

POLICE RETENTION

July 6, 2021

National Turnover

- □ U.S. Bureau of Labor Statistics states that in 2020, the average turnover for state and local jobs was 23.5%
- Based on the Police Executive Research Forum national study in 2019, 29% of Police Officer resignations occur within the first year of employment
- □ For the City of Killeen, 26.5% of Police Officers resignations occur within the first year and a half of employment
- Retention is one of the most talked about issues facing law enforcement

Citywide Turnover And Cost-of-Living Adjustment

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TURNOVER

	FY 15-16		FY 16-17		FY 17-18		FY 18-19			FY 19-20			FY 20-21*					
	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees
All Non Civil Service	820.00	20.98%	18.29%	803.00	21.17%	18.68%	779.00	21.44%	19.26%	781.00	25.35%	22.41%	763.50	17.16%	14.67%	758.50	13.84%	11.60%
Fire (civil service)	230.00	5.22%	3.91%	229.00	14.41%	10.92%	229.00	9.61%	8.30%	229.00	9.61%	8.73%	229.00	10.48%	9.17%	229.00	5.24%	4.37%
Police (civil service)	285.00	5.61%	5.26%	279.00	12.54%	9.68%	259.00	7.72%	6.95%	257.00	12.45%	8.17%	258.00	10.47%	7.36%	**258.00	7.75%	5.43%

COST-OF-LIVING ADJUSTMENT (COLA)

*FY 20-21 as of May 31, 2021

**4 PD positions unfunded

All Non-Civil Service	0.00%	0.00%	0.00%	2.60%	2.40%	3.00%
Fire (civil service)	0.00%	0.00%	0.00%	2.60%	2.40%	4.00%
Police (civil service)	0.00%	0.00%	0.00%	2.60%	2.40%	4.00%

Civil Service Police Workforce Exits

- □ From FY16 to present, 1,226 employees left the City
- Of the 1,226 employees, 147 were from the Civil Service Police workforce
- □ Of the 147 Civil Service Police workforce:
 - 39 left during the academy/field training, which occurred during the first year and a half of employment
 - 15 left for a higher salary
 - 34 left due to retirement
 - 16 of the 34 retirements left with 20+ years of service
 - 18 of the 34 retirements left with prior service credit

Loss Window in Terms of Years of Service

	TOTAL # OF	0/ OF EVITS	(ACADEMY)	YEARS OF SERVICE BRACKET					
TERMINATION DESCRIPTION	OFFICER EXITS FY16-PRESENT	% OF EXITS PER DESCR.	<1.5 YEARS	1 - 5 YEARS	5 - 10 YEARS	10 - 15 YEARS	15 - 20 YEARS	20+ YEARS	
DECLINED OFFER	2	1%	2	0	0	0	0	0	
RESIGNED	22	15%	10	6	4	2	0	0	
PERSONAL	27	18%	12	4	5	6	0	0	
ANOTHER JOB: HIGHER SALARY	15	10%	1	7	4	3	0	0	
ANOTHER JOB OR CAREER CHANGE	10	7%	0	6	2	2	0	0	
RETIRED	34	23%	0	0	1	11	6	16	
HEALTH RELATED OR UNABLE TO PERFORM JOB FUNC	8	5%	5	0	0	3	0	0	
RELOCATION	12	8%	6	4	2	0	0	0	
DISMISSED OR RESIG. IN LIEU OF DISMISSAL	11	7%	3	1	4	2	1	0	
RETURN TO SCHOOL	1	1%	0	1	0	0	0	0	
DISSATISFIED	5	3%	0	1	3	1	0	0	
TOTAL	147		39	30	25	30	7	16	

