

PRINCE GEORGE COUNTY POLICE

Hiring and Retention Challenges

Current Challenges:

- **Increased police officer vacancy rate coupled with unprecedented, regional competition for sparsely available, quality applicants.**
- **PD is currently delivering operational services minus ten (10) police officers (or minus 17% of our allotted sworn staffing).**
 - **(5) vacant police officer positions**
 - **(3) recruits in the Basic Academy**
 - **(3) officers out on extended leave**
 - **Additionally officers are routinely out of service for sicknesses, vacations, training, etc.**
 - **One veteran officer just tendered his 2-weeks notice to accept a hiring paying position with another law-enforcement agency.**

Challenges Continued:

- For the past (5) years we have hired an average of 7 police officers annually. These vacant positions are created due to retirements, officers leaving for the private sector, officers transferring to other departments, personnel issues, etc.
- Currently we are on pace to hire, or attempt to hire, for 14 vacant positions during calendar year 2022.
- Currently, we have approximately (10) officers, or 17% of our sworn work-force of retirement age – one of these officers is retiring effective December 1.
- Whereas we have current staffing concerns, we also must be forward thinking to position the Police Department with a healthy, quality, experienced work-force to fulfill a multitude of vital roles to best serve PG well into the future.

Impacts from Hiring and Retention Challenges:

- ❖ **Less capacity for critical service delivery to our community:**
 - Delayed response to calls-for-service (calls for service held pending availability of officers).
 - Routinely policing County with minimum uniform patrol staffing.
 - Diminished ability for proactive initiatives (Community Services, SIU, etc.).

- ❖ **Hiring practices affect the quality of community service delivery well into the future. Officers we hire today may serve for decades to come. We need to strive to attract, hire and retain top-notch talent.**

- ❖ **Diminished staffing leads to a stressed work-force:**
 - A stressed work-force invites additional employee turnover (Domino Effect).

Proposed Solution for Hiring and Retention Challenges:

Increase starting salary from \$47,250 to \$53,000

Why?

- **This increase in starting salary, along with affecting the hiring range forward, will enable your PGPD to be competitive in the market. This action will result in more success with hiring and retention of quality police officers – now and into the future.**
- **A recurring theme during our recruitment process is that good people want to work for our Community and within our Team, but some simply cannot afford to.**

The Regional Market:

Locality	Classification Title:	Grade:	FLSA Status	Salary Min	Salary Mid	Salary Max	Range Spread
VCU Police				\$ 58,000.00		\$ 77,300.00	33%
New Kent				\$ 56,981.00	\$ 66,953.00	\$ 76,925.00	35%
Va State Police				\$ 56,747.00		\$ 86,115.00	52%
Petersburg				\$ 56,139.00			-100%
Ashland				\$ 55,199.00			-100%
VSU Police				\$ 55,000.00			-100%
Hanover				\$ 53,325.00		\$ 66,075.00	24%
Capitol Police				\$ 53,312.00		\$ 70,000.00	31%
Henrico				\$ 53,277.00	\$ 75,642.00	\$ 98,006.00	84%
Chesterfield				\$ 53,214.00	\$ 69,500.00	\$ 90,771.00	71%
Goochland				\$ 53,066.00		\$ 90,212.00	70%
Richard Bland College				\$ 52,000.00			-100%
City of Richmond				\$ 51,913.00			-100%
James City County				\$ 50,700.00			-100%
Powhatan				\$ 50,403.00			-100%
Colonial Heights				\$ 50,388.00		\$ 74,875.00	49%
Hopewell				\$ 50,303.00		\$ 80,948.00	61%
Emporia				\$ 50,000.00			-100%
Isle of Wight				\$ 48,042.00	\$ 63,709.00	\$ 79,336.00	65%
Dinwiddie				\$ 47,715.00		\$ 71,131.00	49%
Prince George	Police Officer	P101	Non-Exempt	\$ 47,250.00	\$ 60,244.00	\$ 73,238.00	55%
AVERAGE SALARY				\$ 52,786.20			

Expected Results From \$53,000 Starting Salary and Forward Adjustments:

Effective hiring of talented employees and better retention of experienced, sworn staff.

