

METHUEN POLICE DEPARTMENT STAFFING

PAST, PRESENT & FUTURE

A Reorganization Plan
Presented by
Chief Scott J. McNamara
January 10, 2022



The purpose of this report is to illustrate the organizational structure of the Methuen Police Department, both past and present, to identify any obstacles or inefficiencies therein, and to demonstrate how an adequately staffed and appropriately allocated workforce would lead us towards becoming a more efficient and effective police department in the future. This report is presented with three audiences in mind. The first two, Mayor Perry and the members of the City Council are obvious. Not as obvious, as even though they matter most they are often overlooked; are the taxpayers of the City of Methuen. I write here as part of an effort to persuade all three. As your Police Chief, I believe it is my duty to advocate for the staffing, programming, and infrastructure that is required to bring our police department up to 21st century standards. With that being said, I understand the City of Methuen has infinite needs yet finite resources. But in the end, decisions on how to prioritize those limited resources is always best left to our city's stakeholders. My intent here is simply to provide the required background information so that all involved may engage in the type of informed cost-benefit decision making that is required.

In my short tenure here in Methuen, I have begun to prioritize and address each of the findings in the 2021 CNA Performance Audit. As troubling as the CNA Audit was, we are all fortunate that most of what was delineated within was centered around non-cost dependent items related to climate and culture. I state that here, not to diminish those findings, but rather to point out that it costs nothing to replace a culture of inequity (i.e., hiring, promoting, assigning, disciplining) with one that supports our employees by simply introducing fundamental fairness and objective reasonableness to their work environment. I'm pleased to report those fundamental changes are already being implemented and I genuinely believe we are making great strides towards becoming the cohesive and compatible organization we aspire to be.

Other findings within the CNA Audit are not as easily remedied as they are cost dependent and, in some cases, require considerable expenditures. Examples of that include fleet upgrades (underway), upgrades to our records management systems (underway), infrastructure improvements associated with achieving accreditation (TBA), and this request which will not only involve an appeal to restructure the organization but also to expand our sworn workforce beyond its current capacity over the course of the next two fiscal years.

I hope this report not only lends transparency to the collective challenges we face but also charts a path forward for the City of Methuen and the Methuen Police Department. In doing so, I hope to address many of the findings that were outlined in the 2021 CNA Performance Audit including the following:

Finding #1 MPD has a relatively low number of sergeants assigned to patrol.

Effective 1/9/2022, all the personnel from Platoon IV (swing shift) have been reassigned resulting in at least three (3) patrol sergeants and three (3) dispatchers being assigned to each of the three (3) remaining Patrol Platoons (Days, Nights, Overnights). Consistent with best practices, a minimum of two (2) supervisors (O.I.C & Patrol Supervisor) and two (2) dispatchers will be scheduled to work at all times. Over the course of the next two fiscal years, my plan calls for growing our sergeants ranks from twelve (12) to fifteen (15) to provide the type of direct oversight and supervision that is required for those officers that are assigned to the high risk, high liability areas of law enforcement (e.g., Gangs, Narcotics, Domestic Violence).

Finding #3 The MPD uses part time, intermittent, and reserve officers to supplement staffing.

Consistent with P.O.S.T. standards the Methuen Police Department has eliminated the use of all such officers to supplement its regular patrol staffing. This void is best addressed by hiring fully trained and credentialed police officers through the formal civil service process.

Finding #4 The demographic of the MPD is not representative of the demographics of the City of Methuen.

To achieve a higher level of diversity within our workforce we are largely dependent on one variable. That variable being, are we hiring? The robust hiring recommendations in this report would allow the MPD to reach our diversity goals in a more timely and efficient manner. I'm pleased to announce our current group of eight (8) student police officers has already commenced their police academy training (January 10, 2022, NECC Police Academy). I'm proud to report the student officers are a diverse group all of whom were hired based solely on their own merit. Each candidate was identified as being highly qualified and of good moral character. I fully expect these officers will become an asset to our organization.

Finding #5 The lack of racial and ethnic diversity in the department has negatively affected various facets of the department.

The MPD is currently in the process (as of 1/10/2022) of certifying an additional seventeen (17) reserve police officers for appointment. These officers will not work shifts or fill road details until they have completed a full-time police academy (POST Guidelines). So why appoint them as reserves now you may ask? By appointing these candidates now, the City of Methuen will be well positioned to secure the limited seats available in the upcoming police academies, having already processed our candidates through months of pre-employment hurdles (e.g., background check, interview, medical testing, psychological testing, physical agility testing). At the time of this report, each of the reserve officer candidates has been interviewed and most have completed all the pre-employment steps.

The Municipal Police Training Committee is anticipating offering yet another NECC Police Academy in March of this year. The Methuen Police Department will be well positioned and ready to send our reserve officer candidates if so authorized.

I would also note, by simply engaging in a fair and objective hiring process, I fully expect this group of police officer candidates to be considerably more diverse than previous classes.

Our diversity and recruitment efforts will continue with outreach efforts targeting underrepresented groups within our community. Finally, later this year, I plan to introduce the Methuen Police Cadet Program for your consideration, as cadet programs have shown promise towards aiding diversity efforts in other law enforcement agencies throughout our state (The MPCP is a comprehensive educational and hands on experience for Methuen residents aged 18-23 who are interested in a career in law enforcement. Cadets to be selected from a detailed application process. Successful applicants are offered a paid civilian position with a two-year commitment that includes continued education, professional development, and direct experience with the Methuen Police Department. Cadets that complete the program and successfully pass the Massachusetts Civil Service exam will be given priority for future appointments to the rank of police officer).

Finding #16 Community Policing activities are not well integrated with other policing strategies and activities occurring within the department.

Community Policing will continue to be a department wide philosophy built on forming community partnerships and problem solving. That being said, there are specific neighborhoods within our city that suffer from a disproportionate amount of crime and disorder. Those neighborhoods (generally areas consisting of 5 to 8 city blocks) would benefit greatly from having a traditional community police officer assigned specifically to them, untethered from the 911 radio, and free to engage in proactive problem solving. This would be a realistic possibility if we were to grow our organization to meet current FBI/DOJ standards (See appendix #1).

