College
Dr. David Beyer, President

Everett Gospel Mission
Sylvia Anderson, CEO
John Hull, Director – Men's Mission

Everett Housing Authority
Bud Alkire, Executive Director
Teena Ellison, Family Services Supervisor
Vanessa Cochran, Property Manager
Desiree Michaels, EAAMAC



ACKNOWLEDGEMENTS

Everett Mall

Todd Falduti, General Manager
AJ Werfelmann, Asst. General Manager

Everett Public Schools

Dr. Gary Cohn, Superintendent

Fluke Corporation

Grace Giorgio, Facilities Manager

Intermec

Larry Comparone, Director

Mukilteo School District

Dr. Marci Larsen, Superintendent
Fred Poss, Deputy Superintendent

My Everett News

Leland Dart, Editor

Naval Station Everett

Commander Daniel Limberg

NCIS

Special Agent T. Paul Hayes

Port of Everett

John Mohr, Executive Director

Providence Regional Medical Center Everett

David Brooks, CEO
Preston Simmons, COO

Refugee and Immigrant Services NW

Van Dinh-Kuno, Director

Rubatino Refuse Removal

Ed Rubatino, President

Salvation Army

Mitchell Croy, Case Manager

Senior Services of Snohomish County

Marilyn Baker, Housing Manager

Snohomish County Business Watch

Cindy Miller, Board Member
Tony Myhre, Board Member

Snohomish County Department of Emergency Management

John Pennington, Director
Tamara Doherty, Deputy Director

Snohomish County Prosecutor

Mark Roe, Prosecuting Attorney

Snohomish County PUD

David Behar, Senior Manager

Snohomish County Sheriff's Office

Sheriff John Lovick

SNOPAC 911

Kurt Mills, Executive Director

The Herald

Allen Funk, President and Publisher

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EVERETT POLICE DEPARTMENT STRATEGIC PLAN



Implementation and Tracking Matrix

Strategic Plan 2013 - 2018



COMMUNITY POLICING

Strategies	First Year Objectives	Goals
Assess/Review/ Analyze all current and potential community outreach and education programs for effectiveness and efficiency	Create a menu of outreach and education activities that are effective for our community	Select outreach and education activities from the menu
Effectively apply all ordinances and resources to improve quality of life in residential and business communities	Identify all ordinances and resources (CPTED) available to impact quality of life	Coordinate with other departments regarding CPTED
		Ensure that property owners are held accountable for quality of life issues through a combination of education and enforcement of existing ordinances
Identify discretionary services	<u>2nd & 3rd year objectives</u> Prioritize discretionary services	Increase time to address social harm issues
Enhance and update the Department's disaster preparedness plan	<u>2nd & 3rd year objectives</u> Familiarize and train all staff on disaster preparedness	Ensure all staff have basic knowledge of how to collaboratively respond to disasters
Review all Department facilities to enhance services throughout the community	Conduct an analysis of all facilities for functionality, security and safety	All facility improvement needs identified and prioritized
	Prioritize findings of analysis	Identify potential funding sources
	<u>2nd through 5th year objectives</u> Explore funding sources for facility improvement Explore potential satellite locations	Identify potential satellite locations



STRATEGIC INITIATIVE

Success Indicators	Accountable	Notes
The outreach and education activities menu is current		
Reduction in the number of Chronic Nuisance Properties		
Lower crime rate and fear of crime		
Increased pro-active/directed policing		
Increased knowledge and confidence in disaster response		
Improved police facilities		
Improved patrol response time, visibility and overall efficiency		
Secured funding sources		
Increased number of satellite facilities		



CRIME FIGHTING

Strategies	First Year Objectives	Goals
Research current best practices in intelligence led or data driven policing	Identify and study successful intelligence led or data driven policing programs	Implement intelligence or data based policing
Strive to keep pace with advancement of technology in policing	<u>2nd through 5th year objectives</u>	Implement appropriate new technology that reduces crime and the fear of crime
	Research, evaluate and identify appropriate new technology	
Assess/Review/Analyze current Police Department technology	Ensure that we are using current technology to its greatest potential	Identify funding sources to maintain current technology and technological advancement
Maintain effective and efficient partnership with the Information Technology Department	Continually foster our mutual relationship with IT so PD can function at its highest level	Current technology being used to its greatest potential
Assess/Review/Analyze current staffing model for effectiveness	Develop work groups to assess, review and analyze staffing models and work schedules	Prioritize recommendations developed by work groups
Assess/Review/Analyze current work schedules for effectiveness and efficiency		
Identify all equipment needs for staff to effectively and efficiently perform their functions	All equipment needs will be identified and prioritized	Ensure that staff have access to the equipment they need to effectively and efficiently perform their functions
Conduct and catalog equipment/tool inventory	<u>2nd through 5th year objectives</u>	Implement an inventory management control system
	Develop a testing & evaluation process for equipment acquisitions, when appropriate	
Assess/Review/Analyze equipment management programs	<u>2nd through 5th year objectives</u> Identify and develop an appropriate inventory management system	Identify potential funding sources



