

# VISION SAFE ATLANTA

Public Safety Action Plan

Staffing

# OUR VISION

With more than 160 years of policing and a history filled with positive change and forward thinking initiatives, there have been several major turns of events in the life of the Atlanta Police Department.

We're blazing new trails by developing new strategies and training standards to enhance and maximize positive encounters among officers and citizens.

We also understand the importance of utilizing high-tech equipment as tools to help us fight and solve crimes. The Atlanta Police Foundation is at the forefront, making sure we utilize cutting edge, state-of-the-art technology. With more than 8,000 cameras integrated into the Loudermilk Video Integration Center we have enhanced our situational awareness.

Our people are the power behind the force which is why we only hire the best talent who understand and meet the needs of our city.

Youth crime is a concern for many major metropolitan communities. However, we are aware that we can't arrest our way out of this problem. There must be a concerted effort to create new opportunities, growth and make a sound investments in our most valuable assets—our children and families.

Our mission is simple, to make Atlanta the safest large city in the nation, but we can't do this without unified support from community, business and civic leaders.

# PUBLIC SAFETY ACTION ITEMS



Technology & Innovation



Repeat Offenders



Community Initiatives &  
Juvenile Crime



Infrastructure



Staffing

# APD STAFFING



- The Atlanta Police Department remains competitive in the diverse utilization of various career opportunities it provides in law enforcement and being the largest law enforcement agency in the Southeast.
- The Atlanta Police Department is committed to creating a police force that represents the demographics of the City of Atlanta, which provides employees the opportunity for long-term police careers and effectively implements community policing.

# APD STAFFING

- In 2010, APD intensified its effort to reach the goal of 2000 sworn officers.
- The goal was reached in 2013.
- Authorization for a force of 2000 continues to remain in the department's budget; however, **maintaining full staffing has been a struggle.**



# APD STAFFING

- In 2014, APD staffing peaked at 99.2%
  - Net Loss = 56
- In 2015, APD experienced a hiring slow-down
  - Higher attrition curtailed the impact of recruiting efforts
  - Net Loss = 195
- Beginning of 2016, the rate dropped; APD had 93.7% of its authorized force.

## NET CHANGE IN FORCE (2014-2017)

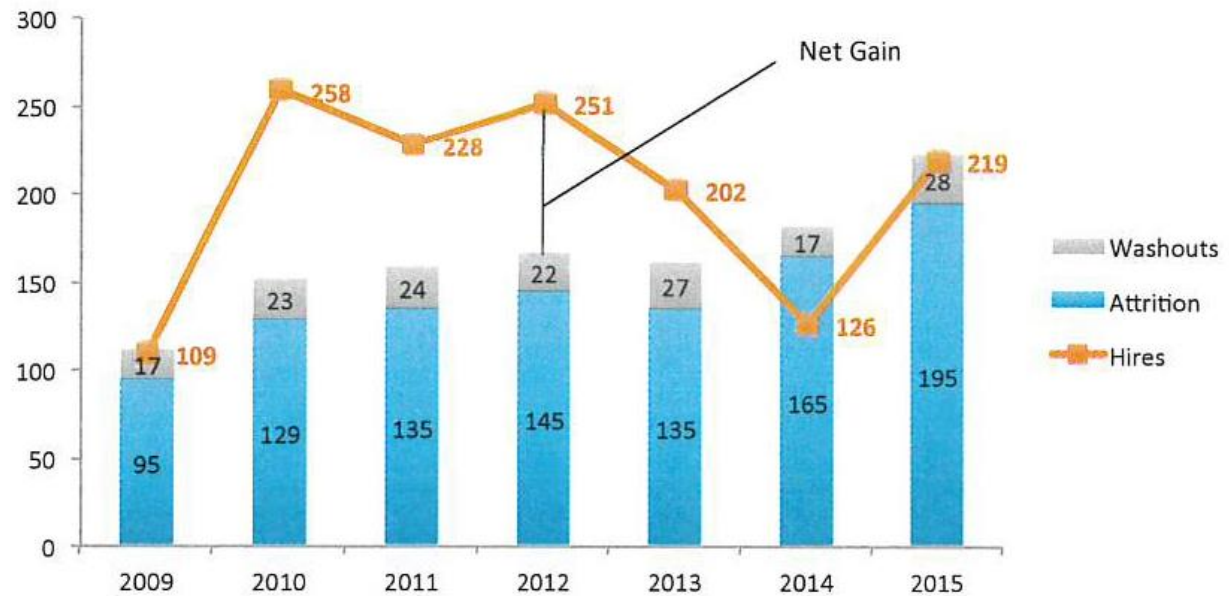
Year	Hired	Separated/Retired	Net Change	Authorized	Actual	% Attrition
2014	124			2039	1884	
2015	223	240	-17	2039	1867	12.79%
2016	161	225	-64	2039	1794	12.29%
2017	60	95	-35	2039	1745	

# APD STAFFING: AUTHORIZED VS ACTUAL



Figure 1: APD Authorized vs Actual Staffing Levels, 2005-2016

# WASH OUT RATE (2013-2015)



	2009	2010	2011	2012	2013	2014	2015
Attrition	95	129	135	145	135	165	195
Hires	109	258	228	251	202	126	219
Washouts	17	23	24	22	27	17	28
Net Gain/Loss	-3	106	69	84	40	-56	-4
% of Hires Who Washout	15.6%	8.9%	10.5%	8.8%	13.4%	13.5%	12.8%

Figure 2: APD Attrition and Recruit Washouts vs. Total Hired, 2009-2015

- The years leading up to the 2013 peak saw a decline in the washout rate, with a 3-year average of 9.4%. However, the 3-year average washout rate for 2013-2015 rose back to 13.2%.



