



CITY COUNCIL AGENDA

Updated 05/12/25

Wednesday, May 14, 2025

*Mayor Rafferty, Councilmembers Cavegn, Lyden, Ruhland and Stoesz
Interim City Administrator: Dave Pecchia*

COUNCIL WORK SESSION, 6:30 P.M.

Community Room (Not televised) | No Public Comment allowed per the Rules of Decorum

1. Call to Order and Roll Call
2. Setting the Agenda: Addition or Deletion of Agenda Items
3. Police Department Strategic Implementation Plan
4. Fire Department Strategic Implementation Plan
5. Notices and Communications, City Council

ADJOURNMENT

**CITY COUNCIL
WORK SESSION STAFF REPORT
ITEM NO. 3**

STAFF ORIGINATOR: Curt Boehme, Police Chief

WORK SESSION DATE: May 14, 2025

TOPIC: Police Department Strategic Implementation Plan

BACKGROUND

In the fall of 2024, Citygate Associates, LLC began an operational study of the Lino Lakes Public Safety Department. At the conclusion of the study, Citygate provided the city with multiple recommendations to consider for implementation within the police department.

The Citygate recommendations are wide-ranging impacting daily operations, staffing positions, the organizational structure, and future investments to infrastructure. Due to these impacts, a phased approach will be required to implement the recommendations.

RECOMMENDATION

The City Council is being asked to consider a phased implementation of three organizational structures, the creation of key positions within the organization, and the implementation of additional recommendations that are outlined in greater detail in the Lino Lakes Police Department Strategic Implementation Plan. Police staff are also seeking the council's input on the strategies laid out in the plan to retain and recruit officers.

ATTACHMENTS

Lino Lakes Police Department Strategic Implementation Plan.

LINO LAKES POLICE DEPARTMENT STRATEGIC IMPLEMENTATION PLAN

INTRODUCTION:

In the fall of 2024, the City of Lino Lakes (“City”) retained Citygate Associates, LLC (“Citygate”) to conduct an operational study of the Public Safety Department. In April 2025 they provided their final report with a total of 34 recommendations for the police division.

Police staff reviewed Citygate’s final report, the 56 findings, and the 34 recommendations and developed a strategic implementation plan consisting of five phases. Staff prioritized the recommendations, assigned them to a phase with an approximate completion timeline, and estimated the potential financial costs for the City.

During the first four phases staff will work to implement 28 of the recommendations. It is important to note that many of the 28 recommendations were consistent with existing procedures and goals that were in place prior to Citygate’s analysis. A lack of staff has been an obstacle that has negatively affected the department’s ability to make progress in some of the areas that are identified in the recommendations. Retaining and recruiting staff levels will be a key focus of the strategic plan.

The fifth phase consists of addressing the remaining six recommendations. The recommendations involve investments in infrastructure and adjustments to positions within the organization. Due to the long-term implications of these six recommendations, they are not the focus of this strategic implementation plan; however, they should remain a priority for the City in the future.

The strategic plan will cover specifics of the five phases, planned future organizational structures, retention and recruitment challenges, impacts of inadequate staffing, recommended strategies for retention and recruitment, and estimated budget implications.

PHASE 1

The Lino Lakes Police Department Strategic Implementation Plan begins with the council’s adoption of the four key recommendations noted in the table below. The City has already acted by adopting recommendations #1, #2, and #3. Recommendation #5 challenges the police department to develop retention-supportive structures to stem staff turnover. This recommendation should be a priority for the City as the police department works to stabilize its staffing levels. This strategic plan includes ideas for the council to consider for adoption as the police department seeks to become an “employer of choice” for existing staff and for people seeking employment.

PHASE ONE: QUARTER 2-3, 2025	STATUS	PLAN	COST
Recommendation #1: The City should cease utilization of the combined Public Safety Department operational model and reestablish a separate Police Department.	Complete	Complete	Staff Time
Recommendation #2: The new Police Department should be led by a restored, dedicated Chief of Police position.	Complete	Complete	Staff Time
Recommendation #3: Cease using the Deputy Director of Police and the Captain positions within the Department.	Complete	Complete	Staff Time
Recommendation #5: To help stem the amount of staff turnover and attrition the Police Division has experienced in recent years, the Department should create retention-supportive structures through leadership, training, and competitive compensation to become an employer of choice as well as a destination agency for prospective candidates regionally.	In progress	Implement strategies identified in this plan.	2025 ~\$40k 2026 ~\$118K

PHASE 2

Phase two consists of a total of 11 recommendations. A priority during phase two is to reassign the current Investigative Assistant to a newly created Evidence and Intelligence Specialist position. This will achieve Recommendation #32.

Recommendations #11, #16, #19, #23, #25, and #33 are part of ongoing efforts and were in place prior to Citygate's study. Recommendation #16 has been completed. During phase two, staff will also work on implementing Recommendations #13, #14, and #22 and adopt them into regular practices.

PHASE TWO: QUARTER 3 – 4, 2025	STATUS	PLAN	COST
Recommendation #11: Take steps to correct missing data in the Department's computer-aided dispatch (CAD) system.	Ongoing	Sergeants and records technicians continuously monitor data during report approval process. Conduct additional training for staff.	Staff Time
Recommendation #13: Monitor response times to higher-priority calls for service and investigate and track the reasons for longer response times related to such incidents.	Pending	Review 90 th percentile as a new tool to monitor response times.	Staff Time

Recommendation #14: Collect and analyze traffic enforcement and collision data to better identify opportunities to improve traffic safety.	Pending	Develop methods to collect data.	Staff Time
Recommendation #16: Review the current report-writing committee's findings and recommendations and implement changes to the report-writing policy where possible to reduce the number of reports generated by the officers.	Complete	Completed	None
Recommendation #19: Continue the current CSO program and pursue opportunities to fill current vacancies.	Ongoing	Continue efforts.	Staff Time
Recommendation #22: A comprehensive list of duties should be developed to provide clarity regarding the daily work responsibilities of CSOs.	Pending	The supervisor of CSO program will develop list.	Staff Time
Recommendation #23: A CSO training program should be developed to prepare CSOs for work as licensed police officers for the Department—including report writing, firearms, use of force, investigations, patrol officer crime scene management, etc.	Ongoing	Continue to use CSOs in the PTO program, provide them with use of force and firearms training, and provide ride-alongs.	Staff Time
Recommendation #24: Continue to promote the reserve program and expand it as qualified candidates are identified.	Ongoing	Continue efforts.	Staff Time
Recommendation #25: Continue participation in the North Command Mobile Field Force and Anoka County SWAT Team, which provides the Department with valuable resources.	Ongoing	Continue participation.	2025 ~\$4.5K
Recommendation #32: The City should create a full-time Property Room Manager position and fill this role with a non-sworn technician. The new position should report to the Department's second-in-command level.	Pending	Reassign the current Investigative Assistant to the newly created Evidence and Intelligence Specialist position.	2025 ~\$5.5K 2026 ~\$17.5K
Recommendation #33: The duties of the Investigative Assistant should be codified and, if there is additional time or capacity within the position's schedule, the Department should consider additional crime analysis training for this position.	Ongoing	Staff routinely seek out training opportunities to expand their skills.	Staff Time

PHASE 3

Phase three consists of four recommendations. A priority will be to accomplish Recommendation #8 by adding two sergeant positions and achieving 24-hour supervision. This change will require the

department to be staffed with 26 officers who can work solo-patrol. There are four staff members in various stages of training and upon successful completion the police department can move forward with implementation.

Another key priority will be to evaluate the K9 program. The current K9, Argos, is expected to retire within 1-2 years. As such, staff will follow Recommendations #17 and #18 prior to selecting a new K9 and handler. Currently, staff have expressed the desire to maintain a K9 program consistent with the existing program. The K9 program has been a valuable tool for the agency and this specialty position is in alignment with the City's goal to be an employer of choice.

PHASE THREE: QUARTER 1, 2026	PROGRESS	PLAN	COST
Recommendation #8: Add two additional sergeant positions to provide 24-hour critical supervision from 1:00 am to 6:00 am.	Pending	Implement acting sergeant positions, revise promotional process, conduct promotional process.	2026 ~\$47K
Recommendation #9: As patrol staffing levels improve and allow, realign supervision to ensure officers work the same shift as their assigned sergeant.	Pending	Evaluate how teams are created.	Staff Time
Recommendation #17: Evaluate the cost effectiveness of the current K9 unit.	Pending	Conduct analysis.	Staff Time
Recommendation #18: Consider a police station dog as an alternative to the current K9 unit.	Pending	Conduct analysis.	Staff Time

PHASE 4

Phase four includes the creation of a Patrol Division and an Administrative Division and the addition of two lieutenant positions (Recommendations #4, #27 and #28). The addition of the lieutenant positions will ensure there is sufficient leadership for staff, frequent engagement with the patrol team and administrative staff, oversight of the training programs, management of fleet and equipment, providing timely policy review and formulation, ensuring compliance with data practices, researching grants, and assisting with the budget.

Recommendation #31 has also been selected as a priority in supporting the efforts to create retention-supportive structures. As such, staff will explore task force opportunities with the Anoka County Drug Task Force, the Bureau of Criminal Apprehension, and federal agencies such as the Department of Homeland Security and the Drug Enforcement Administration to name a few. Staff

anticipate the department may be able to implement all the phase four recommendations by the end of the 3rd quarter of 2026 depending on staff levels.

PHASE FOUR: QUARTER 2-3, 2026	PROGRESS	PLAN	COST
Recommendation #4: Divide the Department into two divisions: one for patrol operations, and a second for investigations and administrative services. Create two lieutenant positions to lead each division.	Pending	Create additional positions once staffing levels reach at least 26 officers.	2026 ~\$12K 2027 ~\$27K
Recommendation #21: A pay equity study should be conducted for the CSO position.	Pending	Conduct a pay equity study.	Staff Time
Recommendation #26: Consider developing a replacement policy which facilitates earlier identification of vehicles to be replaced to account for extended vehicle delivery and build-up times.	Pending	Perform cost analysis study of fleet replacement strategies.	TBD
Recommendation #27: The creation of two Police Lieutenant positions should be refined to include one of the positions being assigned to investigative and administrative services as their primary area of focus.	Pending	Identify key duties and responsibilities and assign accordingly.	Staff Time
Recommendation #28: The Deputy Director and Captain positions should be reclassified as Lieutenants and their job duties should be balanced during this evaluation. Having two command positions within the organization with different titles is not in alignment with best-practice professional standards.	Pending	Identify key duties and responsibilities and promote when staffing levels permit.	Staff Time
Recommendation #29: Further refinement of the new Lieutenant duties and the Investigative Sergeant duties would be supported by the investment in a records management system (RMS) that includes an investigative case management module. This type of software will allow data mining and analysis by everyone within the agency, management of Investigator caseloads, and the monitoring of crime trends, as well as resource allocations within both Investigation services and Patrol operations to address crime trends within the City.	Pending	Anoka County law enforcement agencies have identified a new RMS platform which staff will assess to determine if it is suitable for case management.	Staff Time
Recommendation #30: Command staff, working with the Public Safety Director, should work out the details of the future Investigation unit staffing model, establishing whether any of the three Investigator positions should be permanent. If a permanent Investigator position is decided against, command staff should evaluate the length of assignment and	Pending	Investigators currently have a three-year assignment. The plan is to keep the existing rotation and explore a specialty	Staff Time

offset the timing of personnel entering and leaving the unit to ensure continuity of expertise.		investigation position.	
Recommendation #31: The new Lieutenant of the Investigation unit should evaluate all current regional task forces and determine whether any would better support the overall crime needs of the community. Having officers assigned to a regional task force creates career opportunities and provides valuable development of expertise through training and enhanced experience. However, effective communication between a Task Force Officer position and the home agency is essential. If the capabilities, training, and investigative work are not shared and transparent to those working at the home agency, the value of these positions can be misunderstood. Having additional career development opportunities within the Department will be an effective step toward retaining staff.	Pending	Once the organization is at full staffing, explore various task forces and determine which fits the needs of the department.	TBD
Recommendation #34: The new Investigation unit Lieutenant should evaluate what type of criminal analysis would most benefit the Department and work toward supplying this data to all members of the Department. The Lieutenant should also evaluate which databases are currently used by staff to analyze cases and crime trends. A gap analysis should be completed and any new software systems needed should be identified.	Pending	Evaluate available software and budget for 2027.	TBD

PHASE 5

Staff have identified Recommendation #7, the installation of a security fence, as a priority and will focus efforts on researching and budgeting for this expense. Previously, in 2022, staff obtained quotes from three companies that ranged between \$98,000 - \$112,000. These estimates provide a baseline for what the City could expect for a future expense.