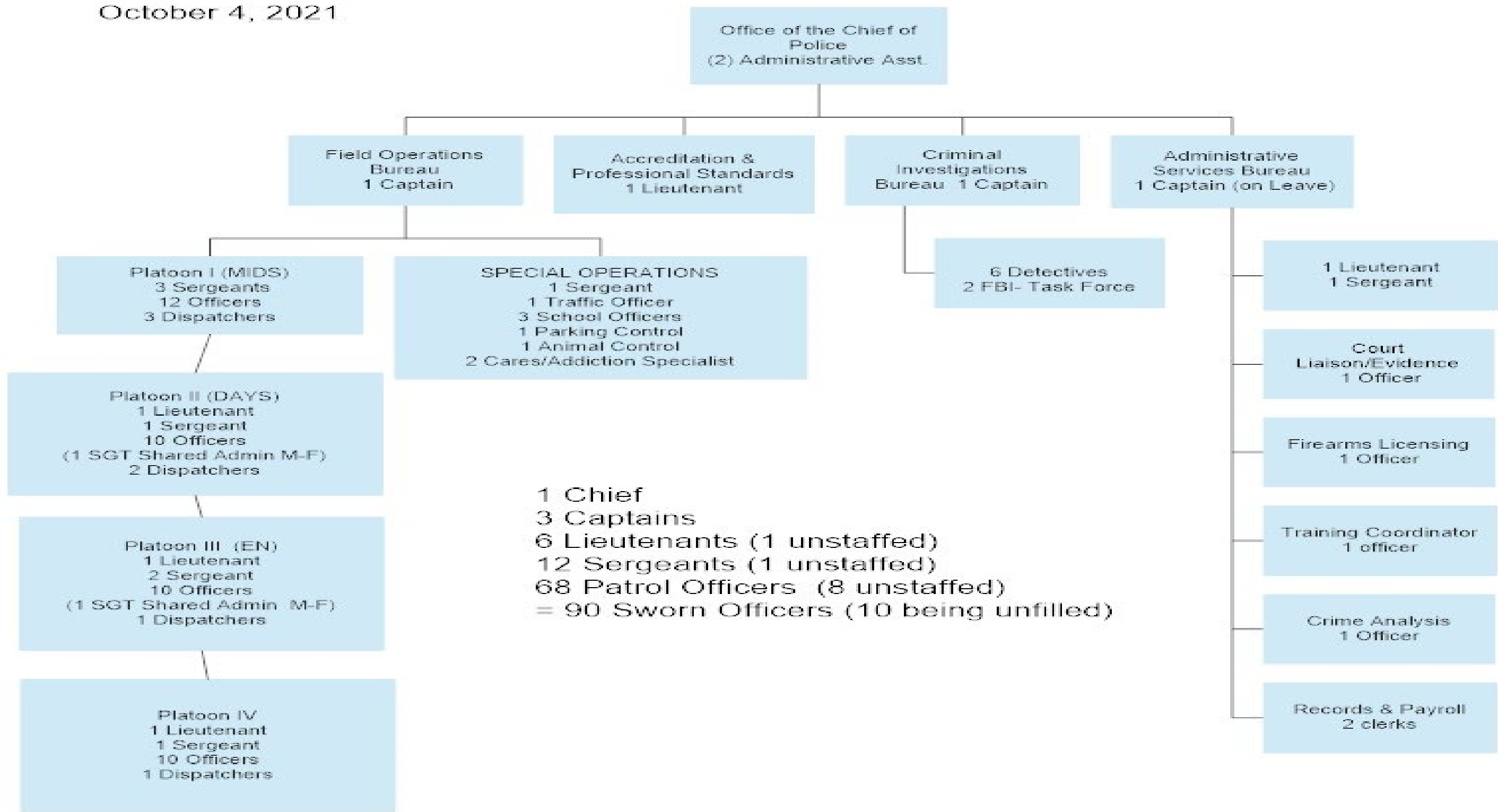
I believe the time has come, not only to restore the reputation of the Methuen Police Department but also to rebuild the organization itself. Now is the time to take advantage of this unique opportunity to rebrand our organization as one that shall be known not only for consistently providing good quality public service, but also for doing so with the honor, transparency, and integrity the profession requires. Adequate staffing is paramount to that goal!

(See Fig. #1. The Methuen Police Department as I found it on October 4, 2021)

ORGANIZATIONAL CHART AS OF OCTOBER 04, 2021

Fig 1: (Note: Updated Version Inserted 1/17/2022 due to typo)

October 4, 2021



The Methuen Police Department as currently constituted is a largely reactive department with almost its entire work force assigned to patrol duties and a small subset of officers assigned to investigative and support roles. For practical purposes, what that means is there is just enough police officers to respond to reports of crimes and other inherent exigencies as those incidents occur but almost no officers left to focus on proactively preventing crime and disorder from occurring in the first place.

Why is this so? The reasoning is two-fold:

- #1 The Methuen Police Department is significant understaffed as it relates to its sworn compliment of police officers in comparison to other similarly situated cities (see appendix #1).
- #2 Due to attrition and hiring constraints, the Methuen Police Department has struggled to maintain the ninety (90) sworn positions in even its existing budget.

Hiring Constraints and the Challenges that lie ahead for the City of Methuen

First and foremost, it’s important to note that it generally takes fourteen (14) months or longer to hire a police officer. Here is why:

- 1-3 Days: The Civil Service Commission is petitioned for a certified list of who have passed the Civil Service Test.
- 2 Weeks: Candidates are notified and have ten days to sign whether they accept or decline the position.
- 3-4 Weeks: Meeting with Candidates and explaining the selection process and ground rules. Candidates are handed a background application packet. Packets must be completed and returned within 2-week timeframe.
- 3-4 Weeks: Background Investigation is completed by MPD Criminal Investigation Bureau.
- 1 Week: Conditional Offer of Employment Letters Sent out.
- 3 Weeks: Medical Exam/Clearance.
- 2-3 Weeks: Psychological Exam.
- As available: Physical Agility Testing.
- As available: Pre-Academy Testing.
- As available: Chief’s Interview.

Applicant is Hired and becomes a Student Police Officer/Recruit.

- 2 weeks: Recruit attends pre-basic training at MPD.
- 22 weeks: Recruit attends MPTC Police Academy.
- 16 weeks MPD Field training.

In summary, pre-academy employment obstacles often take as long as six (6) months, followed by as many as ten (10) months of Police Academy and Field Training.

Why is this relevant to the City of Methuen and the Methuen Police Department?

Staffing Levels as of 1/1/2022

While the Methuen Police Department is currently budgeted for sixty-eight (68) officers and twenty-two (22) supervisors, the actual number of working police officers is currently down seven (7) to just sixty-one (61). Supervisory staffing is down two (2) to just twenty (20). This represents a total loss of nine (9) full-time sworn police officers on our city’s streets every day.

<u>POSITIONS</u>	<u>BUDGETED</u>	<u>ACTUAL</u>
Chief	1	1
Captains	3	3
Lieutenants	6	5
Sergeants	12	11
<u>Patrol Officers</u>	<u>68</u>	<u>61</u>
Total	90	80

But what should our staffing levels be?

There are several recommendations or philosophies in determining the proper staffing levels for a police department. One such methods relies on statistics captured in the F.B.I./D.O.J. Uniform Crime Reporting statistics (See appendix #1) which outline the number of police officers per 1,000 capita population. This statistical data is broken down into several sub-categories which allows us to compare the City of Methuen to other similarly situated cities in the same geographic area. For example, when we look at data that shows the average number of sworn officers per capita, the subcategories are broken down first by the regions of our country (e.g., Northeast Region), then to cities within the New England States, then to populations ranging from 50,000 and 100,000 residents within those cities. The most recent data available (2019) shows that the average number of sworn officers within those cities averages 2.0 officers per 1,000 residents. That formula suggests cities similarly situated to the City of Methuen (at 53,000 residents) on average employ one-hundred and six (106) sworn police officers.

