



**TOWN OF LOS GATOS
COUNCIL AGENDA REPORT**

MEETING DATE: 10/05/2021

ITEM NO: 8

DATE: September 29, 2021
TO: Mayor and Town Council
FROM: Laurel Prevetti, Town Manager
SUBJECT: Discuss Information on the Los Gatos-Monte Sereno Police Department's Structure and Current Staffing Efforts

RECOMMENDATION:

Discuss information on the Los Gatos-Monte Sereno Police Department's (LGMSPD) structure and current staffing efforts.

BACKGROUND:

LGMSPD provides outstanding, high quality services consistent with the Department's mission of ensuring public safety with integrity, compassion, and professionalism by providing exceptional law enforcement and dispatch services, building community partnerships, and engaging the community in problem-solving. The quality of the Department's services is dependent on highly skilled and trained staff.

On September 7, 2021, the Town Council approved an amendment to the Temporary classification plan to align the Temporary Communication Dispatcher classification salary steps with the existing Town Employee Association (TEA) Communication Dispatcher classification salary steps. Operational dispatchers from other local agencies and retired Dispatchers with extensive dispatch experience (also called per-diem Dispatchers) are hired on a part-time, non-benefitted hourly basis to assist with staffing vacancies and while other Dispatchers are in training.

During the meeting, questions arose regarding the structure, staffing, and compensation of the LGMSPD and the Dispatch function in particular. Information provided in this staff report is intended to update the Council and community on the current staffing and other elements of the LGMSPD organizational structure. As the Town is currently in the bargaining

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Acting Police Chief

Reviewed by: Town Manager, Assistant Town Manager, Town Attorney, and Finance Director

BACKGROUND (continued):

process with two unions with staff in the Police Department, this report and agenda item cannot share or discuss proposals associated with the bargaining process.

DISCUSSION:

LGMSPD Structure and Staffing

The Police Department is dedicated to providing a high level of service to the community members of the Town of Los Gatos and City of Monte Sereno. The Department is experiencing a transition in staffing of both sworn and non-sworn positions and is committed to providing the necessary resources and services to maintain a safe community through the excellent work of highly qualified and dedicated personnel.

The Town Council has approved full funding of the Department and all of its positions in the Adopted Fiscal Year (FY) 2021/22 Operating Budget.

The sworn officer positions seek to maintain the high level of service to respond, investigate, and address calls for service by the public. The table below illustrates the budgeted and actual sworn positions within the Department.

Sworn Positions	Budgeted Positions	Filled Positions	Operational Positions
Police Chief	1	0	0
Captains	2	2	2
Sergeants	7	7	7
Patrol Corporals	4	4	3
Officers	25	24	21
Totals	39	37	33

The difference between filled sworn positions and operational sworn positions is attributed to a combination of staff in acting positions, training, and workers' compensation leave or work restriction status. In addition to natural staffing attrition through retirements and staff opting to relocate, the Department maintains succession plans for other potential vacancies. As such, the Department continues to recruit and maintain a "Open Continuous" recruitment process for Lateral, Pre-Service, and Entry-Level Officer candidates in anticipation of expected and unexpected departures or unsuccessful candidates currently in the hiring process. For example, three Officers have indicated their intentions to retire by the end of the calendar year and the Department is actively recruiting and training to manage this transition.

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DISCUSSION (continued):

The table below illustrates the civilian positions within the Department. The filled Dispatcher positions include two individuals who are in training, thereby reducing the total operational positions to three.

Civilian Positions	Budgeted Positions	Filled Positions	Operational Positions
Records/Communications Manager	1	1	1
Dispatcher	8	5	3
Records Specialist	4	4	4
Senior Admin Analyst	1	1	1
Admin Tech/Analyst	1	1	1
Executive Assistant	1	1	1
Community Outreach Coordinator	1	1	1
Parking Control Officers	2	2	2
IT System Administrator	1	1	1
Community Service Officer	1	1	1
Totals	21	18	16

Dispatch Staffing

The Communications Center provides 24/7 service and is staffed with Communications Dispatchers who answer both emergency and non-emergency phone calls, provide communications support for Patrol Officers, and act as one of main call centers for the Town of Los Gatos. The Department is committed to maintaining Dispatch services and is currently implementing a staffing plan to complete training for current Dispatch trainees, train and deploy per-diem Dispatchers, recruit to fill vacant Dispatcher positions, and retain staff through stretch and growth assignments.

As previously noted in the staff report from September 7th, the Dispatch function has recently been impacted by a series of retirements and resignations. The table below provides a timeline of departures and reasoning for separation since July 2020.

DISCUSSION (continued):

Date of Separation	Dispatcher Reason
July 2020	Moved out of State
December 2020	Retired and moved out of State
January 2021	Didn't complete training
March 2021	Resignation
April 2021	Didn't complete training
August 2021	Resignation

As vacancies occur within the LGMSPD or other Town Departments, the Department notifies the Town's Human Resources Department to initiate recruitment proceedings. The table below illustrates the Dispatcher recruitment efforts since August 2020.

Oral Board Date	Number of Candidates Interviewed	Number Hired
August 6, 2020	5	1
December 15, 2020	3	0
February 9, 2021	5	2
April 29, 2021	4	1 conditional offer
September 22, 2021	4	2 in background

As the above table illustrates, the exacting nature of the Dispatcher function in conjunction with an extensive background process often result in few applicant job offers being made. The Department will continue to recruit and maintain "Open Continuous" recruitment process for Communications Dispatcher in anticipation of any unexpected departures of current staff or unsuccessful candidates currently in the hiring process.

In addition to the extensive initial recruitment process, newly recruited Dispatchers must successfully complete rigorous training including graduation from the Dispatcher Academy. Unlike a fully trained Dispatchers, Dispatchers in training are not allowed to take calls independently until they complete all the training requirements.

DISCUSSION (continued):

The following table illustrates Dispatcher staffing in 2021 relative to fully trained Dispatchers, Dispatchers in training, and vacancies.

	Jan*	Feb*	Mar*	Apr	May	Jun	Jul	Aug	Sep
Budgeted Positions	8	8	8	8	8	8	8	8	8
Filled: Fully Trained	5	5	4	4	4	4	4	4	3
Filled: In Training	2	1	1	1	0	2	2	2	2
Vacancies	1	2	3	3	4	2	2	2	3

*Jan-Mar includes 1 Filled: Fully Trained Leave of Absence

The Department has developed a training program for per-diem Dispatchers and has begun one-on-one training with five per-diem Dispatchers. The Department is committed to maintaining a pool of five to six fully trained per-diem Dispatchers during this time for staffing vacant shifts and for future backfill of Dispatchers as needed.

CONCLUSION:

LGMSPD continues to work on succession planning for all of its functions in anticipation of expected retirements, hires who do not successfully complete required training, and unforeseen resignations. The Department is focused on a sustainable staffing plan for the Dispatch function which will take several months to fully implement.

COORDINATION:

This staff report was coordinated with the Town Manager, Town Attorney, and Finance Director, and Director of Human Resources.

FISCAL IMPACT:

None.

ENVIRONMENTAL ASSESSMENT:

This agenda item is not a project defined under CEQA, and no further action is required.