A less stressed, healthier work-force better poised to serve our citizenry.

Increased capacity to provide effective and efficient public safety services for our community.

Future capacity to provide effective and efficient public safety services to our community – continuity of services.

The end game with all of our decisions and requests are to deliver effective services for the safety and security of our citizenry and our community members.

Next Steps...

- Human Resource Director, Mrs. Hurt and Finance Director, Mrs. Drewry will provide additional information related to their respective areas of expertise following this presentation.
- We would then request this proposal be placed on a Business Meeting agenda for Board of Supervisors consideration.

Thank You

As always, thank you for your time and consideration.

Chief W. Keith Early

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Public Safety Research & Recommendations

October 25, 2022

Board of Supervisors Work Session

Salary Study History

- Evergreen Solutions conducted a compensation study in FY18 that resulted in the following:
 - **7/1/18** - Police officers received phase 1 - \$2,000 for 0-5 yrs. Service/\$4,000 for 5-10 yrs. Service/ \$6,000 for 10-15 yrs. Service/ \$8,000 for 15+ yrs. Of service and were placed on their own pay grades (based on Evergreen Solutions recommendations).
 - Fire & EMS and Sheriff employees received the same raise as all other employees \$1,000 if they made up to \$50k; 2% if they made \$50,001 - \$100,000 and \$2,000 if they made \$100,001+
 - **7/1/19** – Phase 2 increases implemented at 25% to address compression across the board for all employees; those not compressed received \$1,000 if they made up to \$50k; 2% if they made \$50,001 - \$100,000 and \$2,000 if they made \$100,001+
 - Fire & EMS moved to a similar and separate pay plan like the Police did the year prior.

Salary Study History Cont...

- 7/1/20 – No increases given to employees
- 7/1/21 – All Public safety employees placed on step plan based on years of service (at 65%); average raise was 11.33%; high was 36.99%; those exceeding their step received a one time bonus of 2%
- Sheriff's Office moved to a separate pay plan similar to Police and Fire & EMS
- 7/1/22 – Pay Plan adjustment of 5% to the minimum salary (to adjust minimum wage issues and to adjust to be more competitive in the market). Public Safety employees received the 5% scale adjustment and a step increase, and qualifying Sworn Police Officers received a career development adjustment (all public service credit through June 2022); those who exceeded their step received a one-time bonus of 2%

The Search Begins

- HR discussed the need to do a salary study to bring our numbers up to date from the FY18 study and to be more in line with employers to whom we are losing our people.
- The data was received and compiled by the HR Director (all positions within the county) – tonight we are only focusing on Public Safety and will focus on all others as a part of the FY24 budget process. Public Safety is the most critical due to the hiring challenges and competitiveness in the market. Many public sector employers have provided significant increases to Public Safety employees, and we lag behind.

Localities Polled

- Petersburg
- Hopewell
- Ashland
- Colonial Heights
- Dinwiddie
- Henrico
- Hanover
- Chesterfield
- City of Richmond
- Powhatan
- Goochland

- Emporia
- Capitol Police **
- James City County
- New Kent
- VCU Police **
- Richard Bland College **
- VSU Police **
- VA State Police **
- Isle of Wight

** Only polled for Police Purposes

Sussex and Surry were polled but they don't have pay ranges available for positions so they are excluded

Police Data Received

Locality	Classification Title:	Grade:	FLSA Status	Salary Min	Salary Mid	Salary Max	Range Spread
VCU Police				\$ 58,000.00		\$ 77,300.00	33%
New Kent				\$ 56,981.00	\$ 66,953.00	\$ 76,925.00	35%
Va State Police				\$ 56,747.00		\$ 86,115.00	52%
Petersburg				\$ 56,139.00			-100%
Ashland				\$ 55,199.00			-100%
VSU Police				\$ 55,000.00			-100%
Hanover				\$ 53,325.00		\$ 66,075.00	24%
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Goochland				\$ 53,066.00		\$ 90,212.00	70%
Richard Bland College				\$ 52,000.00			-100%
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Powhatan				\$ 50,403.00			-100%
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Hopewell				\$ 50,303.00		\$ 80,948.00	61%
Emporia				\$ 50,000.00			-100%
Isle of Wight				\$ 48,042.00	\$ 63,709.00	\$ 79,336.00	65%
Dinwiddie				\$ 47,715.00		\$ 71,131.00	49%
Prince George	Police Officer	P101	Non-Exempt	\$ 47,250.00	\$ 60,244.00	\$ 73,238.00	55%
AVERAGE SALARY				\$ 62,786.20			

Prince George is in last place! The average is \$52,786 for the starting salary. We are paying 12% less than our competitors.

