



Police Department Efficiency Assessment Final Report Presentation

Everett, Washington

matrix 
consulting group

Focus of This Council Review

- ◆ At the last meeting, EPD management systems were reviewed on policies, hiring, training, and accountability mechanisms.
- ◆ The scope of work for the Department also included analysis of its staffing needs from the perspectives of:
 - ➔ Staffing needed to handle workloads and effectively provide service
 - ➔ Alternative strategies to handle selected field workloads.
- ◆ Many of the recommendations contained within final report will require bargaining with the labor unions prior to implementation.

Staffing Analysis

- ◆ The staffing analysis has been in the making much of the past year.
- ◆ To conduct the analysis, the project team:
 - ➔ Analyzed workloads and service levels using 2021 as the base year
 - ➔ For field services, information captured at dispatch was key
 - ➔ Other sources we utilized for other EPD functions
- ◆ The accuracy of the data was established by our project team; the EPD reviewed the data too.

Patrol Analysis

- ◆ Key to the analysis of patrol is evaluate the balance of 'reactive' and 'proactive' time.
 - ➔ Reactive time is the time spent by patrol officers handling calls for service
 - ➔ Proactive time is the time spent engaging with the community, deploying in areas assistance could be needed, etc.
- ◆ Generally, the approach utilized by the Matrix Consulting Group places a high value on proactive time because of its problem-solving nature and the partnerships it should forge.
- ◆ Targeting proactivity at about 40%-45 provides that balance on an overall basis.

Patrol Workloads and Service Levels

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12a	387	324	321	307	324	330	410
1am	344	250	271	255	261	288	323
2am	290	202	218	206	246	249	295
3am	253	217	197	200	218	217	231
4am	202	186	190	220	201	185	196
5am	211	202	229	236	199	245	186
6am	213	327	289	317	330	292	234
7am	296	454	395	462	404	415	349
8am	378	579	516	520	569	522	437
9am	479	640	605	611	560	635	504
10am	530	685	662	644	625	675	554
11am	563	703	647	621	667	636	637
12pm	573	689	682	666	642	691	588
1pm	587	695	656	683	664	703	630
2pm	529	770	697	659	678	767	611
3pm	576	781	685	764	723	764	634
4pm	504	701	688	705	651	703	609
5pm	565	624	636	603	609	701	542
6pm	550	626	652	652	629	647	609
7pm	602	618	544	610	609	655	608
8pm	524	551	539	566	556	574	564
9pm	500	488	509	486	500	565	486
10pm	487	477	465	425	475	554	590
11pm	400	376	350	381	414	489	479
Total	10,543	12,165	11,643	11,799	11,754	12,502	11,306

- ❖ Police calls occur during the day consistent with most communities.
- ❖ Calls peak day from late morning to early evening.

Resulting Patrol Proactivity Levels

Proactive Time by Hour and Weekday								
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	61%	67%	66%	68%	63%	60%	57%	63%
6am–10am	45%	23%	33%	33%	31%	33%	45%	35%
10am–2pm	17%	7%	8%	9%	9%	11%	13%	11%
2pm–6pm	23%	9%	7%	10%	12%	6%	18%	13%
6pm–10pm	26%	27%	22%	23%	26%	22%	24%	24%
10pm–2am	35%	44%	46%	43%	45%	38%	33%	41%
Overall	35%	30%	31%	32%	32%	29%	32%	31%

- ❖ At current staffing levels, overall proactivity is not adequate.
- ❖ As calls peak from late morning into the evening, proactivity becomes very low.
- ❖ The only time blocks meeting the 40%-45% threshold are late at night.
- ❖ Clearly vacancies have been a factor.
- ❖ The 12-hour shift is also a factor.

Impacts of Patrol Redeployment

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	58%	64%	64%	66%	60%	57%	53%	60%
6am–10am	51%	31%	40%	40%	39%	40%	51%	42%
10am–2pm	26%	17%	18%	19%	18%	21%	22%	20%
2pm–6pm	29%	15%	14%	16%	19%	13%	24%	19%
6pm–10pm	18%	18%	13%	14%	17%	12%	15%	15%
10pm–2am	27%	37%	40%	37%	39%	31%	26%	34%
Overall	35%	30%	31%	32%	32%	29%	32%	31%

- ❖ The project team evaluated an alternative of redeploying 4 officers from the night shift to the day shift.
- ❖ While overall proactive time is unchanged redeployment can moderate the hours of the day with the least proactive time.
- ❖ There are no additional opportunities to address this issue until vacancies are filled.

