

DEKALB COUNTY PUBLIC SAFETY

FY2017 MIDYEAR BUDGET ADJUSTMENT PROPOSAL

(Rev. 6/15/17)



POLICE • FIRE • E-911

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Executive Summary

Providing exceptional public safety service to our community is the top priority of the DeKalb County Government and its public safety departments. This proposal sets forth strategies that will support excellent service, improved public safety, and continued investment in the valuable employees whose primary responsibility is to keep DeKalb residents safe. This proposal will address public safety employee pay compression issues in the midyear FY2017 budget and initiate a three-year plan to improve public safety employee recruitment and reduce attrition.

The proposed midyear FY2017 budget will address pay compression issues for approximately 950 public safety personnel in Police, Fire, and E-911 at a cost of approximately \$1.6 million. The annualized cost for these salary adjustments will be \$4.8 million. In addition to moving affected employee salaries toward the market rate, the adjustments will enhance recruiting and reduce attrition.

Position	Employees Impacted	Avg. Increase (Based on Years of Service)
Police		
Master Police Officer	321	3.8-6.5%
Sergeant	93	1.0-12.4%
Lieutenant	37	7.3-13%
Fire Rescue		
Master Firefighter	129	4.0-8%
Driver/Operator and Command Technician (New Promotion for Master Firefighter)	141	5%
Fire Captain	91	5.0-11%
Fire Battalion Chief	16	5.0-17%
Assistant Fire Chief	4	11%
E-911		
Communications Officer	86	3%
Shift Supervisor	15	18.60%
Watch Commander	5	3.0-10.6%
Technical Staff	12	3%

The next step in the process will be to develop a pay progression structure, explore additional incentives and benefits, broaden the recruitment model, increase lateral and promotional opportunities and professional development, and improve internal and external messaging and marketing.

Pay Compression Strategies: Midyear FY2017

Pay compression issues have been festering in the Police, Fire Rescue, and E-911 departments whereby, there is only a small difference in pay between some employees regardless of their skills or experience. DeKalb County Government has adopted a series of pay increases, benefit enhancements and incentives to retain employees, improve recruitment, and demonstrate appreciation for employees throughout the public safety departments. These measures are outlined in Appendix B.1-B.3. Previously adopted improvements did not address the issue of pay compression.

Police

Pay Compression

Several factors contribute to public safety pay compression, including implementation of the Price-Waterhouse Pay and Class Study in 2000. Additionally, Human Resources Department data shows that a majority of sworn personnel who leave County employment do so prior to their 10-year employment anniversaries.

The proposed salary scale structure will target adjustments among sworn employees most at risk of separating, with the initial goal of moving 451 employee salaries toward market rate. This initiative is strategically focused on those employees who are at a higher risk of leaving the department for better pay opportunities. Furthermore, the 4% raise adopted with the Pay and Class Study in 2016 did not address the relative placement of personnel within their respective salary ranges. In some cases, employees who required adjustments to the minimum of the new competitive ranges, created compression with more senior employees.

The introduction of a more structured pay scale and salary structure and additional transparency will build trust and credibility throughout the ranks. Employees within the ranks of master police officer (MPO), sergeant, and lieutenant make up the majority of staff. These men and women are the patrol officers on the street, the detectives investigating crimes, pilots and SWAT operators, along with front-line supervisors, watch commanders, and specialized unit commanders. These brave and dedicated officers are the very core of the DeKalb County Police Department.

No adjustment is recommended for the 130 employees below the rank of MPO. These employees were brought up to market rate with the implementation of the Pay and Class Study in 2016. Additionally, newly promoted MPOs receive a one-time, lump sum incentive bonus with an employment commitment requirement.

See Appendix A.1 for a chart detailing salary implementation.

Fire Rescue

Pay Compression

The recommendations for the midyear enhancement are to address the compression and disparities of pay identified in specific pay grades and are based on available funding. The identified classifications include master firefighter, captain, and battalion chief; assistant chief will need to be adjusted to eliminate future compression. Based on Fire Rescue's recommendation, 240 positions would receive increases and an additional 141 master firefighters would be promoted to the rank of driver/operator and command technician.

