

2016

Edmonds Police
Department

Al Compaan
Chief of Police



EDMONDS POLICE DEPARTMENT MULTIYEAR STRATEGIC PLAN 2016-2020

Edmonds Police Department Strategic Plan—2016 Update

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Message from the Chief

Law enforcement in the United States is being challenged on a variety of important and diverse issues. Public safety remains in the forefront of our residents' minds and is one of the primary and essential roles of government in our society. Budgets are stretched, pushing us to be smarter and more efficient with what we have. Criminal activity – not only numbers of crimes, but types of crimes – constantly changes. Technology evolves at breakneck speed. Training of personnel in techniques, tactics and the law is never

ending. And core to our mission is going out each day to earn the public's trust.

It is with these challenges that we present the Edmonds Police Department Strategic Plan. Herein is a snapshot of the present, as well as a look into the future. Central to any discussion is the need to recruit, hire, and retain qualified professionals. Our primary resource is our people – those who answer the 911 calls, those who respond to crimes in progress, those who conduct criminal investigations, and those who provide ancillary support for the myriad of calls for service that we receive.

Truly one of the biggest challenges we face is on the hiring front. With many law enforcement retirements expected across Washington State over the next several years, and with law enforcement agencies vigorously competing with each other for qualified personnel, we remain committed to proactively recruiting and hiring the very best. We consider the delivery of quality law enforcement services and the earning of our public's trust as mutually inclusive concepts. It must all begin with hiring the right people, those who truly understand the importance of our motto, "Service Before Self".

Plan Purpose Statement

This Multiyear Strategic Plan is produced in response to the Edmonds City Council Public Safety Policy Statement as part of the city's Strategic Plan. The Police Department Multiyear Plan is reviewed annually and updated, as needed. It is intended to be a flexible, balanced overview of future needs. As events and outside agents can significantly alter our perspective, resources and timelines, it is not designed to be a blueprint or outline. It is meant to be a fluid document that can be adjusted, modified or outright deviated from where needed. Despite its limitations, it is valuable as a focal point for future endeavors and as a mechanism for informing decision makers about long-term needs.



Our Mission...

We place service before self, with an unwavering and unbiased commitment to public safety, improving the quality of life for our community.

Our Vision...

- ♦ ***We are... Committed to reducing crime and enhancing public safety and security.***
- ♦ ***We are... Dedicated to earning and maintaining the respect and confidence entrusted to us.***
- ♦ ***We will... Treat all people with dignity and respect.***
- ♦ ***We will... Empower our employees to reach their maximum potential by providing them with knowledge, training, and mentorship opportunities.***
- ♦ ***We strive... Through innovation, to adapt and evolve so that we may provide state of the art law enforcement services.***
- ♦ ***We strive... To exercise our authority with unparalleled professionalism and humility.***

Our Core Values...

- ♦ ***Service: With respect for the law and compassion for all, consistently carrying out our mission through teamwork, courage, and accountability.***
- ♦ ***Integrity: Inspiring trust by conducting ourselves in a manner that demonstrates the highest level of ethics and moral character.***
- ♦ ***Respect: Earned and maintained through a mutual understanding of differences while treating all people with dignity.***
- ♦ ***Stewardship: Managing resources in a professional and responsible manner while caring for our community and for each other.***

Department Goals and Objectives

2016 Agency Goals

- ◆ Bring our three member Street Crimes Unit back on line to enhance crime reduction and suspect accountability efforts.
- ◆ Bring our second K-9 team back on line as a front line resource to quickly locate suspects and evidence.
- ◆ Establish a partnership with the Edmonds School District and Edmonds City Council to secure funding for a School Resource Officer for Edmonds-Woodway High School.
- ◆ Establish by policy the Edmonds Police Department Peer Support Team and allocate resources (personnel, training, advisor) as a ready asset to assist Department members and their families in time of need.
- ◆ Work with SNOCOM and Bair Analytics to secure an ATAC Workstation for crime analysis-Interfacing with New World RMS-and bring the public crime mapping portal on-line.

Each of our agency goals support our Mission, Vision and Values.



Long Term Objectives

- ♦ To continue to provide the highest quality service to the members of our community.
- ♦ To implement and enhance the use of cost effective technology as an aid to achieving our mission.
- ♦ To seek out partnerships and alternative funding sources wherever practical and in the best interests of our community.
- ♦ To employ and retain the highest quality personnel available and to utilize them in the most effective manner possible.
- ♦ To enhance and retain public trust by promoting individual and departmental accountability for our acts and omissions.

Introduction



Edmonds Police Department

The Edmonds Police Department has been serving the citizens of Edmonds since 1912. Edmonds is located 11 miles north of Seattle, is 8.91 square miles and has a reported population of 40,490.

We pride ourselves in being an accredited agency by the Washington State Association of Sheriffs and Police Chiefs. Being accredited demonstrates that we have subscribed to and regularly demonstrate best practices in our profession in areas such as service delivery, training, professional standards, internal affairs, and being responsive

to the public. Our law enforcement officers and our civilian staff are each committed to exceptional standards, professionalism and quality of life in our community. The citizens we serve expect that of us. We, in turn, expect that of ourselves.

