



CITY OF MYRTLE BEACH

POLICE RETENTION & RECRUITMENT PLAN

Presented
December 12, 2017



Goal of Police Retention & Recruitment Plan

To effectively add at least 10 new sworn Police personnel/year for the next 7 years by:

- Improving retention of existing staff:
 - Pay increases for all sworn staff to enhance our competitive position & demonstrate Council's commitment.
 - Accelerate early career pay increases (STEP Plan).
 - Other retention strategies.

- Increasing recruitment of new qualified applicants.
 - Increase pay for both uncertified & certified officers.
 - Emphasize City's excellent benefit package.
 - Other recruitment strategies.



Current Police Authorized & Actual Staffing

- Authorized Positions by Assignment (304 Total):
 - Administrative Division (24)
 - Investigative Division (42)
 - Patrol Division (123)
 - Special Operations Division (47)
 - Support Services (68)
- Current Vacancies:*
 - Certified Police Officers – 11 (new process to started this month).
 - Communication Officers - 3 (process will begin in January).

* Excludes allocated FY2017-18 positions.

Police Attrition Trends



2015

- 36 Separations
 - 29 Police Officers or Recruits
 - 4 Detention Officers
 - 3 Communications Officers
- Separations by Category
 - 8 retirements
 - 3 in lieu of termination
 - 6 went to other LE agencies
 - 1 entered the military
 - 3 failed training requirements
 - 5 did not want to police
 - 10 for other personal reasons
- 1 Returned to MBPD

2016

- 34 Separations
 - 16 Police Officers
 - 4 Detention Officers
 - 10 Communications Officers
 - 2 Office Assistants
 - 1 Property/ Evidence Tech
 - 1 Records Clerk
- Separations by Category
 - 4 retirements
 - 7 in lieu of termination
 - 8 went to other LE agencies
 - 2 failed training requirements
 - 4 took other City positions
 - 9 for other personal reasons
- 3 Returned to MBPD

2017

- 32 Separations
 - 23 Police Officers
 - 1 Detention Officer
 - 7 Communications Officers
 - 1 Office Assistant
- Separations by Category
 - 6 retirements
 - 4 in lieu of termination
 - 11 went to other LE agencies
 - 4 failed training requirements
 - 7 for other personal reasons
- None have returned to MBPD.

Retention Challenges & Goal



- Our Challenges:
 - Pay disparity – especially in years 6 - 10.
 - Officer workload is extremely high.
 - The pull of family & friends “back home.”
 - “Policing is not for me.”
 - National supply of qualified applicants is woefully short of demand.
 - To meet our goal of adding 10 personnel/year we must successfully recruit ~32 new sworn staff/year:
 - 19 to replace natural attrition
 - 10 new positions.
 - 3 to replace applicants that quit or don’t make it through field training.
 - Academy classes limited in number & size.
 - Training timelines are extended (from academy to field training release).
- Our Goal – 50% reduction in attrition (excluding retirements).



Recruitment Challenges & Goals

- Our Challenges:
 - National supply of qualified applicants is woefully short of demand.
 - To meet our goal of adding 10 officers a year we must successfully recruit about 32 new applicants/year – 19 to replace natural attrition, 10 new officers, & 3 to replace applicants that quit or don't make it.
 - Officer workload is extremely high.
 - Justice Academy classes are limited in number & size.
 - Training timelines are extended (from academy to field training release).
 - Mandated psychological testing will reduce applicant pool.
- Our Goals:
 - Applicant quality - We need to attract the best possible applicants. Training marginal candidates is costly, w/ a high failure rate, & is ultimately counter-productive.
 - Applicant quantity - to recruit at least 13 more quality applicants more than we lose.

Current Pay Plan



- The City currently has a single pay plan. All sworn officers now fall under this plan.
- In FY2017-18 Council approved a 1.75% market increase effective in January.
- All employees are currently eligible for a 0 – 5% merit increase based on meeting annual goals & a successful evaluation (organizational average is 3%).
 - Evaluations take place in October.
 - Merit Increases are also effective in the 1st pay period in January.
 - A well-performing City employee will receive a combined raise (market & merit) of ~5% effective in January.