Another option offers an alternative to the above one size fits all approach. This methodology relies on the various attributes of the community it serves. Variables such geographic area to cover, type and level of crime and disorder, and citizens expectations related to response times and outcomes all factor into that assessment.

My evaluation has concluded the staffing levels of the Methuen Police Department are inadequate in both the comparison to the FBI/DOJ standard and my own ongoing assessment of the department's needs. One of the determining factors concerning the needs of the Methuen Police Department was gleaned simply from reading the 2021 CNA Performance Audit which included an objective and in-depth analysis of the department's operations, including staffing levels. Interestingly, at the time of the report (Fiscal Year 2021) the Methuen Police Department was budgeted at ninety-eight (98) sworn police officers as opposed to the ninety (90) sworn police officers we have today. While the graph on page 8 of the audit clearly shows an overreliance on "specialist positions" the graph also demonstrated the sworn staff of the Methuen Police Department was trailing five of six similarly situated police departments when population was taken into account.

Supervisory Staff and Span of Control

As your Police Chief, it is my responsibility to recommend supervisory staffing levels that consider the concept of span of control and are consistent with best practices. Because there is no single benchmark for span of control, decisions about appropriate number of supervisors per officer are made via evaluation on a unit-by-unit and supervisor-by-supervisor basis. Factors that I consider when evaluating span of control include; the complexity of the job functions, risk management and liability, work environment, predictability of outcomes, experience level of subordinates, the use of technology and any additional responsibilities the supervisor may have.

Span of control is important because it effects communication, decision making, structure, morale, and budgeting. A narrow span of control, with fewer direct reports per supervisor, results in a hierarchical organizational structure. It can cause delays in decision-making and hinder an organization's ability to react quickly to changing demands as communication must travel through more management levels before reaching the actual decision-maker. A narrow span of control is justified when direct reports are in the field, increasing the work involved in supervision, particularly when direct reports are involved in high liability decision making where a greater intensity of supervision could help mitigate risk (e.g., plain clothes narcotics officers working in the field).

Conversely, a wider span of control, with more direct reports per supervisor, results in a flatter organizational structure. It can encourage quicker decision-making and improved communication since staff are organizationally closer to leadership. A wider span of control may be appropriate if the work is routine and low risk.

Span of control as it relates to law enforcement agencies requires even greater consideration as, I'm sure most would agree, the profession itself is under unprecedented scrutiny. By present day standards, any police related call for service has the potential to become national news if grossly mishandled and all the good an agency may have done over a period of years can be lost in minutes.

In my view supervisory staffing should be sufficient to ensure the following:

1. Provide guidance and support to line officers in the field and other functions.
2. Ensure the safety of all police department employees and city residents.
3. Prevent the department from being exposed to undue public scrutiny.
4. Reduce the department's exposure to civil liability.

In my view, the MPD should endeavor to staff its patrol function at the following minimum standards (with the first two recommendations becoming mandates, consistent with best practices):

1. Two (2) supervisors at all times (O.I.C. and Patrol Supervisor). *

2. Two (2) dispatchers at all times. **
3. Six (6) patrol areas staffed at all times.
4. One (1) front desk officer to greet and service citizens whenever possible.
Two (2) supervisors at all times (O.I.C. and Patrol Supervisor). *

The 2021 CNA Performance Audit highlighted within finding #1 that the MPD has a relatively low number of sergeants assigned to patrol and recommended the overall number of patrol sergeants deployed should be evaluated. The Supreme Court ruled almost thirty years ago in City of Canton v. Harris, 489 U.S. 378 (1989), that local governments can be liable under section 1983 for damages for their deliberate indifferent failures to train or supervise their employees who, as a result, commit constitutional violations. The concerns regarding supervision of subordinates are prevalent in all employment situations. However, the need to properly supervise becomes more significant when the employee has the responsibility to provide for the public's safety. The Police Executive Research Forum (PERF) published "30 Guiding Principles" in January of 2016 involving officers' use of force. PERF's "Guiding Principles" call for, among other things, developing policies regarding the actions of officers, increased supervision of officers, and new training of officers involved in critical incidents where force is used. In addition, courts have held supervisors and executives liable for negligently supervising officers even where there is no direct supervisory responsibility. For the reasons stated above it is critical that we always maintain at least two supervisors on duty with one functioning as the Officer in Charge and the other functioning as the Patrol Supervisor.

Two (2) dispatchers at all times. **

A public safety dispatcher is the first person contacted during an emergency and a lifeline to police officers serving in the field. An experienced, well-trained dispatcher can gather high quality, vitally important information that can assist first responders form an early understanding of what they will be facing upon arrival at the emergency scene. Callers are often distraught when calling 9-1-1 and the dispatchers have the difficult task of both calming and extracting quality information from the caller. If you have spent any time in a dispatch center during the processing of a critical emergency, you would understand this is often a very challenging task. In haste, the callers often abbreviate what they are saying. Often callers become agitated complicating matters. Depending on the type of emergency, location and time of day, a dispatch center can get dozens of calls about the same emergency. The massive influx of 9-1-1 calls can be overwhelming depending on the number of dispatchers on duty. 560CMR 2.00, provides that there shall be, at a minimum, two Enhanced 9-1-1 equipped answering positions established at each primary PSAP (Public Safety Answering Point). As a community over 50,000, our city is equipped with three answering positions. It is mandated that 90% of all 9-1-1 calls shall be answered within ten seconds and the average holding time (call duration) for each call shall be 90 seconds, and that each PSAP shall have sufficient 9-1-1 equipped answering positions and staff to ensure that 90% of all 9-1-1 calls are answered in no more than ten seconds during normal peak operating times. However, it is estimated that due to training, time off, lack of staff and funding, the dispatch center has often been staffed with just one (1) public safety dispatcher. In my opinion this represents both a serious public and officer safety concern and is a practice that must end.

