



CITY OF LAKE FOREST PARK CITY COUNCIL COMMITTEE OF THE WHOLE MEETING

Monday, July 24, 2023 at 6:00 PM

**Meeting Location: In Person and Virtual / Zoom
17425 Ballinger Way NE Lake Forest Park, WA 98155**

INSTRUCTIONS FOR PARTICIPATING IN THIS MEETING VIRTUALLY:

**Join Zoom Webinar: <https://us06web.zoom.us/j/84308122892>
Call into Webinar: 253-215-8782 | Webinar ID: 843 0812 2892**

The Committee of the Whole is providing opportunities for public comment by submitting a written comment or by joining the meeting webinar (via computer or phone) or in person to provide oral public comment.

HOW TO PARTICIPATE WITH ORAL COMMENTS:

Sign up here <https://app.waitwhile.com/welcome/comment-sign-up> between 9:00 a.m. and 5:00 p.m. on the day of the meeting to provide Oral Comments during the meeting.

If you are attending the meeting in person, there is a sign in sheet located near the entrance to the Council Chambers. Simply fill the form out and the Deputy Mayor will call your name at the appropriate time. Oral comments are limited to 3:00 minutes per speaker.

If you are attending the meeting via Zoom, in order to address the Committee during the Public Comment section of the agenda, please use the “raise hand” feature at the bottom of the screen. Oral comments are limited to 3:00 minutes per speaker. Individuals wishing to speak to agenda items will be called to speak first in the order they have signed up. The City Clerk will call your name and allow you to speak. Please state your name and whether you are a resident of Lake Forest Park. The meeting is being recorded.

HOW TO SUBMIT WRITTEN COMMENTS:

<https://www.cityoflfp.gov/615/Hybrid-City-Council-Meetings> (use CTRL+CLICK to open this link)

Written comments for public hearings will be submitted to the Committee if received by 5:00 p.m. on the date of the meeting; otherwise, they will be provided to the Committee the next day. Because the City has implemented oral comments, written comments are no longer being read under Citizen Comments.

Meetings are shown on the city’s website and on Comcast channel 21 for subscribers within the Lake Forest Park city limits.

AGENDA

1. CALL TO ORDER

2. CITIZEN COMMENTS

*This portion of the agenda is set aside for the public to address the Council on agenda items or any other topic. The Council may direct staff to follow up on items brought up by the public. **Comments are limited to a three (3) minute time limit.***

3. DISCUSSION ITEMS

- A. Discussion regarding Police Department staffing issues
- B. Continued discussion regarding updates to the Governance Manual

4. ADJOURN

FUTURE SCHEDULE

- Thursday, July 27, 2023 City Council Regular Meeting 7 pm – *hybrid meeting (Zoom and City Hall)*
- Thursday, August 10, 2023 City Council Work Session Meeting 6 pm – *hybrid meeting (Zoom and City Hall)*
- Thursday, August 10, 2023 City Council Regular Meeting 7 pm – *hybrid meeting (Zoom and City Hall)*

Any person requiring a disability accommodation should contact city hall at 206-368-5440 by 4:00 p.m. on the day of the meeting for more information.



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.