Organizational Structure

The Edmonds Police Department is a general authority law enforcement agency providing a full range of law enforcement services to our community. It is divided into two divisions: Field Services (Patrol, Traffic, K-9, Special Operations, Street Crimes, Animal Control/Ordinance Enforcement) and Support Services (Administration, Professional Standards, Detectives, Police Services Assistants/Records, Property/Evidence, Training, and the Domestic Violence Coordinator) with an Assistant Chief over each division. Please refer to Appendix A, current Organizational Chart.



Budget and Current Staffing

Our general fund budget for 2016 is \$9,628,550 which includes \$76,030 budgeted in the drug enforcement fund to cover costs associated with narcotics enforcement. This amount represents our operating budget to support salaries, benefits, supplies, and equipment purchases for 55 commissioned police officers, nine full time support staff, one part-time support staff, and one part-time domestic violence coordinator.

Not included in this amount is \$524,810 for prisoner incarceration expenses and \$1,137,070 in SNOCOM/New World/SERS funding which is in the city non-departmental budget.

Historical Overview

It will be helpful to have a brief historical perspective of the organization as we look at the Edmonds Police Department at present, and as we look to the future.

In 1985, EPD employed 32 commissioned police officers and 17 support personnel serving a population of 27,880. That worked out to a ratio of 1.15 commissioned officers per one thousand population. Over the next



14 years (1985-1998), the department experienced steady growth to a peak of 53 commissioned officers and 20 support personnel (including seven hospital security officers, seven records personnel, one property officer, one executive



assistant, one crime prevention officer, and three animal control/ordinance enforcement officers) serving a population of 38,610. That works out to a ratio of 1.37 commissioned police officers per one thousand population. Over that period of time, calls for service have increased, as have complexities of providing that service. Between 1998 and 2005, we did not add any commissioned personnel and our complement of support personnel was reduced to 17. We lost two records personnel positions (one police services assistant and one administrative supervisor), and one hospital security position. In addition (and not counted as part the census of support staff noted above), we had up to three part-time cadets in the mid-1990s that provided ancillary services to the Department. The cadets were cut from our budget in 2003.

In 2006, we were authorized three additional commissioned police officer positions, bringing our total number to 56. In that same year, our Hospital Security Unit was disbanded, so our total complement of support personnel was further reduced to 11. Even though Stevens Healthcare underwrote the budget of our Hospital Security Unit, the personnel so assigned dealt with a variety of policing matters. Much of that workload, i.e. criminal investigations and some public service calls, has now been transferred to our commissioned personnel as part of their regular duties and responsibilities.

The balance of our 11 support staff at that time included an executive assistant (one FTE), records (five FTE), property (one FTE), crime prevention (one FTE), and animal control (three FTE). We also had four part-time employees, including one reserve officer and three office assistants.

In mid-2007, we hired a part-time domestic violence coordinator, whose services we share under an interlocal agreement with the city of Mill Creek.

In the approved 2009-2010 biennial budget, the Police Department experienced staffing and service cuts consisting of one animal control/ordinance enforcement officer, one crime prevention officer and two part-time office assistants, plus the DARE program. In addition, one of our police officer positions was held open for the majority of 2009 and all of 2010 to preserve General Fund cash balance. Our remaining reserve officer retired and the reserve unit was discontinued. Additionally, we made the

decision to discontinue our participation with the Regional Joint Terrorism Task Force as of December 31, 2008 due to difficult budgetary constraints and that detective returned to the patrol division.

The 20 hour per week animal control services contract we had since 1998 with the city of Mountlake Terrace was discontinued and the animal control/ordinance enforcement officer position was cut. On the one hand, this relieved us of the responsibility of delivering service to a neighboring city; on the other hand, having only two animal control officers on-staff limits our ability to meet our goal to provide consistent seven day a week service to our citizens, due to limitations on staff-time scheduling.

Budgeted positions that remained for 2011 were a complement of 55 police officers, 9 full time and two part time support staff including an executive assistant (one FTE), records (five FTE), property (one FTE), and animal control/ordinance enforcement (two FTE), one part time domestic violence coordinator and one part-time administrative assistant. The school resource officer (SRO) program was discontinued in July 2010 with Edmonds School District's termination of the SRO contract. The number of funded officers dropped from 56 to 55 in the 2011 budget as a result of the DARE program and officer having been defunded.

As tough economic times continued through 2011, 2012 and 2013 the city struggled to keep up with dwindling revenues and some additional tough cuts were made. The department went into the 2014 budget preparations after having disbanded the Street Crimes Unit and having cut the Assistant Chief of Support Services position. Budgeted positions for commissioned staffing were reduced to 51 police officers. However, going into 2014, thanks to a positive turn in the economy and improving financial projections, the department was able to regain the Assistant Chief of Police position as well as an additional police officer position leaving us at 53 commissioned police officers. In 2016 we received budgetary authorization to hire two additional officers to re-start our Street Crimes Unit. Non-commissioned staffing has remained at 11, as described above.

