

# Police Staffing and Retention

April 17, 2015



# Discussion Outline

- Staffing and retention overview
- Agency comparison
- Discuss reasons employees are leaving
- Retention efforts
- Opportunities to address challenges

# Patrol Staffing Overview

- Currently we are 13 officers down in patrol
- Seven are in hiring process with other departments
- Five resignations in February & March
- Two sergeants left our agency last year
- One corporal left in 2013, and one pending
- Currently down 20% in Patrol (1 vacancy, 4 academy, 4 FTO, 2-military, 2 light duty)

# 29.4% Vacancy Rate Since 2013

- Lost 43 officers since January 2013
- Authorized staffing is 113 officers
- 60% of Officers responding to calls have less than two years experience (64)
- \$53,000 is the cost to the city to hire a police recruit
- The 43 officers departed = cost of \$2.27million

# The 43 Officers we Lost

- 26 Left for jobs outside FPD
  - 20 of these or 74% to another agency
- 6 were terminated or resigned in Lieu of
- 5 retired or quit to stay home
- 3 had to medically retire from police work
- 2 were unable to complete the training
- 1 Killed in the line of duty

# Demographics affecting retention

- Typically young (21-25yoa) college graduates
- Flagstaff's high cost of living limits options
- Trying to hire those with local ties
- Three second generation officers have left us for the higher pay of other agencies
- Average officer age: 34 years

# Staff Reductions

- In 2009 we were authorized 118 Sworn
- Today we are authorized 113
- One vacancy is left open to fund our training program
- Civilianized 4 positions, lost one to cuts



# Workload Overview

- 2014: 5% increase in calls for service
- 7% rise in violent crime
- 5% increase in property crime
- The 2013 benchmark of calls for service per first responder average is 530.7\*
- With current staffing we are at 717 calls per first responder
- When fully staffed we are at 562

\*The 2013 Benchmark City Survey (Overland Park Kansas) (<http://www.opkansas.org/wp-content/uploads/downloads/benchmark-city-survey-section-a-demographics.pdf>)

# Market Driven Industry

- Diminishing number of qualified applicants
- Officers are very marketable once certified
- The quality of our people determines the quality of our organization
- If officers are not competitive, then the agency will not be competitive in the law enforcement profession

Source: Oliver, Patrick. "Recruitment, Selection, and Retention of Law Enforcement Officers" (2014). Faculty Book 164.  
[http://digitalcommons.cedarville.edu/faculty\\_books/164](http://digitalcommons.cedarville.edu/faculty_books/164)

# Market Comparison in Patrol

- Officers are 5% under market (min to min)
- Sergeants are 20% under market
- Lieutenants are 26% under market
- Deputy Chiefs are 23% under market



# Scottsdale Article/Comparison

- Scottsdale lost 11 out of 340 officers since July 2013 to other agencies
- Scottsdale's Council is considering a \$13.5 million to \$27.5 million plan to give officers a step plan
- Flagstaff PD is a third of their size (112) and has lost 16 officers to other agencies since July 2013

Source:

<http://www.azcentral.com/story/news/local/scottsdale/2015/02/19/scottsdale-consider-pay-increases-police-officers/23712193>

# Scottsdale Article/Comparison of pay increases/decreases

CITY	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Totals
<b>Flagstaff</b>	-5% -1.2%	None	1.2%	.6%	3.2%	.04-2%	<b>2%</b>
<b>Phoenix</b>	12.15%	4%	5%	6%	5%	5%	<b>37.15%</b>
<b>Gilbert</b>	None	None	None	19.6%	5%	5%	<b>29.6%</b>
<b>Chandler</b>	4.15%	None	5.83%	None	5%	5%	<b>19.98%</b>
<b>Glendale</b>	None	None	3.91%	3.72%	5%	5%	<b>17.63%</b>
<b>Mesa</b>	-2%	None	2%	5%	5%	3%	<b>13%</b>
<b>Tempe</b>	None	-5%	None	5%	5%	3%	<b>8%</b>
<b>Scottsdale</b>	-2%	None	None	2%	2%	3%	<b>5%</b>

# Agency Pay Comparison

<b>Agency:</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>
<b>Flagstaff - Current</b>	<b>\$47,662</b>	<b>\$56,717</b>	<b>\$65,750</b>
<b>Flagstaff – CM Proposed</b>	<b>\$49,924</b>	<b>\$60,233</b>	<b>\$70,542</b>
Scottsdale, AZ	\$54,933	\$67,298	\$79,664
Chandler, AZ	\$53,328	\$64,533	\$75,737
Mesa, AZ	\$54,192	\$65,347	\$76,502
Tempe, AZ	\$56,742	\$66,718	\$76,694
Phoenix, AZ	\$46,238	\$59,332	\$72,426
Gilbert, AZ	\$52,250	\$62,889	\$73,528
<b>Other Agency Average</b>	<b>\$52,947</b>	<b>\$64,353</b>	<b>\$75,759</b>

# Snapshots from 23 officer's exit interviews 2014-2015

- 83% were not satisfied with their salary
- 70% were not satisfied with their benefits package
- 87% indicated they were satisfied with their supervisor
- None of the officers indicated they disliked their supervisor or coworkers