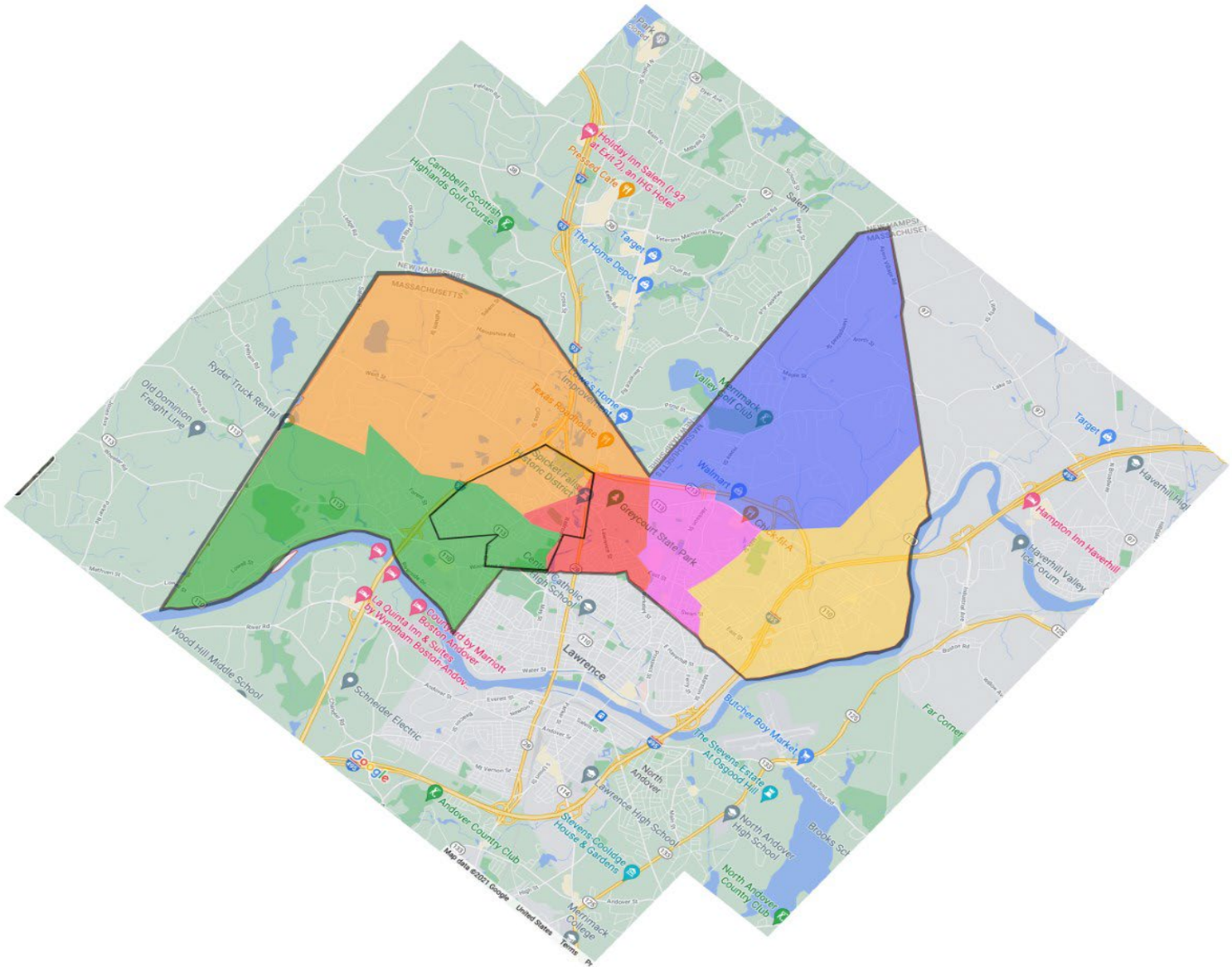
Six (6) patrol areas staffed at all times.

The City of Methuen has a population of over fifty-three thousand (53,000) residents and encompasses an area of approximately twenty-three (23) square miles. The City contains two (2) major state highways and thousands of miles of roadways. The challenge of course is determining the appropriate allocation and deployment of personnel in order to meet the demands of city residents while also maintaining officer safety. Considerations regarding how our personnel are to be deployed is the essence of police operational decision making. A process that will be aided considerably by the introduction of COMPSTAT and data analytics within our department. I am strong advocate of this approach, as it relies on data but also allows for consideration of other operational demands. Another approach relies solely on an examination of 911 calls received by a department in order to understand the demand for police services. In either case, I am of the opinion that our patrol division should run with no less than six (6) police officers on duty at any given time. The map below outlines the current the patrol sectors within our city. It should be noted, many calls for service require a minimum of at least two (2) police officers.

METHUEN POLICE DEPARTMENT PATROL SECTORS

Sector Designations

- PELHAM STREET SECTOR**
- LOWELL STREET SECTOR**
- BROADWAY SECTOR**
- MERRIMACK SECTOR**
- HOWE SECTOR**
- JACKSON SECTOR**
- OAKLAND SECTOR**



A front desk officer to greet and service citizens whenever possible.

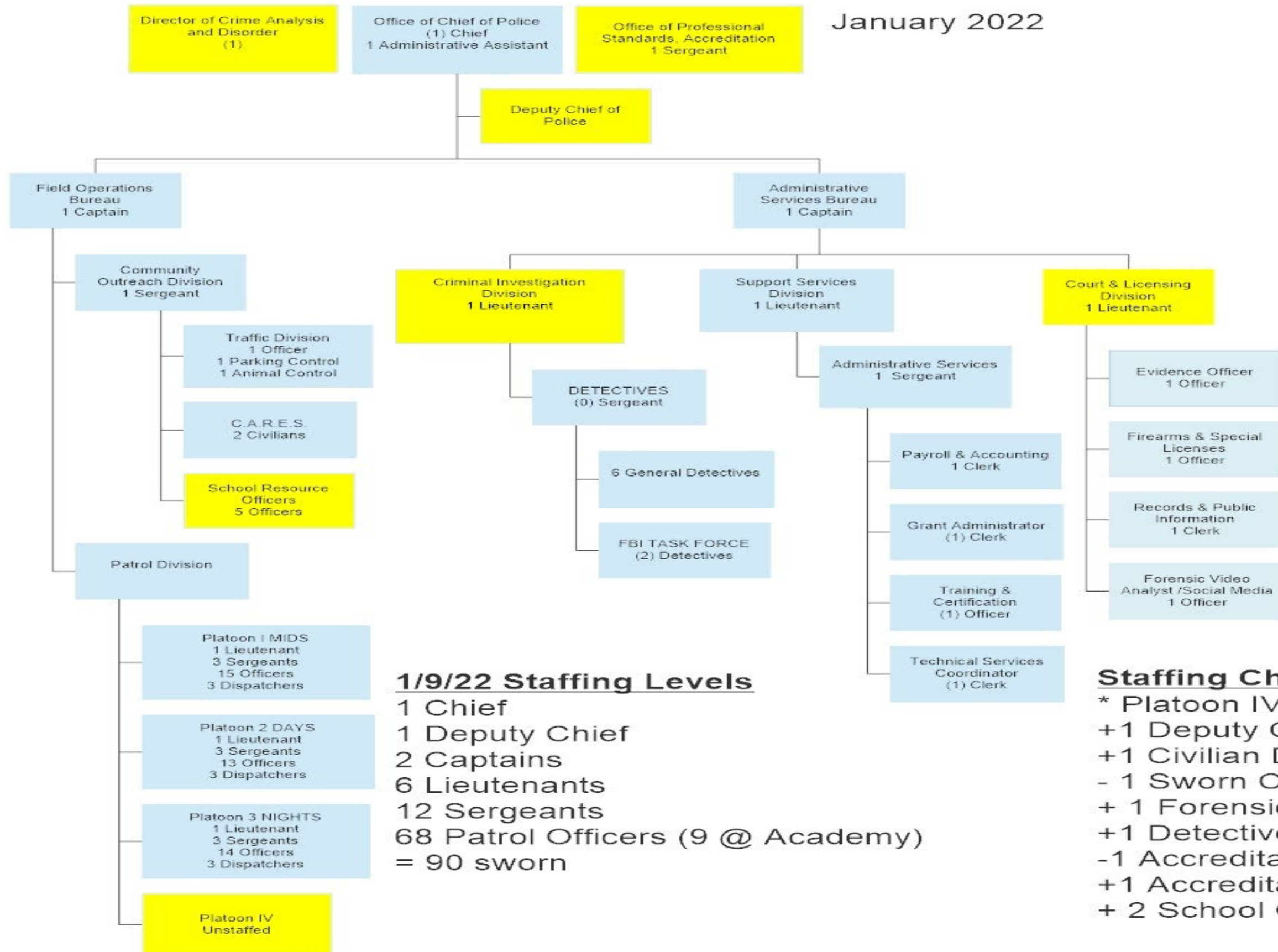
Although most of our calls for service are reported via telephone, a significant portion involve “walk-ins” reports from citizens arriving in our lobby. In these instances, officers must leave their patrol sectors in order to return to the station and service the citizen. As a consequence of this practice, there are times when patrol sectors are unstaffed causing officers from adjacent areas to respond from greater geographic distances. Meanwhile, the citizen in our lobby is left to wait while the police officer returning to take the report makes his/her way back across the city. A dedicated front desk officer would stand ready to service city residents on demand while also providing ancillary support for other department functions including 911 operations and prisoner monitoring.