One of the primary measures of workload is, of course, crime statistics. While they are a well-documented source of information, they can be over-weighted as a tool for measuring overall workload. Many high crime communities provide only the most basic reactive police service, where more fortunate communities can benefit from more proactive and service policing. As a very brief overview of EPD's statistical activity, it is helpful to look at the trends we have experienced, using a snapshot over several years:



Crime Category	2010	2011	2012	2013	2014	2015
Homicide	0	0	1	0	1	0
Felony Assault	36	41	32	42	34	37
Robbery	23	22	20	18	12	18
Rape	9	8	4	10	8	10
Burglary (Residential)	122	191	155	171	215	129
Burglary (Commercial)	42	41	55	32	25	45
Reports Written	4820	4752	4824	4879	5140	4709
Total Calls	30506	30413	28369	29703	27977	29426
Traffic Infractions	4906	5288	3456	4733	3336	4146
Criminal Traffic (Incl. DUI)	872	775	724	739	275	387
Arrests (Adult)	1551	1543	1344	1414	1318	1204
Arrests (Juvenile)	162	172	135	125	117	99
FIR's	858	1562	955	873	1003	490

As Snohomish and King Counties have continued to grow in population and urban areas have continued to spread, Edmonds is not alone with increasing activity statistics. Dispatched calls and written reports reflect overall workload; traffic infractions and field interviews are representative of proactive policing efforts. A significant portion of our criminal activity centers around the Highway 99 corridor and reflects the urban sprawl from Seattle and Shoreline, north to Lynnwood and Everett. A great deal of our crime spills over into Edmonds rather than coming from within. For further perspective on Edmonds Crime trends refer to Appendix B, Part 1 Crime Statistics-Historical look.

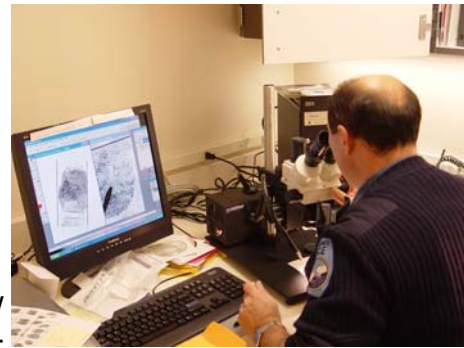


Focus Areas

The Strategic Plan has four focus areas that will provide the foundation when discussing future trends and needs of the department. The four focus areas are: Equipment and Technology; Professional Development; Policing; Staffing and Facilities. These focus areas have been identified as key elements in our organizational success and each will direct attention to specific issues on our current horizon and those in our not-to-distant future.



Equipment and Technology



There is an expectation among professional law enforcement agencies, prosecutors, defense attorneys, judges and jurors, as well as the public, that our department will keep current on advances in technology. This includes digital imaging and photography, crime scene processing including DNA and trace evidence collection and identification, firearms tracing, computer forensics, mobile computer systems, updated and compatible radio systems, modern reporting and record management systems, all that have become our industry standard. All of this has great potential for the future but also poses significant funding and staffing issues.

- **Radio Replacement**

The entire 800 MHz public safety infrastructure in Snohomish County is set for mandatory replacement early in the next decade. For Edmonds PD this means complete replacement of all of the mobile and portable radios. Our total radio replacement cost for 2020 is estimated to be \$450,000.

Recommendations:

- ♦ Continued funding of the radio replacement fund should remain a priority. In 2013 the year-end balance of that fund was \$170,000. An additional \$36,000 was authorized to the fund for 2014 bringing the annual contribution to \$84,000. Annual funding amount increases (approximately 3%) are calculated based on needed adjustments to meet the projected radio replacement estimate for 2020. If there are other funding alternatives available the department should continue working with SERS and the city council in identifying those alternatives.



- **Technology Advancements and Costs**

The department continues to extensively utilize hardware and software technology throughout its day-to-day operations. One of the maxims governing technology is that the cost of acquisition is just the beginning. Costs for operation and maintenance expand and lifecycle periods continue to diminish.

In addition, once you convert to a technology solution, there is usually no going back. A very careful analysis of need, cost and useful life must be undertaken in each instance. There must be a work/cost saving component involved in most cases to justify acquisition.

Recommendations:

- ♦ Continue work to assure the New World CAD/RMS transition is successful and continue work on the departmental infrastructure required to support it. A major upgrade to the system is expected annually which will necessitate continued departmental training on the system. The New World Project is a county-wide adoption of a new CAD (Computer Aided Dispatching) and RMS (Records Management System) for Snohomish County police and fire jurisdictions, as well as corrections facilities. The software integrated numerous previous systems in place throughout Snohomish County into one system. Benefits are anticipated from the sharing of data, eliminating the need for “double entry”, eliminating the maintenance of multiple systems that do not talk with each other, and enhancing response to emergency calls for service. For many agencies, this presents several leaps ahead in technology and business processes that will all need to be adopted at the same time. Following implementation we need to continue to assess the new system’s reporting and crime analysis capabilities in order to best take advantage of those features. With the near real time availability of crime and report data, resources can be deployed more efficiently in response to crime trends or patterns.
- ♦ Now that we have expanded the use of SECTOR (Statewide Electronic Collision and Ticket Online Records) electronic citation and traffic collision reporting software to all members of the department, it will be necessary to monitor and schedule the periodic replacement and upgrade of equipment as needed. Maintenance of trainers will also be necessary to insure that new members receive adequate training and that members in specialties returning to patrol receive appropriate refresher/orientation training.
- ♦ Work to enhance available equipment and related training of investigative personnel to best utilize available technology in solving crimes. Specifically, investigative resources in accessing, preserving and utilizing data from personal communications devices, computers and video surveillance systems.
- ♦ Review the status of in-car and body worn video technology and determine viability of operation. Cost of these systems has come down in recent years. This technology enhances officer safety, provides protection from false claims, and electronically preserves a scene as it unfolds. However, public records requests and data retention and retrieval are issues that will require careful consideration. As with body worn cameras, law enforcement must continue to advocate for legislative changes and statutory guidance with regard to retention and disclosure issues, redaction requirements, as well as

personal privacy concerns. [These issues have their own anticipated and unanticipated financial and staff time impacts.]

