



MEMORANDUM
CITY COUNCIL WORKSHOP
May 1, 2023, at 5:30 PM

TO: Douglas City Council and City Manager

FROM: Steven M. Kent, Chief of Police

DATE: April 26, 2023

SUBJECT: FY 23/24 Budget Consideration of Additional Staffing

New Full-Time Police Officer Budget Proposal:

A routine duty of organizational management in Law Enforcement is to determine the appropriate level of staffing required to meet the needs of the community and specifically in this case the needs of the City of the Village of Douglas. Over the past several years, an evident trend has emerged concerning the increased expenditure and hours for part-time and overtime staffing in the Douglas Police Department. In 2018 the combination of part-time and overtime hours exceeded 1,800 hours, and the part-time and overtime hours have increased each year since. By 2022 the part-time and overtime hours exceeded 2,300 hours. The increase in part-time and overtime hours is attributed to several factors such as shift coverage for leave time, shift coverage for officer court appearances, shift coverage for officers in training, shift coverage for filing paperwork and obtaining warrants at the Courthouse in Allegan, shift coverage for the pick-up and transport of subjects arrested on our warrants in other jail facilities throughout the state, shift coverage and the staffing of city approved special events, shift coverage for Chief's required administrative duties, necessary training by staff, participation in safety programs at the elementary school, and unforeseen disability leave by staff.

To better outline staffing requirements for law enforcement, it's important to summarize the number of hours required to provide shift coverage in the City of Douglas. At a minimum, year-round coverage (24/365) for the community of Douglas requires 8,760 hours of staffing. Factors as discussed in the previous paragraph reduce the shift coverage hours an officer is available in the community for police presence, patrol, and response.

A typical full-time police officer is paid for 2,184 hours in a calendar year and non-salaried positions are paid overtime when work hours exceed 84 hours in a two-week pay period. After deducting paid leave time for vacation and illness, a typical officer physically works between 1900 and 2000 hours per year depending on seniority and level of leave benefits. Deduct factors listed above, and the number of hours of police presence is reduced even further.

The police chief position has a dual role of administrator and patrol duties in our department and unlike most agencies our Police Chief works as part of the schedule rotation working alternating weekends to maximize coverage and service to the city. Due to having this dual role as Chief of

Police I am attempting to stay current on complaint responses and investigations, traffic enforcement in general—and in problems areas, and proactive contacts and patrol while attempting to address necessary court business, address citizen concerns and complaints, attend necessary meetings, prepare mandatory reports (local, state, & federal), address all department equipment issues including fleet service and repair, meet with event organizers and prepare planning/staffing for events, stay current with my personal training and address needs/trends in staff training, and provide supervision and coaching to department staff. As an additional note, as Chief is a salaried position, I have been working beyond my scheduled work hours to help accomplish the needs of my position. In 2022, on average I worked in excess of 86 hours per pay period which doesn't sound like that much however it calculates to be two additional pay periods or nearly one month of additional work hours each year. This additionally does not include responding to emails, texts, and telephone calls during off hours.

To clarify our staffing levels, the licensed and sworn law enforcement staff of the Douglas Police Department in 2023 is comprised of:

- Chief of Police-(1 full-time salaried position) Chief Steven Kent
- Police Corporal-(1 full-time hourly position) Corporal Lori Warsen
- Police Officers-(2 full-time hourly positions) Officers Tino Reyes & Tony Brown
- Part-Time Regular Officer-(1 hourly position) Officer Trevor Dyer
- Part-Time Irregular Officers-(3 hourly positions & 1 training instructor only hourly position)

To assist in your decision-making process, I have listed below the total part-time and overtime hours worked by our officers from 2019 to 2022, the total budgetary expenditures for part-time and overtime from fiscal year 2018/2019 through the projected end of 2022/2023, the projected reduction in part-time and overtime hours with the addition of one full-time officer. Also listed is the type of work required to be performed, the ways in which this added position will improve the services provided by this department to our city, and the projected part-time/overtime hours that would be needed with the added full-time officer position in the 2023/2024 fiscal year budget.

Total Hours & Overtime Hours by Part-Time Licensed & Sworn Department Staff per Calendar Year:

- 2022: 2,357.5 hours
- 2021: 2,024.25 hours
- 2020: 1,921.5 hours
- 2019: 1,813.5 hours
 - Note: 2,184 hours is a typical full-time employee position.

