



STAFFING



Lake Forest Park Police Department



COMMUNITY FIRST

We answer our citizens call for service

- 2.5-minute average response time
- An LFP Officer will respond - no online reporting of crime
- Community service is the key to success
- Open lines of communication
- Intimate knowledge of the community
- Daily presence at our schools
- Rigorous graffiti abatement
- Advanced training
- High level of professionalism
- Provide **VALUE** in what we do: Operational Plans for Last 10 years
- Maintain our accessible, community-oriented, police department equipped to manage calls on par with larger urban agencies.



PD ORGANIZATION

- **23 FTE's** (Approved)*
 - **(15) Patrol** (Sergeants & Officers)
 - **(3) Admin** (Chief & Division Commanders)
 - **(3) Support** (Support Officer & Records Specialists)
 - **(2) Detectives**

* FTE – Full Time Employee

* 24.4 with EM and DV Advocate



Chief of Police

Operations
Commander

Support Services
Commander

Patrol

Patrol

Investigations

Support

Records

Sergeant

Sergeant

Sergeant

Sergeant

Detective

Support Officer

Records Specialist

Officer

Officer

Officer

Officer

Detective

DV Advocate

Records Specialist

Officer

Officer

Officer

Officer

Crime Watch

Officer

(Traffic) Officer

Officer



PD ORGANIZATION (CURRENT)

Current

- 21 FTE's
 - **(14) Patrol**
 - **(1) Detective**
 - (3) Admin
 - (3) Support

Current (Deployable)

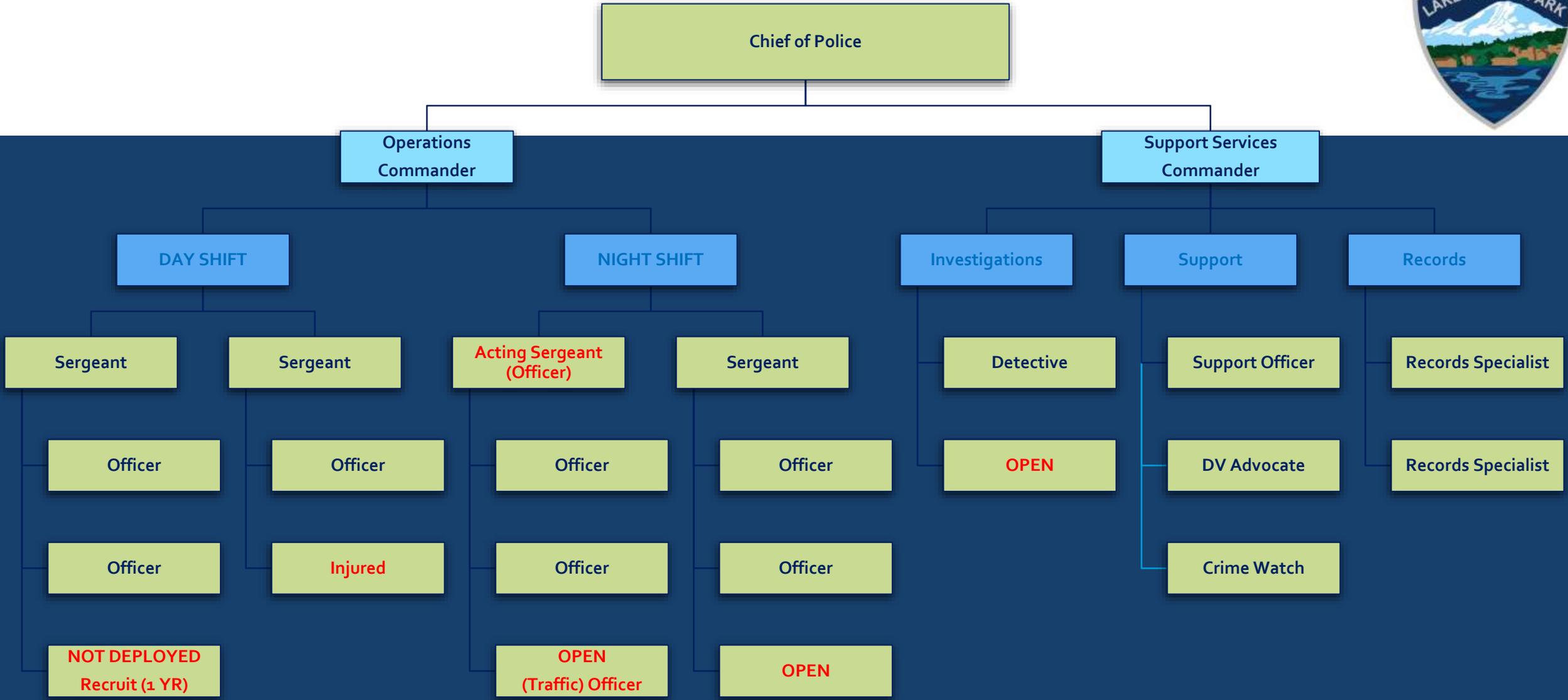
- 21 FTE's
 - **(11) Patrol**
 - **(1) Detective**
 - (3) Admin
 - (3) Support
- (1) Recruit**
- (1) LTE (Sergeant)**
- (1) Injured**
- (2) Open Positions**