Beginning in 2026, staff will research and report on any implementation plans for Recommendations #12 (analysis of staff levels), #15 (creation of grant funded DUI position), and #20 (creation of a full time CSO position). The implementation of Recommendations #6 and #10 involve significant financial costs for the City and are not a current priority. As such, these recommendations will be periodically reevaluated in the future.

PHASE FIVE: 4 th QUARTER 2026 - TBD	PROGRESS	PLAN	COST
Recommendation #6: Any bond planning related to City facilities should include a plan for expansion of police facilities as the City grows in size over the next 20 years.	Reconsider in 2-5 years	Perform needs analysis of facilities.	Staff Time & TBD

Recommendation #7: Create and implement a plan for security fencing to provide a buffer for the side and rear areas of the police facility.	Pending	Re-evaluate previous quotes and seek additional.	2027 \$120K
Recommendation #10: Monitor response times as the City continues to experience population growth to add a substation when necessary.	Reconsider in 2-5 years	Perform needs analysis based on response times and explore options for substation.	Staff Time & TBD
Recommendation #12: Continue to monitor the average utilization per police unit as a helpful metric to modify or increase staffing as necessary.	Pending	Conduct analysis.	Staff Time
Recommendation #15: Pursue a grant-funded position for an officer dedicated to DUI enforcement when staffing levels allow.	Pending	Conduct analysis.	Staff Time
Recommendation #20: Consider upgrading one of the current CSO positions to full-time to provide consistency and increase proficiency.	Pending	Evaluate needs and benefits of full-time CSO position.	Staff Time

PROPOSED ORGANIZATIONAL STRUCTURES

Current and anticipated future staffing levels were considered during the development of the proposed organizational structures. Due to current staffing levels, it will be necessary to utilize three organizational structures during the five phases of the strategic implementation plan.

The department is currently authorized for 28 sworn police officers; however, it is operating with only 23 officers who are available to engage in solo-patrol activities. In May, a vacancy will be created when an officer leaves for employment at another police agency dropping this number to 22. The five officers who are not available for patrol duties include: a sergeant on leave, two officers in the new officer training program, a police cadet in school, and a CSO with a conditional offer. (Annex A).

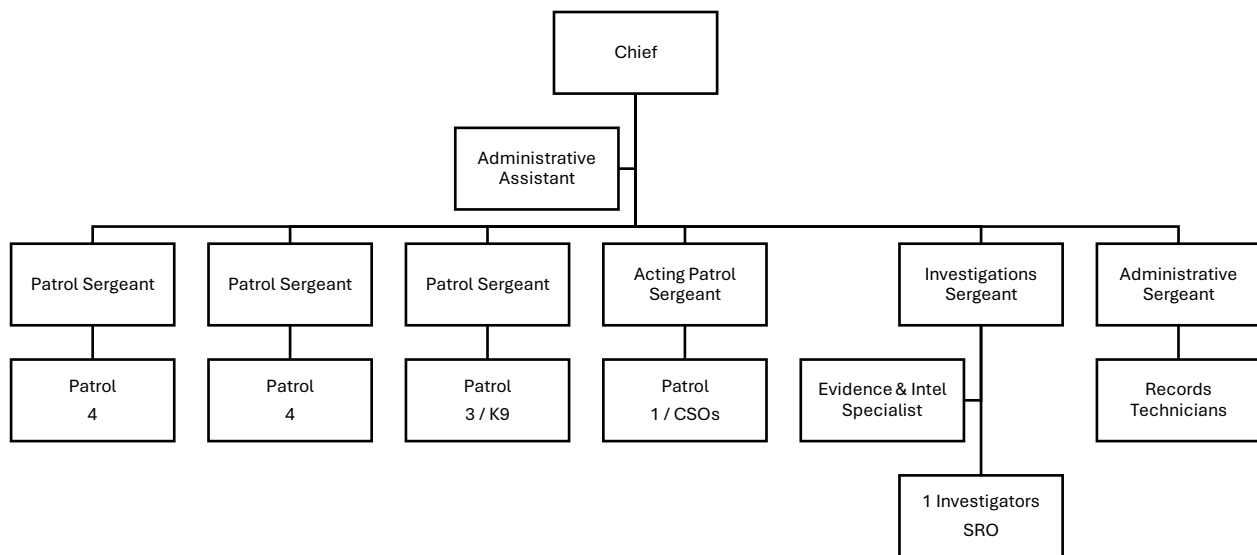
The department has been authorized to have 28 officers since 2021; however, the number of officers who are available for solo patrol has steadily declined and is now at a crucial point (Annex B). This plan includes strategies for the council to consider as the police department seeks to retain and recruit officers, which will be necessary to achieve Citygate's recommendations.

	2018	2019	2020	2021	2022	2023	2024	2025
Authorized	27	27	27	28	28	28	28	28
Staff Levels	25	27	26	24	26	25	25	22
Only includes officers who completed PTO and worked at least 6 months during the year.								

PHASE 1 & 2

The phase one and two organizational structure is based on the department being staffed with 22 officers who are eligible for solo patrol. The phase one structure provides time for key foundational steps to occur and predictable scheduling for staff during the remainder of 2025. During phase one staff will assign a School Resource Officer (SRO) to the Centennial Middle School, recruit a police officer for a vacant position, revise the sergeant promotional process, assign staff to an Acting Patrol Sergeant position, and potentially begin a process to promote sergeants in early 2026. Additionally, staff will reassign a staff member from the Investigative Assistant position to the newly created Evidence and Intelligence Specialist position which is in alignment with Recommendation #32.

PHASE 1 & 2: ORGANIZATIONAL CHART



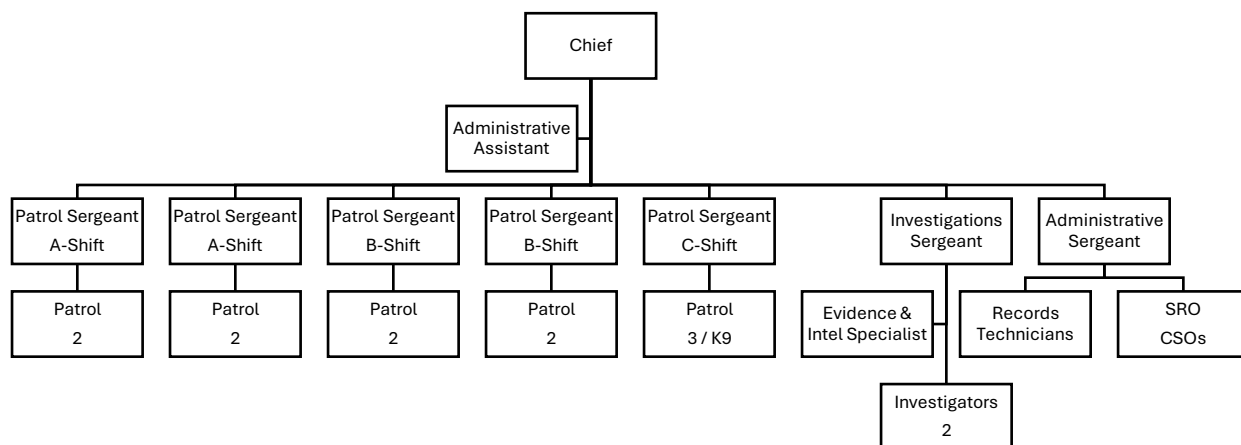
PHASE 1 & 2: ESTIMATED TIMELINE – 22 OFFICERS	
Quarter 2, 2025	Select an officer for School Resource Officer (SRO) position
Quarter 2, 2025	Identify eligible Acting Patrol Sergeants
Quarter 2, 2025	Bid for 3 rd and 4 th Quarter schedule (June 15 – December 13)
Quarter 3, 2025	Implement Acting Patrol Sergeant schedule
Quarter 3, 2025	Recruit officer to fill vacant position
Quarter 3, 2025	Implement Evidence and Intelligence Specialist position

PHASE 3

If staffing levels increase above 22 officers who are available for solo patrol, the department can advance to the phase three organizational structure pictured below. Phase three will include the

addition of at least one C-Shift (overnight) Sergeant position. The officer selected for this new sergeant position will come from either the Patrol or the Investigations Unit. The addition of a sergeant will help the department achieve partial 24-hour supervision as recommended by Citygate.