Summary of Sworn Officer STEP Plan Proposal



- New STEP pay plan will be implemented for all sworn Police staff & dispatchers effective 1/12/18:
 - All sworn officers & dispatchers receive the same 1.75% market increase as other employees.
 - All sworn officers & dispatchers will transition to a new "Step" plan. Officers who "Met Expectations" in the October evaluation will also receive a 3% "STEP" increase (average of what other employees will receive).
- To meet Council's Retention & Recruitment goals:
 - Salaries for each sworn position will also be bumped up by 5% .
 - Actual salaries for each sworn officer also adjusted by 5%.
 - The starting salary for an uncertified officer adjusted to: \$40,000 (currently \$36,245).
 - The beginning salary for a certified officer adjusted to : \$44,000 (currently \$39,706).
 - The beginning salary for a PFC adjusted to : \$46,000 (currently \$41,437).
- Market adjustment, merit , & R/R adjustments are compounded – most officers receive a total 10% increase.
- Manager's Note: I strongly recommend that future market adjustments be consistent w/ the general plan.

Future “Step” Increases

- Instead of a merit based range, STEP plan is designed to provide greater certainty of future salary expectations.
- Future step increases (for officers w/ “Meets Expectation” annual reviews):
 - In years 2 - 4: 4.0%.
 - In year 5: 3.75%.
 - In years 6-7: 3.5%.
 - In years 8 – 10: 3.0%.
 - Thereafter each annual adjustment mirrors the general merit program.
 - Over 10 years, STEP Plan includes a cumulative increase of 45% for all sworn officers (exclusive of Citywide market adjustments) as opposed to 34%.



Initial Adjustment Increase

- In years 2 - 4: 4.0%.
- In year 5: 3.75%.
- In years 6-7: 3.5%.
- In years 8 – 10: 3.0%.
- Thereafter each annual adjustment mirrors the general merit program.
- Over 10 years STEP Plan includes a cumulative increase of 45% for all sworn officers (exclusive of Citywide market adjustments) as opposed to 34%.

Initial Salary 2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
\$44,000.00	\$47,840.00	\$49,753.60	\$51,743.74	\$53,684.13	\$55,563.08	\$57,507.79	\$59,233.02	\$61,010.01	\$62,840.31	\$64,725.52
Starting certified salary	Pfc salary \$46k + 4%	4%	4%	3.75%	3.5%	3.5%	3%	3%	3%	3%

Competitiveness... Our Comparison Group



- Beaufort County Sheriff's Office
- Columbia Police
- Wilmington (NC) Police
- Horry County Police
- Asheville (NC) Police
- Daytona Beach (FL) Police
- Greenville Police
- Mount Pleasant Police
- North Myrtle Beach Public Safety
- Charleston Police
- Ocean City (MD) Police
- Charlotte Mecklenburg (NC) Police
- West Palm Beach (FL) Police

Effect On Competitiveness – Starting Pay Comparisons*



Starting Pay Comparison

Agency	Uncertified Officer	Certified Officer
Myrtle Beach Current	\$ 36,245	\$ 39,706
Myrtle Beach Proposed	\$ 40,000	\$ 44,000
West Palm Beach	\$ 36,733	\$ 45,324
N. Myrtle Beach	\$ 41,096	\$ 42,329
Ocean City	\$ 41,933	\$ 41,933
Charleston	\$ 37,816	\$ 41,693
Mount Pleasant	\$ 40,227	\$ 40,856
Greenville	\$ 38,840	\$ 40,393
Daytona Beach	\$ 24,960	\$ 38,610
Asheville	\$ 35,772	\$ 37,531
Horry County Police	\$ 35,126	\$ 36,882
Columbia	\$ 34,072	\$ 34,072
Beaufort County Sheriff	\$ 33,073	\$ 33,073
Charlotte-Mecklenburg	\$ 43,492	
Wilmington Police	\$ 36,123	

* Exclusive of incentives paid by other agencies for experience, education, military, etc.