# ATTRITION RATE

- The decrease in turnover between 2007 and 2011 is a result of the Great Recession.
- An increase in attrition during the recent years of economic recovery could have been predicted. However, the jump from 6.8% to 10% attrition in only two years is alarming.

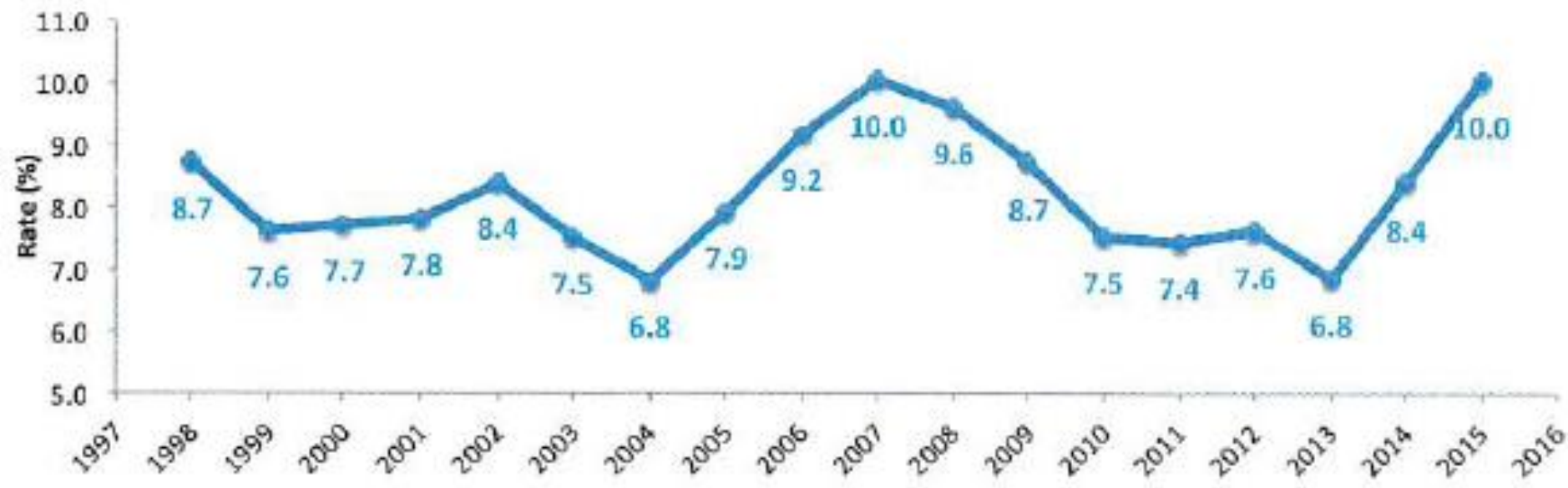
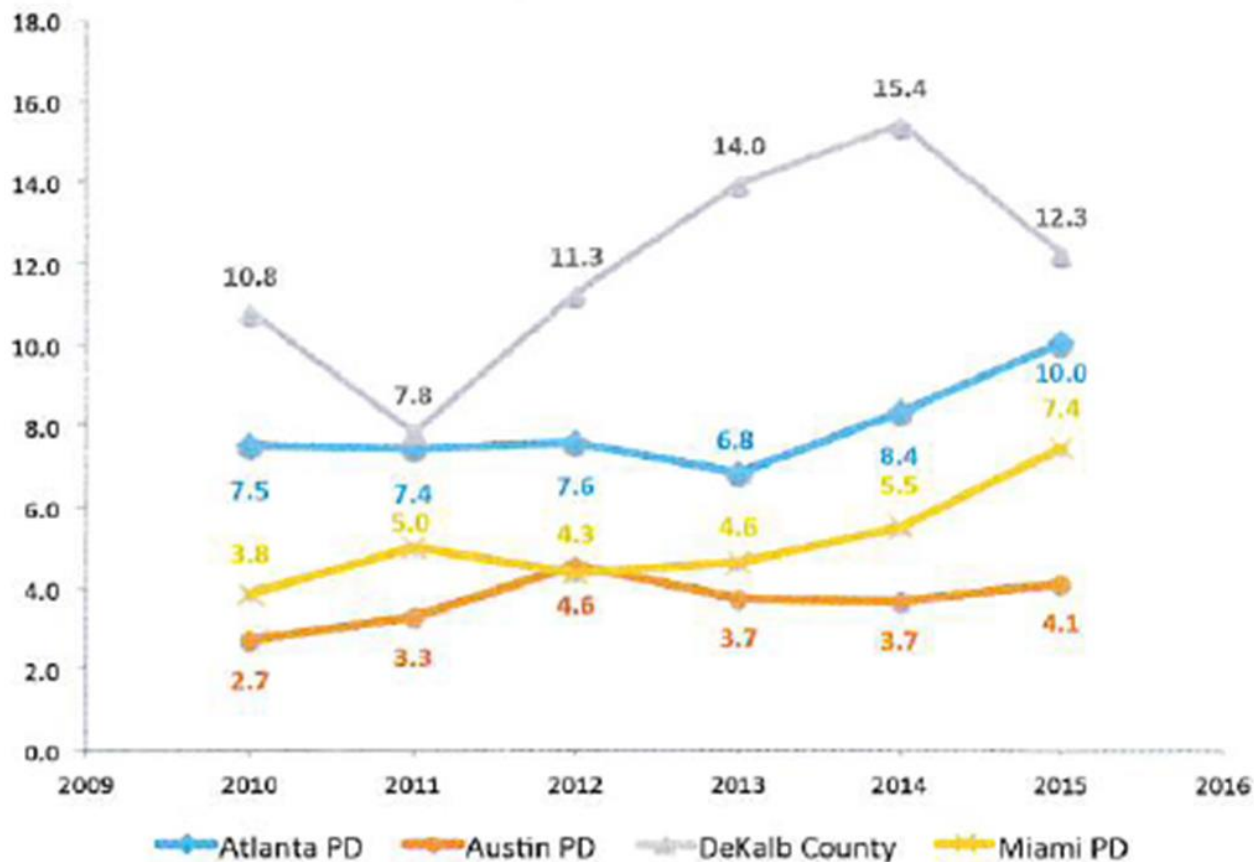