PHASE 3: ORGANIZATIONAL CHART



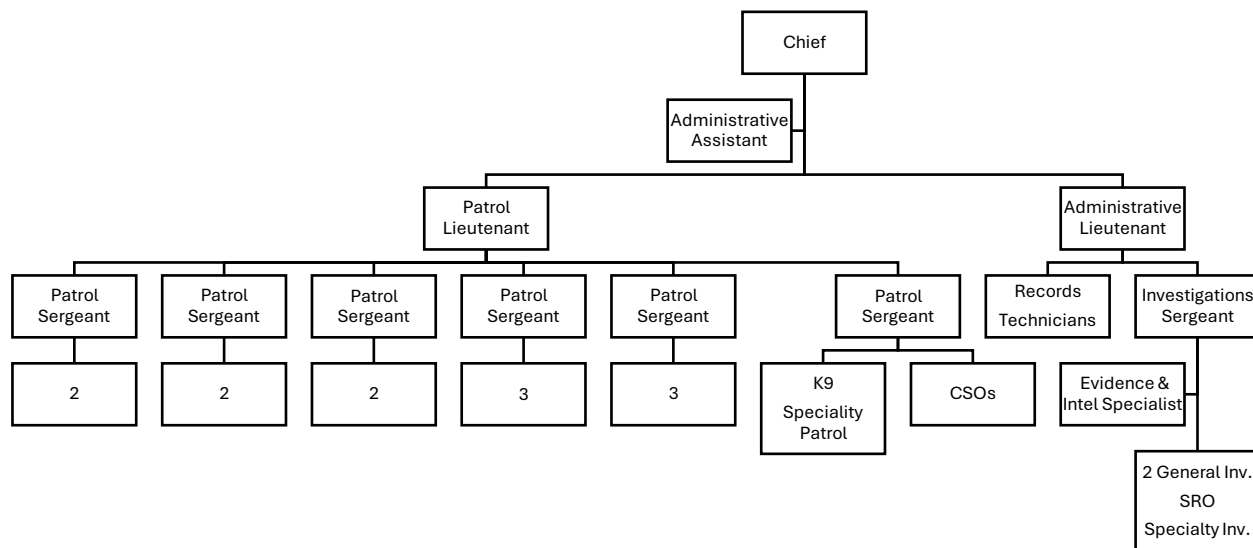
PHASE 3: ESTIMATED TIMELINE – 23 OFFICERS	
Quarter 4, 2025	Staff bid for 1 st quarter 2026
Quarter 1, 2026	Complete Sergeant(s) promotional process
Quarter 1, 2026	Make any needed re-assignment(s)
Quarter 1, 2026	Move sergeant(s) into vacant spot(s)

Phase 4 & 5

The implementation of phases four and five is dependent on at least three staff completing the new officer training program and staffing levels reaching at least 26 officers who are available for solo patrol. If this benchmark is achieved, the promotion of staff members to a Lieutenant of the Patrol Division, and a Lieutenant of the Administrative Division can occur. These promotions will create the need to backfill multiple sergeant positions.

When the department fills the 27th and 28th officer spots, the department will consider Citygate's Recommendation #31 which is to evaluate regional task forces and determine whether any would support the overall crime needs of the community.

PHASE 4 & 5 ORGANIZATIONAL CHART



PHASE 4 & 5: ESTIMATED TIMELINE – 26-28 OFFICERS	
Quarter 2-3, 2026	Begin promotional process for Lieutenant positions
Quarter 2-3, 2026	Select and promote Lieutenants
Quarter 2-3, 2026	Promote sergeant(s) to backfill vacant positions
Quarter 2-3, 2026	Identify internal specialty position (e.g. traffic enforcement)
Quarter 3-4, 2026	Identify external specialty position

CHALLENGES FOR IMPLEMENTATION

The implementation of the organizational structures and many of Citygate’s recommendations are dependent on achieving a fully staffed police department. The following sections cover staff attrition, new officer training duration, the estimated cost to hire and train new officers, current job openings for police officers, law enforcement education and skills enrollment data, historical hiring data, staffing shortages and its impacts on response times, stacked calls, and officer wellness.

STAFF ATTRITION

Police staff evaluated internal staffing trends so that opportunities for improvement could be identified and targeted strategies could be developed to retain and recruit officers.

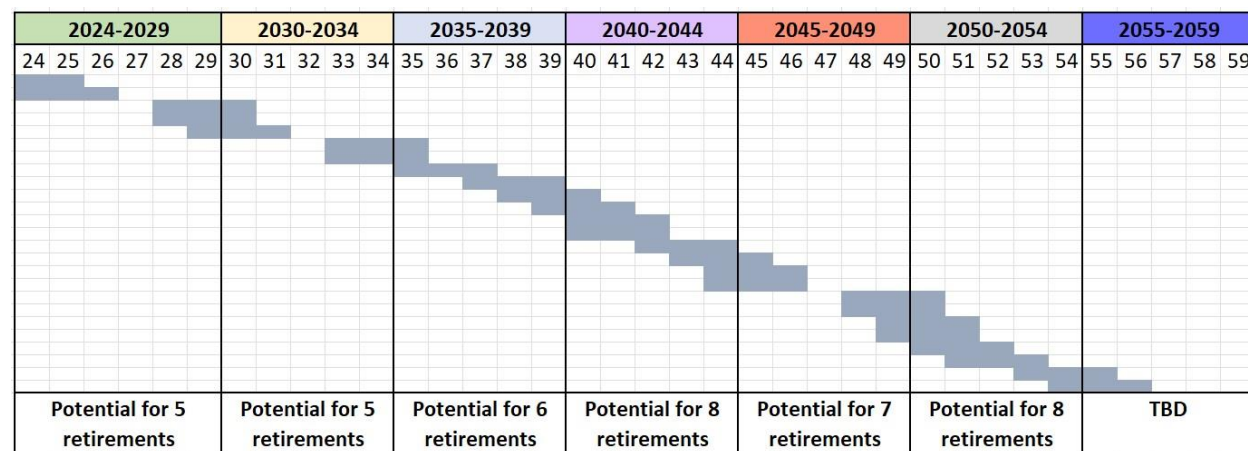
Since 2019, a total of 22 officers have left the police division (Annex C). The officers have left for a variety of reasons including left for other police departments (11), resigned (8), or retired (3). An important takeaway from these numbers is the department lost valuable talent and experience when

the 11 officers left the department for other police jobs and future efforts should be made to retain the investment the City has made in its staff.

TOTAL ATTRITION							
2019	2020	2021	2022	2023	2024	2025	Total
3	5	4	4	1	3	2	22

It is equally important to plan for expected retirements so that recruitment and retention efforts could properly align with the future staffing needs of the police department. Between 2024 and 2029, there are 5 officers who will be between the ages of 53 and 55 (typical age for police officers to retire); two officers from this group have already retired.

Considering both pieces of information, the City must adopt strategies that minimize officers leaving for other departments while planning for future staffing needs.



[The gray bars represent staff members]

NEW OFFICER HIRING & TRAINING DURATION

A department with well-trained officers is crucial for effective police services, officer safety, and for limiting liability for the City. As such, the police division has prioritized careful hiring and customized training programs to prepare officers for solo patrol duties. These processes require a significant financial investment from the City and a substantial time investment from training officers.

Police staff evaluated the hiring process and estimate it requires at least three months to hire a new officer. The process involves posting the job position, receiving applications, reviewing applications, completing multiple rounds of interviews, conducting background investigations, and completing the pre-employment health screening.

Staff then calculated the average number of days it required 19 officers to complete the new Police Training Officer (PTO) program (Annex D). There were two additional officers who were hired but

received minimal training - one had prior law enforcement experience and the other resigned shortly after being hired; therefore, they were not included in the calculations. The duration of training varied from an average of 98 days when the trainees had prior law enforcement experience to an average 193 days when the trainees had no prior experience.

Recently, the department expanded its efforts to recruit applicants and participated in the Intensive Comprehensive Peace Officer Education and Training (ICPOET) grant program. Police Cadets in this program receive approximately five months of classroom and hands-on skill training prior to entering the police department's PTO program. If the department continues to hire Cadets, the City can reasonably expect it will require approximately 15 months to hire and train them.

TYPE	HIRING	SKILLS	TRAINING	~TOTAL DAYS
New Officer (10)	90	0	193	283
CSO (3)	90	0	134	224
Experienced Officer (3)	90	0	98	188
Unsuccessful Officer (3)	90	0	157	247
ICPOET CADET (3)	90	180	TBD	463

FINANCIAL IMPLICATIONS FOR THE CITY

In 2019, the department began tracking the number of hours that training officers spent training 17 officers in the PTO program. During the last 6 years trainers have invested approximately 13,464 hours in training those officers. When officers provide this critically important training, it results in fewer hours the trainers are available to engage in other public safety services, traffic safety, community problems, and wellness activities.

2019	2020	2021	2022	2023	2024
1808 hours	1608 hours	1579 hours	4228 hours	1830 hours	2411 hours
Total hours spent training: Approximately 13,464 hours					

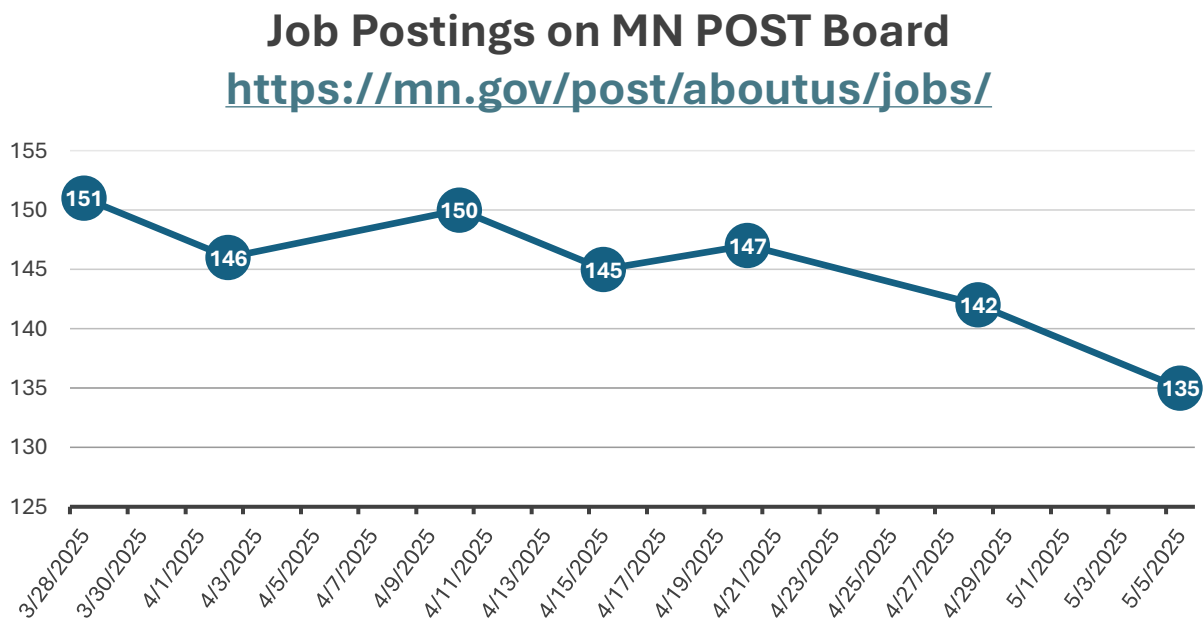
Staff then analyzed the financial costs for the City to hire, equip and train new officers. Staff estimate the expense to train an individual officer is \$82,637.45. The total estimated expense for the City to train the 17 officers is \$1,404,636.65 (Annex E). This data reinforces the importance of retaining officers.

ESTIMATED COST TO PREPARE AN OFFICER FOR PATROL DUTIES	
Application and Interview	\$1,303.47
Background	\$4,200.00
Employment Screening	\$1,140.00
Equipment	\$2,336.99
Police Training Officer Program	\$68,016.96

(Hourly rate for trainee and trainer)	
Compensation Time	\$5,640.03
Total Per Officer	\$82,637.45
Total for 17 Officers	\$1,404,836.65

JOB POSTINGS:

As the City seeks to recruit new officers it must consider the current market condition for police officers. The number of job postings on the Minnesota POST site on May 5 was 135; however, the true number of open police officer positions is unknown as the one posting could represent one or more open positions. A reasonable estimate would be 135 postings represent at least 135 to 270 police officer positions in Minnesota.