See Appendix A.2 for a chart detailing salary implementation.

Promotion to Driver/Operator and Command Technician

The newly created positions are critical to the operation of the Fire Rescue Department (DCFR) to ensure proper command oversight at emergency scene incidents, and to ensure safe driving and proper operation of emergency vehicles. Currently, none of the positions are occupied. DCFR created estimated costs for these positions by identifying the top 141 master firefighter salaries and adding a 5% increase. One hundred forty-one master firefighters would receive the 5% increase after promotional assessments.

In addition, the following initiatives are planned for implementation:

- **Duty Boot Program:** The purpose of the program is to provide a pair of boots on a recurring basis to all uniformed members to lessen personal costs and ensure a suitable level of safe footwear. Several members are wear-testing a selected boot.
- **Cancer Prevention Initiatives:** The purpose of the initiative is to identify and reduce job exposure to carcinogens. The program includes purchasing a second set of turnout gear, providing washers for gear, and better gloves and hoods.

E-911

Pay Compression

Internal compression has been a long-term problem in the department. There were several factors contributing to the compression, including the implementation of the Price- Waterhouse Pay and Class study in 2000. Additionally, the Human Resources Department identified personnel attrition was greatest for those with three years of service and less. Earlier this year, the Human Resources Department conducted a study to assess what could be done regarding pay compression issues within the supervisory and management ranks in E-911 and recommended equity adjustments. These increases would impact approximately 20 E-911 shift supervisors and watch commanders.

Competitive Progression Adjustment

The 2016 Pay and Class Study recommended considering adjusting pay ranges annually to maintain parity and counter attrition in our very competitive market. In the FY 2017 mid-year budget, the salaries of employees would be adjusted 3% to enhance retention and morale. This increase would impact approximately 98 E-911 communications officers and technical staff.

Recruiting Strategies: Midyear FY2017

Recruiting, retaining, and training public safety employees are the overarching challenges DeKalb public safety departments face. Competition amongst police, fire, and E-911 agencies to hire the best employees is at an all-time high, while government budgets are challenged.

Police

There are many factors contributing to difficulty in recruiting and retention, and our strategy is to implement a model that addresses this on a broad spectrum for highest effectiveness.

The Background and Recruiting Unit is undergoing a structural and leadership change, improving and developing recruiting methods, broadening its scope of operations, involving the community, and enhancing its marketing and branding.

Mobile Recruitment and Hiring Team

The mobile recruitment and hiring component is an instrumental part of enhanced recruiting. We are developing a full hiring team to schedule and conduct multi-day hiring events within our state and across the country. These events will be associated with appropriate criminal justice programs at colleges and universities, as well as at or near military installations. The premise is to conduct basic testing, background investigations, physical assessment tests, and return with conditional offers.

Community Recruiting Team

A community recruitment team will include a diverse group of citizens with various professional backgrounds who will become outreach recruiters. The community team will have local to national connections to assist in identifying, recruiting, and selecting police officer candidates that will serve in their own communities. This program will enhance recruitment, while encouraging community-police relations.

Certified Officer Focus

Hiring certified law enforcement officers provides the fastest path to officers being deployed from initial hiring. Competition is high for officers, especially in the metro-Atlanta region. To leverage the certified officer advantage, we propose hiring those officers within the competitive salary range, based upon their years of experience, level of training or certifications, and other factors, with

department head approval. Furthermore, new certified officer hires will receive a \$5,000 hiring incentive with service commitment.

College to Cop Program: Internships and Beyond

The “College to Cop” program is focused on college students 18-22 who may seek a career in law enforcement. Police plans to institute a paid internship program that will allow the department to develop the prospective candidate through all aspects and disciplines of law enforcement while assimilating them to the department’s culture, values, and traditions. These actions factor highly with those most likely to join a prospective law enforcement department.

Military Model

An enhanced military recruitment program includes those entering and leaving service, as well as, Junior/Reserve Officers’ Training Corps programs. The structured military profession can be a natural progression for the qualified candidate. Development of our recruiting efforts will be improved by working and training with military recruitment officers.