In order to implement the proposed reorganization plan, I would respectfully ask that the following action items be executed on the following dates:

1. Effective January 18, 2022, authorize the addition of a civilian Director of Crime Analysis and Disorder position.
2. Effective January 18, 2022, authorize filling the open and budgeted Lieutenant position.
3. Effective January 18, 2022, authorize modifying the status of two (2) Provisional Sergeants to the two (2) open and budgeted Permanent Sergeants positions.
4. Effective January 18, 2022, authorize filling two additional open and budgeted Sergeants positions.
5. Effective January 18, 2022, authorize the elimination of one of the three (3) Captain's positions.
6. Effective January 18, 2022, authorize the addition of a Deputy Police Chief to the organization.
7. Effective January 18, 2022, authorize the department to utilize budgeted funds to send as many as eight (8) police recruits to the March 2022 NECC Police Academy.
8. Effective July 1, 2022, increase the authorized cap of sworn police officers from ninety (90) to ninety-eight (98).
9. Effective July 1, 2022, increase the authorized Sergeant rank by two (2) from twelve (12) to fourteen (14).
10. Effective July 1, 2023, increase the authorized cap of sworn police officers from ninety-eight (98) to one-hundred and six (106).
11. Effective July 1, 2023, increase the authorized Sergeant rank by one (1) from fourteen (14) to fifteen (15).

The following pages are meant to offer a visual depiction of how the organizational structure of the Methuen Police Department might evolve over time. (Changes are denoted in yellow)