Total Expenditure for Part-Time & Overtime Work by Department Staff per Fiscal Year:

- 2022/2023: \$66,246 (Projected)
- 2021/2022: \$75,554
- 2020/2021: \$48,370 (Pandemic decreased part-time and overtime hours worked)
- 2019/2020: \$38,644 (Pandemic decreased part-time and overtime hours worked)
- 2018/2019: \$53,709
 - Note: FY 23/24 Cost for a full-time officer with benefits: \$87,859.20

Projected Reduction of Part-Time & Overtime Hours w/ the addition of the Full-Time Officer:

Dayshift Coverage for Leave Time (Senior Officer, Corporal, & Chief)	-532 hrs.
Subpoenaed Court Time Coverage	-64 hrs.
Court Paperwork & Warrant Run Coverage	-250 hrs.
Coverage while Officer(s) attend Training	-60 hrs.
Coverage for Sunday Dayshifts (26)	-312 hrs.
Coverage for Elementary School Programs	-90 hrs.
Coverage for Administrator (Police Chief) Holidays	-144 hrs.
Coverage for Administrator (Police Chief) Meetings	-60 hrs.
**Total projected reduction in part-time and overtime hours:	-1,512 Hours

Proposed benefits of adding an additional full-time officer:

- Improved Police Service within the Department and to the Citizens of Douglas.
- Increased availability of the Chief of Police during regular business hours to citizens, business owners, and City officials and staff.
- Ability for the Chief to handle all administrative and supervisory duties as required and to have the necessary patrol staff to address the daily road patrol duties (Complaint Response & Investigation, Traffic Issues & Enforcement). This ensures that both service areas receive the necessary and proper attention.
- Ability to have coverage in the city when follow up investigations, warrant transports, court related duties, officer trainings, transport of evidence to and from the MSP Crime Lab, vehicle transfers for service or repairs, equipment pick up, and required meetings take department staff out of the city, and additionally leave time can be taken without calling in additional staffing.
- Improved case investigations by the continuity/efficiency of a full-time officer handling almost all investigations and the improved supervision/coaching of staff due to the Chief of Police having regular face-to-face interaction with all Officers.
- Two officer response (On Duty Officer & Chief) to any critical incident during the regular hours of operation of city businesses, organizations, and our school building.
- Two officers (On Duty Officer & Chief) available for call response during overlapping city Incidents during regular business hours.

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- Improved staff retention - Our history shows that full-time officers have stayed as long-term employees of the department and assets to the city, whereas part-time officers need to seek full-time employment and are eventually lost to other agencies. This means a significant loss when considering the amount of time and resources put into the training of each officer.
 - Availability of Licensed Officers - The reduced availability of licensed police officers in the state of Michigan and nationwide is a real issue. The majority of officer candidates in police academies are being hired to full-time positions prior to completing their training while many agencies are sponsoring (hiring and paying) officer candidates to attend the police academies in hopes of filling openings with short term retention agreements in place. Due to these factors finding part-time licensed officers has become quite challenging.

Projected Part-Time & Overtime Hours with the addition of One Full-Time Officer:

Projected Total Part-Time and Overtime Hours needed for FY 23/24 with the Approval of the Full-Time Officer Position: 513 Hrs.

Part-Time & Overtime Hours requested for FY 23/24 Budget Year with the New Officer Position: 500 – 600 Hrs.

Additional Consideration:

Michigan Commission on Law Enforcement Standards required MITN Report recently submitted indicates that the total hours worked by our licensed officers during 2022 is the equivalent to five plus (5+) full-time officers. In the previous three (3) years we have been approaching the five plus (5+) equivalent in full-time status—taking into consideration our hours worked submission to MCOLES. To clarify, the Department surpassed the five plus (5+) full-time officer status in hours worked and Douglas' current staffing level is four (4) full-time licensed officers.

In Conclusion:

Adding one additional full-time officer position is the next logical step for our Police Department as this would greatly improve department daily operations and the quality of service to the City residents, business owners, and visitors in the ways that I have outlined in this report at a reasonable budgetary increase. I cannot stress enough the shortage in available licensed police officers in the State of Michigan and nationwide due to retirements, officers leaving the profession pre-retirement, and the low number of recruits in police training academies. With all these considerations in mind, I respectfully ask for your support and approval to add this additional officer position to our department staff beginning in Fiscal Year 2023/2024. Thank you for your time and consideration in this important matter.

Dear Chief Steven Kent:

Thank you for completing the 2022 CSLLEA.

We have reviewed your responses and we would like your help to resolve some outstanding questions related to the items listed below:

- You entered \$752,970 as your agency's total operating budget for the fiscal or calendar year that includes June 30, 2022. We expected that number to be between \$1,629,115 and \$2,443,673 . Can you confirm that \$752,970 is correct?
- You entered \$678,796 as your agency's total operating budget for the fiscal or calendar year that includes June 30, 2021. We expected that number to be between \$1,557,242 and \$2,335,863 . Can you confirm that \$678,796 is correct?

You can address these items by using the credentials below to log back into the CSLLEA website at <https://bjslecs.org/CSLLEA2022>. The issues will be displayed on screen as you progress through the survey. If you prefer to send your responses by email, please reply to this message.

Username

Password

We look forward to receiving your responses. Thank you again for your participation in the 2022 CSLLEA .

Regards,
CSLLEA Data Collection Team