Recruitment Incentives

A recruiting incentive of \$1,000 - \$2,000 for employees who recruit police candidates that pass the academy should have a positive effect for recruitment. The department will increase opportunities for officers throughout the organization to participate in recruiting events and activities.

Recruitment Marketing and Department Branding

The unit shall develop our recruitment marketing plan: “Become the Next Community Guardian.” This campaign will focus on the community service aspects of policing and include our career path concept that allows recruiters to seek and select candidates based upon specific knowledge, skills, abilities, and aspirations. The department will then work to train, assign, and develop the officers through their professional careers based on path designation.

Fire Rescue

Recruiting and retaining Fire Rescue employees remains a chief concern. In the past six years, DCFR has experienced an average of 35 sworn resignations and 14 retirements, annually. Individuals resigning usually refer to pay as at least one of the reasons for seeking or finding employment elsewhere.

The attrition rate has created a challenge in terms of reaching the desired staffing goals, as it takes approximately 11 months to fully train a firefighter to respond to the needs of the public. DCFR is working with the Human Resources Department to cultivate a qualified applicant pool.

DeKalb County Fire Rescue has created and staffed a recruitment officer position to enhance outreach to under-represented populations. The department will continue to target trained and certified applicants, such as those possessing EMT and paramedic certifications. Additionally, DCFR and the Human Resources Department have revised several facets of the hiring process to include replacing the traditional Civil Service test with a validated firefighter-centric test with the goal of evaluating candidates for success and suitability for this line of work.

E-911

Recruiting communications officers is a nationwide concern and there are many factors contributing to that difficulty. E-911's strategy is to implement a model that addresses the broad spectrum of recruiting issues, beginning with the restructuring of the Background and Recruiting Unit.

Hiring POST certified communications officers at the Communications Officer II level provides the fastest path to officers being deployed from initial hiring. Competition is high for communications officers, especially in the metro-Atlanta region. To leverage the certified communication officer advantage, we propose hiring those communications officers within the competitive salary range, based upon their years of experience, level of training or certifications, and other factors, with department head approval.

Recommended Strategies: Three-Year (FY2018-FY2020)

Police

FY2018

Defined pay progression through the pay scale should begin in 2018. This will provide employees definitive salary improvement that addresses short, medium, and long-term retention. Salary increases are dependent upon the net digest increase. Therefore, strategic budgeting is dependent upon market forecasting.

Shift differential pay incentives, investigation incentives, and hazard duty pay increases should be explored and instituted during FY2018. These incentivize high-performing officers, retain specialists, such as pilots, and address work-life imbalances of shift and investigation work. These officers' duties require many extra hours, interrupted off time, increased training, and education.

Pension and benefit options should be explored to determine possible adjustments to reduce employee cost and potentially improve plans. These options would be more appropriately analyzed and discussed by Risk Management and/or Human Resources.

The department should begin increased professional development and mentoring programs. Programs listed below instill industry-wide and department specific leadership principles, methods, values, and ethics, while giving the tools and skills to perform at the highest levels:

- Leadership in police organizations
- Mentor program
 - Officer level
 - Promotion mentor

FY2019

The strategy will be to maintain progression through salary ranges, while evaluating recruitment efforts to determine effect. Other initiatives include:

- Increase lateral opportunities and development.
- Add incentive bonuses for attainment of certifications.

FY2020

This would be the culmination year for the strategy. Priorities include continued pay progression through yearly pay increases, whether through pay for performance or

other options. Importantly, analysis of the effectiveness of previous strategies in preparation for the next three-year strategy would take place.

Marketing, Branding, and Messaging

A comprehensive plan will be developed to effectively market DeKalb County Police Department as the employer of choice. DeKalb County is successful in many areas, offers many opportunities, has increased public safety, and has made substantial steps to recruit, retain, and value employees as they serve our community. It is vital to recruitment, retention, and information flow to use appropriate outlets and focused messaging to promote the department.