Manager's Note: We are way behind the curve in recognizing the impact of incentives on retention & recruitment. This is a very complicated matter, & we will be studying this for possible inclusion in the FY2018-19 Budget.

Other Retention Strategies



- Addressing workload issues – our goal is to add at least 10 personnel/year.
- Continuing to provide an excellent benefit package.
- Accelerating early promotional opportunities – time to promotion to PFC is reduced from 18 to 12 months following graduation from Field Training.
- Providing diverse work experiences – PFC 's are eligible to transfer to specialized units & multi-agency task forces.
- Enhancing officer efficiency and effectiveness to promote success.
 - Training.
 - Intelligence/evidence based policing.
 - Enhance use of technology.
 - Community oriented policing strategies.
- Continued study of shift options and deployment options.
- Continued service area study to better serve working officers and community.
- Improving agency culture.



Other Recruitment Strategies

- Streamlining the hiring process.
- Chief may bring in certified officers at salary level commensurate w/ experience.
- Abbreviated Field Training Program for previously certified officers.
- Promotion to PFC reduced from 18 to 12 months following graduation from Field Training Program for uncertified officers.
- Promotion to PFC reduced from 12 to 6 months following graduation from Field Training Program for In-state certified officers.
- Offering a diversity of Police experiences – MBPD houses 10 specialized units.
- Internship & apprenticeship programs to attract local applicants.

Direct Recruiting Efforts



- Attendance at Career Fairs – includes setting up a recruiting booth showcasing career opportunities to job seekers & to answer potential applicant’s questions.
- Online efforts - we post career opportunities on our City & Police websites, Facebook, other law enforcement & professional employment websites as well as several other free forums.
- Printed materials – brochures provide detailed information regarding career opportunities. These brochures have been distributed to local & regional businesses, rec centers, military bases, & local colleges.

Direct Recruiting Efforts (cont'd)



- Recruitment Incentive - All officers also work as our recruiters & are provided an incentive for referrals once a that employee completes his/her training program.
- Advertising - Radio & newspaper advertisements as well as mobile billboards are used to also increase awareness of career opportunities.
- Outreach opportunities – recruiters attend events to build stronger relationships w/ local community leaders, churches & schools to increase awareness of career opportunities as well as future interest in working for the Department.
- Giveaways – Recruiters use various giveaways to remind potential applicants of how to get more information regarding career opportunities.

Cost Estimate, Millage Impact



- Current FY (6 months):
 - Estimated cost (salaries & benefits): \$473,851.
 - No impact on current millage. That rate was previously determined.
- Proposed for FY 2018-19 (12 months):
 - Estimated cost (salaries & benefits): ~ \$974,051 including first year's step increases & increase in retirement contribution.
 - Estimated millage equivalent: 3.0 mills.
 - Impact of millage as % of current millage (77.5) : 3.8%.
- Sensitivity analysis:
 - Each 1% sworn officer pay adjustment = \$179,114.
 - Each 1% sworn officer pay adjustment = 0.52 mills.
 - Each 1% sworn officer pay adjustment = 0.6% .
- **Manager's Note:** Given the need to add more Police positions & to meet other service needs, I do not believe this 3.0 mill increase can be absorbed. I plan to prepare my proposed budget w/ this recommended increase included.



Questions?

Effect on Competitiveness - Hilton Head

(covered by Beaufort County Sheriff's Office)



- Uncertified Officer: \$33,073.
- Certified Officer: \$33,073 – \$64,688.
- Certified Officers can lateral transfer based upon experience & education.
- The Department continues on their "Progressive Salary Plan."

