



# EVERETT POLICE DEPARTMENT 2022 Strategic Initiatives

Through hard work and commitment of staff, the Everett Police Department (EPD) was successful in achieving positive outcomes on all five strategic initiatives in 2021. Department employees and the Everett community should be very proud of EPD’s accomplishments this past year. They elevated the agency’s professionalism, transparency and accountability, which all lead to improved public trust.

As we approached the end of the year, department staff once again engaged in a collaborative and interactive process to identify the organization’s 2022 strategic initiatives, which are shared in detail below.

## Employee Hiring & Retention

In 2021, EPD saw 21 commissioned officers retire or separate employment, representing more than 350 years of collective police experience. These separations outpaced our hiring, leading to nearly 20 vacant police officer positions by the end of 2021, with more anticipated separations in 2022. Having adequate staffing to provide a high level of police response to our community continues to be a high priority for the Everett Police Department. Hiring a competent and diverse workforce as well as retaining well trained and experienced police officers will enhance public safety and build community trust.



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- Hire 25+ commissioned police officers in 2022
- Expand recruiting efforts through an aggressive marketing campaign supported by possible grant funding
- Develop incentive programs and make other adjustments designed to improve the internal work environment, increase work satisfaction and retain employees

## Police Assessment

As noted in our 2021 strategic initiatives, getting our organizational assessment underway was identified as a top priority. That process was accomplished, as a consultant was selected, and work began to complete the assessment. The purpose of the assessment is to ensure that the Everett Police Department is applying modern day policing principles and technologies and delivering public safety services to the Everett community in the most cost-effective way without sacrificing public safety. The assessment will be completed in 2022, and we will review the recommendations and begin to develop an implementation strategy and timeline.



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- Review and analyze assessment final report
- Share report and meet with staff to discuss contents and recommendations
- Develop an implementation strategy that includes delegation of work and a realistic timeline

## Leadership Development

Developing and preparing a police organization for its next generation of leaders is of paramount importance to any law enforcement organization, but often does not get the attention it deserves due to other competing priorities. Developing and preparing our future leaders will better serve not only our police department, but the community in which we serve. Focusing leadership development on our first-level supervisors and mid-management staff will best position EPD to accommodate for future executive staff retirements.

### GOALS

Develop and implement a supervisor training program to assist newly promoted employees with their transition to their new rank

Identify a training program specifically designed to further develop EPD's mid-management team with modern day leadership principles

Engage, involve and assign mid and senior level management personnel to oversee new initiatives to further develop their project management experience and build institutional knowledge to the benefit of EPD and our community



## Community Engagement

Building and leveraging strong community relationships is core to effective policing in any jurisdiction. Law enforcement must partner with the community to solve crime and address quality of life issues. As community leaders, every police employee is in a unique position to promote transparency, enhance public trust and build positive community relationships. Through a combination of existing and new programs, Everett PD will elevate our community partnerships and information sharing.



### GOALS

Expand existing Citizen Volunteers Against Crime (CVAC) program. Increase membership, diversity of volunteers and increase volunteer participation in department functions to assist uniformed personnel where feasible

Improve access to EPD staff and enhance transparency and public trust by hosting a community police academy in 2022

Build positive community relations and expand police staff participation in non-profit organizations and events that support our underserved populations through a formal Community Interrelationship Activity (CIA) program. In 2022, under the guiding principles outlined in the CIA program, one work unit will be selected to submit a proposal outlining their plan to work with a charity, group of people or individual, or some other activity associated with the betterment of the Everett community

## Ongoing Commitments

While not specifically identified as a project in 2022 – underlying all of EPD's work will remain our commitment to diversity, equity and inclusion and the importance of viewing our work from such a lens. Additionally, the continued focus on Mayor Franklin's 2018 Mayoral Directives addressing youth, gun violence and gang reduction as well as safe streets will remain priorities throughout 2022, and appropriate department resources will continue to be allocated to these important community safety and quality of life issues.

