

LVMPD PRESENTATION
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- **Las Vegas Metropolitan Police Department in 2008**

Currently LVMPD employs 2,417 police officers, 776 correction officers, and 1,610 civilians, making it the 7th largest Police Department in the US.

- **How we got here**

During the past 10 years Las Vegas has experienced phenomenal population growth averaging almost 5000 new residents per month.

In 2003, then sheriff Bill Young, recognized under the current funding formula, LVMPD would continue to fall behind in its officer to citizen ratio. This shortage of officers in turn would impact the department's ability to adequately protect the city and the 36 million tourists who visit each year.

The sheriff proposed an initial 3% sales tax increase and a second 3% increase in four years. This proposal was approved by the voters in 2004 and the legislature in 2005. This sales tax increase would provide funding for an additional 1200 officers over a 10 year period.

To meet these needs and also account for retirements and other attrition, LVMPD would need to hire between 300 and 400 officers per year. This would require significant changes in the way we recruited, tested and trained our new officers.

- **How we will meet these goals**

- **Recruitment**

- Section is made up of 1 lieutenant, 2 sergeants, and 8 officers. Officers are assigned full time to the unit and can be changed at will depending upon the needs of the department. The Lieutenant has other duties associated with the Personnel bureau as well.
- LVMPD Recruiting partnered with a local advertising company, R&R Partners to create a recruitment plan. This company is best known for their slogan, AWhat happens in Vegas, Stays in Vegas.® They conducted extensive surveys to determine what our target group was looking for in a job. We determined how recent employees we had successfully hired learned of LVMPD. The internet is by far the means that most of our recruits either initially learned of Metro or at least learned more about the potential employment possibilities. R&R Partners developed a profile of the motivation of potential recruits and helped us create a recruitment plan to

attract these individuals. They found these potential employees to be selfless, patriotic and community oriented. They crave a career with real impact, desire structure, thrive within teams, perform under pressure and appreciate excellence through discipline. R&R Partners helped us design posters as well as other advertising material and assisted in writing and producing radio and television spots. **Examples available** R&R has also been extremely helpful in assisting the department in purchasing time slots in the various media outlets.

- The Internet was determined to be of primary importance. It became our mission to create a new website which would provide information and attract candidates to look at our department. In this age of computers and computer savvy potential employees it became necessary to provide an interactive website which would not only provide important information but also simplify the process to actually submit an application. The upgraded website accepts applications, provides videos which offer insight into academy life, law enforcement as a career and videos which prepare a candidate for the academy. **Review Website**
- Seminars - The recruitment team offers numerous seminars which are designed to prepared candidates not only for the different portions of the initial testing, such as oral boards and physical agility but academy conditioning as well. These seminars are held during the evening hours to allow potential recruits the opportunity to attend without having to take a day away from their current employment.
- Sheriff=s Recruitment Councils. These councils are made up of a diverse group of citizens from the various communities within Las Vegas. They assist the department in recruiting members of the various communities. Currently the councils include Hispanic, African American, Women, Asian American and Military Recruitment councils.
- Commissioned Officer Referral Program. We learned the number two source for recruiting Police and Corrections recruits has been through the efforts of current employees. In May 2006 the department began paying employees \$500 dollars for each Police or Corrections recruit they recruited, providing the person completed the hiring process and entered the academy.
- Out of State Testing When specific areas have demonstrated significant interest a team is sent to the city to administer the initial portion of the testing process which includes the Preliminary Background Questionnaire, Written Test and Physical Agility Test.

- **Testing**

- Testing large numbers of applicants is extremely expensive and manpower intensive. In 2005 we handled over 4,000 applications, in 2006 and 2007 over 8,000 applications. Much of this is the product of using the internet and accepting these applications online. Because it is so easy to apply and very little commitment is required, at least half of these applicants voluntarily withdraw from the process or simply don't show up to take the initial test.
- Of those that do show up we found that between 20 and 25% failed the written test, which at the time was the first test they took. We found that between 10 and 15% failed the Oral Board and approximately 30% failed the Physical Agility test. This large number of failures on the agility test is still amazing as it is the only test we give the candidates all the answers to, months prior to taking it. This says something about the state of fitness of our population.
- The second portion of our testing process consists of a background investigation, polygraph examination, psychological evaluation and medical evaluation. The fail rate for this grouping is 70%. The vast majority of applicants fail the background portion of the process.
- The most innovative thing we have done with this process is the development of a personal history questionnaire in 2007, by our Psychologist, Dr. Harrison Stanton. He has a minor in Research Measurements and Statistics. He loves numbers. By using data collected over the past 10 years, relating to LVMPD applicants, he was able to create a test that measures the probability of an applicant passing our hiring process. This test consists of 155 questions test that cover the following areas, Employment history, Military history, Driving history, Educational history, Financial history, Drug history, Criminal history and Truthfulness/Character issues.
- Those applicants who pass this test, statistically have an 85% chance of passing our complete background process. Beginning in 2008 we administered this test on the first day of testing before any other tests. What this has done is eliminate almost 35% of our applicants on the first test. These applicants who are eliminated had less than a 15% chance of actually being hired by the department. This is saving us an incredible amount of time, manpower and money by eliminating earlier in the process those who are not suitable for hire.