Fire & EMS Data Received

- Many polled don't have a recruit position & require a minimum of BLS

Locality	Classification Title:	Salary Min					
New Kent		\$54,268	Hanover		\$55,991	Henrico	\$ 89,234.00
Hanover		\$53,325	Henrico		\$53,277	Goochland	\$ 86,180.00
Hopewell		\$49,059	Chesterfield		\$53,214	New Kent	\$ 85,274.00
Colonial Heights		\$47,989	Goochland		\$51,520	Hanover	\$ 81,993.00
Goochland		\$47,398	Colonial Heights		\$49,189	Chesterfield	\$ 80,913.00
Prince George	Fire Medic 1	\$45,150	James City County		\$48,347	Colonial Heights	Batallion Chief \$ 71,400.00
James City County		\$45,074	Dinwiddie		\$47,802	Prince George	Fire Captain 1 \$ 70,377.00
Powhatan		\$42,620	Prince George	Fire Medic 2	\$47,408	Hopewell	Batallion Chief \$ 69,591.84
Petersburg			Isle of Wight	Medic I	\$45,793	Isle of Wight	\$ 69,263.00
Dinwiddie			Petersburg			James City County	Batallion Chief \$ 68,803.00
Henrico			Hopewell			Petersburg	
Chesterfield			City of Richmond			Dinwiddie	
City of Richmond			Powhatan			City of Richmond	
Emporia			Emporia			Powhatan	
Isle of Wight			New Kent			Emporia	
AVERAGE SALARY		\$48,533	AVERAGE SALARY		\$50,642	AVERAGE SALARY	\$78,072

A Medic 1 is on average 7% below our competitors for medic and 11% for Captains. (Not all localities responded with data) –

Sheriff Data Received

Locality	Classification Title:	Grade:	FLSA Status	Salary Min
Chesterfield				\$51,006
Henrico				\$48,509
Dinwiddie				\$45,526
Prince George	Deputy Sheriff	S101	Non-Exempt	\$45,150
Colonial Heights				\$43,297
Powhatan				\$42,620
James City County				\$42,028
Hopewell				\$41,191
Petersburg				
Hanover				
City of Richmond				
Goochland				
Emporia				
New Kent				
Isle of Wight				
AVERAGE SALARY				\$44,882

Prince George is above on average by 1%. There is no request for adjustments to these employees – this is for information purposes only.

What is necessary to fix this?

- We are recommending that the Police officer starting salary {range minimum} increase to \$53,000 which is 12.17% higher than the current starting salary – makes us competitive with the market / average.
- The Progression between grades would not change for police, nor would the range spread for the 30 year progression.
- The progressions are important to maintain the integrity of the compensation plan.

Fire & EMS Recommendation

- The Fire/Medic 1 recommended starting salary {range minimum} is \$50,000 which is 10.74% higher than the current starting salary.
- We are recommending a change in the progression between grades for Fire & EMS, but the range spread for the 30 year progression would remain the same.
- The reason for the recommended change is to be more methodical with the range progression as certifications are obtained. (This logic is explained on the following slides).

