

**RILEY COUNTY LAW ENFORCEMENT AGENCY
LAW BOARD MEETING
City Commission Meeting Room
1101 Poyntz Ave.
Manhattan, KS
March 21, 2022 12:00 p.m.
Minutes**

Members Present: Chairperson Linda Morse Secretary Barry Wilkerson
Member Kathryn Focke Member John Ford
Member Patricia Hudgins (Attended virtually) Member BeEtta Stoney (Attended virtually)

Absent: Vice Chairperson Robert Ward

Staff Present: Interim Director Kurt Moldrup Captain Josh Kyle
Captain Greg Steere Captain Derek Woods
Lieutenant Tim Schuck Sergeant Nathan Boeckman

Recorder: Executive Assistant Nichole Glessner, Riley County Police Department (RCPD or Department)

I. Establish Quorum: By Chairperson Morse at 12:00 p.m.

II. Pledge of Allegiance: Interim Director Moldrup led the Riley County Law Enforcement Agency (Law Board or Board) in the Pledge of Allegiance.

III. Consent Agenda:

- A.** Approval of Minutes
 - 1. February 17, 2022 Special Law Board Meeting
 - 2. February 22, 2022 Law Board Meeting
 - 3. March 3, 2022 Special Law Board Meeting
- B.** Approve 2022 Expenditures/Credits
- C.** Juvenile Transport Reimbursement
- D.** RCPD Related County Expenditures (*Review*)
- E.** Riley County Jail Average Daily Inmate Population- (*Review*)
- F.** Seizure Expenditure- (*Review*)
- G.** Reports- (*Review*)
 - 1. Monthly
 - a) Monthly Crime Report

Member Ford moved to approve the Consent Agenda as presented. Member Stoney seconded the motion. Chairperson Morse polled the Board and the motion passed with Focke, Ford, Hudgins, Morse, Stoney and Wilkerson voting in favor, and no one voting against. The motion passed 6-0.

IV. General Agenda:

H. Additions or Deletions: None.

I. Public Comment: None.

J. Fraternal Order of Police Lodge#17 Comments: Corporal Rachel Pate, President, Fraternal Order of Police (FOP) Lodge #17, briefed the Law Board on the Special Olympics Polar Plunge scheduled for Saturday, March 26, 2022 at noon at the Tuttle Creek Lake. To date, the RCPD Polar Plunge Team has raised \$2,380 for the worthy cause. The FOP donated \$1,500 which will support twelve employees who will take the plunge.

Corporal Pate asked that the Law Board please keep the employees of the RCPD in mind when discussing the salary survey which will be presented later in the meeting by Phil Hayes, Vice President of The Arnold Group. Decisions made by the Law Board regarding the salary survey will be vital to the future of the RCPD starting with next year. Corporal Pate mentioned that many agencies, to include the RCPD, have experienced increased staffing shortages over the past few years. Employees of the RCPD are feeling the stress of those staffing shortages as well as the impact inflation has had on their personal finances and lives. Rod Cook, FOP State Trustee, reported after attending the State Lodge Meeting this past month that many police agencies throughout the state will be looking to request and implement a 5-6% pay increase for their employees over the next budget year. Corporal Pate expressed how vital it will be for the RCPD to remain competitive with other agencies in order to maintain the best service for the community.

K. Board Member Comments: Member Focke noticed that the RCPD salary survey is a discussion item on the agenda and does not require action from the Law Board. She wished to know if the topic will be readdressed at a future meeting at which a vote may be taken.

Interim Director Moldrup said that is correct. He explained that the information provided today will be introductory in nature. Additional information will be provided as part of the 2023 budget presentation that will be provided at the April 18, 2022 Law Board Meeting.

L. National Public Safety Telecommunications Week Proclamation: Chairperson Morse read the National Public Safety Telecommunications Week Proclamation proclaiming that all citizens of Manhattan and Riley County observe the week of April 10th through April 16th, 2022 as National Telecommunications Week, in honor of the men and women whose diligence and professionalism keep the city, county and citizens safe. Communication Center Manager (CCM) Tyler Siefkes accepted the proclamation on behalf of the Department.