SKILLS ENROLLMENT

The City also needs to consider how many students are eligible to potentially fill future open positions. Staff contacted the 10 law enforcement skills programs in Minnesota to obtain enrollment numbers for traditional students (non-cadets). Staff learned there were approximately 591 students who will be eligible to enter the job market after completing the skills programs.

SCHOOL	STUDENTS
Alexandria Technical College (Spring + Summer 2025)	175
Central Lakes College (Summer 2025)	16
Fond Du Lac Tribal and Community College (Summer 2025)	18
Hennepin Technical College (Spring + Summer 2025)	187

Minnesota North, Hibbing Campus (Spring + Summer + Mankato 2025)	66
Minnesota North, Vermillion Campus (Fall 2024*)	21
Minnesota West Technical College, Worthington (Spring 2025)	15
Northland Technical College Thief River Falls (Spring 2025)	15
Rasmussen University (Spring and Fall 2025)	40
Rochester Technical College (Spring 2025)	38
Total number of students	591

Although there are roughly 591 students, it has become common for some of these students to already have job offers prior to completing their skills program. For example, Fond Du Lac Tribal and Community College estimated at least 12 of the 18 graduating skills students already had job offers.

HIRING AND BACKGROUND

Since 2020, the City has received 407 applicants for police officer positions. During that time only 15 applicants were successful in completing the interview and background process, which is a 3.7% success rate. The low success rate can be attributed to the applicants not demonstrating the necessary qualifications during the application and interview process and those who were backgrounded are disqualified for not meeting standards. During the same period the City hired three of its CSOs and a former Lino Lakes officer.

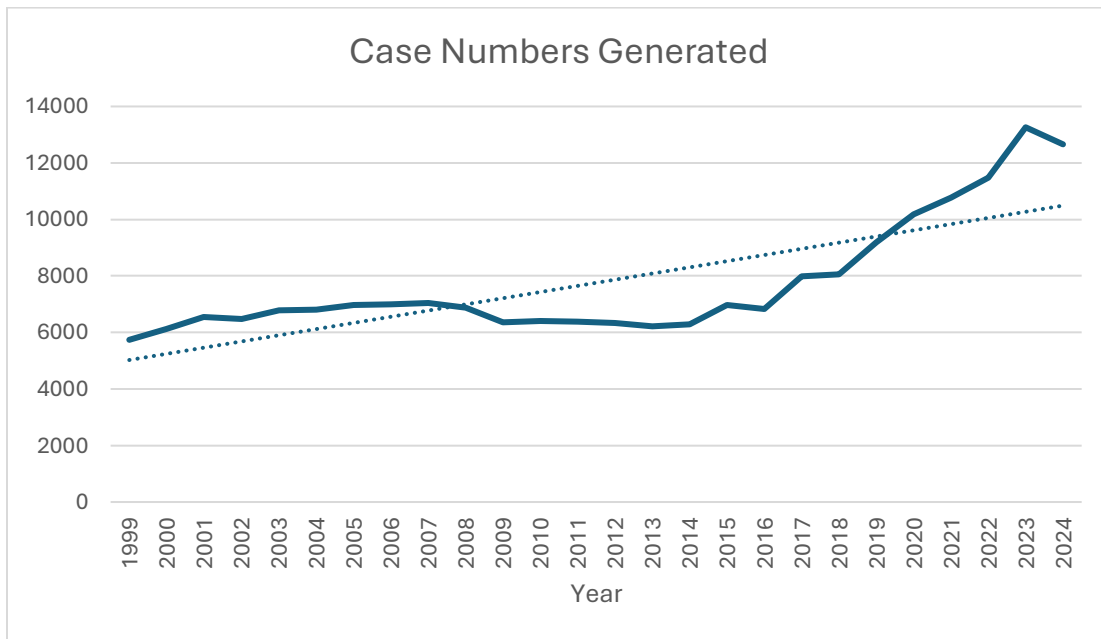
TRADITIONAL AND CADET HIRING						
	2020	2021	2022	2023	2024/Officer	2024/Cadet
Total Apps.	126	127	34	49	26	45
1 st Interview	54	72	14	25	16	32
2 nd Interview	13	15	0	5	4	3
Background	12	14	9	5	4	6
Fail	9	9	5	4	3	3
Hired	2	5	3	1	1	3

CSO / PREVIOUS OFFICER					
2020	2021	2022	2023	2024	2025
1	1	1	0	0	1

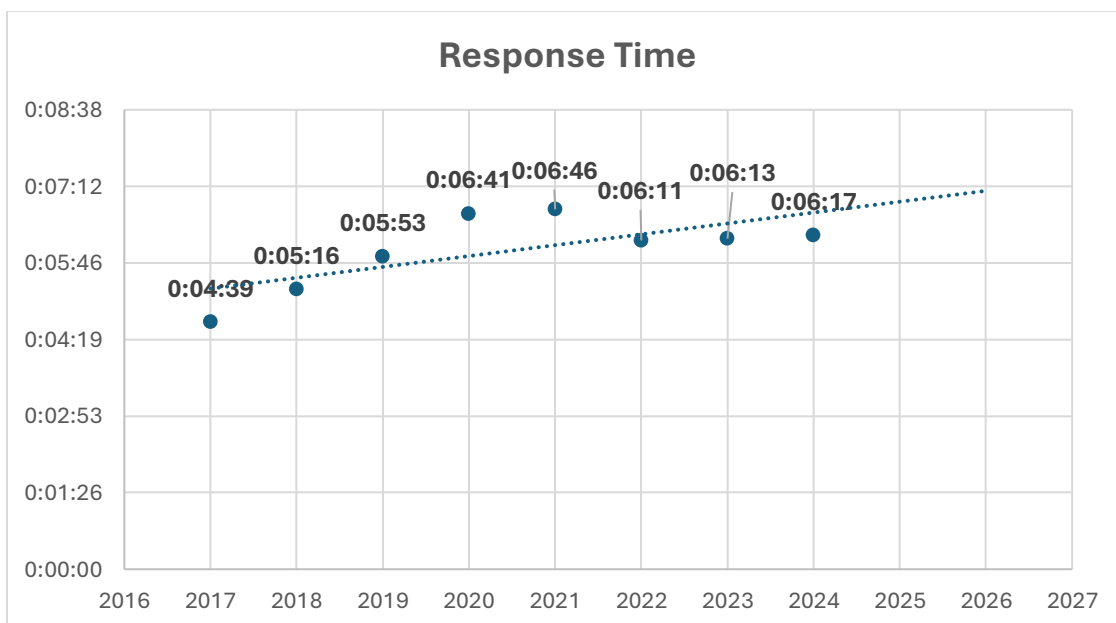
This data illustrates two key points. First, utilizing the CSO program to prepare existing staff to transition to a police officer position has been effective. Second, although there may be approximately 591 students seeking police jobs, there is a high percentage who may not pass the interview and background process. Moreover, there will be stiff competition from the 135 police agencies who are seeking to recruit the most desirable applicants.

IMPACTS OF INADEQUATE STAFFING

The Anoka County Dispatch Center provides a report on the total case numbers they create for activities within the Lino Lakes jurisdiction. Although not every case number that is generated results in police action, it is illustrative of activity within the community. Between 2019 and 2024 the number of case numbers generated has increased from 9,189 to 12,652, a 37.6% increase.



During that same date range, the average police response times for all call types increased from approximately 5 minutes and 53 seconds to 6 minutes and 17 seconds.



As staffing levels decreased, staff began monitoring the amount of time that calls for service remained in a pending status due to officers being involved with a different call, along with the number of shifts when there were only two officers working (a shift minimum). The analysis of these two data points confirmed that when fewer officers were working, the result was an increased amount of time that calls waited for an officer to respond.

SHIFTS AT MINIMUM														
Year	Jan	Feb	Mar	April	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Totals	Avg
2023	17	36	46	33	37	39	43	50	35	30	32	36	434	39.63%
2024	23	29	40	28	29	21	38	25	34	38	40	40	385	35.06%

STACKED CALL TIMES													
Yr.	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Totals
23	4:26:41	5:33:33	3:55:16	6:41:22	5:21:42	11:03:39	3:26:25	7:52:26	6:11:33	7:30:27	3:49:38	7:50:11	73:42:53
24	1:42:16	1:39:55	7:21:27	3:43:07	3:29:25	4:51:01	2:57:41	7:45:18	10:25:28	7:03:53	6:56:04	5:05:50	63:01:25

IMPACTS ON OFFICER WELLNESS

The impacts of chronic understaffing are not measured as easily as response times, hours spent on training, or the cost of the training; however, they are real and important to address.

Chronic understaffing has the potential for cumulative negative impacts on officers as they take on a greater workload. These include fatigue, burnout, stress, mistakes, and reduced job satisfaction. Moreover, understaffing can cause fears for staff that there are not enough well-trained and experienced officers to do the job. Combined, these factors could lead to further attrition.

SUMMARY

- The police division has experienced high levels of attrition.
- The City has invested significant amounts of time and resources to train the officers who have joined the team and further loss must be avoided.
- The labor market for eligible officers is limited and the loss of additional officers would result in further destabilization of the organization.
- Police agencies are competing for a limited number of officers.
- Recovery from additional attrition would be lengthy due to the long hiring and training time.
- Inadequate staffing levels have impacted the community and staff.

Based on the above findings, the goal of the City's recruitment and retention efforts should be to:

- Retain existing officers.

- Prepare current CSOs to be hired as officers.
- Recruit officers with prior law enforcement experience.

COMPETING AGENCY'S INCENTIVES AND WAGES

In 2024 and 2025, police staff completed a review of job postings on the Minnesota POST board website to consider what strategies other organizations were using to retain and recruit officers. The strategies ranged from front-loading sick and vacation banks with time, signing bonuses, and reimbursement for moving expenses.

1.	Albert Lea Police Department	Relocation Incentives
2.	Austin Police Department	Hiring Incentive: Up to \$7,500
3.	Centennial Lakes Police Department	\$5,000 hiring bonus for officers 3+ years experience \$2,500 hiring bonus for officers 0-3 years experience
4.	Brooklyn Center Police Department	Lateral hiring incentive of \$5,000, entry-level hiring incentive of \$2,800.
5.	Brooklyn Park Police Department	\$5,000 sign-on bonus to lateral officer, 48 hours of front-loaded vacation time and 40 hours of front-loaded sick time.
6.	Dayton Police Department	Front-loaded vacation and sick time
7.	East Range Police Department	1 year of experience start at 100% pay with a bank of sick time hours.
8.	Edina Police Department	\$5,000
9.	Golden Valley	Front-loaded PTO (40-80 hours DOQ)
10.	Hastings Police Department	Front-loading of 24 hours of sick and vacation leave
11.	Madison Lake Police Department	12-month \$2,000 retention bonus and a \$3,000 24-month retention bonus
12.	Metro Transit Police Department	Full-Time Officer Bonus \$4,000 / Lateral Officer Bonus \$8,000
13.	Moorhead Police Department	\$5,000 sign on bonus for lateral officers \$3,500 for new officers
14.	Mounds View Police Department	Entry Level \$3,000 hiring bonus Lateral \$6,000 hiring bonus
15.	Prairie Island Police Department	Entry Level: \$5000 hiring bonus Lateral: \$6000 hiring bonus
16.	Richfield Police Department	24 hours front-loaded vacation 24 hours of front-loaded personal leave time.
17.	Red Wing Police Department	Pre-hire vacation hours negotiable.
18.	Scott County Sheriff's Office	\$2,000 in hiring/retention incentives
19.	Virginia Police Department	Pre-loaded vacation and sick time.
20.	Waseca Police Department	60 hours of front-loaded vacation 40 hours of front-loaded sick time
21.	Washington County Sheriff	May be eligible for \$1,250 Public Safety retention

The most recent review revealed the number of agencies providing specific recruitment packages had declined and agencies appeared to be shifting towards a total employment package. Meaning these job postings highlight their police officer positions have a work-life balance with schedules that give more days off or have every other weekend off, access to wellness programs for officers and their family, take home vehicles, modern facilities, and current tools and technology. The postings also focus on wages and the amount of paid time-off employees earn.