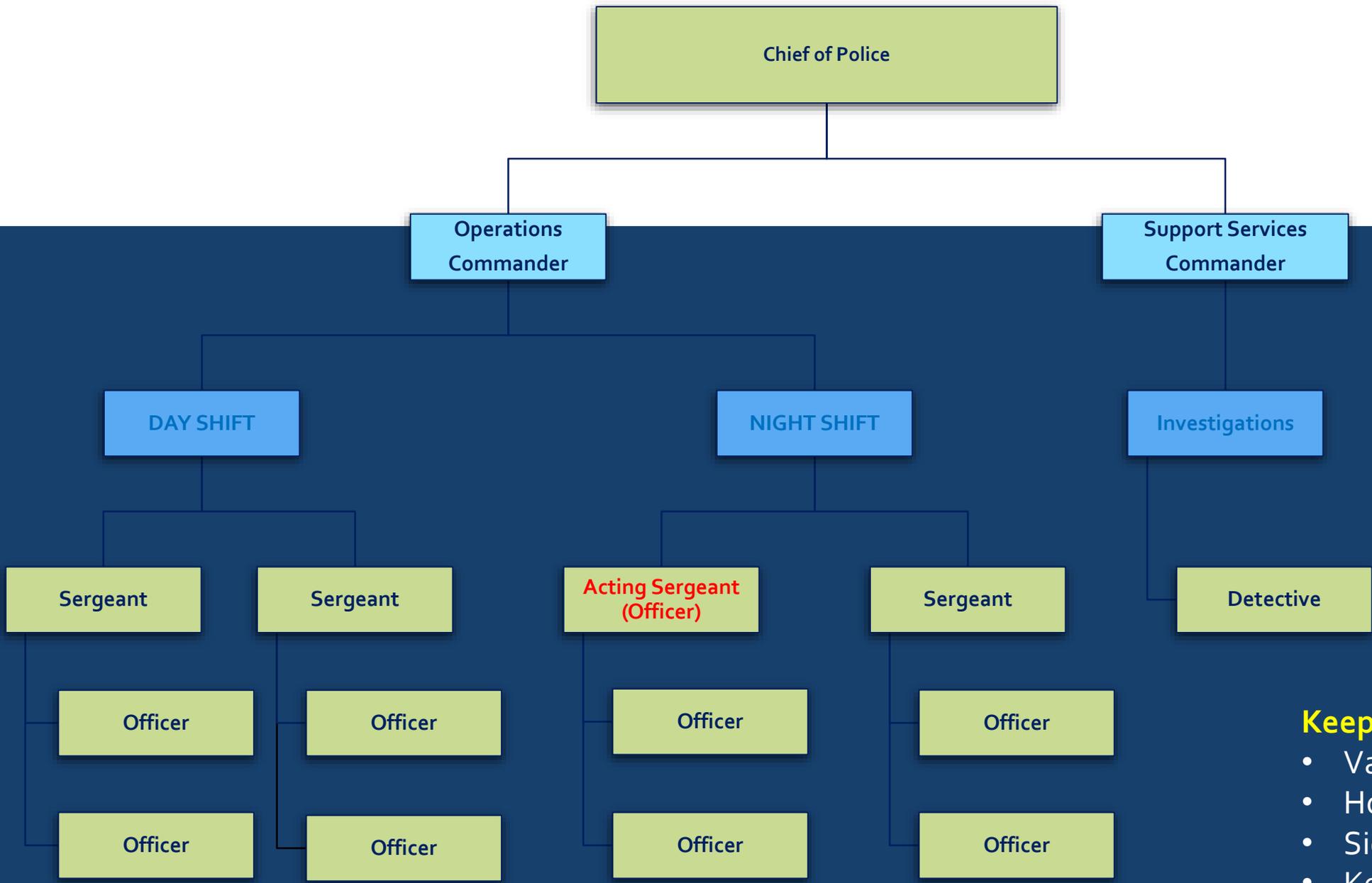
Open Internal Positions

- **(1) Sergeant**
- **(1) Detective**

Pending Internal Positions

- **(1) Traffic Officer**
- **(1) Firearms Instructor**
- **(1) Defensive Tactics Instructor**
- **K9?**





- Keep In mind....**
- Vacation
 - Holidays
 - Sick Time
 - Kelly Time
 - Mandatory Training



RETIREMENTS

LEOFF 2 Retirement System

- 53 Years old with more than 5 years on
- 50 years old with more than 20 years on
- **6 commissioned officers** are currently eligible to retire today
 - **All in Leadership Roles from Sergeant to Chief – 138 years of experience.**
- **7 commissioned officers** will be eligible to retire in under 3 years.