CCM Siefkes thanked the Law Board for reading the proclamation and honoring telecommunicators of the RCPD and throughout the nation. Presently, the RCPD has 23 dedicated professionals as part of the dispatch center. CCM Siefkes appreciated the Law Board calling attention to their efforts. He took a moment to thank his peers at the Kansas State University Police Department and their dispatch center employees who do an excellent job as well.

M. Community Advisory Board Update: Brent Riffel, Chairperson, Community Advisory Board (CAB), briefed the Law Board on CAB activities to date. Also present was Dennis Cook, Vice

Chairperson, CAB. Community Advisory Board Chairperson Riffel informed members of the Law Board and listening public that meetings of the CAB are open to the public and are held on the first Tuesday of every month at 11:30 a.m. The CAB currently meets at K-State Office Park, 1880 Kimball Avenue, Manhattan.

CAB Chairperson Riffel stated that since the last update to the Law Board, the CAB has discussed an array of topics to include Tip a Cop, Cops N' Kids, recent promotions within the RCPD, officer related duties and more notable events such as the shooting in Aggieville. At the next meeting, the CAB will focus on membership. Per the bylaws, the CAB shall consist of no less than nine and no more than twelve members. The Board presently has nine members with a few great prospects scheduled to attend the April 5, 2022 meeting to determine if they would be a good fit to represent the community. He noted that Law Board Vice Chairperson Robert Ward regularly attends monthly meetings of the CAB and that connection is very much appreciated by board members.

Chairperson Morse requested a list of those who serve on the CAB once it reaches full membership.

Member Focke thought that an updated schedule detailing meeting dates and locations could also be provided to the Board at that time.

N. Introduction of Phil Hayes by Captain Kyle: Captain Kyle introduced Phil Hayes, Vice President, The Arnold Group (TAG) and provided an overview of the process which led to the need of the RCPD to conduct a salary survey. Captain Kyle explained that over the last several years, RCPD staff recognized that many of the job descriptions were outdated and there was a need to conduct a thorough review of *all* positions within the agency. Further, it had been over a decade since the last salary survey was conducted which was very limited in scope. A Request for Proposal (RFP) for services to conduct a salary survey for the RCPD was sent out and The Arnold Group (TAG) was selected.

Captain Kyle stated that historically, the RCPD has been a market leader in law enforcement because of community expectations. The RCPD is a consolidated law enforcement agency that has maintained accreditation for over 30 years. Within the Department's training programs employees are taught to demonstrate critical thinking and problem solving skills. Unfortunately, the RCPD has fallen behind and is no longer a market leader in this area. Captain Kyle went on to explain that the job market has become highly competitive and the RCPD desires to be a market leader again. The Department wants to be in a position where it can attract high-quality personnel the community is accustomed to and deserves as well as ensure that RCPD employees and their families maintain a good standard of living.

Captain Kyle stated that the Manhattan Area Chamber of Commerce and the City of Manhattan Diversity, Equity, and Inclusion (DEI) Task Force have both pointed out the need to keep people in Manhattan with high-quality jobs. The RCPD employs over 220 people and staff believe that the salary survey will help attract those individuals and keep them in Manhattan.

RCPD Salary Survey Presentation by Phil Hayes, Vice President, The Arnold Group:

Phil Hayes provided a detailed presentation to the Law Board on the methodology used to conduct the salary survey for the RCPD and the proposed pay scales for the civilian, dispatch, corrections and sworn classifications. He touched on the impact the COVID-19 pandemic has had on the U.S. and Kansas labor markets to include supply chain issues, staffing shortages, and wage pressures.