Impacts of Filling Vacancies

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	64%	69%	69%	70%	66%	63%	60%	66%
6am–10am	64%	50%	56%	56%	55%	56%	64%	57%
10am–2pm	46%	39%	40%	41%	40%	42%	43%	42%
2pm–6pm	47%	38%	37%	38%	40%	36%	44%	40%
6pm–10pm	28%	29%	24%	25%	28%	24%	26%	26%
10pm–2am	37%	45%	47%	45%	47%	40%	35%	42%
Overall	48%	45%	46%	46%	46%	44%	46%	45%

- ❖ Getting closer to the filled number of authorized positions (90 patrol positions) dramatically improves proactive abilities.
- ❖ The chart to the left proportionately distributes staff above the current 72.
- ❖ However, early evening hours still do not meet this target.

Further Impacts of a Power Shift

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	63%	69%	68%	70%	65%	62%	59%	65%
6am–10am	52%	33%	41%	41%	40%	41%	52%	43%
10am–2pm	45%	38%	39%	39%	39%	41%	42%	41%
2pm–6pm	48%	38%	37%	38%	40%	36%	44%	40%
6pm–10pm	45%	45%	42%	43%	45%	42%	43%	44%
10pm–2am	37%	45%	47%	45%	47%	40%	35%	42%
Overall	48%	44%	45%	45%	45%	43%	46%	45%

- ❖ If incremental new patrol positions were allocated to a 'power shift' service abilities could be uniform
- ❖ The chart on the left re-allocates 14 patrol positions to a cover shift between 1000-2200.
- ❖ Two sergeants would also be reallocated to this cover shift.
- ❖ Creates an alternate patrol shift that might be attractive to officers

COET Team

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	22	17	21	25	16	20	31	152
1am	15	18	17	7	12	16	16	101
2am	11	9	16	12	18	11	27	104
3am	11	14	11	14	10	11	15	86
4am	15	13	13	14	6	10	13	84
5am	15	11	16	21	13	10	12	98
6am	20	15	17	16	17	19	20	124
7am	26	31	20	22	20	20	26	165
8am	26	24	41	32	22	39	27	211
9am	33	58	31	33	33	41	38	267
10am	27	42	55	54	38	50	41	307
11am	46	40	45	50	32	39	37	289
12pm	43	60	38	39	48	54	36	318
1pm	43	44	45	43	38	40	46	299
2pm	22	57	32	42	45	43	40	281
3pm	40	47	34	50	36	56	40	303
4pm	28	36	30	43	34	49	41	261
5pm	30	33	26	27	36	41	34	227
6pm	33	27	36	24	29	36	44	229
7pm	37	37	31	31	35	47	39	257
8pm	25	39	28	30	33	34	27	216
9pm	25	29	23	30	34	31	36	208
10pm	29	29	29	22	24	25	33	191
11pm	29	18	25	23	21	25	15	156
Total	651	748	680	704	650	767	734	4,934

- ❖ The Community Outreach and Enforcement Team is a co-responder unit with officers and community outreach specialists (embedded social workers).
- ❖ They respond to crisis calls, homeless issues, etc.
- ❖ They also are involved in many proactive activities.
- ❖ They field 2 contact teams as shown on the left.
- ❖ Deployments cover peak times but many calls are not covered.

COET Alternative

- ◆ Matrix recommends creation of a 3rd contact COET team to provide weekend coverage.
- ◆ The advantages are several:
 - Enhancing crisis de-escalation
 - Increasing individuals' connection to services
 - Reducing pressure on the criminal justice system
 - Reducing pressure on the health care system
 - Promoting cost-effectiveness in handling selected public safety workloads.
- ◆ A 3rd contact team would consist of an additional 2 EPD officers and a community outreach specialist.

