

2018 JAG PROGRAM – LOCAL SOLICITATION

CITY OF OLYMPIA, WASHINGTON

MANAGEMENT & LEADERSHIP TRAINING

PROGRAM NARRATIVE

Applicant: City of Olympia (WA) Police Department

Grant Number: **2018-H2928-WA-DJ**

Project Title: Management & Leadership Training

Project Identifier: Law Enforcement Leadership

Project Goals: To provide training opportunities for mid- and senior-level managers to increase their expertise in specific areas and in general leadership development

Program Narrative:

The City of Olympia Police Department has experienced an unprecedented wave of change at the middle and senior-management levels of the organization. Since 2016, the department has promoted internally to replace three sergeants, three lieutenants, a deputy chief, a civilian manager, and an executive level secretary. The retirements reflected in those numbers represent a loss of 180 years of law enforcement knowledge and experience. In addition, in 2018 the department added eight line level positions, two sergeants, two managers, and two community policing program additions as a result of funding received from a levy lid lift in late 2017. The department also added a jail lieutenant in 2018 as part of a re-organization.

As of January 2019, the department will have successfully completed necessary promotions, hired additional line level and management staff, promoted two sergeants, opened a new satellite office, added a neighborhood liaison program, tripled the size of our downtown walking patrol program, and communicated our success with our community. In the past few years the department's management team looks completely different; four of five existing mid-level managers are new, the two senior managers are new to their positions, and we've seen the addition of three new senior level managers. The internal promotions of internal candidates to these positions has offered opportunities throughout the department resulting in five sergeant promotions as well. As a result, management training is a priority in the coming years.

In addition to staffing management and supervisory positions, the department has replaced more than half of its patrol officers. The replacement of so many personnel has widespread impact on the department; while we are losing experience as people retire, new staff bring fresh ideas and enthusiasm. It is essential that the department's managers quickly develop strong leadership and management skills in addition to staying current on to capitalize on this opportunity and to develop a community-oriented, ethical, and knowledgeable police department.

The Department seeks to use the funding available to provide critical training and leadership development opportunities for management staff by sending a senior manager and a middle manager to senior leadership training as follows:

- **Senior Management Institute for Police:** One of the most respected leadership training courses within law enforcement is the Police Executive Research Forum (PERF) Senior Management Institute for Police (SMIP). The SMIP is highly regarded for its innovative and evidence-based curriculum. The opportunity to interact with other senior law enforcement staff, while learning from some of the best minds in policing, will provide a middle manager and a senior manager an excellent opportunity as well as equip the department with necessary leadership for the future.

The Olympia Police Department will use the Justice Assistance Grant funding to further its mission of building public trust by ensuring that its management team has the tools available to them to lead the Department effectively. Training is an essential part of growing new managers and equipping existing leaders.