- **Vehicle Replacement**

Patrol and staff/detective vehicles are on a rotating replacement schedule, with patrol vehicles requiring more frequent replacement due to the 24/7 nature of their utilization. On average, staff/detective vehicles are replaced approximately every 10 years. Given that the department is still in the process of transitioning to the Ford Explorer (as the Crown Victorias are no longer produced and being phased out), the current replacement/outfitting cost is \$53,000. Propane conversion is an additional \$4,500 - \$6,000, depending upon whether or not the system is being transferred from another vehicle or being purchased new. The replacement cost of the staff/detective vehicles varies by model, the replacement cost of the Ford Escape is currently \$32,000 and the Ford Taurus is currently \$34,000. Our three police motorcycles were replaced in May of 2016 and normally provide a serviceable life of six to seven years. 2016 replacement and outfitting cost of the Harley Davidson Police Motorcycle is approximately \$28,000.

Recommendations:

- ♦ In order to maintain an adequate fleet for present day staffing levels the following replacement schedule is recommended for the next five (5) years:
 - ◇ 2016: Three police motorcycles replaced
 - ◇ 2016: Five patrol vehicles replaced
 - ◇ 2017: Three patrol vehicles and the replacement of two staff/detective Ford Escapes with two 2017 or 2018 model year Ford Escapes
 - ◇ 2018: Two patrol vehicles
 - ◇ 2019: Two patrol vehicles
 - ◇ 2020: Two patrol vehicles

The current contributions to the vehicle replacement fund are sufficient for these vehicle replacements, as well as future motorcycle replacement, and should be maintained in order to continue with this replacement schedule.

- ♦ Our patrol vehicle propane conversion program has been very successful, resulting in fuel cost savings to the city and a decreased impact on our environment. In selecting suitable replacement vehicles, priority should be given to vehicles with appropriate EPA certification for propane conversion.

Professional Development

Training resources and opportunities to learn are critical elements in maintaining a high level of service for our community. Overall quality of service can begin to deteriorate if employees are not trained to be the next generation of supervisors and leaders for our department. Our employees are our most valuable assets and by continuing to invest in their ongoing development we create a healthy and rewarding work environment which, in turn, drives our employees to seek excellence.



- **Attrition of Senior Members**

A dynamic that we expect to affect us over the next few years will be a number of retirements. Projecting exact numbers is a difficult and imprecise activity. However, the reality is that retirements have the potential to significantly affect our department and will result in a loss of vast amounts of organizational experience, institutional knowledge, and leadership capability. Given the current ages of our commissioned members, and assuming a retirement at age 53, a turnover rate of 25% or more could occur over the next five years. From a leadership perspective the numbers are even more concerning. Of the 14 current first level supervisors of the Edmonds Police Department (Sergeants and Corporals), 50% of them are now, or will be, eligible for retirement within the next five years. The current Chief and two Assistant Chiefs are also now, or will be, eligible to retire within the next five years. This significant loss of experience and leadership in the very near future is something that cannot be overlooked in planning for the future.

Recommendations:

- ◆ This obviously creates a necessity to continue to prepare our personnel for promotion and advancement within our organization through training and experience opportunities. Appropriate training to broaden professional horizons, to pique one's interest, and to prepare those who aspire "higher office" is critical to the success of our organization and is an absolute necessity for succession planning.
- ◆ Consider development of pre and post promotional programs to mentor and assist those seeking advanced positions.
- ◆ Continue and expand the practice of temporary assignment to specialty units to provide additional training or to prepare employees for appointment to specialty positions.
- ◆ Continue and expand the creation of detailed Standard Operating Procedures (SOP's) for critical positions to assist in the passing on of knowledge from those positions when tenured employees retire.

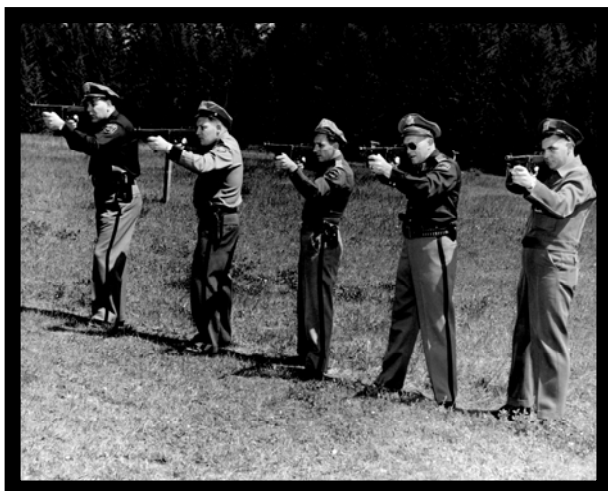
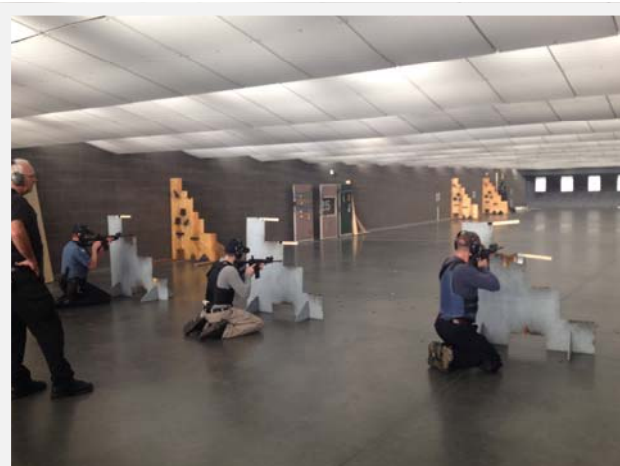
- ◆ Continue to require and assist supervisors in obtaining rank appropriate Career Level Certification through the State Criminal Justice Training Commission; First Level Supervisor, Mid-Management and Executive Level.