Effect on Competitiveness - Columbia



- Uncertified Officer: \$34,072.
- Uncertified, or SC or Out of State Certified Officers (< 1 year) w/ foreign language: \$36,774.
- Associates Degree or Out of State certification \geq 1 year & foreign language: \$38,757.
- Bachelor's Degree or SC Certification of at least 1 year: \$38,577.
- Master Police Officer (18-months): 2% increase.
- Officers continue on an annual step plan after hire.

Effect on Competitiveness - Wilmington



- Uncertified / Certified Officer: \$36,123.
- Associate degree: \$37,123.
- Bachelor degree: \$38,123.
- Incentives include 5% employer contribution to 401K & eligibility for take home car.
- Experienced applicants will be paid up to 12% more based on longevity & previous department size.

Effect on Competitiveness - Horry County PD



- Uncertified Officer: \$35,126.
- Certified Officer: \$36,882.
- Lance Corporal: 5 year promotion w/ no salary benefit.
- Currently evaluating education incentives.

Effect on Competitiveness - Asheville



- Uncertified Officer: \$35,772.
- Certified Officer: \$37,531.
- Senior Police Officer: \$43,240 (must have 3 years in).
- Department offers:
 - Education & language differentials.
 - Matching of 401 K
 - Ability to move to specialty units w/ 1 – 3 years of experience.

Effect on Competitiveness - Daytona Beach



- Uncertified (Special Events Position) Officer: \$12 / hour - w/o benefits.
- Certified Officer: \$38,610.
- Incentives for education, training incentives, education assistance & specialty units.
- Each promotion carries a 15% pay increase.



Effect on Competitiveness - Greenville

- Uncertified Officer: \$38,840.
- Certified Officer: \$40,393.
- Police Officer 2 (2 years w/ requirements): \$42,228 .
- Incentives (including take home car) for education, experience, language & longevity.
- Officers go into a pay step plan upon hire.
- Lateral transfers assigned initial pay step based upon experience & training.

Effect on Competitiveness - Mount Pleasant



- Uncertified Officer: \$40,227.
- Certified Officer: \$40,856.
- Applicants must have at least a 2 year degree or be approved by the Chief.
- Officers w/ experience can be brought in at a higher pay w/ Chief's approval.
- Officers continue their training & rank from Patrolman to PFC.
- Officer must complete specific training (incentivized w/ a 3% increase).
- In year 5 officers are eligible to compete for promotion to Sr. Patrol Officer.

Effect on Competitiveness - North Myrtle Beach



- Uncertified / Certified Officer: \$41,096.
- Experienced officers can be brought in at a higher pay rate w/ Chief's approval.
- At 6 months officers are evaluated & can receive up to a 3% increase.

Effect on Competitiveness - Charleston



- Uncertified Officer: \$37,816.
- Certified Officer: \$41,693.
- Senior Police Officer: \$45,966/ (4 years of service as a promotion).
- Officers continue on an annual step plan at the current rank.
- Officers w/ a varied level of experience can be brought in at a different pay rate w/ incentives for language, training, & education.
- Department requires a Bachelors Degree (Chief may waive).

Effect on Competitiveness - Ocean City



- Uncertified Officer: \$41,933.
- Certified Officer: \$41,933.
- Senior Police Officer: \$45,078.
- Officers continue on an annual step plan w/ acceptable performance.
- Eligibility for promotion after 2 years.
- Lateral transfers eligible for "Take Home Car Program" after completion of probation period & adherence to residency requirements.

Effect on Competitiveness - Charlotte



- Uncertified Officer: \$43,492.
- Officers continue on an annual step plan & are given incentives based on a 2nd language, training & degrees.
- Experienced officers can be brought in at a different pay rate w/ incentives for a 2nd language, training & degrees.
- Minimum step for an Incentive Entry officer w/ 2 years of experience is step 2 (max = step 6).