Figure 3: Atlanta PD Attrition Rate, 1998-2015

# ATTRITION: RATE AGENCY COMPARISON

- Atlanta's attrition rate runs 1.5% to 2% higher than similar agencies.
- Atlanta's 6-year average attrition rate of 8.0% more than doubles that of sister city, Austin with 3.7%



# ATTRITION: REASON FOR SEPARATION

- Resignations are what distinguishes Atlanta's attrition composition from sister agencies.
- Voluntary resignation is the primary component of employee turnover averaging 57.5%.
- Atlanta has seen a steady increase in resignations since 2011.

	Atlanta PD	Austin PD	DeKalb County	Miami PD
Resignations	57.50%	26.20%	66.10%	21.00%
Retirements	32.20%	68.50%	20.50%	68.70%
Terminations	9.40%	4.10%	7.70%	9.30%
Deaths	0.90%	1.20%	0.70%	0.80%
Others	0.00%	0.00%	4.90%	0.30%

# ATTRITION: REASON FOR SEPARATION

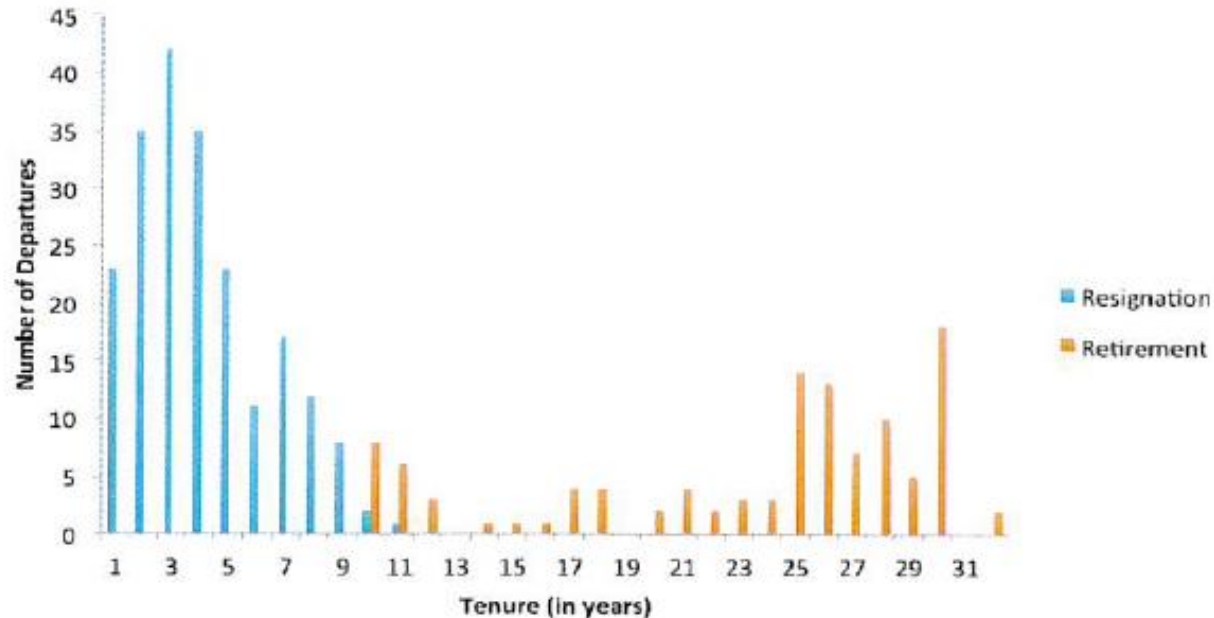
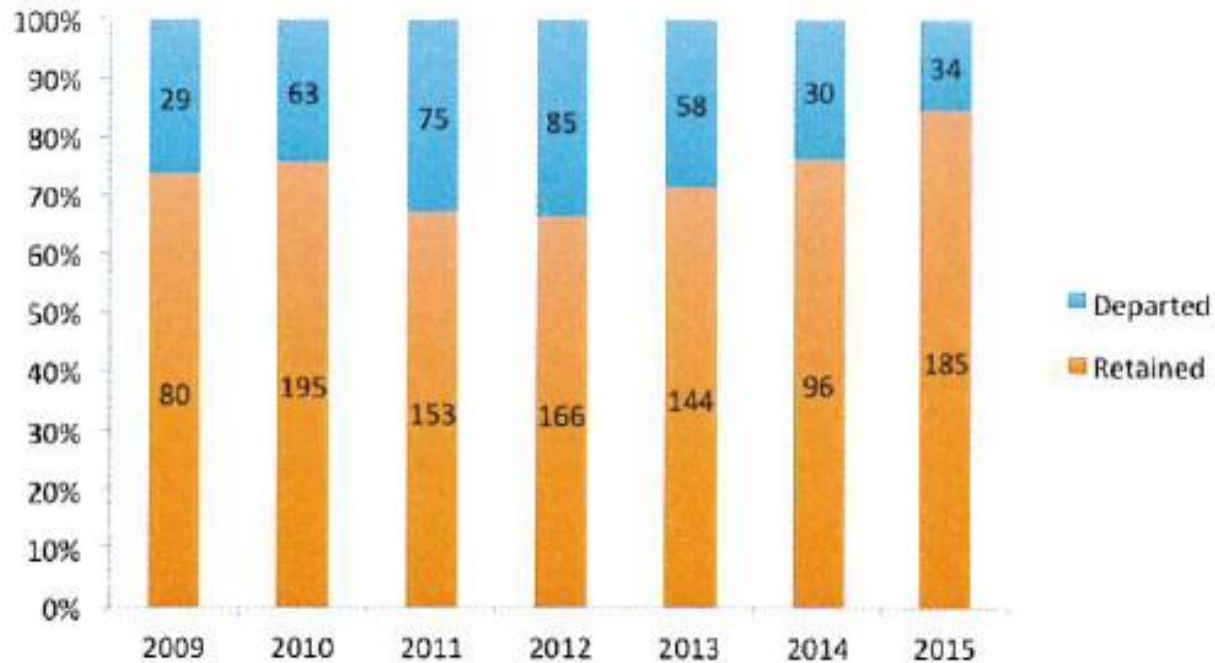


