



INFORMATIONAL MEMORANDUM

TO: Community Services and Safety Committee

FROM: Chief of Police Eric Drever

CC: Mayor Ekberg

DATE: January 16th, 2023

SUBJECT: PD Recruitment Update

ISSUE

Law enforcement agencies have seen difficulties over the last several years with recruiting quality law enforcement officers. Creative ideas and focused efforts on recruitment strategies will be essential for any agency to be successful with its hiring moving forward.

BACKGROUND

Recruitment in Washington has been impacted state-wide. The Washington Association of Sheriffs and Police Chiefs reports that there has been a loss of 800 officers in Washington state, entering 2023 with an approximate 7.5% reduction in law enforcement. The Tukwila Police Department has had both success and failure when trying to address recruitment for our commissioned officer positions over the last several years. As we entered 2022, recruitment was somewhat stagnant, for every officer that was hired, one seemed to leave. Our recruitment efforts were not prepared for the challenges of the law enforcement hiring environment of the preceding two years.

Prior to 2022, we had a part-time recruiter that was efficient in traditional ways of recruiting for law enforcement; however, we have since realized that a single recruiter working part-time on recruitment was not enough to manage the recruitment needs of the Department in the environment that we were in and still are facing. We were forced to get creative and be willing to make short-term sacrifices for long-term gain.

DISCUSSION

Tukwila Council and the community have provided the support and resources needed to be competitive with other law enforcement agencies in the region, placing the police department in a position for positive recruitment and retention of its officers. To take advantage of this position, the police department has made significant changes to our recruitment and hiring programs.

To address the change in the law enforcement recruitment environment, we moved one of our commissioned officers from Patrol to a full-time recruiter position on a temporary basis to supplement our recruitment team in the Professional Standards Division. We then analyzed our recruitment and hiring processes from the beginning (when a position opens) until the end (when a new officer has passed probation and is successfully working on their own.) We have taken a holistic approach to recruitment, hiring, training, mentoring, and officer wellness to address both recruitment and training to provide Tukwila with the best officers to serve our community.

We fully recognize that modern-day recruiting efforts are heavily dominated by online recruitment platforms such as ZipRecruiter, LinkedIn, Monster, etc., as well as online marketing and advertising efforts, in which Tukwila participates. But the truth remains that any organization cannot neglect the need for proactive face-to-face interaction with positive rapport building as

part of recruiting efforts, especially when a career in law enforcement demands face-to-face interaction as a primary function of the job.

With the current competitive recruiting environment, candidates want to join an organization where they feel welcomed as a new member of a team and where they will feel appreciated for their contributions to the community. Therefore, we have developed a more personalized approach to recruiting applicants to inspire them to join our Tukwila family.

With a regional testing center (Public Safety Testing, an independent law enforcement applicant testing site) in Tukwila, we have been sending a team of recruiters on testing days to personally engage with potential applicants. In addition, we have sent recruitment teams to other testing sites in the state, including some universities and the JBLM military base.

We provide tours of the Justice Center and ride-alongs for the applicants. They are evaluating us, as well, and we want them to understand the culture and community that they will be joining.

We have streamlined each stage of the hiring process (Testing center - Oral board panel – Civil Service Certification - Chief’s Interview - Background Investigation – Medical & Psychological) and created a more efficient transition from one stage of the process to the next to minimize any downtime.

We continue to work closely with the Civil Service Commission as they provide oversight for the hiring process and certifications of each eligibility list. Additionally, we are proposing to Council an amendment to the Tukwila Municipal Code Civil Service process that will aid in finding qualified applicants and expedite the interview process.

The police department is already seeing the benefits of these changes to our recruiting. We finished 2021 with seven frozen positions plus four vacancies, for a total vacancy deficit of eleven (11) officers. Working through 2022, and with the current budget for 2023, the seven frozen positions were added back to the budgeted staffing roster. Our current vacancy deficit is five (5) officers, keeping in mind that this number includes tentative job offers, which means that applicants must still pass the background check. {Refer to attached Staffing roster}

Additionally, in anticipation of known and potential officer attrition during the budget cycle (such as retirements or resignations), the police department will assess the advantages of making job offers for commissioned “pipeline” positions. (“Pipeline” positions are authorized non-budgeted positions that are provided for the purpose of staying ahead of potential staffing attrition.)

As discussed previously with Council, all entry-level candidates will need to go through the academy, which can delay when they can work on their own. However, four of the recent job offers went to lateral officers and certified entry applicants, which have already attended an equivalent state academy.

The police department has its next round of oral board interviews of entry-level applicants scheduled for the 25th of January.

We will continue to keep the Council informed regularly of our recruitment efforts as the year progresses.

FINANCIAL IMPACT

No financial impact.

RECOMMENDATION

Information only. Thank you for the Council's support.