Fire Rescue

The implementation of the department's three-year Strategic Plan will ensure that the organization is in alignment with the County's mission and is focused on the identified strategic action items. As recommended by the most recent pay study, adjustments to pay ranges annually will aid with maintaining parity with competitive changes in the market. Additionally, the salaries of those employees whose performance meets or exceeds expectations could advance through the pay range. A solid pay-for-performance system gives management the ability to distinguish between levels of job performance and provide incentive for those employees who consistently exceed the organization's expectations. The following are recommendations for continuing the positive steps taken at midyear FY2017.

FY2018

- Cost-of-living and pay-for-performance adjustments for satisfactory appraisals.
- Implement hazard pay for specialty teams (Dive team, haz-mat).
- Ensure all paramedics are receiving at least 8% incentive pay.
- Internal equity throughout ranks to address pay compression and disparity.

FY2019

- Cost-of-living and pay-for-performance adjustments for satisfactory appraisals.
- Internal equity throughout ranks to address pay compression and disparity.

FY2020

- Cost-of-living and pay-for-performance adjustments for satisfactory appraisals.
- Internal equity throughout ranks to address pay compression and disparity.

E-911

FY2018

Defined pay progression through the pay scale should continue in FY2018, 3-5% dependent upon the net digest increase. This will provide employees definitive salary improvement that addresses short, medium, and long-term retention. Pension and benefit improvements should also be explored.

Pension and benefit options should be explored to determine possible adjustments to reduce employee cost and potentially improve plans. These options would be more appropriately analyzed and discussed from Risk Management and/or Human Resources.

Funding of a new supervisory position in Training Section and Continuing Education (in-service training) Implementation.

FY2019

During this time, the strategy will be to maintain progression through salary ranges while evaluating recruitment efforts to determine effect.

- Increase lateral opportunities and development
- Add incentive bonuses for attainment of certifications

FY2020

This would be the culmination year for the strategy. Priorities include continued pay progression through yearly pay increases, whether through pay for performance or other options. Importantly, analysis of the effectiveness of previous strategies in preparation for the next three-year strategy would take place.

Expectations: Return on Investment

As with any other investment, there are expectations for successful returns. The strategies presented in this proposal take into consideration subject matter expertise from the respective departments, Human Resources, the Pay and Class study, research and reports from public safety organizations, and input from department and county staff.

As final proposal decisions are made, detailed analysis and setting of measurable goals should be included. However, following are expectations and assumptions based upon available data and research material:

- Increased retention
- Improved recruitment
- Increased employee satisfaction
- Improved placement of personnel
- Lateral and vertical opportunities
- Decompression of salary
- Path to progression for employees
- Broadened applicant pool
- Diversified department
- Public safety investment and improvement
- Decreased blight and improved quality of life
- Business and neighborhood development
- Increased community engagement and partnerships
- Better deployment and specialization capabilities
- Increased recruitment of certified officers
- Reduced hiring time
- DeKalb County brand improvement.

Appendices

Appendix A.1

Pay Progression: Police

The 2016 Pay in Class Study categorized employees within a specific job classification and salary range. The following salary chart is an initial step in implementing the pay structure identified by the pay study. This entire process will move an employee into their respective salary range by identifying their commitment to the police department through length of service and satisfactory evaluations.

Years of Service	4	6	8	10	12	14	15 Market Sgt. MPO	18 Market Lt.	20 Market Captain	22 Market Major	24	26	28	30
Major Grade 27						72463	76992	81521	86050	90579	96013	101447	106881	112318
Captain Grade 25					66079	70209	74339	78469	82599	86563	90527	94491	98455	102423
Lieutenant Grade 23				59696	63433	67164	70895	74620	78201	81782	85363	88944	92528	92528
Sergeant Grade 21			53312	56644	59976	63302	66640	69838	73036	76324	79519	82634	82634	82634
MPO Grade 19	46928	48883	50838	52793	54748	56703	58660	62179	65698	69217	72739	72739	72739	72739

Salary Chart Implementation

Years of service and the market rate are being used for establishing placement within the pay ranges. Employees paid at the market rate are expected to be fully functional and independent in performance. The blue shaded areas are the focus for this period of implementation. No employees will be placed above the market rate, and those beyond the market rate will not be reduced. Furthermore, only MPOs, Sergeants, and Lieutenants are being adjusted.