- **Training on a Budget**

Fiscal constraints continue to make it difficult to participate in outside training or out of region training involving tuition and travel costs. In addition to that, budget shortfalls at the Criminal Justice Training Commission have required them to charge agencies for a percentage of training offered, to include the Basic Law Enforcement Academy and continuing education classes.

Recommendations:

- ◆ Continue and expand our use of web-based training through our in-house system and through external sources such as DHS, DOJ, FEMA, etc.
- ◆ Look for opportunities to create public/private partnerships that would facilitate training opportunities. Examples could include the insurance industry for fraud training and the various universities and colleges for management or personnel development courses.
- ◆ Look for opportunities to cross-train with other agencies for critical incidents and disaster situations to increase our abilities to function effectively during larger incidents involving multiple entities.



- ◆ Continue to take advantage of free training opportunities through WCIA and other entities as well as opportunities created when we host training classes.

Policing

The needs and demands of the public for police services and the types of crimes and crime trends all change over time. Current examples include computer crime, identity theft, auto theft, as well as “street crimes” such as prostitution, narcotics, vehicle prowling, graffiti and other crimes that



lead to degradation of quality of life for our residents. Constantly evolving are the varying types of computer/internet based crimes and different types of identity theft and fraud. Many of the “less traditional” types of crimes have blurred old jurisdictional concepts based on geography. Instead, an Edmonds resident may be victimized from another county, state, or country. Our department must have the flexibility and resources to adapt to the changing needs of our community.

- **Increasing Complexities of Investigations**

The complex nature of today’s criminal investigations continues to evolve as fast as the developments of new technologies and we must be in a position to address new crime trends. As mentioned in the technology section there is an expectation among professional law enforcement agencies, prosecutors, defense attorneys, judges, and jurors that our department will keep current on advances in technology and investigative techniques. This includes fingerprint identification, digital imaging and photography, crime scene processing including DNA and trace evidence collection and identification, firearms tracing and increasing needs for computer forensics.

Recommendations:

- ♦ Continuing and, as needed, enhancing the department’s training budget to afford our personnel the opportunity to stay current in the ever-changing arenas of the law, risk management, crime scene technology, information technology, and supervisor/management skills. It is through regular and up-to-date training of our personnel that we can provide a high-level of service to our community and minimize our liability exposure, as well as provide for professional development of our personnel at all levels within the department.
- ♦ Continue to look for opportunities for shared resources, training and “staff-on-loan” options with neighboring law enforcement agencies.

- ♦ Provide adequate funding for DNA analysis in those cases where the department may have to send crime scene evidence to a private laboratory due to staffing and budgetary limitations at the Washington State Crime Laboratory.
- ♦ Explore future needs for an in-house crime scene technician and latent fingerprint technician/examiner. This issue has come more and more to the forefront with increasing technical requirements and expectations for crime scene processing, crime laboratory work, and latent fingerprint examination. Furthermore, the Washington State Crime Lab has experienced budget cuts with commensurate reductions in service levels.



- **Maintain or Increase Service Levels**

The practice of community-based policing techniques can be labor intensive and time consuming but can also produce outstanding results and community relationships. It is the provision of long-term solutions and non-traditional services instead of quick fixes from a reactive position. The Edmonds Police Department has always prided itself in providing a high level of proactive service to our community. Maintaining or increasing these service levels in a future economic environment that may remain challenging poses many difficulties and a wide range of options must be considered and evaluated. It would be simple just to advocate for additional staffing and stop. There are, however, other more global issues that we need to consider for the long term.

Recommendations:

- ♦ Consider additional opportunities for consolidating or sharing services with other entities and police agencies as we currently do with SNOCOM, SWAT, the narcotics unit and SMART. Options to consider could involve a combined investigations unit for homicides and major assaults, consolidating resources for latent print processing, a joint unit of crime scene technicians, regionalization of records management and evidence responsibilities, and consideration of what further efficiencies could be realized should there be consolidation of SERS, SNOCOM and SNOPAC under one operational and governance umbrella.
- ♦ Continue to utilize and expand where possible the use of different forms of technology to enhance levels of service to include on-line reporting, text to 911, on-line animal licensing, and social media for increasing public awareness of current police activity and neighborhood crime.

- ◆ Depending upon fiscal resources, it may be necessary to consider and evaluate such options as telephone or mail in / internet reports for all but in-progress crimes, discontinuing response to traffic collisions that don't mandate our involvement, providing detective follow-up only for felony crimes and/or only when there are significant leads, declining to respond to public service calls that do not involve criminal activity, and opting out of our few remaining proactive services such as the Street Crimes Unit and the Narcotics Unit.