ATTACHMENTS

Tukwila Police Commissioned Staffing Roster

TUKWILA POLICE COMMISSIONED STAFFING ROSTER

January 16th, 2022

Administration		
1	Drever, Eric #106	Chief
2	Lund, Eric #126	Deputy Chief
3	Rossi, Todd #146	Commander
4	Kraig Boyd #116	Commander
5	Rock, Dale #163	Commander
6	Delic, Andi #200	Commander

Major Crimes Unit (Down -4)		
7	Cullens, Ceith #164	MCU SGT
8	(Vacant) 23/24 budget bridge conversion	MCU SGT
9	Donnelly, Steven #90	MCU
10	Danninger, Chris #166	MCU
11	Hisa, Patrick #198	MCU
12	Schlotterbeck, Michael #202	MCU
13	Akimoto, Ryota #226	MCU
14	Cruz, Dave #121 Temp Assignment to	MCU
15	(Vacant)	MCU
16	(Vacant)	MCU
17	(Vacant)	MCU
18	(Vacant)	MCU

Anti Crime Team (Down -6)		
19	(Vacant)	TACT SGT
20	(Vacant - Cruz Temp Assignment to MCU)	
21	(Vacant)	TAC
22	(Vacant)	TAC
23	(Vacant)	TAC
24	(Vacant) Linehan Temp Assign to Patrol	VNET

Crime Prevention Team (Down - 5)		
25	Mettlin, Rory #136	SGT CPT
26	Rusness, Randall #178	CPT
27	Kunsmann, Erik #191	CPT
28	(Vacant)	CPT
29	(Vacant)	CPT
30	Valdez, Matthew #210	Community Liaison
31	(Vacant) 23/24 budget bridge conversion	Comm Liaison
32	(Vacant) - Tran Temp Patrol	SRO
33	(Vacant) - Schutt Temp Patrol	SRO

Traffic (Down -1)		
34	Devlin, Bill #142	SGT Traffic
35	LeCompte, Greg #86	Traffic
36	Hines, Eric #95	Traffic
37	Delic, Deni #231	Traffic
38	(Vacant)	Traffic

Professional Standards		
39	Anderson, Zachary #161	SGT PSU
40	Thompson, James #224	Training Coord PSU
41	Masters, Victor #222	PIO/Recruiting
42	McAdory, Ryan #256	Temp Recruiting

Patrol		
43	Glover, Phil #105	Patrol SGT
44	Zaehler, Joseph #206	Patrol SGT
45	Harris, Isaiah #213	Patrol SGT
46	Vivet, Josh #155	Patrol SGT
47	Tran, Joseph, #204 Temp assignment to Patrol	
48	Schutt, Marc #173 Temp assignment to Patrol	
49	Gardner, Craig #115	
50	Perry, John #144	
51	Mackie, Erwin #145	
52	Sturgill, Jamie #151	
53	Richardson, Mike #157	
54	Wollan, Jason #168	
55	Hernandez, Ken #174	
56	Suedel, Jami #212	
57	Madriaga, Aaron A. #216	
58	Hinson, Joshua W. #217	
59	Linehan, Henry #223 Temp assignment to Patrol	
60	Line, Zachary #227	
61	Kim, Howard #228	
62	Tiemann, Peter #229	
63	Johnson, Dustin #236	
64	Hunter, Brian #237	
65	Matsuyama, Troy-L #238	
66	Hodgson, Dakota #239	
67	Thomas, Chris #242	
68	Armstrong, Jessica #249	
69	Zwicky, Aaron #253	
70	Wells, Jarrett #255	
71	Hiatt, Elias #257	
72	Haye, Carlos #260	
73	Castillo, Jermaine #261	
74	Macon, Malcom #262	
75	Collier, Chris #263	Current Budget positions
76	Chao, David #264	
77	Gonzalez, Noe (Entry) Academy	
*	Nunez, Luis (Entry) Academy	
*	Anderson, Demetris (Entry)	
*	Garcia, Maria (Certified entry)	
*	Wilson, Justin (Lateral)	
*	Henderson, Jonathan (Lateral)	
*	Jamali, Naseer (Certified Entry)	
*	Kennedy, Jamal (Entry) May start Date	
*	Roman, Jayda (Entry)	
*	Montano, George (Entry)	
*	VACANT 6 (Battumur, Jack - Pending) (entry)	Job offer / waiting acceptance
*	VACANT 5	
*	VACANT 4	
*	VACANT 3	
*	VACANT 2	
*	VACANT 1	
	PDR Specialist - 23/24 budget bridge conversion	
	EM Coordinator - 23/24 budget bridge conversion	
PL4	(Pipeline ~ Non-Budgeted)	
PL3	(Pipeline ~ Non-Budgeted)	
PL2	(Pipeline ~ Non-Budgeted)	
PL1	(Pipeline ~ Non-Budgeted)	

Color Codes - Key	
Vacant - Hirable Position	
Vacant - Unassigned specialty filled as staffing increases	
Background in progress	
Academy	
Hired - Awaiting FTO/Academy	
Bridge Conversion for 23/24 budget	

* = to be assigned to vacant postions