Figure 4: Number of Sworn Departures vs Tenure, 2014-2015

- Resignations outweigh retirements.
- Officers with 2-4 years of service leave at a greater frequency than any other group, and those who retire are more likely to do so after a typical 25-30 year career with APD

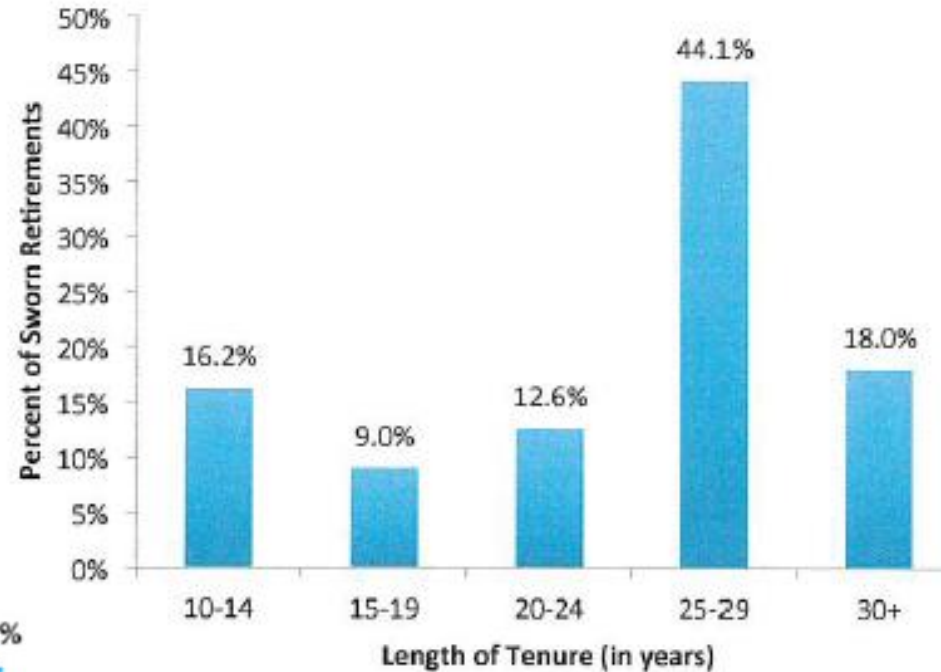
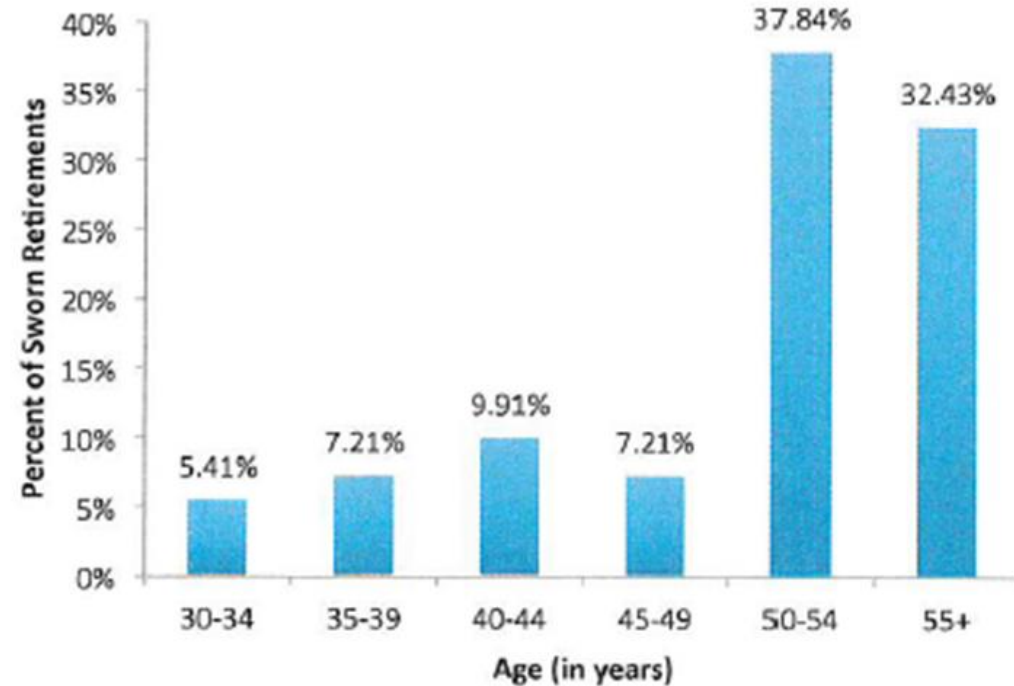
# ATTRITION: REASON FOR SEPARATION