Other Field Functions

- ◆ Assign one police officer to the South and one to the North to act as 'community liaison officers' working with the Administrative Sergeants to assist in community support.
- ◆ The Bike Unit fulfills a valuable function in the City, especially downtown. However, positions have been largely unfilled. Prioritize filling these vacancies.
- ◆ Given the size of and commitments to the Everett & Mukilteo School Districts, add another School Resources Officer.
- ◆ The proactive enforcement Anti-Crime and Gang units have appropriate authorized positions but have many vacancies now which impact their functionality.

Major Crime in Everett

	2017	2018	2019	2020	2021
Violent Crime	513	381	347	379	355
Criminal Homicide	5	5	6	4	4
Rape	65	59	44	37	37
Robbery	130	111	87	98	84
Aggravated Assault	313	206	210	240	230
Property Crime	5128	4698	3971	3654	4553
Burglary	868	656	497	515	721
Larceny-Theft	3,321	3,102	2,662	2436	3143
Motor Vehicle Theft	939	940	812	703	689

- ❖ Violent and major property crime incidence have been relatively unchanged in recent years, although moderate increase in property crime began in 2021.
- ❖ However, not shown are notable increases in the current year.
- ❖ Clearance rates compare favorably to national averages.

Investigations

- ◆ The project team has evaluated detective workloads by applying work standards appropriate to each kind of case investigated.
- ◆ Also accounted for future growth and increased case assignments to detectives.
- ◆ This analytical process has led to no changes in recommended detective unit assignments.
- ◆ Other changes are recommended, including:
 - ➔ As vacancies occur in forensic investigations transition these positions to civilians.
 - ➔ Move body worn camera redactions to the public disclosure unit.
 - ➔ Increase the number of crime analysts by one civilian position to conduct enhanced crime data validation practices and better support operations and the public.

Administrative & Support Services

- ◆ There are backlogs in administrative and support services that impact units' ability to function effectively:
 - ➔ The Records Unit needs another Records Specialist
 - ➔ Growing workloads increase staffing needs in Public Disclosure – cross train staff for video reviews and add another position.
 - ➔ Utilize light duty positions to eliminate the backlog of disposable items.
- ◆ Prioritize the filling of the Administrative Services Sergeant position
- ◆ On the vacancy of the MPO handling EPD IT needs, civilianize it with an IT professional.
- ◆ Add a parking enforcement officer and redistribute to enhance citywide coverage.

Summary of Staff Recommendations

	<u>Current</u>	<u>Recommended</u>	<u>Difference</u>
Office of the Chief	12	12	0
Operations Bureau	155	160	+5
Investigations and Services Bureau	84	88	+4
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Department Total	251	260	+9

Department Policies

- ◆ In the aftermath of George Floyd, the Washington legislature passed several police reform laws.
- ◆ Many of the laws relating to use of force have been modified.
- ◆ Everett's critical incident police policies conform to best and emerging practices as well as to leading agencies in Washington.
- ◆ The Everett Police Department has incorporated policies addressing equity, diversity, and inclusion throughout their policy manual.

Complaints and Discipline

- ◆ We found that while many approaches are best or emerging practices, there are some areas for improvement, including:
 - Put a link to the complaint forms on the home page of the department website; report outcomes on the website too.
 - Update policy to state that all internal investigations will be completed regardless of whether an employee retires or resigns. (even though this is current practice)
 - Update policies to more inclusive by replacing “citizen” with “community member” or similar description.
 - Implement the use of a ‘discipline matrix’.
 - Collect additional data to be use as early indicators of potential problematic behavior (e.g., sick time, lawsuits, etc.).

Training

- ◆ The Everett Police Department generally meets or exceeds State requirements on training for law enforcement personnel, including changes mandated after the death of George Floyd.
- ◆ Everett also requires additional training after promotion.
- ◆ The Everett Police Department will engage a professor on procedural justice and police race relations to develop and provide training to staff in a 'train the trainer' format.

Equipment, Technology, and Fleet

- ◆ The Everett Police Department utilizes most of the major current police technology systems – for example, body cameras, mobile reporting, crime scene scanners.
- ◆ Of the few gaps identified, in-car cameras may be the most useful to reduce liability and to capture gaps in body camera use.
- ◆ A fleet replacement plan should be fully-funded based on useful life, replacement and salvage values.
- ◆ The City and Department need to start now on an e-fleet strategy.