- **Academy**

- In 2007 the Academy Commander recognized our current academy system was not as effective as it could be at meeting

the needs of the department. The tax initiative and recruiting efforts had made it possible to hire large numbers of recruits and changes in our academy would need to be made. Initially the sizes of the classes were simply increased. We normally ran four academies a year and the numbers went from approximately 50 per class to close to 100. He felt the ratio of students to instructor was much too high to be effective in teaching the new recruits the skills they would need to be effective on the streets.

- We took a close look at LAPD, a department that has extensive experience in hiring and training large numbers of recruits. We adopted the cadre system and now instead of four academies per year we plan on having 10 academies per year. We start each academy with 40 to 45 recruits. It is very flexible in that we can add or subtract from this starting numbers as need and funds dictate. This system also allows us to add or reduce the number of academies per year as needed.
 - This new academy structure did require an increase in academy staffing from 18 to 33 full time officers and one additional sergeant. Almost all teaching at the academy is now done by those officers assigned full time to the academy. This was a significant change from having officers come in from all over the department to teach specific classes.
 - Another benefit of the new academy was the development of a recycle program. In the past, if a recruit failed out of the academy at any point they were required to retest for the department and start a new academy from the beginning. Those who left the academy due to an injury had to wait for the next academy to begin and start again from the beginning. Under the current plan officers who leave the academy prior to graduation can be recycled into one of the upcoming academies already in session. This significantly reduces the long breaks in service as well as keeps a person the department has expended considerable time and energy recruiting and hiring, on our department.
 - Our current failure rate from the academy is almost 20%. The academy is carefully documenting the reasons recruits are leaving the academy and are looking for ways to better our process and address these issues. This information will be shared with and may impact the recruiting and testing process.
- **Field Training**
- Our current field training program is 19 weeks long. They too are carefully reviewing the reasons for recruits failing or leaving the process. We are analyzing this information to see

that if any changes can be made in our process, from recruiting through the academy.

○ **Retention**

If we can't retain the officers we have expended time and money in attracting and training then we have essentially wasted our time. Fortunately for those of us in Nevada it is not a simple matter to transfer from one department to another. I am not aware of any large departments in our state that accept lateral transfers.

There are a number of things we do to try and make a career with LVMPD attractive. Some of these are contract issues which have been negotiated and others are efforts by the department to create an environment conducive to staying in for the next 25 to 30 years.

▪ **Salary**

Although salary may not be what keeps a person at a job, it certainly has something to do with why they initially chose a particular job or profession. Starting pay for a police or corrections recruit is \$49,000 dollars. In 18 months after receiving scheduled merit pay increase they can be making \$56,000 dollars. A topped out Patrol Officer can easily make over \$80,000 per year and more if they work overtime and are eligible for shift differential.

▪ **Educational Incentive**

The department pays for all employees to further their education. Currently the department reimburses employees for tuition expenses if they pass the class with a grade of C or better. Officers who have an Associates Degree receive an additional \$375 per year, Bachelor=s Degree \$750 and a Master=s Degree \$900.

▪ **Language Incentive**

Officers who speak Spanish receive an additional \$750 per year.

▪ **Retirement**

Officers are eligible for retirement after 25 years of service with no age restrictions. Those who go to 30 years can retire at 75% of their three highest years.

▪ **Shifts**

Patrol officers and some detectives work 4/10s. Others work a 5/9 with a three day weekend every other week.

- **Promotional Opportunities**

This is due to current size and growth of department. Since 2005 s we have promoted 101 sergeants, 34 lieutenants and 16 captains.

- **Facilities and Equipment**

We have been fortunate in that we have been able to build new facilities and maintain a fleet of vehicles that are in very good repair. Good equipment has a great impact on morale.

- **Department Values**

ICARE – This letters of this acronym stand for Integrity, Courage, Accountability, Respect for People and Excellence. These are taught from day 1 in the academy. We try and hire people who demonstrate these values but mandate employees live by these values at work.

- **Community Perception**

The department has a very good working relationship with the community as well as local media. The police department is looked upon favorably by the majority of the citizens and supported in our efforts to reduce crime. The job of police officer is a respected position in the community.

- **Officers Have a Voice**

The Sheriff participates in an activity called “Shop Talk.” In these regularly scheduled meetings line officers as well as supervisors meet with sheriff and can discuss any area of concern. Those who cannot attend the meetings can contact the Sheriff’s Office, anonymously if desired, and ask any question or comment on current conditions.

The Sheriff will respond to each of these contacts.

- **Transfers**

Almost all transfer and promotional positions are tested for according to Civil Service rules. This helps to combat any perception of favoritism for certain officers because of friendships within the Department.