January 2022

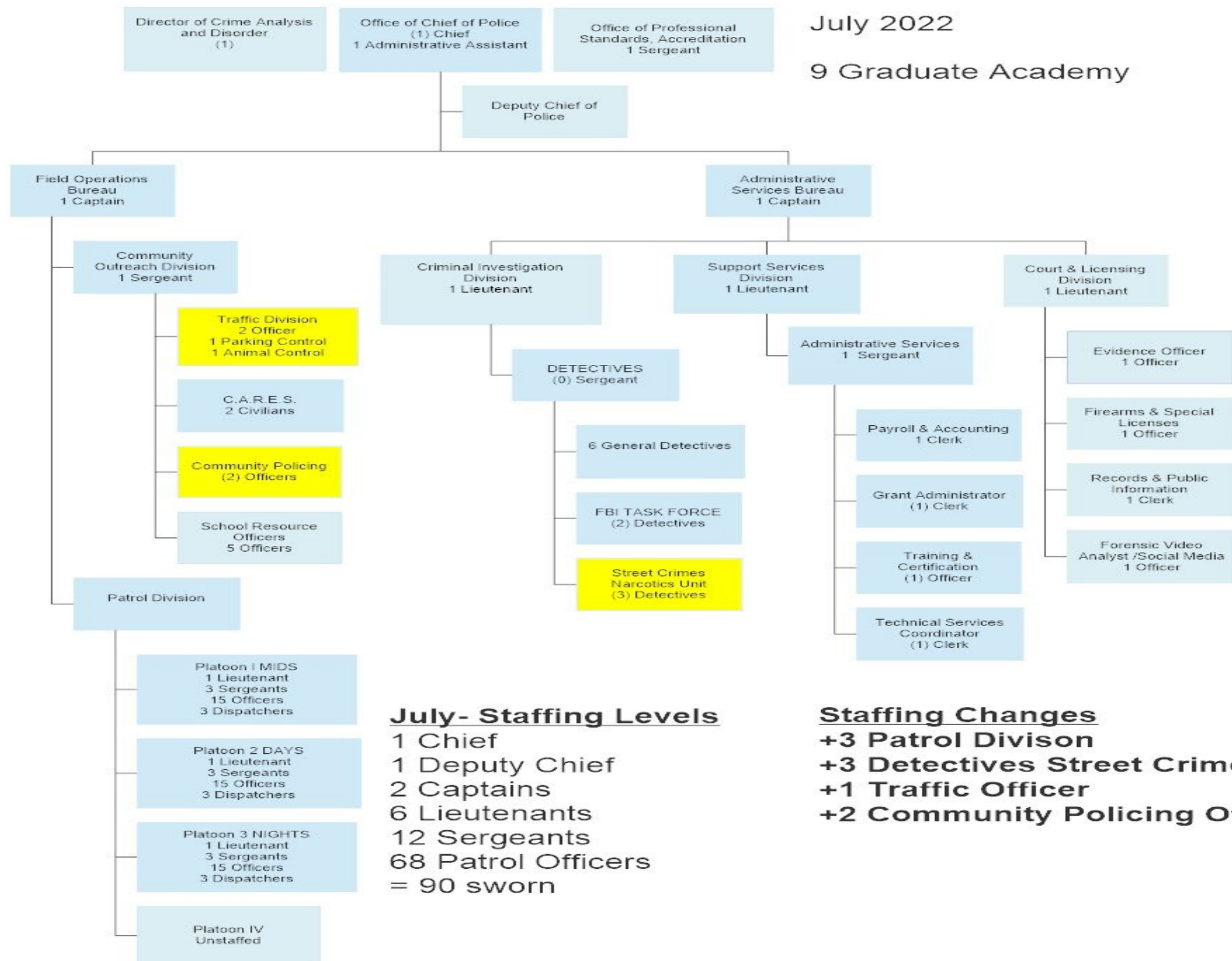


1/9/22 Staffing Levels

1 Chief
1 Deputy Chief
2 Captains
6 Lieutenants
12 Sergeants
68 Patrol Officers (9 @ Academy)
= 90 sworn

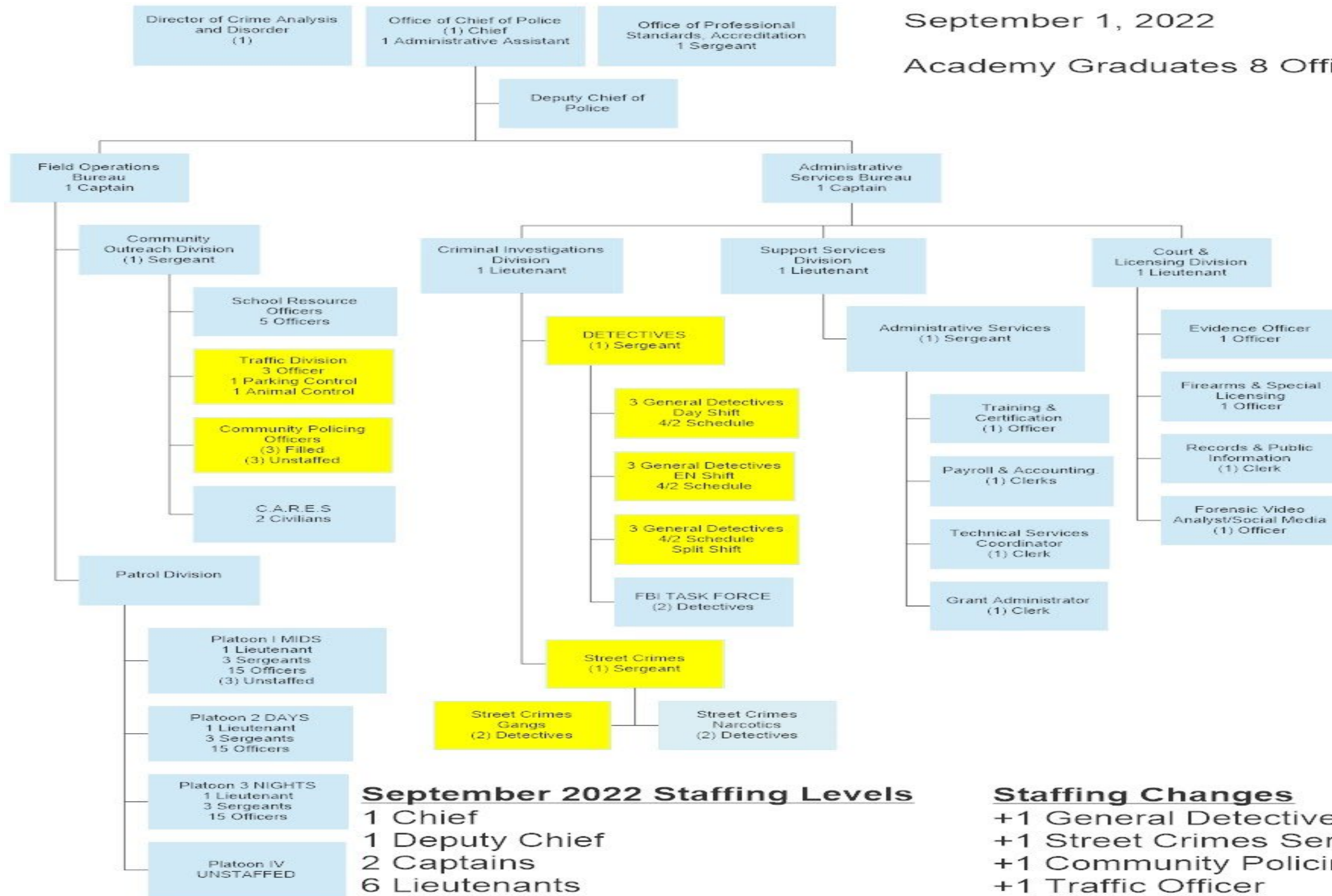
Staffing Changes

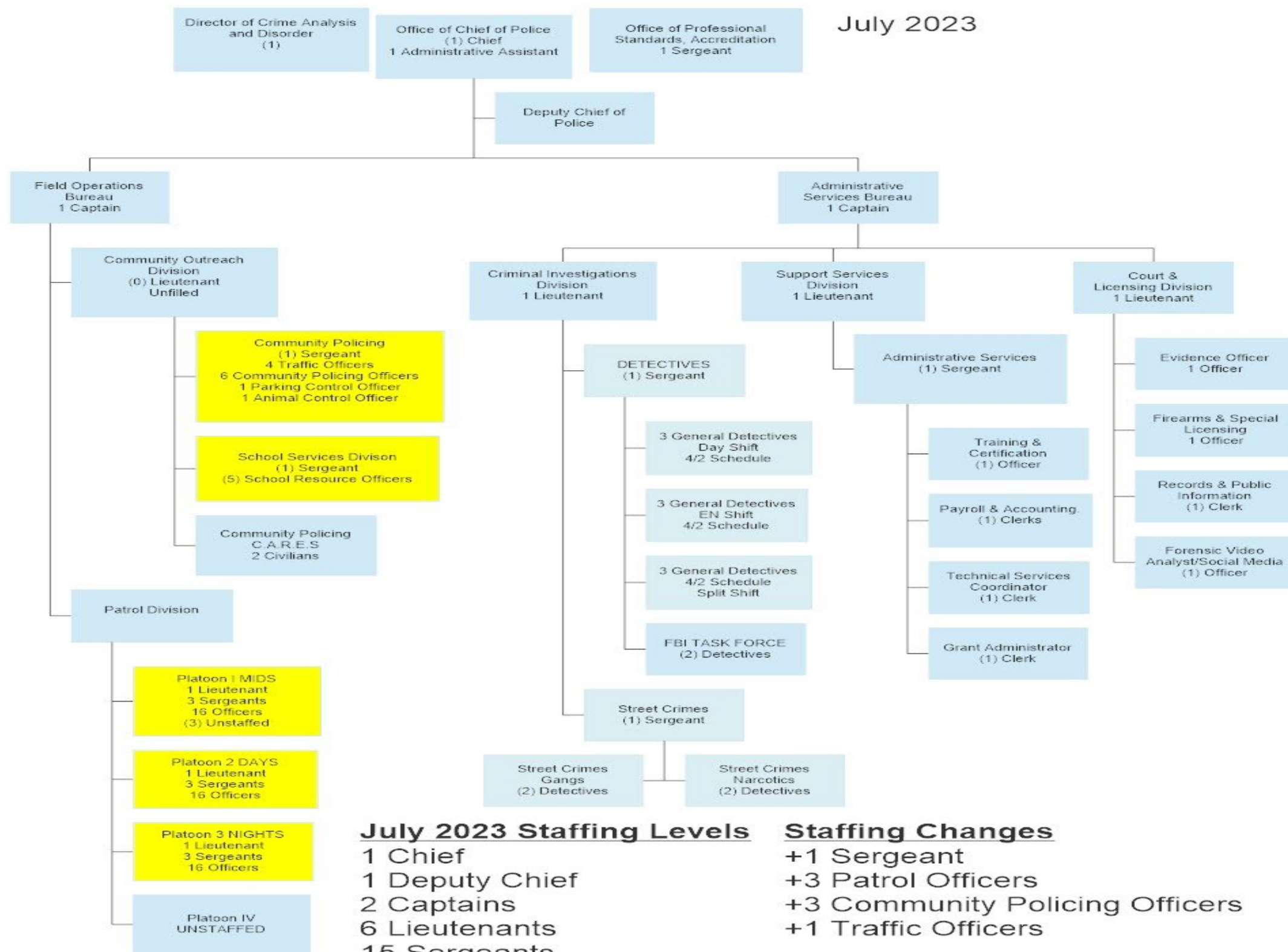
* Platoon IV collapsed
+1 Deputy Chief
+1 Civilian Dir. of Crime Analysis
- 1 Sworn Crime Analysis
+ 1 Forensic Video Analyst
+1 Detective Lieutenant
-1 Accreditation Lieutenant
+1 Accreditation Sergeant
+ 2 School Officers



