

Police Department Retention & Resiliency Program

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Background

Significant staffing & retention issues in first responder positions in the police department:

- ▶ 22 sworn vacancies
- ▶ 3 sworn personnel positions in field/academy
- ▶ 12 sworn personnel who are on leave

Active deployable sworn staff: <60% (out of 90 FTE)

Emergency Dispatch Center:

- ▶ Minimum critical staffing
- ▶ Nearly half of 16 budgeted FTE remain non-deployable

- ▶ Challenging labor market
- ▶ Recruitment & training is expensive (~\$88,000)

Efforts to Quickly Address Critical Issues

- ▶ CM & Police Chief host roundtable forum
- ▶ CM & Police Chief hold 1:1 meetings with all sworn staff and dispatchers

Feedback received:

- ▶ Desire for recognition (monetarily & via public forums)
- ▶ Expanded tuition reimbursement
- ▶ PD fleet maintenance & replacement
- ▶ Improvement in work place conditions

Immediate Proposed Solutions

- ▶ Comprehensive social media campaign
- ▶ Resiliency & Retention program for first responders
 - 1st payment – \$10,000 to be paid within 30 days
 - 2nd payment – \$7,500 six months following 1st payment
 - 3rd payment – \$2,500 six months following 2nd payment(all to be funded via salary savings)

Strict eligibility criteria:

- ▶ Minimum service time
- ▶ Prohibition of funds to personnel w/ suspension from duty in the past two years

Term: Automatic sunset following third payment to eligible employees

Fiscal Impact

- ▶ Exclusively funded via re-appropriation of salary savings
- ▶ No new appropriations required
- ▶ Up to \$20K per eligible employee
- ▶ Total cost not to exceed \$1.165M
- ▶ Final cost likely less; TBD following analysis of service hours

Mid and Long Term Citywide Retention Strategies

- ▶ Comprehensive organizational review
 - Reorganization and staffing enhancements
- ▶ Special pays to be competitive with market
- ▶ Competitive contracts with general employees
 - Health contribution parity for all employees
 - Equity adjustments for select classifications under market

Citywide Retention Strategies (Cont.)

- ▶ Comprehensive classification and compensation studies:
 - SLMO in progress completed
 - SLCEA and Confidential Employee Group planned for the future
- ▶ Completed City Wide Employee Engagement Survey
 - Addressing top themes identified:
 - Accountability
 - Career Development
 - Communication
 - Employee Recognition
 - Strategic Alignment

Questions?