Hayes explained that it was the desire of the RCPD to develop a long term, strategic compensation plan that is fair, equitable and meets the organization's goals through the use of up-to-date job descriptions that are objective and defensible based on the use of a systematic job grading process. In September 2019, TAG partnered with RCPD to evaluate and make recommendations on the current compensation strategy and provide an updated/new pay scale. Utilizing the Hay Method originally developed in 1951, TAG was able to define and compare job roles within the RCPD based on an objective process comprised of multiple compensable factors which include knowledge, supervisory control, guidelines, complexity, scope and effect, personal contacts, purpose of contacts, physical demands and work environment. Internal equity then was determined by completing a Point Factor Analysis (PFA) of compensable factors for each job description. An evaluation of benchmark salaries to establish external equity was also conducted and factored when constructing the final RCPD pay scale.

Hayes explained that the RCPD has remained extremely competitive by maintaining an equitable position above market regarding compensation. Current external pressures, including the war for talent and an extreme jump in inflation have forced many organizations to respond by closing the pay gap. Choosing not to respond to inflationary pressures and maintain a leading strategy will lead to long-term challenges related to recruiting and retaining employees, employee morale, and ability to meet organizational needs, to name a few.

Secretary Wilkerson wished to know if the level of liability exposure was taken into account when determining the pay grade for each position.

Hayes confirmed that liability exposure was considered during the process. However, the Department's policies and procedures/accreditation, and training regimen will be the best backstop for that.

Secretary Wilkerson addressed the recent shortages in dispatch. He noted that it is important to have adequate staffing to ensure that the right person is dispatched to the correct location and there are enough officers responding.

Hayes said that the RCPD is a mission critical agency and perhaps one of the most important mission that exists in any county from a public safety standpoint. He added that the RCPD, like other agencies, are trying to attract career minded individuals who want a career in law enforcement. There is just more competition for limited resources/individuals across the board.

Recruitment & Retention Efforts by Human Resources Manager Christine Robinson:

Human Resources Manager (HRM) Chris Robinson voiced her support of the methodology used by TAG to provide a comprehensive and highly defensible compensation plan for the RCPD. HRM Robinson addressed present workplace challenges within the Department with recruitment and retention at the top of the list. She explained that within talent acquisition, attracting quality applicants has also been a difficult issue to navigate.

HRM Robinson reported that in 2021, all divisions within the Department (with the exception of the office of the director) experienced an employee attrition rate of over 10%. The jail division was the highest with a 30% employee turnover rate. During that same period, the Department conducted six

hiring process for corrections officer which resulted in a little over 5% hire rate. HRM Robinson reported that ADP (the Departments HRIS) projects that the RCPD could see a 35% turnover rate in 2022. When comparing the hiring rate to the projected turnover rate one can quickly discern that there will be a fairly large gap. HRM Robinson noted that for 2022 the Department has conducted seven various hiring processes and hired only three individuals.

HRM Robinson explained that within the next five years there exists the potential for the Department to lose 30 employees due to retirements alone. Over the next two years, the Department could lose 22 of those employees. She noted that while unlikely that they all will retire the potential does exist. She is aware of four employees who have already submitted retirement notices. She emphasized the importance of the salary survey to not only help fill current vacancies but attract quality employees to fill upcoming vacancies as well.

Member Ford inquired about the age demographics of those applying for employment with the RCPD.

HRM Robinson responded that the Department has had a wide range of individuals apply for employment with one recent applicant being over 70 years of age.

Captain Kyle provided closing comments. He informed the Board that at the April 18, 2022 Law Board Meeting RCPD staff intends to discuss the proposed multiyear approach and cost to implement the results of the salary survey as part of the 2023 budget presentation.

O. American Rescue Plan Act Update: Captain Jager provided an update to the Law Board on the American Rescue Plan Act (ARPA) and outlined the needs identified by the RCPD to expend said funds following approval from the Law Board to submit a formal request to both the City of Manhattan and Riley County.