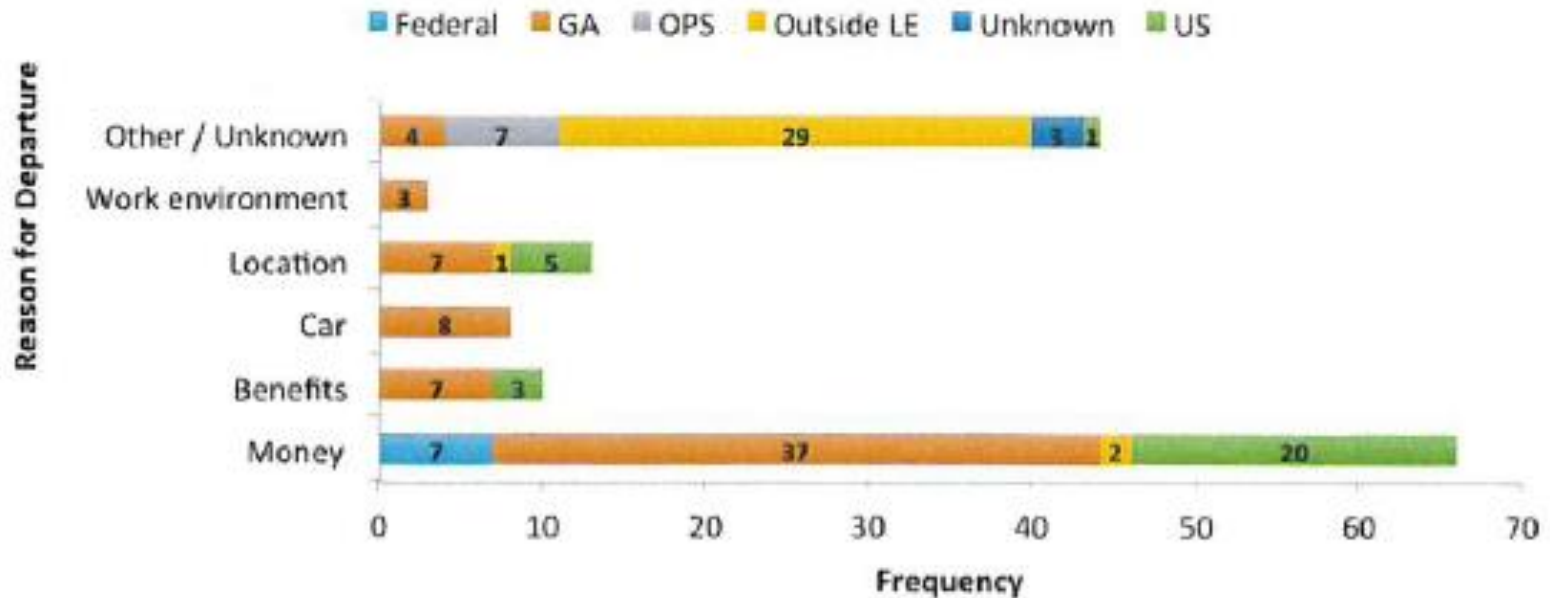
Proportion of hires who left APD with less than 3.5 years, by year.

- Officers with 3 years tenure makeup the largest percentage of resignations.

# ATTRITION: RETIREMENT



# ATTRITION: REASON FOR SEPARATION

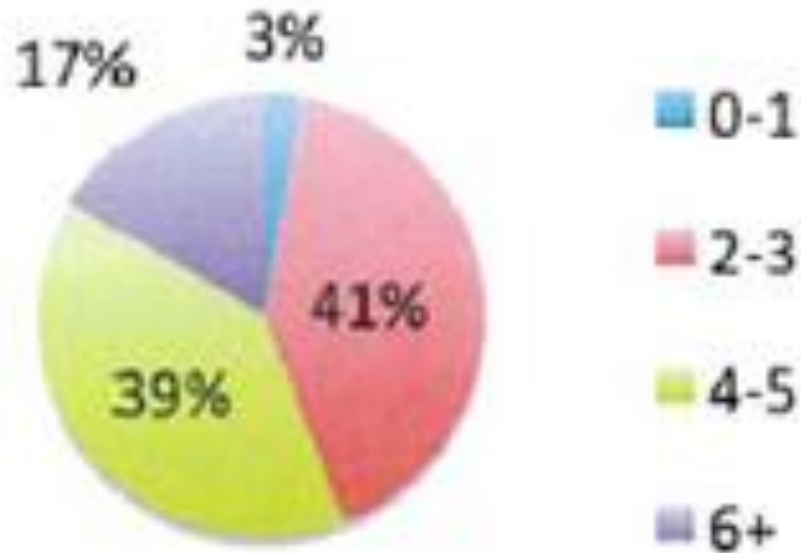


Federal = a federal position; GA = within Georgia; OPS=OPS;