1/3 of the police department is eligible to retire in the under 3 years.

Average Age

Commissioned officers is **45 years old** (entire department)

Supervisor Staff is **52 years old**

Average age of all staff not in supervisor roles **40 years old**

Average Years of Experience

Commissioned officers is **13 years** (entire department)

Supervisor Staff is **22 years**

Average age of all staff not in supervisor roles **7 years**



Chief of Police

**Operations
Commander**

**Support Services
Commander**

DAY SHIFT

NIGHT SHIFT

Investigations

Sergeant

Sergeant

**Acting Sergeant
(Officer)**

Sergeant

Detective

Officer

Officer

Officer

Officer

Officer

Officer

Officer

Officer



RECRUITMENT AND HIRING

Hiring new officers is a long and complicated process.

The last quarter of 2022 and so far in 2023:

- Several Oral Boards Conducted with **30+ applicants**
- Two Oral Boards days with applicants that did not receive a passing score
- **10** - Applicants processed in backgrounds, did not get hired.
 - Failed backgrounds, Hired by another Agency, Withdrew
 - All taking weeks to months to complete backgrounds.

Current Backgrounds:**5**

2 - Laterals

3 - Entry Level

16 - On Civil Service List (as of this morning).

This is good.

Out of all this hard work from our PD staff and HR, only one has been hired.

SOLUTION



- **Request Authorization to over hire +3 from budgeted 23 FTE's.**
 - Allow 3 additional "Limited Time Employees" (LTE's).
- **Opens opportunity to hire current candidates that are great, but not high enough on civil service list (Rule of 3).**
- **Gives us ability to hire people as a backup/preparation for those applicants that:**
 - Don't pass backgrounds
 - Don't fit in with police work before going to basic academy
 - *Either by staff observations or the new hire.*
 - Those that fail the basic academy (4 months) or field training program (3+ months)
 - Newly hired employees undergo a one-year probationary period, during which they face several challenges in their early careers that could potentially affect their long-term success within the department.

All these issues pushes out time, which we do not have.



WHY OVER HIRE

- **Training and development:** With additional staff, there is more time and resources available to invest in training and developing employees. This can lead to a more skilled and competent workforce, which benefits the organization in the long run.
- **Specialized projects and expertise:** Some applicants have specialized skills or expertise that existing employees may not possess. Over-hiring can allow the department to bring in individuals with the right skills to train.
- **Redundancy and succession planning:** Having redundant staff ensures that if a key employee leaves the company or is unavailable for any reason, there are others who can step in and continue the work without disruption.
- **Employee burnout prevention:** Overworking a limited number of employees leads to burnout and reduced job satisfaction. By over-hiring, the workload can be spread more evenly, promoting a healthier work-life balance and improving employee morale.
- **Time to ramp up productivity:** New officers require some time to adjust and become fully productive. Over-hiring provides a buffer for this ramp-up period, ensuring that productivity doesn't dip during this phase.
- **Keep Culture/Environment of Professionalism and High Standards:** Upholding a culture and environment of professionalism and high standards is instrumental in building a strong and effective police department that serves and protects the community with integrity and excellence.

**This is a practice for police departments (and in private sector) that has been successful
Our PD has done this before**



STAFFING - NOT SUSTAINABLE

- Officers suffer from burnout and morale problems
- Health and wellness of our workforce degrades
- Specialty units are unable to focus on their specialty details
- The effectiveness of patrol declines
- Little to no proactive enforcement occurs
- The quality of an officer's work product fails to meet our historically high standards
- Our community outreach efforts decline
- The expectations of our citizens are not met
- The Culture and Environment of Customer Service and Values dwindles



THE BOTTOM LINE

- The level of service expected and enjoyed by our citizens is not sustainable at our current staffing levels.
- Based on expected retirements, current staffing levels, and the sustainability projections, the city needs the practice of anticipatory hiring.
- Approve the authority to exceed the current budget by up to +3 positions in order to address the gaps arising from our current challenges.

I need flexibility to build a team for the future and it starts now.

STAFFING



Questions?