# Themes from Employee Surveys

- Poor Pay
- High cost of benefits
- Housing is too expensive
- Cost of living is not balanced with pay
- Tired/low staffing/heavy workload
- Performance Evaluations

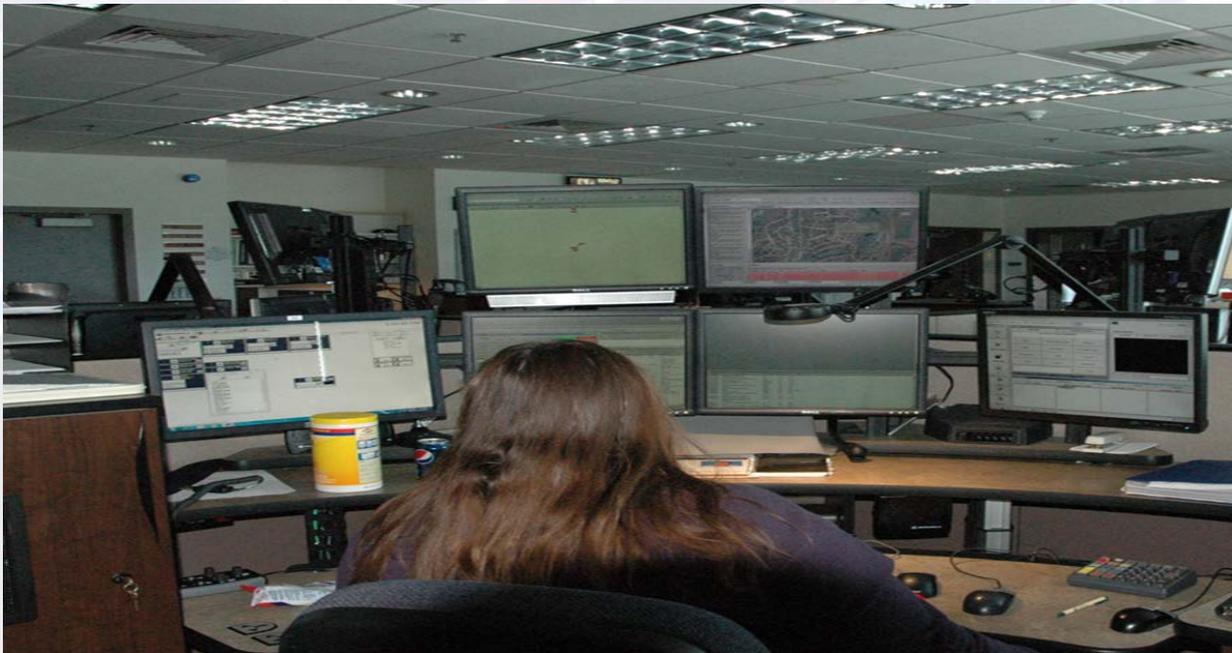
# Dispatch Staffing Overview

- Currently down 8 positions out of 30
- 36% vacancy since January 2013
- Average three applicants per month but many fail the background
- Only been able to hire one applicant in 2015
- Cost to hire and train a new dispatcher: \$57,000
- Most leave the profession when they leave the agency



# Dispatch Challenges

- Requires technical computer and radio multi-tasking skills
- Shift work requirement
- Stressful (lives are on the line)



# Market Comparison Dispatch

- Call Takers are 7% under market (mid to mid)
  - Just to bring up to minimum (\$3,000 ongoing)
- Dispatchers are 15% under market
  - \$84,000 annually ongoing to bring to minimum
- Dispatch Supervisors are 9% under market
  - \$6,000 annually ongoing to bring to minimum

# Dispatch Shift Differential Pay

- Differential pay
  - 18 out of 24 agencies surveyed offer shift differential pay
  - Averages 3% for swing shift, 5% for graveyard shift
  - Differential pay would cost the City \$23,000 ongoing
  - Approved in the FY2016 C.M. recommended budget with one time funds

# Hiring and Retention Efforts

- Contracting with a testing agency for officers
- Dispatch Criti-call screening
- Pro-rated training contract for officers
- Mentoring Program



# Hiring and Retention Efforts Cont.

- Involvement in Strategic plan
- Revised performance evaluations
- Call notes reporting
- Formal Awards Banquet
- Everyday is a training day



# Retention Efforts Supported by Council

- Early Warning System
- Assignment pay for trainers
- Squad re-alignment / seven squad
- Exploring home buyer assistance
- Uniform Reimbursement increase
- Tuition Reimbursement

# FY 2016 C.M. recommendations

- A 2% market for all city employees
- Sworn employees will be moved into the market based pay plan
- Those employees who are above midpoint or those receiving less than 2% to move into the plan will receive a 2% market increase (like all city employees)
- Shift differential pay for dispatch: 3% for swing shift, 5% for graveyard

# Will it Help?

- Yes, compensation is the missing link
- Market based pay structure is in place
- The vehicle to move employees through the structure is the next step (min-to-max)
- How to address the promise of future compensation

# Recap

- Presented overview of staffing and retention
- Comparison of FPD to other agencies
- Reasons employees are leaving
- Hiring and Retention efforts
- Opportunities for Improvement

# Discussion