Effect on Competitiveness - West Palm Beach

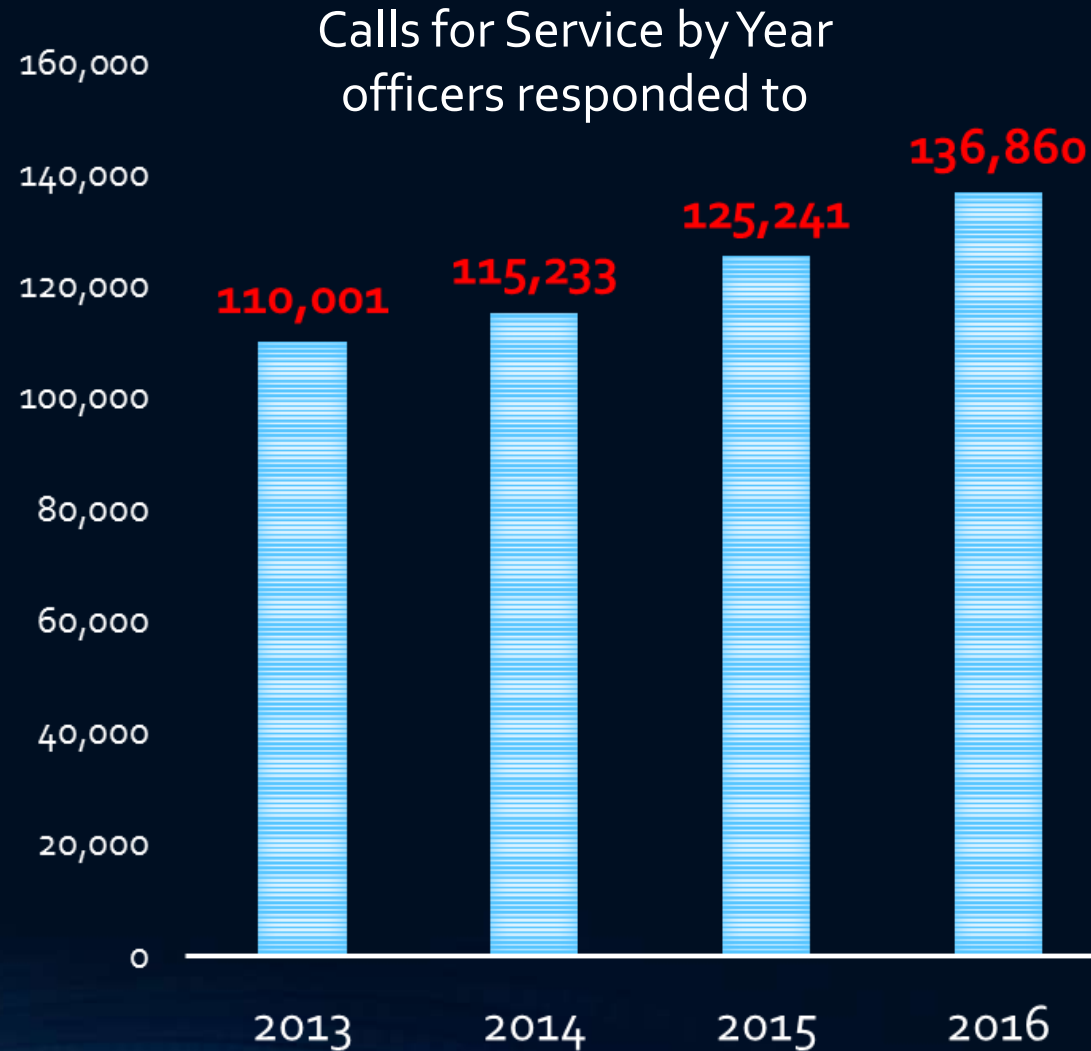


- Uncertified Officer: \$36,733.
- Certified Officer: \$45,324.
- Officers continue on an annual step plan w/ acceptable performance appraisals.
- Eligibility for promotion after 2 years of employment.
- Lateral transfers are eligible for the "Take Home Car Program" after completion of a probation period & adherence to residency requirements.