LE= a non law-enforcement position; US = any location outside of Georgia

- Out of 126 resignations in 2015, 122 supplied answers for the exit interview (97% response rate).
- Average tenure = 4.7 years
- 75% of these resignations occurred before reaching 5.6 years of service
- At least 23.8% led to positions outside of Georgia.

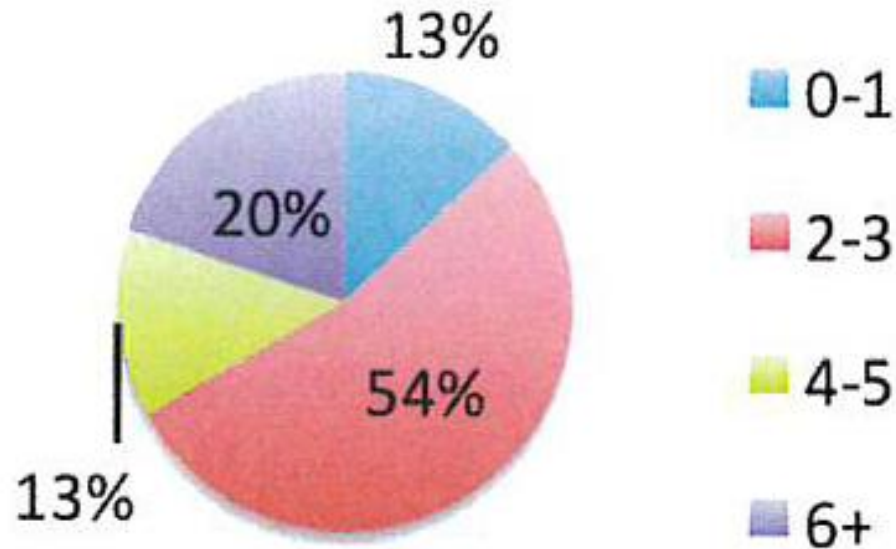
# ATTRITION: REASON FOR SEPARATION



- 54.1% of officers resigning in 2015 left for more money.
  - 56% remained in Georgia
  - 33% left Georgia
- The average tenure is 4.5 years and the median is 4.1 years.

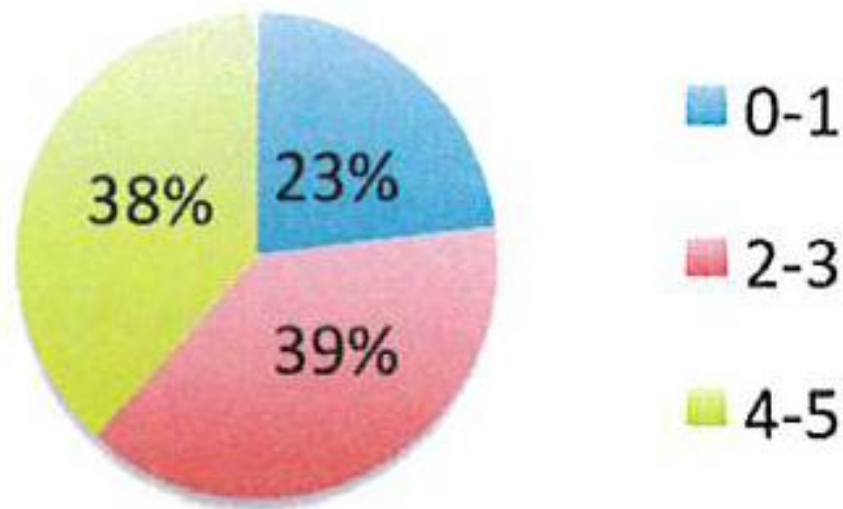


# ATTRITION: REASON FOR SEPARATION



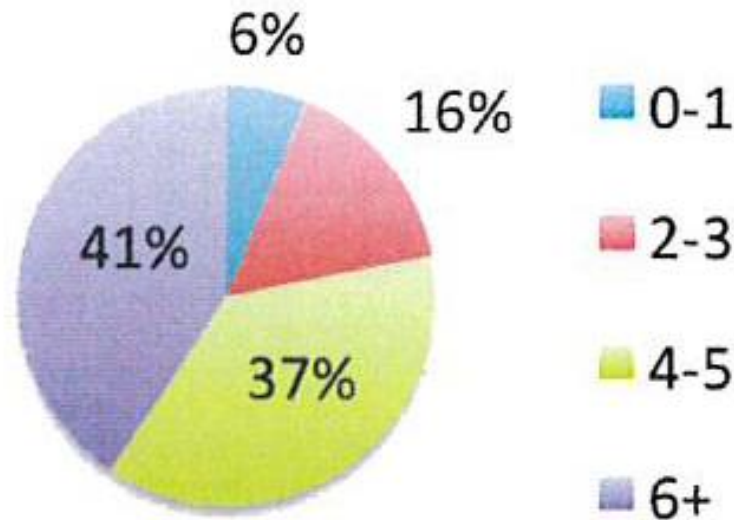
- 14.8% of officer resigning in 2015 left for either better benefits or a take home car.
- Of the former APD officers stating benefits or take home car as a stimulus for separation, 66% left before reaching 3.3 years of service.
- 27% stayed beyond 5.6 years.