In recent years, many police departments have significantly increased wages to retain existing officers and to recruit applicants from the limited number of eligible applicants. Although there are many factors to consider when determining wages and total compensation, the simplest metric that can be used for comparison is the start wage and the top wage. Staff assessed 2025 wages for comparable police departments and found two key points. First, the starting wage for Lino Lakes officers is better than average and the City is well positioned to hire new officers with no experience. Second, although the initial pay is competitive, at the top wage Lino Lakes officers are the lowest paid in the group and are approximately 8% below the average. The sergeant unit is similarly the lowest paid in their group at the top wage and is approximately 6% below the average.

Again, there are other factors that affect an officer's total compensation such as pay incentives for advanced education, shift differential, instructor pay, availability pay, longevity pay, and holiday pay to name a few. Staff evaluated the longevity pay and holiday pay of the same comparable group to determine the effects on total compensation. In the comparable group 15 of the 24 agencies had a form of longevity pay, and 17 of the 24 had some potential form of payment for holiday pay. When these two factors were considered, the results slightly improved.

2025 - COMPARISON GROUP						
	Start	4 years	6 years	8 years	Top Pay	Total Comp Top Avg
Minimum	\$35.71	\$46.84	\$48.51	\$48.51	\$50.40	\$107,619.20
Maximum	\$43.33	\$52.27	\$54.15	\$56.81	\$56.81	\$122,443.52
Average	\$38.85	\$49.75	\$51.19	\$52.23	\$53.78	\$116,113.38
Lino Lakes PD	\$42.22	\$47.06	\$49.67	\$49.67	\$49.67	\$109,447.85
% Difference Avg	7.97%	-5.72%	-3.06%	-5.16%	-8.27%	-6.09%
% Difference Min	15.42%	0.47%	2.34%	2.34%	-1.47%	1.67%
% Difference Max	-2.63%	-11.07%	-9.02%	-14.37%	-14.37%	-11.87%

RETENTION AND RECRUITMENT STRATEGIES

The council is being asked to consider the following retention and recruitment strategies:

- Front-load sick and vacation banks each with 20 hours for newly hired officers.
- Give an immediate 4% pay increase for patrol beginning at Step 4.
- Give an immediate 2% pay increase for sergeants beginning at Step 1.
- Conduct a study to evaluate wages and earned time off. When complete, adjust wages to match the average wages and earned time off accruals to their comparable groups.
- Maintain three patrol shifts and once staffing levels allow, establish a 5 on, 4 off schedule.
- Anticipate retirements and allow the organization to temporarily hire above authorized strength to fill expected vacant positions.
- Support potential budget increases when the department's wellness committee identifies programs that support officer well-being.
- Support additional equipment purchases and facility improvements, for example handguns with red dots sights, license plate reader technology, Axon Taser upgrades, new badges and patches, updated squad graphics, officer plaques with picture and biography, and building security fencing.

ESTIMATED COST PROJECTIONS

The numbers in the following table reflect a good faith estimate of cost projections for the City. The cost increases reflect a 4% pay increase effective July 1, 2025, for patrol officers, and a 2% pay increase for sergeants, the addition of an Evidence Manager Intel Specialist position in 2025, the temporary use of Acting Sergeants, and the addition of two Sergeants and two Lieutenant positions in 2026. These numbers may change with further analysis of comparable wages and additional calculation costs associated with future increases in health and life insurance.

	2025 Impact	2026 Impact	2027 Impact
Create Evidence Manager / Intel Specialist Position	5,498.35	17,587.46	19,346.21
Amend Police Officer Steps by increasing Step 4 and above by 4%	29,246.39	99,363.79	109,300.17
Amend Sergeant Steps by increasing all Steps by 2%	8,581.08	18,191.89	20,011.08

Create 2 additional Sergeant Positions (from Officer pool - using 'average' Officer wages & benefits)	-	47,025.46	51,728.01
Add back 2 Lieutenants (use existing Grade 220, incremental increase over 'average' Sergeant)	-	12,331.11	27,128.44
Top-Range Officer to receive acting Sergeant pay for 6 months in 2025 and 2 months in 2026	2,477.19	3,496.21	-
Add budget-shift back to Police Dept for allocated positions (Admin Asst, Chief, Captain)	-	82,165.00	82,165.00
Total of Projected Changes affecting General Fund Levy	45,803.01	280,160.92	309,678.90

If the City were to provide newly hired police officers with a total of 40 hours of front-load sick and vacation time (combined), the estimated cost for the city would range between \$1700-\$2500 per officer.

RECOMMENDATION

The City Council is being asked to consider the phased implementation of the organizational structures, the adoption of the priority recommendations, and the retention and recruitment strategies.

ANNEX INDEX

Annex	A	Staff Roster and Timeline
Annex	B	Staffing Levels
Annex	C	Staff Attrition
Annex	D	New Officer Training
Annex	E	Estimated Cost to Hire and Train a New Officer

ANNEX A

Staff Roster and Timeline

Administration			
1	Boehme	Curt	Director
2	Leibel	Kyle	Sergeant - Leave
3	Owens	William	Sergeant
4	Schirmers	Chad	Sergeant
5	Thill	Dan	Sergeant
6	Carlson	Matt	Sergeant
7	Kraemer	Katie	Sergeant

Patrol			
8	Halverson	Adam	Officer
9	Paulson	Matt	Officer
10	Strub	Bob	Officer
11	Hamann	Nate	Officer
12	Wills	Krissy	Officer
13	Riehm	Austin	Officer – Eagan PD
14	Hallin	Alex	Officer
15	Sinna	Kenny	Officer
16	Ng	Anissa	Officer
17	Heu	Eric	Officer
18	Bergeron	Sam	Officer
19	Bonczek	Shelby	Officer
20	Tracy	Kevin	Officer
21	Reineke	Matt	Officer
22	Simon	Isaac	Officer
23	Petrie	Beck	Officer
24	Clayton	Lauren	Officer
25	Oleson	Jordan	Officer - PTO Training
26	Crowley	Zach	Officer - PTO Training
27	Timmons	Colton	Officer – Cadet
28	Mckinney	Kayla	CSO – Officer Conditional

Non-Sworn			
28	Schlueter	Margie	Administrative Assistant
29	Crowe	Jessica	Investigative Assistant
30	Boyd	Jody	Records Technician
31	Hawkinson	Lori	Records Technician
32	Pothen	Bennett	CSO
33	Solorzano	Chloe	CSO
34	Vacant		

TIMELINE				
		Skills Completion	PTO – Est. Start	Est. Patrol Date
Oleson	Jordan	02/24/2025	02/26/2025	09/26/2025
Crowley	Zach	03/14/2025	03/17/2025	10/17/2025
Mckinney	Kayla	05/13/2025	5/26 - 06/02/2025	12/15/2025
Timmons	Colton	07/24/2025	07/25/2025	02/25/2026

ANNEX B

Staff Levels

NAME	2018	2019	2020	2021	2022	2023	2024	2025
1. Officer - August 2020								
2. Officer - August 2022								
3. Kyle Leibel - April 2025, Leave								
4. Officer - June 2024								
5. Officer - April 2022								
6. Officer - Aug 2018, & 6/20-10/20								
7. Adam Halverson - Active								
8. Officer - October 2022								
9. Curt Boehme - Active								
10. William Owens - Active								
11. Officer - August 2021								
12. Officer - August 2020								
13. Officer - June 2020								
14. Chad Schirmers - Active								
15. Dan Thill - Active								
16. Matt Paulson - Active								
17. Officer - February 2025								
18. Robert Strub - Active								
19. Officer - May 2020								
20. Nate Hamann - Active								
21. Kristen Wills - Active								
22. Officer - August 2019								
23. Katie Kraemer - Active								
24. Officer - July 2019								
25. Austin Riehm - Active								
26. Alex Hallin - Active								
27. Officer - November 2021								
28. Kenny Sinna - Active								
29. Matt Carlson - Active								
30. Anissa Ng - Active								
31. Officer - February 2023								
32. Eric Heu - Active								
33. Sam Bergeron - Active								
34. Shelby Bonczek - Active								
35. Kevin Tracy - Active								
36. Matt Rieneke - Active								
37. Officer - April 2024								
38. Isaac Simon - Active								
39. Beck Petrie - Active								
TOTAL OFFICERS	25	27	26	24	26	25	25	22

Blue indicates the officer was employed during the year.

Chart only includes officers who completed PTO and worked at least 6 months in a given year.

ANNEX C

Staff Attrition

Name	Date Started	Date Left	Agency	Years of Experience
Officer 1	06/08/2015	08/01/2019*	ACSO	4.2
Officer 2	12/03/2012	05/01/2020*	Blaine PD	7.4
Officer 3	10/15/2007	06/01/2020*	Blaine PD	12.7
Officer 4	06/01/1994	08/05/2020	Columbia Heights	26.2
Officer 5	10/05/2020	03/11/2021	Minneapolis PD	0.4
Officer 6	01/22/2007	06/01/2021	Blaine PD	14.3
Officer 7	06/02/2021	07/14/2021	Prairie Island PD	0.1
Officer 8	02/04/2019	10/31/2021	Blaine PD	2.7
Officer 9	10/05/2020	02/14/2023	Coon Rapids PD	2.3
Officer 10	08/01/2022	04/23/2024	New Brighton	1.8
Officer 11	04/02/2018	05/28/2025	Eagan PD	7.1
Total 11		*~date	Average	7.2

Name	Date of Resignation
Officer 1	01/14/2019
Officer 2	07/01/2019
Officer 3	08/01/2020
Officer 4	10/01/2020
Officer 5	08/15/2022
Officer 6	10/26/2022
Officer 7	04/16/2022
Officer 8	03/06/2024
Total	8

Name	Date of Retirement
Officer 1	8/16/2022
Officer 2	6/29/2024
Officer 3	1/31/2025
Total	3