Increasing Workload Issues Department-wide

- Calls for service have increased over the last several years.
- The average daily police calls for service is approximately 375 calls for a 24-hour period.
- Each officer fields approximately 12 to 15 calls for service a shift.
- An average call for service can take up to 18.5 minutes.





Increasing Workload Issues Department-wide

DISPATCH CALLS RECEIVED



- Our Communications Center continues to increase in the amount of calls they receive each year.
- These calls include emergency calls as well as non-emergency.
- The average call for service takes up to 7 minutes to process.
- In addition, Communication Officers are responsible for the City Fire Alarm Panel, warrant entry, NCIC paperwork, monitor of the License Plate Reader, Citation Entry, & Tow Entry.



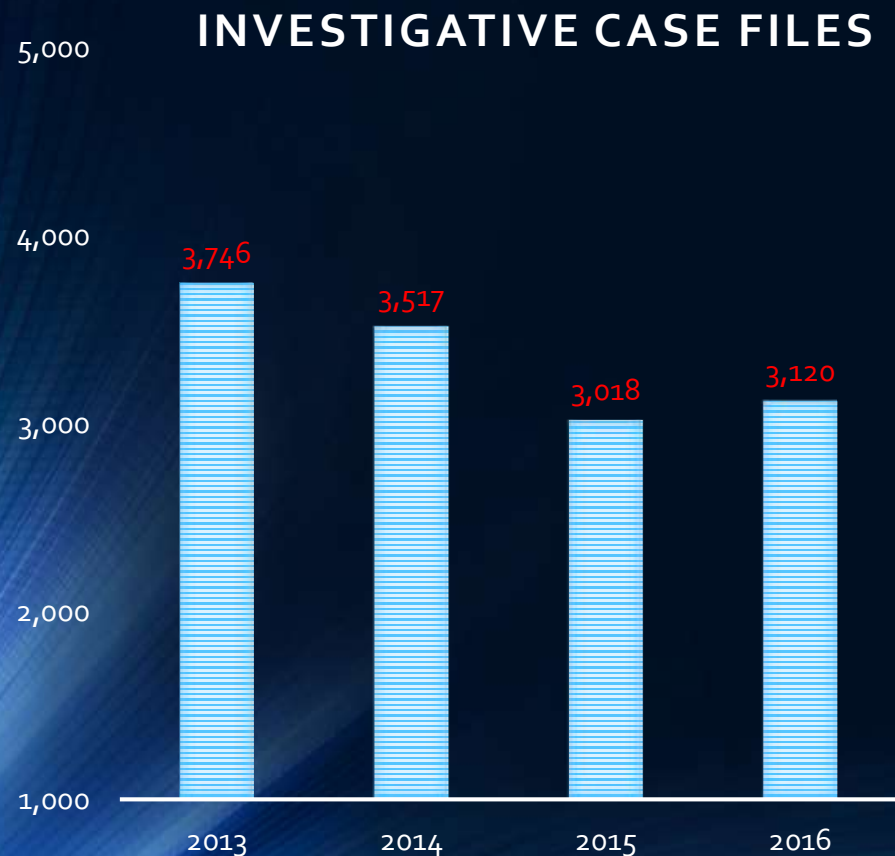
Increasing Workload Issues Department-wide

- Due to State requirements our Records Section has increased what their responsibilities.
- Four staff members are responsible for assessing for SCIBRS compliance for all Incident Reports and Supplements, citations, entering hand-written citations, arrest reports, and booking reports.
- Records staff members take walk-in requests for all arrest record checks / public document requests.
- Records staff and Property and Evidence Staff members address all expungements.
- Records staff takes all FOIA requests.
- Effective January 1, 2018, the State will have a 3 day requirement for all citations to be entered in order for compliance into the court system and DMV.