Civil Service (CS)- Police Pay Plan

	Year	1	2	3	4	5	6	7	8	9	
	Grade/Step	P10-1	P10-2	P10-3	P10-4	P10-5	P10-6	P10-7	P10-8	P10-9	
Police Officer	Annual	\$ 54,510.98	\$ 56,281.47	\$ 58,037.20	\$ 59,792.51	\$ 61,546.58	\$ 63,316.24	\$ 63,316.24	\$ 65,071.55	\$ 65,071.55	
Grade P10	Hourly	\$ 26.2072	\$ 27.0584	\$ 27.9025	\$ 28.7464	\$ 29.5897	\$ 30.4405	\$ 30.4405	\$ 31.2844	\$ 31.2844	
	Year	10	11	12	13	14	15	16	17	18+	
	Grade/Step	P10-10	P10-11	P10-12	P10-13	P10-14	P10-15	P10-16	P10-17	P10-18	
	Annual	\$ 66,827.07	\$ 66,827.07	\$ 68,581.14	\$ 68,581.14	\$ 70,351.84	\$ 70,351.84	\$ 72,107.15	\$ 72,107.15	\$ 73,862.67	
	Hourly	\$ 32.1284	\$ 32.1284	\$ 32.9717	\$ 32.9717	\$ 33.8230	\$ 33.8230	\$ 34.6669	\$ 34.6669	\$ 35.5109	
	Step/Year:	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10+</u>
Police Sergeant	Annual	\$ 77,946.54	\$ 77,946.54	\$ 80,572.13	\$ 80,572.13	\$ 83,178.78	\$ 83,178.78	\$ 83,178.78	\$ 83,178.78	\$ 83,178.78	\$ 85,785.86
Grade P20	Hourly	\$ 37.4743	\$ 37.4743	\$ 38.7366	\$ 38.7366	\$ 39.9898	\$ 39.9898	\$ 39.9898	\$ 39.9898	\$ 39.9898	\$ 41.2432
Police Lieutenant	Annual	\$ 90,571.31	\$ 90,571.31	\$ 93,195.65	\$ 93,195.65	\$ 95,802.51	\$ 95,802.51	\$ 95,802.51	\$ 95,802.51	\$ 95,802.51	\$ 98,425.8°
Grade P30	Hourly	\$ 43.5439	\$ 43.5439	\$ 44.8056	\$ 44.8056	\$ 46.0589	\$ 46.0589	\$ 46.0589	\$ 46.0589	\$ 46.0589	\$ 47.3201
Police Captain	Annual	\$ 102,770.51	\$ 102,770.51	\$ 105,395.26	\$ 105,395.26	\$ 108,001.09	\$ 108,001.09	\$ 108,001.09	\$ 108,001.09	\$ 108,001.09	\$ 110,607.9
Grade P40	Hourly	\$ 49.4089	\$ 49.4089	\$ 50.6708	\$ 50.6708	\$ 51.9236	\$ 51.9236	\$ 51.9236	\$ 51.9236	\$ 51.9236	\$ 53.1769
Assistant Chief	Annual	\$ 118,018.99	\$ 118,018.99	\$ 120,625.65	\$ 120,625.65	\$ 123,235.01	\$ 123,235.01	\$ 123,235.01	\$ 123,235.01	\$ 123,235.01	\$ 125,856.0
of Police Grade P50	Hourly	\$ 56.7399	\$ 56.7399	\$ 57.9931	\$ 57.9931	\$ 59.2476	\$ 59.2476	\$ 59.2476	\$ 59.2476	\$ 59.2476	\$ 60.507

- Civil Service system was established on August 13, 1977
- Civil Service employees begin receiving longevity pay after twelve (12) consecutive months of service with the City of Killeen
- Longevity is paid at the rate of \$4.00 per month for each year of service until the employee has worked for the City for 20 years
- On obtaining 20 years, the employee is paid at the rate of \$6.00 per month for each year of service until exiting

Civil Service Longevity Plan - Example

Example:

- At the end of an employees second full year of employment, the employee earns a total of \$48 of longevity pay annually
- At the end of an employees twentieth (20) full year of employment, the employee earns a total of \$1,440 of longevity pay annually

		ANNUAL LONGEVITY AMOUNT										
POSITION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 10	YEAR 15	YEAR 20+				
POLICE OFFICER	\$0	\$48	\$96	\$144	\$192	\$480	\$720	\$1,440				

Police Department Engagement Survey

- Employee Engagement Survey was conducted February 25, 2019, through March 29, 2019
- Each element is displayed with its corresponding score
- Generally higher numbers are positive and lower numbers indicate a negative view
- In comparison to the citywide survey, the top three elements of concern (Information Systems, Pay, and Benefits) were the same across all departments