- **Reinstitute Some Crime Prevention Services**

Our civilian crime prevention position and the two part-time assistant positions were cut in the 2009-2010 budget. With those cuts, we lost the ability to maintain and manage our entire Block Watch program that encompassed 156 active neighborhoods with 2,600 households. A key fix would be the addition of a combined Crime Analyst/Crime Prevention officer but, in the absence of funding for additional staffing, other options should be identified and evaluated.

Recommendations:

- ◆ Continue our development of web-based crime prevention services through our department website such as crime prevention tips and strategies that can be pulled up immediately by officers and provided to citizens, referral information for other local resources, etc.
- ◆ Pursue training opportunities for our patrol officers on basic crime prevention procedures and tactics to help them in educating victims and citizens in the absence of a formal crime prevention program.
- ◆ Consider going to the community and seeking a volunteer or two that may be interested in coordinating the reformation and management of our block watch program.
- ◆ Consider modifying duties and responsibilities to include crime analysis to better address local and regional crime trends.
- ◆ Utilize analytical software to enhance our ability to see incidents of reported crime on a regional basis, and utilize that same software to help direct enforcement and apprehension efforts using predictive policing models.



- **Jail Costs and Bed Space**

This is an area that unfortunately we have little control over but it remains something that can significantly affect our budget and our operations. Overcrowding at the Snohomish County Jail has been a large concern for the last three years and we have made operational changes to adjust to their booking restrictions. However, as county government continues to explore strategies to deal with their daily inmate populations, there stands a great likelihood that whichever remedy they pursue, increases in booking and commitment fees will follow.



Recommendations:

- ♦ Continue our practice of judicious screening of arrestee bookings, citing and releasing when appropriate, and attempting to maintain agency involvement in any future decision making regarding the Snohomish County Jail and space allocation.
- ♦ To decrease long-term commitment cost, continue to monitor sentencing and incarceration proceedings to assure that longer term commitments are being sent to the Okanogan or Yakima County Jails, taking advantage of our contracts with them.
- ♦ Do not allow the cost of incarceration to diminish or compromise our commitment to public safety and addressing “quality of life” issues in our community (lower level property crimes, traffic crimes, drugs, prostitution, etc.).

Staffing and Facilities

The historical trend in Edmonds has been to staff at the lowest reasonable levels. This certainly is a viable policy decision, based upon economics as the driving force, but its limitations must be recognized. As we worked through tough fiscal times, we have ultimately been placed in a position of having to reduce or eliminate many of the discretionary services the residents of Edmonds have come to expect. The historical overview presented earlier went into great detail describing the budgetary cuts made and positions lost in our department over prior years. As this document provides a strategy for the future, the following should provide goals and objectives to meet future staffing needs to facilitate our desired, and often required, expectations of service.

- **Attrition and Turnover**

As discussed in the Professional Development area, our department is looking at large turnover due to a great number of potential retirements in the next five to ten years. It was pointed out that some moves toward meaningful succession

planning should be made to prepare our future leaders to step into those future management/leadership roles. At the same time, from a budgetary perspective, the department must anticipate and plan for the expenses that this level of turn-over will incur, as well as the impact of decreased staffing at times.

Recommendations:

- ♦ Budget planning should include some provisions or consideration for the impact that multiple retirement benefit cash-outs (vacation, sick leave, etc.) can have on the department/city, especially if several retirements are anticipated in a given calendar year.
- ♦ In filling positions necessary to maintain authorized staffing levels, the department will also see an increase in the expenses involved in recruiting and hiring (polygraph examinations, background investigations, medical/psychological examinations, BLEA costs, etc.). These increases in training and professional services will have to be anticipated and budgeted.
- ♦ Continue our efforts to recruit law enforcement officers (new hires and laterals) as vacancies need to be filled. This has proven to be a tough challenge to attract and retain qualified applicants who possess acceptable background qualifications. In addition, the marketplace remains competitive due to improving financial outlooks in the Puget Sound area. Because of this, a pay and benefit package competitive within our marketplace is an important element of our recruiting and retention efforts.
- ♦ Training new police officers requires a significant allocation of Field Training Officer time. During this training period the new officer is not able to function as a solo officer and this fact must be accounted for in our staffing allocation and may result in increased overtime cost.

• **Evolving Internal Technology Demands**

Technology has posed some challenges for the department. Technology is expensive. It has a voracious appetite for raw data and has a need for maintenance. This requires a significant amount of clerical time and the maintenance requires in-house management and technical support. Our systems are ever-increasing in numbers and complexities. The Department's Training Officer normally spends over 50% of available time overseeing our technology initiatives. In recent years, however, this officer has spent close to 100% of available time with the New World CAD/RMS/AFR project that went live in October of 2015. The demands of the number of in-house systems that we currently have, and the training that will be required for future systems, surpasses current in-house abilities or the abilities of the city IT department.



Recommendations:

- ♦ Add an information technology position assigned solely to police department equipment and programs. The amount and complexity of the systems we utilize warrants such a move. It has proven unreasonable to expect our present Training Officer to oversee department training functions as well as being the point person for pressing department IT needs. A possible alternative would be a split position or shared staff partnership with the City's IT department to provide us with additional technology staff resources.