Range Spread and Grade Progression (Police)

	1	range spread	BTWN GR
Officer P101	47,250	55%	
First Class P102	49,613	55%	5.00%
Senior P103	52,094	55%	5.00%
Master P104	54,699	55%	5.00%
Career P105	57,434	55%	5.00%
Sergeant P111	63,177	60%	10.00%
Lieutenant P113	69,495	60%	10.00%
Captain P115	76,445	60%	10.00%
Major P117	84,090	60%	10.00%
Chief P122	105,113	60%	25.00%

Current: Police Officer range
spread and grade progressions

	1	range spread	BTWN GR
Officer P101	53,000	55%	
First Class P102	55,651	55%	5.00%
Senior P103	58,434	55%	5.00%
Master P104	61,356	55%	5.00%
Career P105	64,424	55%	5.00%
Sergeant P111	70,866	60%	10.00%
Lieutenant P113	77,953	60%	10.00%
Captain P115	85,748	60%	10.00%
Major P117	94,324	60%	10.00%
Chief P122	117,905	60%	25.00%

Recommended: Police Officer
range spread and grade
progressions

Range Spread and Grade Progression (Fire & EMS)

	1	Range spread	BTWN GRADE
Medic 1	45,150	55.00%	
Medic 2	47,408	55.00%	5.00%
Medic 3	52,148	55.00%	10.00%
Medic 4	54,519	55.00%	4.55%
Lieutenant 1	64,044	60.00%	17.47%
Lieutenant 2	67,296	60.00%	5.08%
Captain 1	70,377	60.00%	4.58%
Captain 2	73,962	60.00%	5.09%
Fire & EMS Chief	103,155	60.00%	39.47%

Current: Fire & EMS range spread and grade progressions

	1	range spread	BTWN GR
Medic 1	50,000	55%	
Medic 2	52,500	55%	5.00%
Medic 3	55,125	55%	5.00%
Medic 4	57,881	55%	5.00%
Lieutenant 1	66,563	60%	15.00%
Lieutenant 2	69,892	60%	5.00%
Captain 1	76,881	60%	10.00%
Captain 2	80,725	60%	5.00%
Fire & EMS Chief	107,364	60%	33.00%

Recommended: Fire & EMS range spread and grade progressions

		percent of increase from current scale
45,150	50,000	10.74%
47,408	52,500	10.74%
52,148	55,125	5.71%
54,519	57,881	6.17%
64,044	66,563	3.93%
67,296	69,892	3.86%
70,377	76,881	9.24%
73,962	80,725	9.14%
103,155	107,364	4.08%

Note: We would be fixing this to have a 5% spread between medic grades and then creating distance of 15% to Lt 1 and a total of 15% distance to Cptn 1 and leaving room for a future Deputy to be absorbed in the grade progression.

Why Now and What is the Cost?

WHY NOW?

- As Chief Early has stated, many recruits have to take a pay cut to come to Prince George
- We are an attractive employer, **but cannot remain in last place** and expect to attract the best and brightest
- We are recommending to increase the starting pay for Police Officers and Fire/EMS response staff effective January 1, 2023 and not wait until the FY2024 budget process
 - Enhanced recruitment in short-term
 - Other Public Safety employers will make pay improvement actions in FY2024 too {and we are already trailing behind}

Why Now and What is the Cost?

THE COST

Department	# Positions	# Filled Positions	Full Year Cost of Recommended Salary Improvements*	Half Year Impact if Implemented January 1, 2023	Raise Information
Police {Sworn}	60	57	\$ 549,160.00	\$ 274,580.00	12.17% for 56 officers; 0.08% Increase for Officer above step
Fire/EMS {Direct Service}	32	31	\$ 173,290.00	\$ 86,645.00	3.86% - 10.74% increase; average increase 7.4%
TOTAL	92	88	\$ 722,450.00	\$ 361,225.00	

FY2023 Funding Source – One time transfer from GF Contingency or Fund Balance of \$361,225; FY2024 permanent funding source – General Fund tax revenues of \$722,450 {full year impact}

Value of \$0.01 in RE Taxes is \$348,000

Next Steps?

- If the majority of the Board is in favor a mid-year increase for Public Safety employees **at the recommended starting salaries:**
 - November 9, 2022 – Approval of Scale Changes and Transfer from General Fund Contingency OR Fund Balance of \$361,225
 - FY2024 – Public Safety pay improvements become permanent part of pay ranges with a full-year impact of \$722,450
- Last feasible date for Board action for a January 1 increase is December 13 meeting