STRATEGIC INITIATIVE

Success Indicators	Accountable	Notes
Lower crime rate and fear of crime		
New technology implemented and functioning, where applicable		
Secure funding sources		
Increased efficiency and effectiveness within current systems		
Identify a staffing model & work schedule that meets the needs of the community and the Department		
The recommendations from the work group are implemented		
Improved equipment management		
Staff adequately equipped to perform their function		
Increased morale		
Staff satisfied with assigned equipment		
Secured funding sources		



COMMUNICATIONS

Strategies	First Year Objectives	Goals
Research communication methods that enhance both internal and external communications	Develop a menu of communication methods appropriate for both internal and external stakeholders	Implement communication methods
Review communication models for the Office of Professional Standard's process	Select a communication model for OPS process	Implement OPS communication model
Explore best methods to market/communicate our role within the community	Select best methods to communicate our role and responsibility to the community	Increased understanding of Department issues, philosophies, processes and current events
Research ways to best communicate with Everett's diverse community	Select best methods to enhance communication with our diverse community	Build strategic partnerships
Explore additional means/methods to communicate with the Mayor, City Council, City departments & other regional partners	Select best methods to communicate with the Mayor, City Council, City departments & other regional partners	Implement best methods of enhancing communication with everyone in our community
Research and develop a critical incident debrief protocol	Implement a critical incident debrief program	Implement best methods of communicating with the Mayor, City Council, City departments & other regional partners
Assess/Review/Analyze policy manual models	Implement a critical incident debrief program	Create a learning environment using real world incidents
Assess/Review/Analyze paperwork efficiencies and policies	Select and develop a policy model system	Implement model policy system
Assess/Review/Analyze paperwork efficiencies and policies	Identify paperwork efficiencies and inefficiencies	Reduced paperwork volume to accomplish task
Conduct a function analysis of the Department	<u>2nd & 3rd year objectives</u> Identify non-mandatory functions that enhance the role of non-commissioned employees, volunteers and/or the private sector in reaching our mission	Assign functions to non-commissioned employees, volunteers & private sector as appropriate



STRATEGIC INITIATIVE

Success Indicators	Accountable	Notes
Increased morale		
Consistent utilization of communication methods		
Increased responsiveness		
Increased understanding of Department issues, philosophies, processes and current events		
Increased ability to communicate in more languages		
Cultural competency		
Consistent utilization of communication methods		
Increased number of critical incident debriefs		
All employees trained on new policy manual system		
Less paperwork - increased discretionary time for pro-active policing		
Increased tasks assigned to non-commissioned employees, volunteers & private sector		



CULTURE

Strategies	First Year Objectives	Goals
Develop & implement an effective leadership program for all levels	Identify a leadership training program that will provide training, education & mentorship	All employees will have access and opportunity to receive leadership training
Enhance employee morale by fostering a positive work environment	Value & recognize patrol as the foundation of the Department	Increase employee morale and sense of family
	Establish & recognize traditions	
Strive to maintain a positive reputation and be respected in the community	Conduct annual survey of external and internal stakeholders	Maintain & enhance a positive reputation
Foster cooperative partnerships with other City departments	<u>2nd & 3rd year objectives</u>	Increase efficiency & effectiveness to positively impact crime and the fear of crime
	Increased collaboration and partnership with IT and Legal Departments	
Assess/Review/Analyze current & potential opportunities for recognizing exceptional performance	Select opportunities/program for recognizing exceptional performance	Implement best opportunities/program to recognize employees for exceptional performance
Assess/Review/Analyze work assignment rotation concepts throughout the department	Develop a work group to assess, review & analyze work assignment rotation	Prioritize recommendation developed by the work group
Develop and implement an effective employee evaluation system	Identify an effective employee evaluation system	Select & implement a new employee evaluation program
Review and enhance training at all levels	Review effectiveness & relevancy of PSR	Provide relevant PSR training
	Improve the training request process	Streamline the training request process
	Develop yearly measurement tool to evaluate the FTO Program	Ensure FTO Program is effective
	<u>2nd & 3rd year objectives</u>	Provide officers with detective training and experience
	Prioritize the temporary detective assignment program	
Align training hours to respect all shifts when possible	Reduce # of training hours outside normal work schedule	



STRATEGIC INITIATIVE

Success Indicators	Accountable	Notes
Increased # of employees taking promotional exams		
Participation in leadership training		
Improved employee satisfaction in leadership & supervision		
Increased community satisfaction		
Increased employee satisfaction		
Improved scores on annual surveys		
Improved ability to leverage technological advances		
Reduction in Part 1 crime rate		
Reduction in the fear of crime		
Exceptional performance recognition is appropriate and sincere		
Recommendations from work group implemented		
The evaluation system fairly identifies & assesses performance towards meeting the Department's Mission & Vision		
The evaluation system reflects employee and Department needs		
Increased employee satisfaction and skills		
Reduced paperwork & increased responsiveness		
Implementation of a FTO program measurement tool		
More officers with detective experience and skill set		
Increased # of training opportunities outside of traditional dayshift hours		



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The Everett Police Department

North Precinct
3002 Wetmore Ave.
Everett, WA 98201

South Precinct
1121 SE Everett Mall Way
Everett, WA 98208

425-257-8400 ♦ www.everettpolice.org