- **Crime Prevention/Crime Analyst**

In eliminating the Crime Prevention Unit we lost most of our ability to conduct crime prevention training and strategies for businesses, apartment management, various concerned groups, and individuals. Crime Prevention was also the city's point of contact for our burglary alarm registration program and was frequently called upon to perform security site assessments that, in turn, were effective with deterring or preventing criminal activity. Crime Prevention also oversaw our volunteer program to recruit, interview, background, hire and train our volunteers for the Vacation House Check and Radar Speed Watch programs. Finally, Crime Prevention had become involved with plans of action on problem residences and businesses within the city, some indicative of needed abatement action, and provided some limited crime analysis.

Recommendations:

- ♦ Restore the Crime Prevention Officer position, and consider changing the focus to include more crime analysis to work hand-in-hand with the rest of our commissioned staff, and with regional law enforcement partners.

- **Impact of Increased Public Records Requests**

The time spent by staff directly responding to public records requests as a result of legal claims, insurance inquiries, media requests, etc., has grown markedly in recent years. The net effect of these requests is that the responses require one FTE of our records staff with nearly a 100% commitment of time, further impacting the rest of the records personnel. In addition to this, nearly one third of the Executive Assistant's work time is spent responding to requests for public records.

Recommendations:

- ♦ The department should investigate the feasibility of creating a new full time position of Public Records Specialist to address the ever increasing public record request needs of the police department. The creation of such a position would restore staffing to the Police Staff Assistants unit by removing those responsibilities from the employee that has been performing those functions full time. It would also relieve the increased burden placed on the workload of the Executive Assistant in continued responses to litigant requests for confidential personnel files, e-mails, etc.

- **Street Crimes Unit**

The three person street crimes unit that existed prior to the 2012-2013 reductions was extremely effective in dealing with the investigation and suppression of residential burglary, narcotics and vice activity and served as a great supplemental resource for both patrol and detectives. This unit was reinstated in the 2016 budget.

Recommendations:

- ♦ Once these positions are filled and the unit is operational, maintain this very effective unit as a priority in future department budget/staffing considerations.

- **Increase Services to Crime Victims**



The P/T domestic violence coordinator provides service to the city of Edmonds and to the city of Mill Creek; thirteen hours a week to Edmonds and six hours a week to Mill Creek. The 2016 budget reflected a seven hour increase per week to Edmonds from the previous six.

This arrangement is a challenge for the employee, not only in case load but also in the fact that victims often are not geographically close. Further complicating matters is that court proceedings are not conducted in the same court for the two cities (Edmonds Municipal versus Snohomish County District – South Division). This has the potential to result in insufficient time to devote to each case in each city. Our responses are limited to physical assault domestic violence cases, with little time available to pro-actively work verbal domestic violence cases that can subsequently escalate to assault.

Recommendations:

- ♦ We should continue to monitor and evaluate the work load of our current DV Coordinator to assist in determining if this position should, at some point, be increased to a full-time position, either solely for Edmonds or perhaps still shared with Mill Creek. The addition of other crime victim services could be considered for this position in justifying the increase to full time.

- **Commissioned Staffing**

When looking at staffing levels of Police Departments in our region the most recent comparative data is from 2015. In 2015, the Edmonds Police Department had a commissioned officer per one thousand population ratio of 1.31. In comparison, the city of Lynnwood was at 1.92; Mountlake Terrace, 1.40; Bothell, 1.36; Redmond, 1.45; and Puyallup, 1.46. In 2016 our department was budgeted two additional officers, bringing our commissioned ranks from 53 to 55 and increasing our officer per one thousand population ratio to 1.35. Though

slightly improved over years past, the Edmonds Police Department still remains below many of our comparative cities in this officer to population ratio, and below the statewide ratio of 1.59.

Recommendations:

- ♦ The department should, at minimum, strive to maintain its current staffing ratio of commissioned officers while at the same time looking to future budget cycles and preparing to pursue and justify the addition of commissioned staff as the economic climate allows.

- **Facility Enhancements**

We have occupied the current Public Safety Complex since the year 2000. The space continues to be adequate. During 2007, we completed a minor re-vamping of our locker room areas, providing additional space to accommodate the number of female employees on staff. In other areas of the building, additional office cubes have been installed to accommodate those employees who need assigned office space. Some security concerns and increased storage needs remain an issue.



Recommendations:

- ♦ Security and access control enhancements to the public safety parking lot (i.e. secure parking for police vehicles) is a need that continues to be explored and will require funding to accomplish. Ideally, this would include secure parking for police vehicles and security for employee-owned vehicles. There have been scattered incidents of vandalism to vehicles and the possibility remains for conflict between pedestrians and rapidly exiting police vehicles.
- ♦ Adequate space for secure evidence vehicle storage is an issue that presents challenges to the department. Vehicles held as evidence cannot be transferred out of police custody as quickly as in past years due to the complexities of criminal cases and the need to maintain chain of custody. Great improvements were made to our existing secure vehicle storage area in 2015, nearly doubling our capacity. However, given the numbers of vehicles we have to retain in our custody the department will have to continue to closely monitor the storage needs and may eventually need to seek out secure storage options somewhere within the city or investigate the opportunity for a shared storage option with another agency.