TOTAL ATTRITION							
2019	2020	2021	2022	2023	2024	2025	Total
3	5	4	4	1	3	2	22

ANNEX D

New Officer Training

	Name	Hire Date
1.	Officer	06/12/2018
2.	Officer	08/13/2018
3.	Officer	02/14/2019
4.	Officer	04/01/2019
5.	Officer	11/18/2019
6.	Officer	12/09/2019
7.	Officer	06/01/2020*
8.	Officer	10/05/2020
9.	Officer	10/05/2020
10.	Officer	06/02/2021*
11.	Officer	07/05/2021
12.	Officer	08/02/2021
13.	Officer	10/18/2021
14.	Officer	02/17/2022
15.	Officer	02/28/2022
16.	Officer	08/01/2022
17.	Officer	08/15/2022
18.	Officer	10/18/2022
19.	Officer	03/06/2023
20.	Officer	09/11/2023
21.	Officer	07/08/2024
*Received minimal training in PTO		

TYPE	HIRING	SKILLS	TRAINING	~TOTAL DAYS
New Officer	90	0	193	283
CSO	90	0	134	224
Experienced Officer	90	0	98	188
Unsuccessful Officer	90	0	157	247
ICPOET CADET	90	180	TBD (193)	463

ANNEX E

Estimated Cost to Hire and Train a New Officer

COST – APPLICATION AND INTERVIEW TIME

- 15 minutes to review each application.
- 407 applications were received between 2020-2024.
- 15 minutes x 407 applications = 101.75 hours spent reviewing applications.
- 101.75 hours / 15 officers hired between 2020-2024 = **6.78** hours spent reviewing applications to hire one officer.
- Typically, there are 3 officers on the panel for the first interview.
- 30 minutes each interview.
- Total time per interview = **1.5 hours**.
- It varies how many officers are on the panel for the second interview, but 2 will be used for the calculation.
- 30 minutes each interview.
- Total time per interview = **1 hour**.
- Between 2020-2024, there were 213 first round interviews to hire 15 officers.
- Between 2020-2024, there were 40 second round interviews.
- 213 interviews X 1.5 hours = 319.5 hours.
- 40 interviews X 1 hour = 40 hours
- Total hours in interview to hire 15 people was 359.5 hours.
- 359.5 hours / 15 officers = **21.3 hours** spent on interviews to hire one officer.

(6.78 hours to review application + 21.3 hours to complete interview) X (\$46.42 top hourly 2024 patrol rate) = total cost for application review and interview process: \$1,303.47 per officer hired

COST – BACKGROUND TIME

- 407 applicants, 50 given background packets, 15 passed. On average 3 backgrounds are required to hire one person.
- Average background takes 40 hours to complete.
- The hourly rate of background investigators is \$35.00.

120 hours X \$35.00 = \$4200 per officer hired

COST – PRE-EMPLOYMENT SCREENING

- Martin McAllister - \$625 / Faul Psychological - \$665
 - WorkSteps – \$185
 - Health Strategies – \$330 / \$459 – new 2025 price
- \$1,140 per officer hired. Not everyone passes at this point.**

COST – POLICE EQUIPMENT

- Aspen Mills – \$2,078.13 (Officer A) and \$2,073.42 (Officer B) for uniforms and equipment
- Aspen Mills Body Armor – \$1,206.60 but after reimbursement = \$248.10 (Officer A) and \$1,116.85 but after reimbursement = \$158.35 (Officer B)
 - Reimbursement includes - \$849.00 for the Armor, ½ DOJ coverage and ½ State coverage, and \$219.00 for the Carrier, ½ state coverage – Totaling \$1,068.00.
 - This cost included BWC clip and vest alterations.
- Amazon Duty Bag - \$57.99

Officer A was in March of 2023 and Officer B was in September of 2023. Officer A totaled \$2,384.22 and Officer B totaled \$2,289.76.

\$2,336.99 per officer hired.

COST – LABOR TIME FOR TRAINEE AND TRAINER

Time Spent in Training from Logger	
2019	1807:47:00
2020	1607:37:00
2021	1579:36:00
2022	4227:37:00
2023	1830:03:00
2024	2411:26:00
Total PTO Hours	13,464:00

Hired Officers	
1. Officer – 2/2019	2. Officer – 4/2019
3. Officer – 11/2019	4. Officer – 12/2019
5. Officer – 10/2020	6. Officer – 10/2020
7. Officer – 7/2021	8. Officer – 8/2021
9. Officer – 10/2021	10. Officer – 2/2022
11. Officer – 2/2022	12. Officer – 8/2022
13. Officer – 8/2022	14. Officer – 10/2022
15. Officer – 3/2023	16. Officer – 9/2023
17. Officer – 7/2024	
Since 2019, the above officers participated in the PTO program. Additional were hired but received minimal training in the program and were not included in the calculations	

There are two methods to calculate the combined cost of wages for trainer and the trainee:

1) Using the above Logger PTO hours

- 13,464:00 total hours training officers / 17 officers = 792 hours per officer.
- 792 hours x \$39.46 (trainee wage) = \$31,252.32
- 792 hours x \$46.42 (trainer wage) \$36,764.64

$\$31,252.32 + \$36,764.64 = \textbf{\$68,016.96 in combined wages to train each officer}$

2) Using a typical a PTO schedule

- Generally, 18 days per phase, 4 phases, 4 days for mid-term, 5 days for final.
- 81 days x 9.5 hours days = 769.5 hours
- 769.5 x \$39.46 (trainee wage) = \$30,364.47
- 769.5 x \$46.46 (trainer wage) = \$35,750.97

$\$30,364.74 + \$35,750.97 = \textbf{\$66,115.71 in wages to train each officer}$

PTO COMPENSATION TIME

- Generally, 18 days per phase, 4 phases, 4 days for mid-term, 5 days for final.
- Equates to about 81 shifts where a trainer receives 1.5 hour of comp time.
- The additional of PTO comp time during integration training will increase this number in the future.
- Equivalent value is 121.5 hours x \$46.42 = **\$5,640.03 in wages per officer trained.**

ESTIMATED COST TO PREPARE AN OFFICER FOR PATROL DUTIES	
Application and Interview	\$1,303.47
Background	\$4,200.00
Employment Screening	\$1,140.00
Equipment	\$2,336.99
Police Training Officer Program (Hourly rate for trainee and trainer)	\$68,016.96
Compensation Time	\$5,640.03
Total Per Officer	\$82,637.45
Total for 17 Officers	\$1,404,836.65

**CITY COUNCIL
SPECIAL WORK SESSION MEETING STAFF REPORT
AGENDA ITEM**

STAFF ORIGINATOR: Daniel L’Allier, Fire Chief

MEETING DATE: May 14, 2025

TOPIC: Fire Department’s staffing recommendations after receiving the final report from Citygate Associates

VOTE REQUIRED: No Vote

INTRODUCTION

Fire Department and City Staff will present three options for providing fire protection services, based on the findings from Citygate Associates’ Operational Study of The Public Safety Department.

BACKGROUND

The City of Lino Lakes commissioned an Operational Study of The Public Safety Department, including fire protection services. The study provided a best practice staffing model for Fire, EMS and Emergency Management services within the City of Lino Lakes.

Fire Department and City Staff have established three fire protection services options based on Citygate Associates’ findings. The staffing model recommended by the Fire Department is very similar to Citygate Associates’ staffing model; there are a few minor adjustments within the staffing model to provide redundancy within the Fire Department. The Fire Department’s recommendations have an enhanced strategic implementation timeline to lessen budget impacts and cost to tax payers, while providing a higher quality fire services model.

Option 1. Citygate Associates’ proposal for providing City managed and staffed Fire, EMS, and Emergency Management services.

Option 2. Fire Department Staff’s proposal for providing City managed and staffed Fire, EMS and Emergency Management services.

Option 3. Joint Powers Agreement, contracted services or remain status quo to provide Fire, EMS and Emergency Management services.

RECOMMENDATION

Fire Department staff is recommending a discussion on these three options to provide Fire, EMS, and Emergency Management services to the City of Lino Lakes.

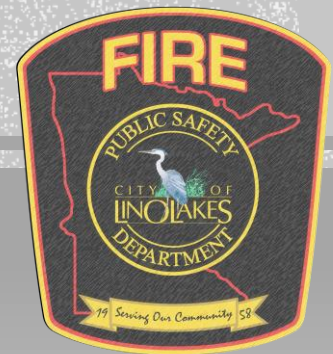
ATTACHMENTS

Power point of the models for discussion

LINO LAKES FIRE DEPARTMENT

36-Month Staffing Implementation Plan

Presented by Dan L'Allier and Brian Finke



FIRE DEPARTMENT RESPONSE IMPLEMENTATIONS SINCE THE RELEASE OF THE MID-PROJECT REVIEW

MID-PROJECT REVIEW PRESENTED ON FEBRUARY 3, 2025

- The Fire Department is the primary EMS response during the weekdays, 0600-1800
 - Recommendation #40
 - Duty Crew Firefighter/EMTs have been credentialed to provide limited advanced life support skills
 - Two fire engines have been outfitted with advanced life support equipment
 - Frees up Police Officers for better allocation of Police resources
- Reasoning for Firefighter (FFs)/EMTs providing limited advanced life support skills
 - In 2024 for Lino Lakes, Allina Health reported an ambulance arrived on scene in 10:59 minutes or less, 57.5% of the time. This statistic indicates that 42.5% of the time, patients are waiting 11 minutes or more for an ambulance to arrive (Allina Health EMS Response presentation on 4/3/25)
 - In 2024, Allina Health responded 1,403 times to Lino Lakes – 596 residence waited 11 minutes or more for an ambulance to arrive and begin providing patient care (Allina Health EMS Response presentation on 4/3/25)
- Challenges with the EMS response provided by the Fire Department
 - The residents of Lino Lakes receive different levels of patient care, depending on the time day and the day of the week



FIRE DEPARTMENT RESPONSE IMPLEMENTATIONS SINCE THE RELEASE OF THE MID-PROJECT REVIEW

MID-PROJECT REVIEW PRESENTED ON FEBRUARY 3, 2025

- Appointed a Fire Chief and operating as a stand alone Fire Department
 - Recommendation #41
- 4 Firefighters are attending Fire Apparatus Operator (FAO) training
 - Recommendation #44
 - Currently have 5 Firefighters FAO certified
- Began allowing Duty Crew (DC) to staff with 4 Firefighters on shift versus 3 Firefighters
 - Table 31 - Call-to-Arrival Performance by Year
 - In 2024, the average Fire Department on scene time was 12:48 minutes after the 911 call was made
 - In 2024, LLFD averaged 4:18 minutes over the best practice goal time of 7:30 minutes
 - When 4 Duty Crew Firefighters are on shift, the crew is split between the Fire Stations, improving response times and allows the ability to respond to two calls at once without requesting Paid-On-Call (POC) FFs to assist DC FFs (occurs 16.56% of the time, per Table 25 - Simultaneous Incident Activity (2024))