# ATTRITION: REASON FOR SEPARATION



- 10.7% of officers resigning in 2015 left for a **better location**.
  - 54% remained in Georgia
  - 38% left Georgia
- All of the resignations attributed to location in 2015 occurred before 5.5 years of service were reached
- 50% took place with less than 2.6 years tenure

# ATTRITION: REASON FOR SEPARATION



- 26.2% of officer resigning in 2015 left law enforcement.
  - 78% had 4 or more years of service
  - 25% had at least 7.5 years
  - Average tenure is 5.8 years
  - 38% left Georgia
- The officers leaving law enforcement intended to stay longer.
  - 50% stayed beyond their eligibility for promotion to Sergeant.
  - 10% left before reaching eligibility for their first promotion.

# RETENTION & ATTRITION

- In November 2015, a total of 435 officers of various ranks, ranging from patrol officers to lieutenants participated in a survey focused on employee opinions regarding retention and attrition.
  - 70% better benefits positively impact the retention rate.
  - 82% believe that inadequate salaries impact retention rates.

# SALARY & INCENTIVE COMPARISON

- Out of the ten Atlanta Metropolitan Area police agencies researched:
- APD's **starting salary (Police Recruit)** is the lowest of all its surrounding competitors at: **\$34,726.36**

Officer Tier 1 (0-3 yrs): \$40,000 - 42,800	Officer Tier 2 (4-6 yrs): \$42,000 - 44,940	Officer Tier 3 (7-9 yrs): \$44,100 - \$47,187
Officer Tier 4 (10-11 yrs): \$46,746 - \$50,018	Officer Tier 5 (12-14 yrs): \$49,550 - \$53,019	Officer Tier 6 (15+ yrs): \$52,028 - \$55,670

# SALARY & INCENTIVE COMPARISON

- Seven (7) of the ten (10) police departments offer incentive programs which are additional recruitment tools to attract highly qualified, performance-oriented applicants.
  - Alpharetta, Brookhaven, Clayton County, Cobb County, DeKalb County, Gwinnett County, Sandy Springs
- Prospective applicants often choose police departments that offer:
  - Take-home Cars
  - Lateral Incentive
  - Signing Bonuses
  - Higher Recruit Pay
  - Education Reimbursement
- Police Officers are often lost when other surrounding departments are offering more incentives and neglect staying at larger policing agencies where there are better career opportunities, training and advancement of the lower incentive offering policing agencies.



# SALARY & INCENTIVE COMPARISON

SALARY	INCENTIVES
<p>Atlanta PD Police Recruit \$34,726.36</p> <p>Officer 1 – 6 \$40,000 - \$55,670</p>	<ul style="list-style-type: none"> <li>• <b><u>Secure Neighborhoods:</u></b></li> <li>• Relocation Bonus = \$1,000 - Move in to the city limits</li> <li>• Relocation Bonus Match = \$1,000 / one-time bonus               <ul style="list-style-type: none"> <li>○ Atlanta Downtown Improvement District, Midtown Improvement District,</li> <li>○ Buckhead Community Improvement District</li> </ul> </li> <li>• <b>Secure Neighborhood Homeownership Initiative</b> <ul style="list-style-type: none"> <li>○ Renovated or new construction homes</li> <li>○ \$500 monthly stipend for five years</li> <li>○ Marked take-home vehicle</li> </ul> </li> <li>• <b>Military Experience Bonus:</b> \$5,000 (upon completion of training) to recruits who are military veterans and reservists.</li> <li>• <b>Education Incentive:</b> Reimburses APD employees up to \$3,000 in education fees per year.</li> <li>• <b>Officer Life Insurance:</b> The \$100,000 Prudential Life Insurance Policy:               <ul style="list-style-type: none"> <li>○ Is a benefit to all sworn Atlanta police officers killed in the line of duty</li> <li>○ Offers occupational accidental death &amp; dismemberment benefits</li> </ul> </li> <li>• <b>Bilingual Incentive Pay</b> <ul style="list-style-type: none"> <li>○ (a) Sworn public safety personnel receive a 2% increase in salary for the ranks of P1. (RECRUIT) to P.6 (CAPTAIN)</li> </ul> </li> </ul>

# SALARY & INCENTIVE COMPARISON

POLICE DEPT.	SALARY	INCENTIVES
Alpharetta PD	\$36,750.00-\$72,770.00	<ul style="list-style-type: none"> <li>Take home vehicles for each officer that resides within the city limits of Alpharetta or within a thirty (30) minute drive time of police headquarters.</li> </ul>
Brookhaven PD	\$41,000.00-62,000.00	Take home vehicles
Clayton County PD	\$38,657.00 - \$48,343.00 <u>Police Recruit</u> <ul style="list-style-type: none"> <li>High School- \$38,657.00</li> <li>Associates - \$40,124.00</li> <li>Bachelors -\$41,648.00</li> </ul>	<ul style="list-style-type: none"> <li>GA P.O.S.T Certified Officers receive a \$2,000.00 signing bonus.</li> <li>Lateral Incentive</li> </ul>
Cobb County PD	Police Officer I \$38,355.20-\$60,278.40  Police Officer II \$40,185.60-\$63,148.80	<ul style="list-style-type: none"> <li>Veteran's Benefit- If you are a veteran and have contributed to the G.I. Bill, you are eligible to receive monetary benefits while in the academy, throughout your training program and your first 18 months.</li> </ul>