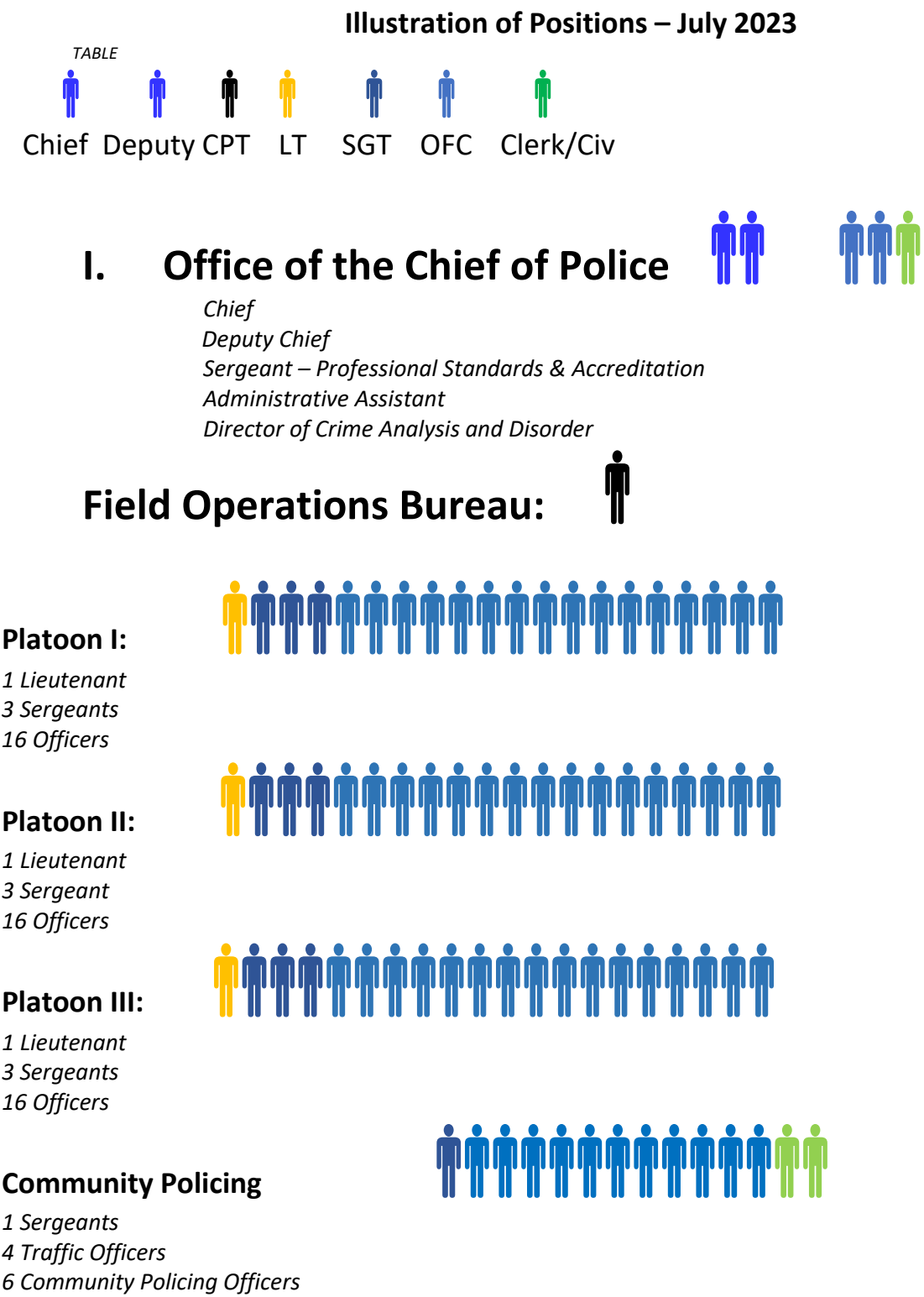
September 1, 2022

Academy Graduates 8 Officers





81 Patrol Officers + 25 Supervisor = 106 Sworn Members



1 Parking Control Officer
1 Animal Control Officer
2 C.A.R.E.S.

School Services



1 Sergeant
5 School Services Officers

Administrative Services Bureau:



Detective Division



1 Lieutenant
1 Sergeant
3 General Detectives Assigned Day Shift 4/2 Schedule
3 General Detectives Assigned EN Shift 4/2 Schedule
3 General Detectives Assigned to Split Shift 2 EN/2 Days
2 Detectives assigned to FBI Task Forces

Street Crimes Unit



1 Sergeant
2 Street Crimes Detectives - Drugs
2 Street Crimes Detectives - Gangs

Administrative Services Bureau:



1 Administrative Division Lieutenant/Use of force Expert
 1 Administrative Services Division Sergeant
 1 Training & Certification Officer
 1 Grant Administrative Clerk
 1 Technical Services Clerk
 1 Payroll Clerk

1 Court & Licensing & Public Information Division Lieutenant
 1 Evidence Officer
 1 Forensic Video Analysis/Social Media Officer
 1 Firearms & Special Licensing Officer
 1 Records Clerk

In closing, I would like to highlight the unique opportunity that lies ahead of us and the importance of timelines. Earlier in this report, I discussed the lengthy process involved with transitioning police officer from applicants to fully credentialed police officers (14 months or more). As a result of that process, attrition, and circumstances that are often difficult to predict or control (e.g., police academy start dates, availability of seats, etc.) the Methuen Police Department has traditionally failed to staff up to its authorized cap. Last year was no different, with eight (8) police officer positions going unfilled during the first half of the fiscal year. On a positive note, that has left us well positioned with **funding available to pay for as many as eight (8) additional police academy recruits to attend the anticipated March 2022, NECC Police Academy**. Herein lies the problem, it would be pointless and perhaps foolhardy for the City to pay for these recruits to attend the March 2022 police academy were it not our intention to expand the authorized cap of sworn police officers from ninety (90) to ninety-eight (98) in FY23 allowing us to keep them on the payroll. Without such a commitment, we would essentially be forced to lay off the recruits when the new fiscal year began (at which time other police departments would likely hire them!). As an alternative, we could wait for the Fiscal 2023 budget to be approved, but we would miss the opportunity to send the recruits to the March 2022 police academy and set the proposed reorganization plan back exponentially.