Captain Jager explained that under the Coronavirus State and Local Fiscal Recovery Funds, 14.4 million dollars was awarded to Riley County and 12.8 million dollars was awarded to the City of Manhattan. The U.S. Department of Treasury released an Overview of the Final Rule in January 2022 which instructs governments on how the funds may be expended. The Final Rule states that recipients may use the funds to restore and bolster public sector capacity, which supports government's ability to deliver critical COVID-19 services. There are three main categories of eligible uses to bolster public sector capacity and workforce, one of which is for Government Employment and Rehiring of Public Sector Staff, which would include corrections officers, police officers and dispatchers.

Captain Jager reported the current position vacancies within the Department which include seventeen corrections officer, six police officer, and two dispatcher vacancies. He noted that the Department has and continues to experience a significant decline in applications despite the high number of hiring processes that have been held. In Early March, the Department conducted a hiring process for the position of corrections officer. During the process, nine individuals applied and only two showed up for the first written exam.

Captain Jager stressed the need to get qualified and sincere applicants who want to work for the RCPD. The difficulty is attracting people to get them in the door to experience the culture of the Department. Through

the use of ARPA funds, the RCPD proposes initiating a \$5,000 hiring incentive to increase the applicant pool for first responder positions (corrections officer, police officer and dispatcher) and hopefully bring those positions to full staffing levels. The cost would be \$85,000 to implement the incentive for corrections officer only or roughly \$120,000 if applied to all first responder positions. If granted the funding, the RCPD would award a \$2,500 incentive to the employee following the first 30 days of employment and an additional \$2,500 following completion of the probationary period which is typically 18-24 months after their date of hire.

Secretary Wilkerson wished to know how long the Department would plan to offer the hiring incentive.

Captain Jager responded that there are some things that would need to be worked out. He foresees the Department utilizing the funds to address current vacancies among the first responder positions. The Department would then evaluate the effectiveness of the hiring incentive to determine if it would be worth applying to other positions and including it in future budgets.

Member Stoney asked if there are strategies in place to help retain the current workforce.

Captain Jager responded that the Department has developed a working group tasked with examining and improving recruitment and retention efforts. He stated that the jail division is significantly understaffed. The corrections officers are overworked which impacts their overall health and how they feel as they continue to work and cover other shifts. If the Department is able to increase staffing levels, he believes they would experience an increase in retention as well. The implementation of the salary survey is also critical to employee retention.

Member Ford commented on the potential negative feelings of current employees who will not receive this type of benefit.

Captain Jager said that the salary survey will hopefully address that concern for current employees. That said, getting additional staffing to help employees who are overworked will be of great benefit as well.

Chairperson Morse asked if the corrections officers are working twelve hour shifts.

Interim Director Moldrup said that is correct. Of the priorities, the highest is to get enough staff to move away from the twelve hour shift for corrections officers. Due to low staffing levels, the decision was made to change to a twelve hour shift which is needed to run the jail safely. As soon as staffing levels return to normal, the jail division will revert back to their regular schedule.

Interim Director Moldrup commented that how long the Department plans to offer the hiring incentive has yet to be determined. If the hiring incentive proves effective, it may be something that staff feels is worthy of adding to the budget. The purpose of the incentive is to fill the gap that the Department has right now. It is believed that the implementation of the salary survey will draw the applicants and the hiring incentive may no longer be needed. It is hard to tell what the future will hold. In his estimation, ARPA funds are intended to fix a problem that was the result of the last few years in the job market.

Following no additional comments from the Board, Secretary Wilkerson that requested Interim Director Moldrup draft a letter to both the City of Manhattan and Riley County requesting ARPA funds for the

purpose stated above. The letters are to be provided to the Board at the next regularly scheduled Law Board Meeting for review and approval.

P. Executive Session: An executive session was not needed.

Q. Adjournment: Member Ford moved to adjourn the meeting. Secretary Wilkerson seconded the motion. Chairperson Morse polled the Board and the motion passed with Focke, Ford, Hudgins, Morse, Stoney and Wilkerson voting in favor, and no one voting against. The motion passed 6-0. The March 21, 2022 Law Board Meeting adjourned at 1:17 p.m.