

Columbus Police Department Recruitment and Retention




January 9, 2024

Police Recruitment and Retention

- Overview of Police Pay Reform and Restructure in 2015
- What Happened and Why
- Resolution and Implementation
- OLOST – Public Safety Commitment
- New Proposed Changes to Police Pay

Retention Commission

“Police Pay Reform and Restructure Committee”

- Consisted of approximately 30 members of CPD from varying divisions, ranks and seniority
 - Mayor T. Tomlinson, City Manager, Assist. City Attorney
 - Two City Councilors (Baker and Barnes)
 - Finance and Human Resources Directors
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Columbus Police Department
Retention Commission created in 2014
Also called “Police Pay Reform and Restructure Committee”

Police Department expressed concerns about officer **recruitment** and **retention**

The Police Department requested a change in their pay structure.

Uncertainty of how much pay an officer would earn each year. The amount of overtime earned was unpredictable. Not all Officers earned overtime.

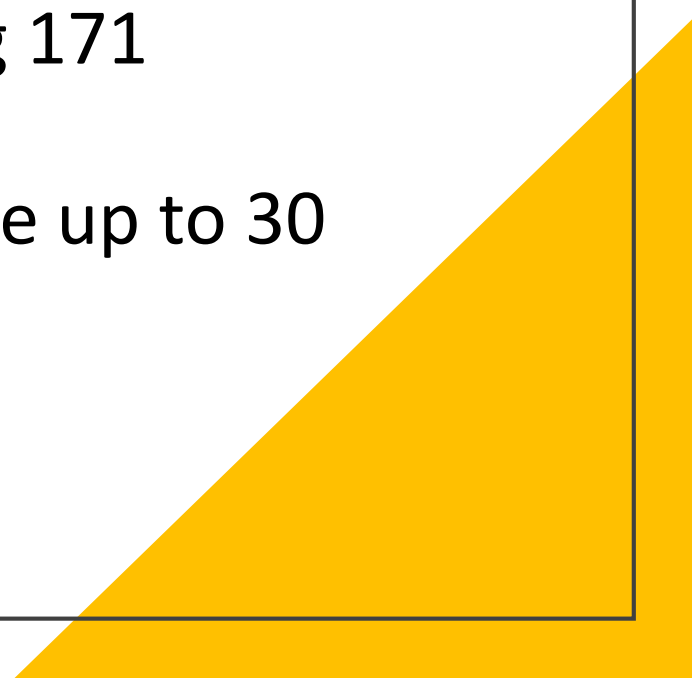
Annual increases in overtime created budget challenges for Finance with difficulty balancing the budget for all Public Safety Departments.

FY2016 PROPOSAL

- *Court Pay could be reduced by scheduling court appearances (to the extent possible) within the officer's regular 171hour work schedule.

2 YEAR FINANCIAL IMPACT	
Remove Sign on Bonus	(\$54,500)
Remove "Gap" Time	(\$514,282)
Add Increase Year 1	\$531,050
Add Increase Year 2	\$173,350
Net 2 Year Impact	\$135,618
Benefits Impact	\$6,182
TOTAL 2 YEAR IMPACT	\$141,800
Court Pay	(\$115,450)*

FY2016 Resolution

- Retain the \$2,000 sign on bonus
 - Remove “Gap” time
 - Pay based on FLSA – Overtime after working 171 hours in 28-day work period
 - Pay Reform - Institute longevity pay incentive up to 30 years of service
 - Adopted in FY16 Budget and Ord. #15-35
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FY2016 Pay Reform Implementation

Longevity Pay replaced Pay Reform with implementation of new Pay Plan 01/2023.

One-Step/1% pay increase at each milestone year of service.

YEARS OF SERVICE	BASE PAY INCREASE
After 3 Years	\$1,000
After 5 Years	\$1,300
After 7 Years	\$1,500
After 10 Years	\$1,500
After 15 Years	\$1,500
After 20 Years	\$1,500
After 25 Years	\$1,500
After 30 Years	\$1,500

CPD Recruitment and Retention Summary

- To increase recruitment and retention of Officers
 - Establish reliable pay structure for Officers
 - Assisted with balancing the budgets for all Public Safety Depts.
 - Implementation of pay reform or longevity pay
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OLOST Public Safety Commitment

Public Safety Improvements

- Improve emergency response time
 - 100 additional Police Officers on the street
 - 10 additional patrol beats
 - Additional Motor Squad Units
 - Enhance Tactical Squad
 - Parks, Downtown, and Riverwalk Patrols

Turnover Rate (2008 – 2023)

Authorized CPD Positions

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Hired	70	103	43	44	40	41	57	49	50	56	40	46	50	37	42	96
Retired	-3	-7	-12	-12	-10	-14	-7	-13	-17	-10	-11	-10	-13	-8	-6	-2
Resigned	-27	-33	-21	-33	-36	-35	-31	-54	-61	-37	-43	-40	-44	-74	-57	-64
Terminate d/Laid Off	-3	-6	-7	-1	-2	-3	-3	-1	0	0	-1	-2	0	-2	-2	-1
Deceased	0	0	0	0	0	-3	0	-1	0	0	-1	0	-1	0	-1	-1
Net Total	37	57	3	-2	-8	-14	16	-20	-28	9	-16	-6	-8	-47	-24	28

Active Officers vs Vacancies By Fiscal Year

	(As of 12/31/23) FY24	FY23	FY22	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08
Authorized Sworn Police Positions	468	468	468	488	488	488	488	488	488	488	488	488	488	488	488	488	388
Unfunded Positions (To fund various pay reforms and pay adjustments)	(52)	(24)	(24)	(24)	(21)	(20)	(16)	(16)	-	-	-	-	-	-	-	-	-
Budgeted Sworn Police Positions	416	444	444	464	467	468	472	472	488	488	488	488	488	488	488	488	388
Officers on Payroll at Fiscal Year End	331	292	314	354	402	399	407	413	411	458	452	468	478	476	482	457	378
Vacancies	85	152	130	110	65	69	65	59	77	30	36	20	10	12	6	31	10

CPD Proposal

Recap of CPD Unfunded Positions

Budgeted CPD Sworn Positions	488
Unfunded Positions – fund recruitment, retention and longevity pay	-24
Unfunded Positions – fund “above and beyond” in the new pay plan	-28
Budgeted Cadet Positions (converted to civilian positions in FY24)	-20
Total Budgeted Positions	416

CPD Proposal

- To award a \$5,000 pay increase to sworn CPD Officers and E-911 Communications Techs, **44 sworn** positions would need to be eliminated. The implementation cost would be **\$2.749 mil.** The total number of CPD sworn positions would be adjusted to **372.**
- Options to ease the cost impact:
 - Newly hired Officers receive \$5,000 pay increase after receiving full \$5,000 sign-on bonus which is spread over 24 months.
 - Current Officers still receiving the sign-on bonus will receive the \$5,000 pay increase after receiving the full sign-on bonus.

Public Safety OLOST Police Officers

	FY24 Proposed	FY24 As of 12/31/23)	FY09* After OLOST	FY08 Before OLOST
Authorized Sworn Police Positions	416	468	488	388
Unfunded Vacant Positions (To fund various pay reforms and pay adjustments)	(44)**	(52)***	N/A	N/A
Total Budgeted Sworn Police Positions	372	416	488	388

*OLOST Commitment – Add 100 new Police Officer positions

**44 positions eliminated to increase Police pay by \$5,000 (Police and E-911 Techs)

***52 Unfunded vacant positions that could be filled if CPD can hire Officers

Questions