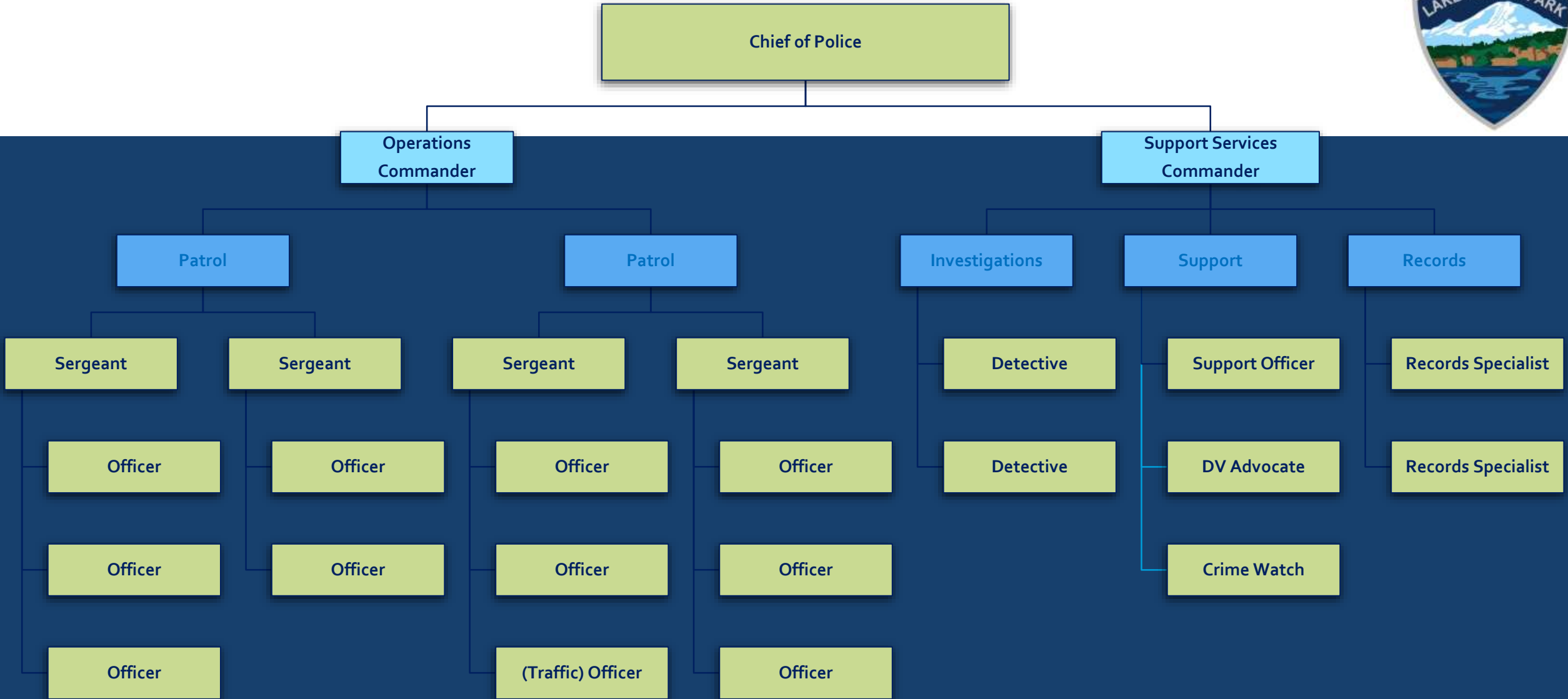


PD ORGANIZATION

- **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 Advoc





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