CITYGATE ASSOCIATE'S FINAL RECOMMENDATIONS

STAFFING RECOMMENDATIONS

- Fire Chief (exempt) currently Dan L'Allier occupies this role
- Prevention Battalion Chief (exempt) working 24 or 48 hour shifts (A, B & C shifts)
- Training Battalion Chief (exempt) working 24 or 48 hour shifts (A, B & C shifts)
- Logistics Battalion Chief (exempt) working 24 or 48 hour shifts (A, B & C shifts)
- Administrative Lieutenant (exempt) currently Brian Finke occupies this role
- 0.5 FTE Office Support Position (up to 29-hours per week)
- 6 Captains - 1 at each Fire Station working 24 or 48 hour shifts (A, B & C shifts)
- 6 FAOs - 1 at each Fire Station working 24 or 48 hour shifts (A, B & C shifts)
- 1 POC/DC FF at each Fire Station working 24 hour shifts (A, B & C shifts)
 - **Optimally, recommending 2 POC/DC FFs at each station (full engine company)**
 - **Currently, DC FFs are limited to work 29 hours a week/58 hours in a pay period**



CITYGATE ASSOCIATE'S FINAL RECOMMENDATIONS

STAFFING RECOMMENDATIONS COST TO THE CITY - CONSULTED WITH KELLY HORN - 2025 WAGES

- Fire Chief (exempt) currently Dan L'Allier occupies this role
 - No additional budget impact
- Prevention Battalion Chief (exempt) working 24 or 48 hour shifts (A, B & C shifts)
 - Adding 1 FTE = \$135,000 wages per year/\$190,391 with benefits (top of pay scale - exempt)
- Training Battalion Chief (exempt) working 24 or 48 hour shifts (A, B & C shifts)
 - Adding 1 FTE = \$135,000 wages per year/\$190,391 with benefits (top of pay scale - exempt)
- Logistics Battalion Chief (exempt) working 24 or 48 hour shifts (A, B & C shifts)
 - Adding 1 FTE = \$135,000 wages per year/\$190,391 with benefits (top of pay scale - exempt)
- Administrative Lieutenant (exempt) currently Brian Finke occupies this role
 - No additional budget impact



CITYGATE ASSOCIATE'S FINAL RECOMMENDATIONS

STAFFING RECOMMENDATIONS COST TO THE CITY - CONSULTED WITH KELLY HORN - 2025 WAGES

- 0.5 FTE Office Support Position (up to 29-hour per week)
 - Adding 0.5 FTE = \$53,000 wages per year/\$59,316 with pro rated benefits (middle of pay scale – 1,508 hrs./yr.)
- 6 Captains - 1 at each Fire Station working 24 or 48 hour shifts (A, B & C shifts)
 - Adding 6 FTEs - \$120,000 per FTE = \$720,000/\$1,028,010 with benefits (top of pay scale - 2,756 hrs./yr.)
- 6 FAOs - 1 at each Fire Station working 24 or 48 hour shifts (A, B & C shifts)
 - Adding 6 FTEs - \$110,000 per FTE = \$660,000 per year/\$951,631 with benefits (top of pay scale - 2,756 hrs./yr.)
- 1 POC/DC FF at each Fire Station working 24 hour shifts (A, B & C shifts)
 - Currently budgeting \$300,000 for DC FFs
 - 2 FFs on shift 24-hours a day = \$627,216 - \$300,000 = \$327,216 annual budget increase
 - DC FFs allowed to work up to 29 hours per week
 - Citygate Associate “optimally” recommends 4 FFs on shift vs 2 FFs on shift
 - 4 FFs on shift 24-hours a day = \$1,254,432 - \$300,000 = \$954,432



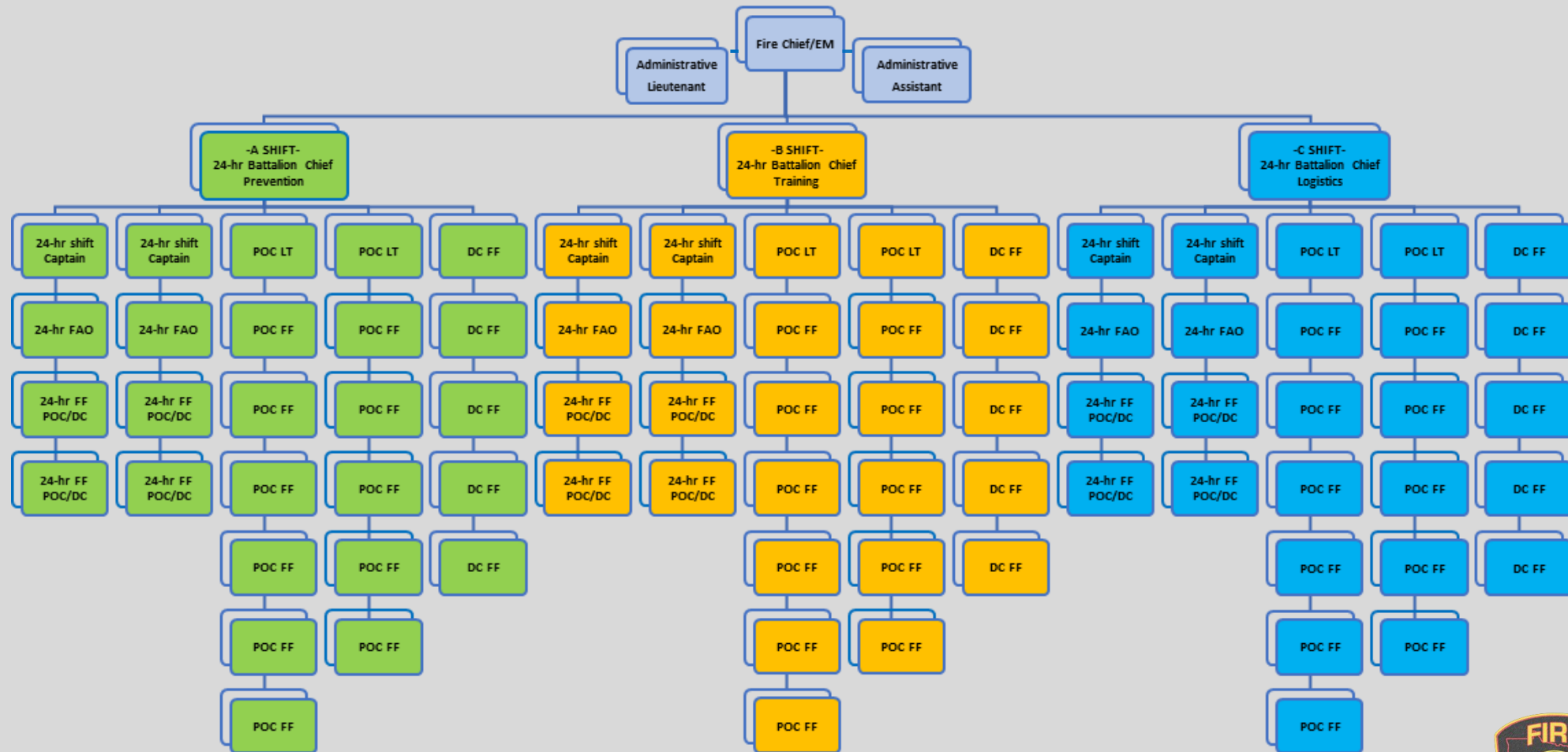
CITYGATE ASSOCIATE'S FINAL RECOMMENDATIONS

STAFFING RECOMMENDATIONS COST TO THE CITY - CONSULTED WITH KELLY HORN - 2025 WAGES

- 3 Chiefs – 3 FTEs - **\$571,173** (top of pay scale - exempt)
- Office Support Position – 0.5 FTE - **\$59,316** (middle of pay scale – 1,508 hrs./yr.)
- 6 Captains – 6 FTEs - **\$1,028,010** (top of pay scale – 2,756 hrs./yr.)
- 6 FAOs – 6 FTEs - **\$951,786** (top of pay scale – 2,756 hrs./yr.)
- 2 DC/POC FFs - **\$327,216** (includes the deduction of \$300,000 for current DC FF wages)
 - 4 DC/POC FFs - **\$954,432** (includes the deduction of \$300,000 for current DC FF wages)
- **Total with 2 DC/POC FFs = \$2,937,501** - Total with 4 DC/POC FFs = \$3,564,717 = additional \$627,216 per year
- Fire Department previously funded 15% of Director's, Captain's and Administrative Assistant's wages and budgeted \$10,000 for the 2 cross-trained Police Officers
 - **Fire Department's annual cost for these five positions equates to \$93,250**
- Adding 15.5 FTEs and 2 DC/POC FFs 24-hours a day
 - **\$2,937,501 - \$93,250 = \$2,844,251 increase to the annual budget**
 - **15.5 FTEs & 4 DC/POC FFs 24-hours a day = \$3,564,717 - \$93,250 = \$3,471,467**



CITYGATE ASSOCIATE'S ORGANIZATION CHART



FIRE DEPARTMENT'S PROPOSAL TO CITY COUNCIL

STAFFING RECOMMENDATIONS

- Fire Chief (exempt) currently Dan L'Allier occupies this role
 - Addresses the deficiencies in Citygate Associates' recommendations
- Deputy Fire Chief / Fire Marshal (exempt) promote Brian Finke into this role
 - Citygate Associate proposed an Administrative Lieutenant - a Deputy Fire Chief / Fire Marshal aligns closer to industry standards & surrounding communities, this also provides redundancy when the Fire Chief is unavailable
 - Citygate Associate placed the Fire Marshal responsibilities with the Prevention Battalion Chief. The duties of the Fire Marshal occur Monday through Friday, the 3 Battalion Chiefs will work an alternating 24-hour schedule and there will be weeks that the Battalion Chiefs will only work one day during the work week (Monday through Friday). Brian Finke holds State delegation for plan review and inspections
- Firefighter with administrative duties (40 hours a week)
 - Citygate Associate proposed a part-time Administrative Assistant – a full-time Firefighter with administrative duties allows the ability to assist in filling shift vacancies or Firefighters on light duty and can be utilized to assist with additional administrative duties currently completed by the only two Administrative staff members (apparatus, obtain supplies/equipment, etc.)



