



Spring Lake Park Police Department Administrative Captain Position

Chief Josh Antoine

Administrative Captain Position

As the Chief it is my responsibility to continue to move the police department forward and ensure the Spring Lake Park City Council and the residents are aware of the Department's needs related to staffing.

After taking over the police department in 2021 it was my goal to study the staffing needs of the police department and make sure that the city council and residents are receiving the services that are expected of the police department.

Administrative Captain Position

- ▶ In March of 2023 I completed and presented a staffing study to the city council that showed that the police department could use up to two additional full time officer positions. The city council graciously approved one of those positions and have filled that position with a patrol officer.
- ▶ When I presented this information there had not been an addition to the police department staffing level since the mid to late 1990's when the city added a School Resource Officer Position.
- ▶ The police department also went to a two sergeant structure when the SRO was added.
- ▶ Over the years police work has evolved and the need for closer supervision of officers has grown.

Administrative Captain Position

- ▶ Factors that increase the need for on street supervision:
 - ▶ Law changes
 - ▶ Rules
 - ▶ Policies
 - ▶ Training
 - ▶ Officer experience

Administrative Captain Position

- ▶ Currently our two sergeants are considered patrol sergeants, but are expected to perform administrative duties.
- ▶ During the staffing study due to our sergeants administrative duties we only counted them as one unit. That was estimating that they were on the street 50% of the time and in the office 50% of the time.
- ▶ Due to the ever changing landscape of law enforcement I would estimate that the sergeants administrative duties take up 80% of their time now.
- ▶ That brings their supervision of patrol officers down even further.

Current Sergeant Administrative Duties

- ▶ Administrative duties performed by the sergeants: List is not exhaustive.
 - ▶ Training: As you all know we are training more and more due to new laws and regulations from the state and MN Post Board. The Sergeants are currently in charge of all training. List below, but changes frequently:
 - ▶ Patrol Online
 - ▶ Emergency driving response training
 - ▶ Firearms and Use of Force
 - ▶ Axon/Taser recertification
 - ▶ Less lethal and non-lethal training
 - ▶ POST Board mandated training
 - ▶ OSHA mandated training
 - ▶ Other misc. officer training

Current Sergeant Administrative Duties

- ▶ Community Outreach:
 - ▶ Night to Unite
 - ▶ Coffee with a Cop
 - ▶ Crime Prevention and Neighborhood Watch
 - ▶ Assist Chief with development of new outreach programs
 - ▶ Park and Rec events
 - ▶ School events
 - ▶ SBM Fire Department events
 - ▶ Special Olympics

Current Sergeant Administrative Duties

- ▶ Department programs and Units
 - ▶ Onboarding new officers with the assistance of Records Techs and Chief
 - ▶ Field Training Officer
 - ▶ Bike Patrol
 - ▶ Axon/Taser Equipment
 - ▶ Chaplains/ Church Liaison
 - ▶ Rental Housing
 - ▶ Dangerous Dog
 - ▶ Scheduling of officers and overtime
 - ▶ North Metro Mobile Field Force Coordinators

Current Sergeant Administrative Duties

- ▶ Department programs and units continued:
 - ▶ Non-lethal and less lethal equipment
 - ▶ AED program city wide.
 - ▶ Other misc. programs that arise
 - ▶ Adult and Juvenile protection reporting
 - ▶ Squad car builds

Current Sergeant Administrative Duties

► Misc. Items

- Administrators for misc. law enforcement technologies. (examples: OD Mapping, MRAP, MN Government access, Axon, ect...)
- MN BCA Local Agency Security Officer (LASO) (CJIS)
- Track other misc. programs such as cell phones and other department equipment.

Current Sergeant Administrative Duties

- ▶ Along with the duties listed above the patrol sergeants are responsible for the overall supervision of officers which includes tracking overtime, comp time and completing annual reviews.
 - ▶ With all the other supervision needed for officers related to administration duties actual street level supervision is difficult to perform.
- ▶ As you can see with all of their administrative duties it does not leave them much time to supervise officers on the street where they should be.

Administrative Captain Position

- ▶ The current climate shows a real need for a administrative position within the police department to alleviate administrative duties from the sergeant so they can properly supervise on the street.
- ▶ Several articles and studies have been written and completed and show the real need for proper supervision of public safety employees.
 - ▶ IACP Police Chief Vol. 31 No.4 Negligent Supervision and Executive Liability.
 - ▶ Summary- Current environment in 2016 showed the need for increased supervision of officers on the street and found that courts were holding executive leaders and supervisors liable for negligently supervising officers.

Administrative Captain Position

- ▶ Police Executive Research Foundation (PERF)
 - ▶ “30 Guiding Principles”
 - ▶ Principles call for, among other things, developing policing regarding the actions of officers, increased supervision of officers, and new training of officers involved in critical incidents where force is used.
 - ▶ We have put into practice new policies and training in critical incidents, but as of now have not increased our on the street supervision.

Administrative Captain Position

- ▶ Last, but not least the League of MN Cities has worked in partnership with Benchmark Analytics to come up with a program called iMPACT.
- ▶ iMPACT®, identifies key risks facing each Trust member's law enforcement agency and provides evidence-based recommendations for approaches most likely to address these risks.
- ▶ One of the first and most important steps an agency can implement is “After Action Reviews”.
- ▶ We currently practice “After Action Reviews”, but only for critical incidents. We have a lack of manpower, especially at the top, to complete these “After Action Reviews”.