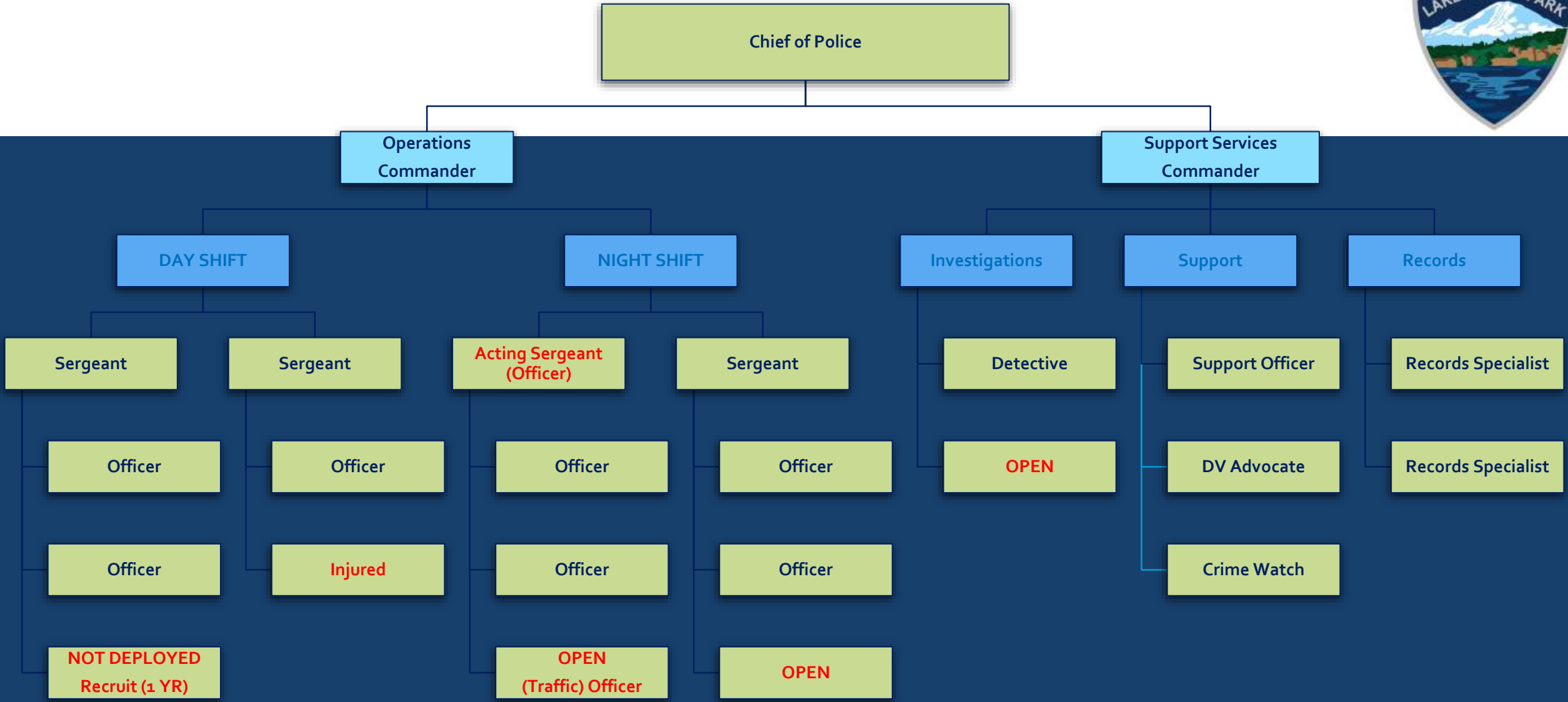
(2) Open Positions

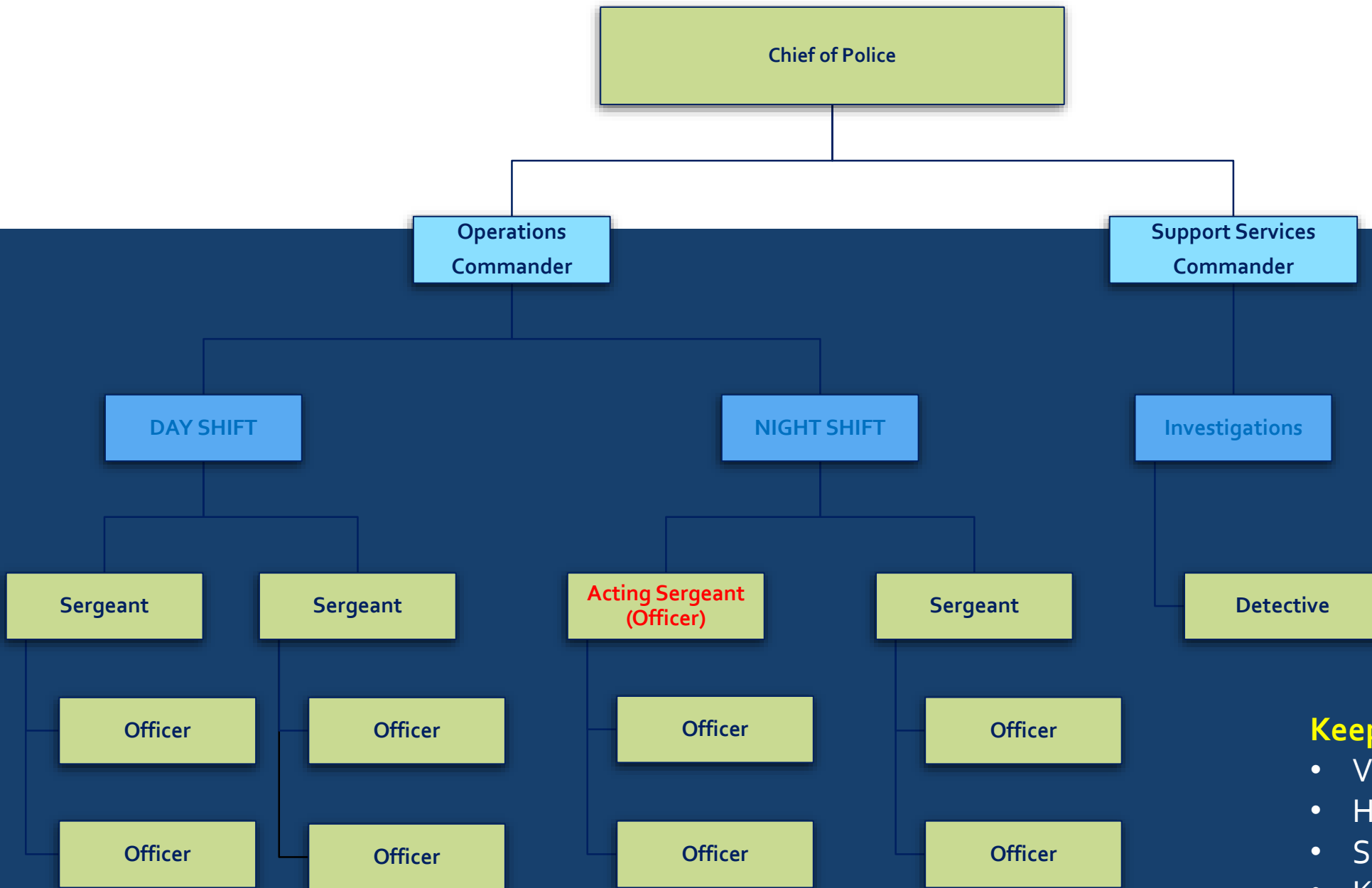
Open Internal Positions

- **(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

Section 3, Item A.



Questions?