Item	2011	2012	2013	2014	2015	2016	2017*
Incident Reports	11,248	11,135	11,538	11,967	11,767	12,013	9,969
Supplemental Reports	7,262	8,705	10,065	10,233	9,482	10,548	9,361
Citations	20,683	21,532	21,771	23,734	23,034	22,482	22,963
Arrest Reports	7,078	9,427	8,925	8,831	8,263	8,192	8,943
Booking Reports	7,097	8,478	7,583	7,692	7,534	7,460	7,907
FOIA Requests	N/A	N/A	5	62	157	313	270
Arrest Record Checks/ Public Document Requests	N/A	1,832	1,023	939	1,320	1,509	1,585



Increasing Workload Issues Department-wide



- The Investigative Division is composed of the Property Crimes Unit, the Violent Crimes Unit, the Crime Scene Unit, the Street Crimes Unit, the Gang Enforcement Unit & the Warrant Unit .
- The Violent Crimes Unit & the Property Crimes Unit investigate all high court offenses within the City of Myrtle Beach.
- There are 14 detectives & four supervisors that make up these two units.
- The average yearly caseload is 3,350 cases per year for the division.

Increasing Workload Issues Department-wide



Agency	Number of Sworn Officers	Number of Detectives	Detectives as percentage of sworn strength	Part 1 crime totals
Myrtle Beach PD	221	14	6.3%	4,435
Greenville County, SC	400	53	13.25%	12,700
Wilmington, NC PD	276	32	11.59%	5,945
Amarillo, TX PD	365	65	17.8%	10,460
Cary, NC PD	186	16	8.6%	2,049
Raleigh, NC PD	791	115	14.5%	14,662
Burlington, NC PD	125	12	9.6%	2,430
Chesapeake, VA PD	387	59	15.2%	7,561
Laredo, TX PD	436	71	16.2%	11,511
Sunrise, FL PD	182	19	10.4%	1,630
Durham, NC PD	512	75	14.6%	12,707
Cape Coral, FL PD	226	33	14.6%	3,257
Murfreesboro, TN PD	231	44	19%	4,392
Coral Springs, FL PD	208	20	9.6%	2,719
Lakeland, FL PD	219	25	11.4%	5,870
Orlando, FL PD	743	150	20.1%	18,798
Lynchburg, VA PD	173	24	13.8%	6,023
Roswell, GA PD	150	21	14%	1,906

- In 2015 the Myrtle Beach Police Investigative Division conducted a review of cases to determine the overall workload per detective in comparison to Part 1 Crimes.
- This comparison also evaluated the number of sworn officers as a percentage of sworn strength.
- The comparison shows the other departments throughout the nation in order to see how the management of case investigations & manpower is distributed compared to Part 1 Crimes.

Increasing Workload Issues Department-wide



Myrtle Beach Part 1 Crime Comparison



■ 2013
 ■ 2014
 ■ 2015
 ■ 2016



Relative Workload Issues

- The chart lists FBI reported offenses / Part I Crimes retrieved from the FBI report 2016, Crime in the U.S.
- The offenses are the most accurate comparison due to the fact that each reportable offense has a set definition for reporting.
- These numbers are based on reported offenses of violent crime (murder/manslaughter, rape, robbery, aggravated assault, property crime, burglary, larceny/theft, motor vehicle theft, & arson).

Agency	Population	FBI Reported Offenses known to Law Enforcement / Part I Crimes	Police Department Size (sworn & civilian)**
Hilton Head, SC	40,500 ***	Contracted by BCSO	N/A
Columbia, SC	134,489	16,998	424
Wilmington, NC	117,852	11,071	331
Horry County, SC	322,342***	15,812	284
Ashville, NC	89,546	9,795	263
Daytona, FL	65,495	10,029	250
Greenville, SC	65,686	5,959	230
Myrtle Beach, SC	31,864	9,876	304
Mt. Pleasant, SC	84,277	3,122	167
North Myrtle Beach, SC	15,945	2,701	103
Charleston, SC	135,153	7,542	530
Ocean City, MD	7,045	2,297	126
Charlotte, NC	896,379	86,804	2,302
West Palm Beach, FL	108,074	13,129	365

***Data retrieved from the U.S. Census Bureau.