FIRE DEPARTMENT'S PROPOSAL TO CITY COUNCIL

STAFFING RECOMMENDATIONS

- **3 Battalion Chiefs – 1 on a shift (exempt) working 24 or 48 hour shifts (A, B & C shifts)**
 - Aligns with Citygate Associate's recommendations and addresses deficiencies in Administrative findings
 - Required to be certified Fire Inspectors to assist the Deputy Fire Chief / Fire Marshal with inspection duties, preplanning and building familiarity for the Firefighters
 - Provides 24-hour Chief Officer supervision and ensures a designated Incident Commander to manage incidents, in the City and outside of the City
- **6 Captains - 1 at each Fire Station working 24 or 48 hour shifts (A, B & C shifts)**
 - Aligns with Citygate Associate's recommendations and provides direct crew supervision
- **6 FAOs - 1 at each Fire Station working 24 or 48 hour shifts (A, B & C shifts)**
 - Aligns with Citygate Associate's recommendations and provides designated operators to limit accidents with apparatus



FIRE DEPARTMENT'S PROPOSAL TO CITY COUNCIL

STAFFING RECOMMENDATIONS

- 2 POC/DC FF at each Fire Station working 24-hour shifts (A, B & C shifts)
 - Citygate Associate proposed having 1 Firefighter at each Fire Station however, Citygate Associate does acknowledges having 2 Firefighters at each Fire Station is “optimal “ (Recommendation #39)
 - OSHA’s two in/two out standard requires 4 Firefighter on scene before making entry into an Immediately Dangerous to Life or Health (IDLH) atmosphere
 - Allows for the possibility to split the crew during less serious medical calls
 - Allina Health’s ambulance response times 11 minutes or more, occurs 42.5% of the time (Allina Health EMS Response presentation on 4/3/25)
 - Splitting the crew also allows the ability to respond to a second simultaneous call
 - Occurs 16.56% of the time (Table 25 - Simultaneous Incident Activity (2024))
 - If a Firefighter cannot make their shift, the minimum of 3 Firefighters on shift is achieved
 - Human Resources reported the Part-Time Duty Crew Firefighters use discretionary leave time (ESST) at the highest rate per capita in the City’s workforce (section 7.1 – Administrative Organization Overview found in Volume 3: Technical Report)
 - Currently, DC FFS are limited to work 29 hours a week/58 hours in a pay period



FIRE DEPARTMENT'S PROPOSAL TO CITY COUNCIL

STAFFING RECOMMENDATIONS COST TO THE CITY - CONSULTED WITH KELLY HORN - 2025 WAGES

- Fire Chief (exempt) currently Dan L'Allier occupies this role
 - No additional budget impact
- Deputy Fire Chief / Fire Marshal (exempt) promote Brian Finke into this role
 - An additional \$30,000 per year in wages/\$38,113 with benefits
- Firefighter with administrative duties (40-hours per week)
 - Adding 1 FTE – 72,800 per year/\$107,138 with benefits (middle of pay scale – 2,080 hrs./yr.)
- 3 Battalion Chiefs - 1 on a shift (exempt) working 24 or 48 hour shifts (A, B & C shifts)
 - Adding 3 FTE - \$135,000 per FTE = \$405,000 per year/\$571,173 with benefits (top of pay scale - exempt)



FIRE DEPARTMENT'S PROPOSAL TO CITY COUNCIL

STAFFING RECOMMENDATIONS COST TO THE CITY - CONSULTED WITH KELLY HORN - 2025 WAGES

- 6 Captains - 1 at each Fire Station working 24 or 48 hour shifts (A, B & C shifts)
 - Adding 6 FTEs - \$120,000 per FTE = \$720,000/\$1,028,010 with benefits (top of pay scale - 2,756 hrs./yr.)
- 6 FAOs - 1 at each Fire Station working 24 or 48 hour shifts (A, B & C shifts)
 - Adding 6 FTEs - \$110,000 per FTE = \$660,000 per year/\$951,631 with benefits (top of pay scale - 2,756 hrs./yr.)
- 2 POC/DC FF at each Fire Station working 24 hour shifts (A, B & C shifts)
 - Currently budgeting \$300,000 for DC FFs
 - 4 FFs on shift 24-hours a day = \$1,254,432 - \$300,000 = \$954,432 annual budget increase
 - DC FFs allowed to work up to 29 hours per week
 - Citygate Associate “optimally” recommends 4 FFs on shift vs 2 FFs
 - 2 FFs on shift 24-hours a day = \$627,216 annual budget reduction



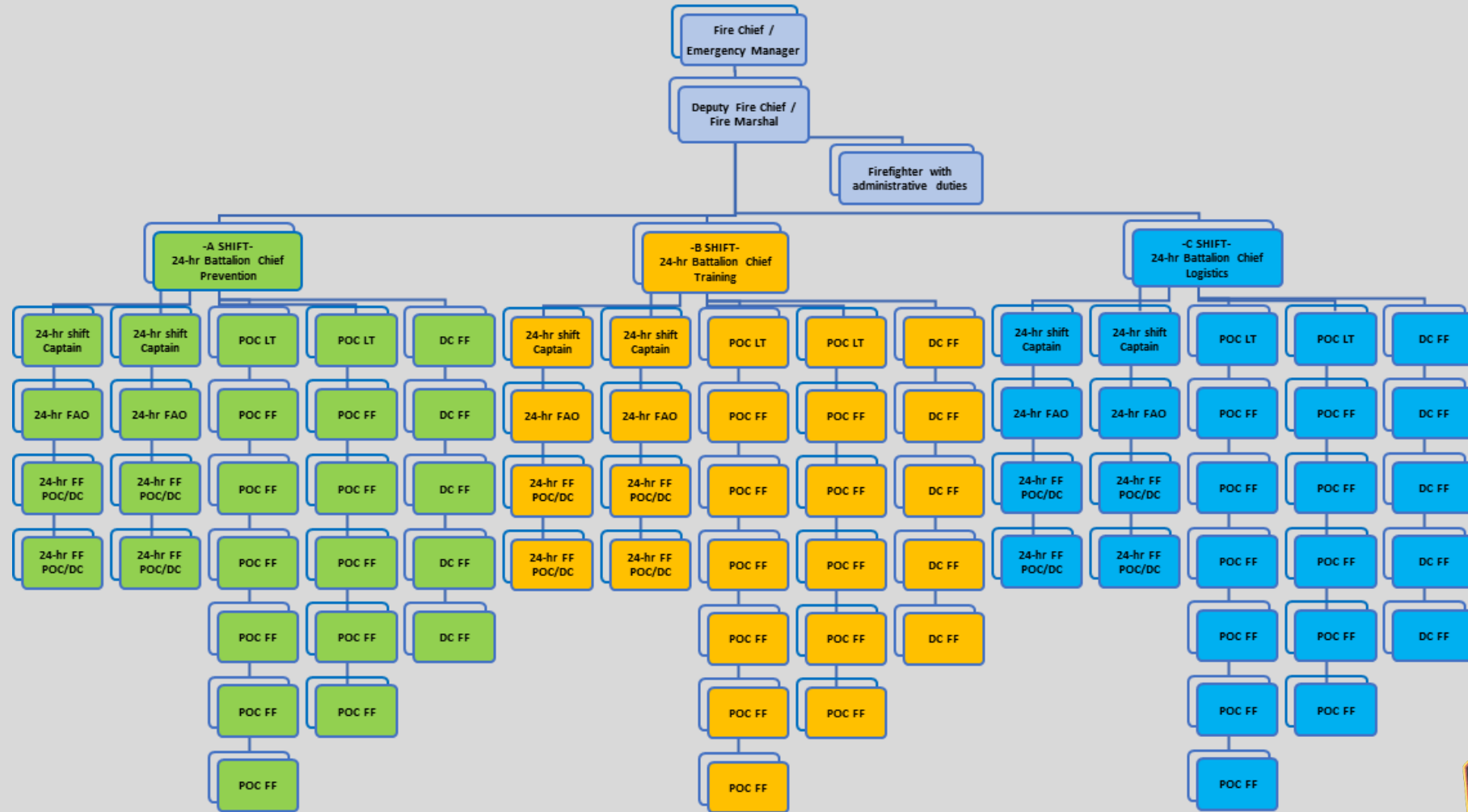
FIRE DEPARTMENT'S PROPOSAL TO CITY COUNCIL

STAFFING RECOMMENDATIONS COST TO THE CITY - CONSULTED WITH KELLY HORN - 2025 WAGES

- Deputy Fire Chief / Fire Marshal (vs Lieutenant position) - **\$38,113** (\$38,113 over Citygate Associate)
- 3 Battalion Chiefs – 3 FTEs - **\$571,173** (same as Citygate Associate)
- Firefighter with administrative duties - 1 FTE - **\$107,138** (\$47,822 over Citygate Associate)
- 6 Captains – 6 FTEs - **\$1,028,010** (same as Citygate Associate)
- 6 FAOs – 6 FTEs - **\$951,786** (same as Citygate Associate)
- 4 DC/POC FFs on shift – **\$954,432** (\$627,216 over Citygate Associate)
- **Total with 4 DC/POC FFs = \$3,650,652** - Total with 2 DC/POC FFs = \$3,023,436 = \$627,216 less per year
- Fire Department previously funded 15% of Director's, Captain's and Administrative Assistant's wages and budgeted \$10,000 for the 2 cross-trained Police Officers
 - **Fire Department's annual cost for these positions equates to \$93,250**
- Adding 16 FTEs & 4 POC/DC FFs 24-hours a day
 - **\$3,650,652 - \$93,250 = \$3,557,402 increase to the annual budget**
 - **\$713,151 more than Citygate Associate's proposal**



FIRE DEPARTMENT'S PROPOSED ORGANIZATION CHART



ADDITIONAL OPTIONS CONSIDERED

FIRE SERVICE OPTIONS

■ Joint Powers Agreement (JPA)

- Enter into an agreement with another agency or city(s)
 - Citygate Associate indicated - none of the surrounding agencies they had conversations with, were interested in a JPA with Lino Lakes at this time
 - City ordinance provides guidelines for JPAs

■ Contracted services

- Fire services provided by another entity
 - This is not currently offered by any entities in the State of Minnesota

■ Remain status quo

- Citygate Associate's report indicates this is not an option
 - Recommending to hire 15 full-time employees to provide an adequate fire response today



36-MONTH STAFFING IMPLEMENTATION PLAN

FEB. 1ST, 2025 – FEB. 1ST, 2028 TO COMPLETE THE PROCESS

By the end of 2025

- Apply for a SAFER grant for 15 full-time employees - opens in May/June & 3 year term
- Plan for accommodations at both Fire Stations
- Apparatus, equipment and gear needs
- 4 Duty Crew Firefighters on a shift, Monday through Sunday, 0600-1800
- Begin the hiring process of the 3 Battalion Chiefs
- Begin allowing POC Firefighter to work scheduled shifts (work with HR)
- Rebranding process
 - Department logo, patches, badges & mission statement



36-MONTH STAFFING IMPLEMENTATION PLAN

FEB. 1ST, 2025 – FEB. 1ST, 2028 TO COMPLETE THE PROCESS

By the end of 2026

- Continue Battalion Chief hiring process
- Begin the hiring process for 6 Captains
 - Possibly sooner, if a SAFER grant is obtained
- Equipment and gear needs have been identified and in process
- Apparatus needs have been identified
- Temporary accommodations for staffing 24-hour shifts
- POC and DC FFs staffing 24-hours a day, 7 days a week/2 per Fire Station



36-MONTH STAFFING IMPLEMENTATION PLAN

FEB. 1ST, 2025 – FEB. 1ST, 2028 TO COMPLETE THE PROCESS

By the end of 2027

- Begin the hiring process for 6 FAOs
 - Possibly sooner, if a SAFER grant is obtained
- Apply for a second SAFER grant for 12 full-time Firefighters
 - Citygate Associate recommend hiring full-time Firefighters, if the POC/DC FFs struggle to fill shifts
 - (Recommendation #49 & Table 3 – Proposed Fire Department Staffing Summary)
 - 12 full-time Firefighters costs \$1,646,880 per year - 4 POC/DC FFS costs \$1,254,432 per year (need 28-56 to ensure all shifts are filled) - consulted with Kelly horn
- Accommodations to both Fire Stations have been identified and in progress
- Apparatus needs are acquired and in service
- Full implementation of the 36-month plan has been initiated
 - Both Fire Stations are staffed 24-hours a day, 7 days a week





Questions