It is my opinion that our police department must grow in order to provide the type of proactive police service our community desires. Expanding our sworn force would allow us to deploy community police officers, narcotics officers, gang officers, traffic officers, investigative detectives, and others. Proactive policing has been and will always be the best type of policing. I believe our opportunity to become such an agency is within our grasp. While we have already taken steps towards becoming the organization we aspire to be, hiring an additional eight (8) police officers would be a giant leap in that direction.

Finally, I would like to revisit the issue of climate and culture. While I believe we are making great strides in that regard, nothing changes the culture of an organization more than bringing in new employees with fresh new ideas and alternative perspectives. Beyond that, it has been my experience that when large classes of new police officers are introduced into an agency, they tend to infuse the department itself with a newfound energy and vigor that is contagious. In my opinion that is exactly what the Methuen Police Department needs at this time.

As of October 2021, you have entrusted me with the solemn responsibility of restoring trust, accountability, and transparency to the Methuen Police Department. By working together, I believe we can do all that and more. For all those reasons, I ask for your continued trust and support. Let us finally turn the page on our recent past and work towards building a Methuen Police Department we can all be proud of!

Respectfully,

Chief Scott J. McNamara

Table 71										
Full-time Law Enforcement Officers										
by Region and Geographic Division by Population Group										
Number and Rate per 1,000 Inhabitants, 2019										
Region/geographic division		Total 10,247 cities; population 196,900,226	Group I 85 cities, 250,000 and over; population 62,520,440	Group II 207 cities, 100,000 to 249,999; population 30,396,345	Group III 427 cities, 50,000 to 99,999; population 29,799,314	Group IV 788 cities, 25,000 to 49,999; population 27,147,744	Group V (1,644 cities, 10,000 to 24,999; population 26,146,921	Group VI 7,096 cities, under 10,000; population 20,889,462	Total city agencies	2019 estimated city population
TOTAL	# of officers	443,173	160,606	49,987	48,113	46,485	49,861	88,121	10,247	196,900,226
	Average # officers per 1,000	2.3	2.6	1.6	1.6	1.7	1.9	4.2		
NORTHEAST	Number of officers	125,176	49,224	6,853	12,975	15,848	16,006	24,270	2,526	44,387,838
	Average # officers per 1,000	2.8	4.2	2.5	2.0	1.9	1.8	3.9		
NEW ENGLAND	Number of officers	27,416	2,143	3,488	5,210	6,089	5,708	4,778	781	12,741,851
	Average # officers per 1,000	2.2	3.1	2.5	2.0	1.9	1.9	2.8		
MIDDLE ATLANTIC	Number of officers	97,760	47,081	3,365	7,765	9,759	10,298	19,492	1,745	31,645,987
	Average # officers per 1,000	3.1	4.3	2.5	2.1	1.8	1.8	4.3		
MIDWEST	Number of officers	86,159	29,721	6,763	10,395	9,843	11,972	17,465	2,679	39,233,426
	Average # officers per 1,000	2.2	3.3	1.6	1.5	1.5	1.7	3.0		
EAST NORTH CENTRAL	Number of officers	57,919	23,850	3,713	6,642	7,108	7,335	9,271	1,446	24,836,151
	Average # officers per 1,000	2.3	3.8	1.7	1.6	1.6	1.7	2.9		
WEST NORTH CENTRAL	Number of officers	28,240	5,871	3,050	3,753	2,735	4,637	8,194	1,233	14,397,275
	Average # officers per 1,000	2.0	2.2	1.6	1.4	1.5	1.7	3.2		
SOUTH	Number of officers	147,357	43,069	22,183	14,216	14,559	16,816	36,514	3,659	59,614,470
	Average # officers per 1,000	2.5	2.2	1.9	1.9	2.0	2.3	5.5		
SOUTH ATLANTIC	Number of officers	68,818	17,371	10,275	8,529	7,370	7,712	17,561	1,582	25,223,887
	Average # officers per 1,000	2.7	2.6	2.0	2.0	2.1	2.5	6.3		
EAST SOUTH CENTRAL	Number of officers	26,143	5,263	3,897	1,730	3,341	3,517	8,395	852	9,391,674
	Average # officers per 1,000	2.8	2.2	2.4	2.1	2.2	2.5	5.1		
WEST SOUTH CENTRAL	Number of officers	52,396	20,435	8,011	3,957	3,848	5,587	10,558	1,225	24,998,909
	Average # officers per 1,000	2.1	1.9	1.6	1.7	1.8	2.1	4.6		
WEST	Number of officers	84,481	38,592	14,188	10,527	6,235	5,067	9,872	1,383	53,664,492
	Average # officers per 1,000	1.6	1.7	1.2	1.2	1.2	1.5	4.5		
MOUNTAIN	Number of officers	30,238	13,341	4,272	3,245	2,414	1,843	5,123	612	17,181,579
	Average # officers per 1,000	1.8	1.7	1.5	1.3	1.3	1.7	4.6		
PACIFIC	Number of officers	54,243	25,251	9,916	7,282	3,821	3,224	4,749	771	36,482,913
	Average # officers per 1,000	1.5	1.8	1.1	1.1	1.2	1.4	4.3		
¹ The designation county is a combination of both metropolitan and nonmetropolitan counties.										
² Suburban areas include law enforcement agencies in cities with less than 50,000 inhabitants and county law enforcement agencies that are within a Metropolitan Statistical Area. Suburban areas exclude all metropolitan agencies associated with a principal city. The agencies associated with suburban areas also appear in other groups within this table.										

Overview - Table 71

Full-time Law Enforcement Officers, by Region and Geographic Division byPopulation
Group, Number, and Rate per 1,000 Inhabitants, 2019

- In 2019, the average number of full-time law enforcement officers in the nation’s cities was 2.3 per 1,000 residents.
- Law enforcement agencies in cities in the Northeast had a rate of 2.8 full-timelaw enforcement officers per 1,000 inhabitants.
- In cities in the South, the rate of full-time law enforcement officers per 1,000residents was 2.5.
- The rate of full-time law enforcement officers per 1,000 inhabitants was 2.2 incities in the Midwest.
- Law enforcement agencies in cities in the West had a rate of 1.6 full-time lawenforcement officers per 1,000 inhabitants.