Below are the salary ranges from the Pay and Class study. The “Market” number is the competitive target in the pay range with minimum established 25% below and the maximum set to 30% above. In the Police proposed pay progression chart, the difference in each step is mathematically similar by dividing the difference between Market and Minimum by the number of steps.

<u>Rank</u>	<u>Min</u>	<u>Market</u>	<u>Max</u>
Police Major	72,463	90,579	112,318
Police Captain	66,079	82,599	102,423
Police Lieutenant	59,696	74,620	92,528
Police Sergeant	53,312	66,640	82,634
Police Officer Master	46,928	58,660	72,739
Police Officer Senior	41,343	51,678	64,081
Police Officer	39,747	49,683	61,607
Police Recruit	38,151	47,688	59,134

Appendix A.2

Pay Progression: Fire Rescue

The chart below displays Pay and Class Study market levels for assistant chief (22 years), battalion chief (20 years), captain (15 years), and master firefighter (15 years). Years of service for market rate are listed beside classification (comparable to Police's chart). Approximately 240 members would receive adjustment.

Fire Rescue Pay Progression Chart																
Years of Service	4	6	8	10	12	14	15 Captain Market	16	18	20 Market	22 Market	24	26	28	30	
Assistant Chief Grade 27						72463	72463	76992	81521	86050	90579			112318		
Battalion Chief Grade 25					66079	70209	70209	74339	78469	82599				102423		
Captain Grade 21			53312	56644	59976	63308	66640							82634		
Driver Operator Grade 18		44535	46362	48188	50015	51841	53668							69028		
Command Tech Grade 18		44535	46362	48188	50015	51841	53668							69028		
MFF Grade 16		41343	43410	45477	47544	49611	51678							64081		

Note: there are several other job titles in the organization that should receive comparable adjustments such as firefighter inspector or fire investigator.

Appendix B.1

County-Driven Initiatives and Incentives: Police

The county and department have applied several pay increases, benefits, incentives, and methods to compensate and retain our employees, to increase recruitment, and demonstrate their value to the organization.

2016:

- Pay and Class implementation:
 - \$988,379 for May forward, 2016
 - Annualized: \$1,606,115 thereafter
- 10% promotion increase implemented for police sergeant, lieutenant, and captain
- \$5,000 MPO incentive pay changed to lump sum payment
- 4% increase to those hired prior to January 1, 2014
- MPO pay increase with POST certification
- Six-month pay increase instituted for new employees

2015:

- Tuition reimbursement for sworn personnel
 - Up to \$2,000 annually per employee
- MPO incentive continued
 - \$5,000 (over 18 months)
 - 5 years of service

2014:

- 3% cost-of-living adjustment
 - 2014: \$827,201
 - Annualized: \$1,985,282 thereafter
- MPO incentive continued
 - \$5,000 (over 18 months)
 - 5 years of service

2013:

- Up to 3% cost-of-living wage increase
- 3% incentive-sworn personnel
- MPO incentive continued
 - \$5,000 (over 18 months)
 - 5 years of service

2009-2012:

- MPO incentive continued
 - \$5,000 (over 18 months)
 - 5 years of service

2008:

- Merit increases awarded based on performance rating (2% - 4%)
- Started Master Police Officer (MPO) incentive
 - \$5,000 (over 18 months)
 - 5 years of service

Appendix B.2

County-Driven Initiatives and Incentives: Fire Rescue

Current Initiatives

DeKalb County Fire Rescue has implemented several strategies to address the issue of preventable attrition. The initiatives are considered time appropriate and cost effective with anticipated high gains.