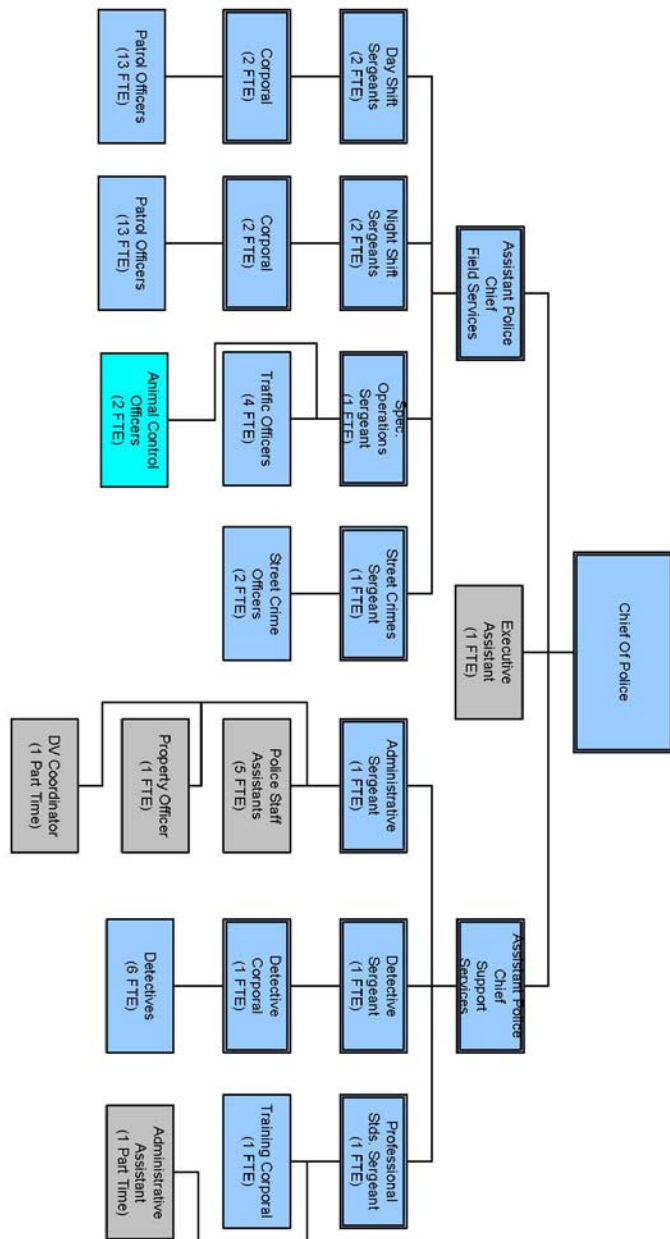
Summary

The purpose of this review of operational background, present and future challenges and recommendations, is to set the stage for the visioning and strategic planning process we need to continue. We do not imply that all the options have been addressed herein, nor are all possible solutions on the table. Our hope is that our ultimate outcome, as an individual department, and collectively as city government, will be to identify the most correct direction for the future of public safety in Edmonds. As much of this future is tied to budgetary abilities and constraints, dedicated funding sources are a topic we hesitate to bring up because it tends to pit one city department against another. It is certainly not our intent to do that, but it is a topic that needs to be aired. If, as a matter of policy, public safety is accorded a higher priority than other services, that declaration should logically be accompanied by a stable source of funds clearly earmarked for that purpose. In so doing, long term planning for future needs can occur. Without a dedicated funding source, stability is sacrificed and planning, by necessity, becomes shorter term and more susceptible to economic cycles.



Appendix “A” Department Organizational Chart

Edmonds Police Department July 2016



Commissioned Personnel	55
Limited Commission Personnel	2
Civilian Personnel	7
Part Time Support	2

Appendix “B” Crime Statistics-Historical Look

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
HOMICIDE											
Cleared %	0%	0%	100%	0%	50%	0%	0%	100%	0%	100%	0%
Actual Incidents	0	0	1	0	2	0	0	1	0	1	0
Cleared Incidents	1	0	1	0	1	0	0	1	0	1	0
RAPE											
Cleared %	40%	100%	40%	67%	25%	78%	75%	125%	10%	88%	50%
Actual Incidents	5	4	5	6	4	9	8	4	10	8	10
Cleared Incidents	2	4	2	4	1	7	6	5	1	7	5
ROBBERY											
Cleared %	24%	58%	55%	67%	56%	57%	82%	65%	72%	17%	56%
Actual Incidents	29	24	22	21	27	23	22	20	18	12	18
Cleared Incidents	7	14	12	14	15	13	18	13	13	2	10
ASSAULT											
Cleared %	81%	77%	81%	82%	89%	92%	86%	92%	87%	85%	82%
Actual Incidents	233	216	180	207	209	220	207	184	197	179	191
Cleared Incidents	188	166	145	169	187	203	178	169	171	153	156
BURGLARY											
Cleared %	14%	13%	16%	11%	11%	17%	20%	18%	14%	13%	22%
Actual Incidents	235	226	247	231	213	183	255	260	230	279	210
Cleared Incidents	32	30	40	25	24	32	52	47	33	36	47
LARCENY											
Cleared %	17%	17%	27%	26%	29%	31%	34%	29%	35%	36%	34%
Actual Incidents	903	864	621	671	666	616	630	694	706	782	766
Cleared Incidents	152	147	169	173	192	188	217	199	250	284	260
VEHICLE THEFT											
Cleared %	13%	10%	20%	25%	17%	19%	21%	16%	24%	23%	21%
Actual Incidents	246	249	113	64	62	48	57	50	55	115	89
Cleared Incidents	31	25	23	16	9	9	12	8	13	27	19