Administrative Captain Position Proposal

- ▶ To alleviate the Sergeants administrative duties and lack of patrol supervision I am proposing that we create a new Administrative Captains Position.
- ▶ The Administrative Captain would take on the majority of the sergeants administrative responsibilities freeing them up to be true patrol supervisors.
- ▶ The Administrative Captain would be responsible for the police departments Community Outreach Programs.
- ▶ There would still be certain things the sergeants would oversee, but they would be significantly reduced.
- ▶ The Administrative Captain would work Monday through Friday daytime hours.
- ▶ Patrol Sergeants would stay on their same shifts and would be responsible for responding to all calls with officers.

Administrative Captain Position Proposal

- ▶ When I interviewed in 2021 for the Chiefs position, I expressed to the council and Administrator Buchholtz that I did not feel there was a clear succession plan in place in the police department.
- ▶ I expressed one of my main goals was to start a succession plan in the Police Department in the event that I retired or was unable to perform my job anymore.
- ▶ I have started that process with the sergeants, but strongly believe that I can focus even more on this goal with the addition of the Administrative Captain Position.
- ▶ If the council approves this position we will have a clear path forward for a smooth transition to the next Chief if the council wishes to keep the position internal.

Administrative Captain Position Proposal

- ▶ Other benefits to this position:
 - ▶ As some of you know I was unable to perform my duties in late January due to a medical procedure. Having this position gives us a clear second in command that can take over for me when I am unable to be here.
 - ▶ This can be during conferences, medical procedures, ect...
 - ▶ Opens up further executive training for the next in line.
 - ▶ Can run large scale incidents and critical incidents while I am performing the requirements of the Chiefs position.
 - ▶ An Administrative Captain can be my designee at JLEC, Chiefs Association, other countywide meetings and council meetings that the sergeants are unable to be a part of due to their rank.

Administrative Captain Position

▶ FINANCING:

▶ Possible options:

▶ Restructure the Police Department.

- ▶ Records Tech/ Tac
- ▶ All admin staff cross trained in RMS systems.

▶ COPS Grant

- ▶ I have applied for this grant and will not know until later this year if we received it. This grant is far from a guarantee. Only 250 awards to agencies.

Conclusion

At this time I am educating the council on what I believe the needs of the police department are. During the budget meetings Administrator Buchholtz will be talking about the budgetary impact that this would have on the city and the options that the council will have.

Thank you for your consideration of this proposal. It has and always will be our goal to provide the best public safety services to the City of Spring Lake Park and its residents.

Chief Josh Antoine

Resources and Thanks

Thank you to the International Association of Chiefs of Police, Police Executive Research Foundation, and the League of MN for their expertise during this process.

For your review I have added a job description for the Administrative Captain as well as an updated job description for the Chief of Police. These job descriptions are like many others and cannot show the full scope of each of these positions. We have continued to keep in the phrase “and all other duties assigned” as not to limit what the positions are responsible for.

SLPPD COMMAND STAFF DUTIES

Fiske

Keeping track of Patrol Online ensure officers complete P.O.S.T Board licensing / CCF
Driving school recertification every 3 years
Blood borne pathogen and AED Training
Keeping track of No contact orders
Night to Unite
Dangerous Dog ordinance
Bike patrol unit
Oversee Crime Prevention and Neighborhood watch
Hearing and smell testing.
AEDs
Tower days parade
BS&A Software

Kramer

Firearms training/budget
Annually train and recertify all officers in the Taser
Keep track and service all Axon and Taser equipment
On Boarding New Hires
Chaplains coordinator - On Hold - Still Church Liaison
Speed signs and Speed trailers.
FTO program and responsible for training of new hires
Rental housing coordinator
Oversee SRO
Use of Force training
MN Government Access
Robot
Track and manage department cell phones
Build yearly schedules and maintain schedule records
Frontline
Oversee North Metro Mobile Field Force
RMS Committee
DOC S3 Administrator
Entering and removing Police CAD Hazard files
OD Map Administrator
Command Vehicle
40mm
LASO
LightsOn Program
Pepperball
Squad Builds
MRAP Administrator

Supervision of all patrol
Yearly evaluations on officers
Comp time tracking
Union stewards
Scheduling. Regular schedule and OT Shifts
Door Access
CEP/ MAARC reports

SLPPD COMMAND STAFF DUTIES

Captain	Sgt 1	Sgt 2
Keeping track of Patrol Online ensure officers complete P.O.S.T Board licensing / CCF Driving school recertification every 3 years Blood borne pathogen and AED Training Keeping track of No contact orders Night to Unite Oversee Crime Prevention and Neighborhood watch Hearing and smell testing. AEDs BS&A Software Firearms training/budget Keep track and service all Axon and Taser equipment On Boarding New Hires Chaplains coordinator - On Hold - Still Church Liaison Speed signs and Speed trailers. FTO program and responsible for training of new hires Rental housing coordinator MN Government Access Robot Track and manage department cell phones Build yearly schedules and maintain schedule records Frontline Oversee North Metro Mobile Field Force RMS Committee DOC S3 Administrator Entering and removing Police CAD Hazard files OD Map Administrator Command Vehicle 40mm LASO/CJIS Pepperball MRAP Administrator Assist with scheduling Emergency Management keeping track of OT and Comp when Sgts unavailable Lights On Police Reserves Records Door Access Squad Builds	Dangerous Dog ordinance Bike patrol unit Tower days parade	Use of Force training Oversee SRO Annually train and recertify all officers in the Taser
	Supervision of all patrol Yearly evaluations on officers Comp time tracking Union stewards Scheduling. Regular schedule and OT Shifts CEP/ MAARC reports	