Three-Year Strategic Plan

DCFR is currently in the process of redefining its mission, vision, core values, and strategic goals through a comprehensive Three-Year Strategic Plan initiative. The plan will clearly define the strategies for addressing identified concerns as well as strategic action items to focus future efforts. Several of the identified action items will speak directly to job satisfaction, such as effective communication, quality of life, and safe and functional work environment. Overall morale, which leads to attrition, can be positively impacted by clearly stating the unique mission and goals of the organization.

Stakeholders will have an opportunity to provide feedback on the expectations and direction of the department. The final Strategic Plan Document is tentatively scheduled for completion in August 2017.

EMS Training Revision

DCFR has reduced the required level of emergency medical certification from Advanced Emergency Medical Technician (AEMT) to Emergency Medical Technician (EMT-B) to reduce the time spent in recruit school and to reduce the upfront costs for training firefighter recruits. This revision will allow firefighters to enter the field sooner and acclimate to the emergency response environment before advancing to the next level of certification.

Implementation of Driver/Operator and Command Technician Positions

During the Pay and Class study, it was identified that the driver/operator and command technicians were vital components of the safe and efficient operations of the department. Currently, the person assigned to drive and operate fire vehicles is not uniformly decided within the organization. There are a multitude of individuals who are qualified to drive and may be assigned as the driver for a shift or multiple shifts. This process does not always ensure the most qualified person is assigned to the position. Furthermore, the assigned driver is not compensated for the highly technical and accountable position.

Fire Command Techs will work with the Battalion Chiefs to assist with day-to-day activities to include command of fire incidents. This will allow for more effective emergency scene incident management while providing opportunities for

professional growth. DCFR will conduct an assessment for the position during the latter portion of 2017, with the intent to promote by the end of 2017.

College Reimbursement Program

DCFR has continued to offer reimbursement for career related college courses and certifications. Over 6% of the department members have taken advantage of the program and several have received their degrees. The program has contributed to several members educational aspirations.

2016:

- Pay and Class implementation with at least 4% to members hired before 2014
- 10% promotion increase implemented for fire captain

2014:

- Cost of living adjustment (COLA) of 3% countywide

2013:

- Sworn incentive of 3% as a lump-sum, one-time payment

Appendix B.3

County-Driven Initiatives and Incentives: E-911

Over the past several years the county has addressed E-911 pay funding, but in a non-systematic approach. The 2016 Pay and Class Study categorized employees within a specific job classification and salary range. The following salary graph is an initial step in implementing the structure identified by the pay study. This entire process will move an employee into their respective salary range by identifying their commitment to the department through length of service and satisfactory completion of skill levels.

This initiative is strategically focused on those employees which are at a higher risk of leaving the department for better job opportunities. Data has shown that a majority of communication officers that leave the department do so prior to the 10-year mark.

In 2016, the compensation study created new pay ranges and provided for an across-the-board increase for most E-911 employees of 4%.

In 2014 E-911 employees received a 3% increase along with all other county employees.

Benefit Costs

The county has also kept the benefit cost of health care in check for E-911 employees; but again, in a non-systematic method. After a 4% premium increase in 2013, the county has been able to keep employee health care premiums stable in the subsequent years.

Pension Costs

The county has kept the pension costs for E-911 employees consistent; after a 0.25% uptick in the employee contributions in 2012, the rate stayed the same until 2016, and actually decreased for many employees with fewer than 11 years of service.

New E-911 Job Titles (2016)

The new pay ranges for E-911 included a complete restructure of operator positions and an additional specification to aid in upward mobility for employees. This restructure features a defined process for moving from Communications Officer I to Communications Officer III, also raising compensation at each step. During the Pay and Class implementation, many of our personnel were moved into these new pay ranges, some seeing substantial pay increases.

Technology Investments

In 2016, DeKalb County approved funding for a new Computer Aided Dispatch system (\$8.8 million) and a new 911 call handling system (\$890,000). These were both major investments and will replace aging, antiquated systems in E-911. The goal is to create a more efficient and stable environment that will benefit both our citizens and employees, making our equipment more user friendly and, hopefully, the call load easier to bear. Our current scheduling model has the call handling phone system being implemented in Fall 2017 and the new CAD being implemented in April 2018.