# SALARY & INCENTIVE COMPARISON

POLICE DEPT.	SALARY	INCENTIVES
DeKalb County PD	\$38,151.00-\$66,636.00	Advanced pay for Certified Officers with two years' experience, \$41,343.00
Fulton County PD	\$41,269.00-\$61,904.00	<i>None to report</i>
Georgia State Patrol (GSP)	\$36,110.00-\$46,422.00 Trooper Career Path Class 1- \$51,552.00 Class 2- \$56,707.00 Class 3- \$61,825.00	<i>None to report</i>
Gwinnett County PD	\$36,074.00-\$52,009.00 - \$2,000.00 hiring incentive within first year of employment. - 3% pay incentive for an Associate's Degree - 6% pay incentive for a Bachelor's Degree	The department currently has a One Officer – One Car Policy, which allows officers to take their patrol car home if they live in Gwinnett County or within 15 miles of the County.

# SALARY & INCENTIVE COMPARISON

POLICE DEPT.	SALARY	INCENTIVES
Riverdale PD	\$38,000.00-\$60,000.00	<i>None to report</i>
Sandy Springs PD	\$41,000.00-\$47,641.00	<ul style="list-style-type: none"><li>• Take home vehicles for each officer that resides within a 20 mile radius of the Police Dept.</li></ul>

# SALARY COMPARISON

Year	Jurisdiction	Population	Job Title	Starting Salary	Maximum Salary	Pay Basis	Scheduled Hours	Full-Time Employees
2016	Savannah	145,674	Patrol Officer, Police Department	18.86	29.23	Hourly	40	279
2016	Woodstock	29,898	Patrol Officer, Police Department	16.67	25.36	Hourly	43	36
2016	Forest Park	19,383	Patrol Officer, Police Department	17.00	27.00	Hourly	42.8	48
2016	Kennesaw	33,584	Patrol Officer, Police Department	19.00	28.50	Hourly	43	34
2016	Marietta	59,067	Patrol Officer, Police Department	36,483.00	60,974.00	Annual	40	105
2016	Powder Springs	14,826	Patrol Officer, Police Department	36,346.00	56,337.00	Annual	40	16
2016	Smyrna	56,146	Patrol Officer, Police Department	17.95	29.02	Hourly	40	47
2016	Dunwoody	48,733	Patrol Officer, Police Department	18.91	28.43	Hourly	42	33
2016	Brookhaven	51,910	Patrol Officer, Police Department	19.22	30.75	Hourly	43	45
2016	Fayetteville	16,990	Patrol Officer, Police Department	33,450.00	64,075.00	Annual	40	21
2016	Peachtree City	35,240	Patrol Officer, Police Department	18.40	27.60	Hourly	40	11
2016	Roswell	94,501	Patrol Officer, Police Department	18.54	34.59	Hourly	40	104
2016	Sandy Springs	105,330	Patrol Officer, Police Department	43,150.00	70,101.00	Annual	40	75
2016	Johns Creek City	83,335	Patrol Officer, Police Department	20.53	27.50	Hourly	42	30
2016	Duluth	29,193	Patrol Officer, Police Department	19.63	31.93	Hourly	40	32
2016	Lilburn	12,655	Patrol Officer, Police Department	19.13	28.69	Hourly	40	19
2016	Norcross	16,634	Patrol Officer, Police Department	16.65	27.27	Hourly	40	19
2016	Suwanee	18,694	Patrol Officer, Police Department	20.22	27.65	Hourly	43	18
2016	Gainesville	38,712	Patrol Officer, Police Department	15.81	24.51	Hourly	42	42
2016	Conyers	15,875	Patrol Officer, Police Department	34,320.00	38,866.00	Annual	40	25
2016	Thomaston	9,032	Patrol Officer, Police Department	12.00	16.00	Hourly	40	17

# SALARY COMPARISON

Year	Jurisdiction	Population	Job Title	Starting Salary	Maximum Salary	Pay Basis	Scheduled Hours	Full-Time Employees
2016	Fulton	1,010,562	Patrol Officer, Sheriffs Office	39,682.00	59,523.00	Annual	40	235
2016	Gwinnett	895,823	Patrol Officer, Sheriffs Office	38,777.00	62,083.00	Annual	40	282
2016	Macon-Bibb	153,721	Patrol Officer, Sheriffs Office	34,050.00	56,695.00	Annual	40	446
2016	Augusta/Richmond	201,793	Patrol Officer, Sheriffs Office	28,173.55	47,290.67	Annual	40	211

\*Sheriff's Office Patrol Officer pay

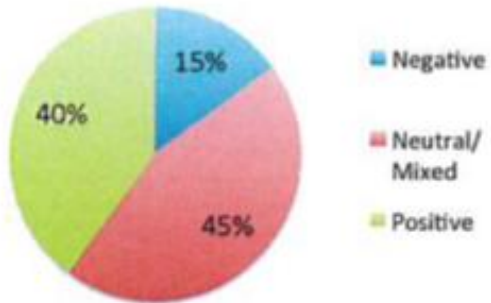
# SALARY COMPARISON BY STATE

## Police Officer Pay Comparison- Large Cities

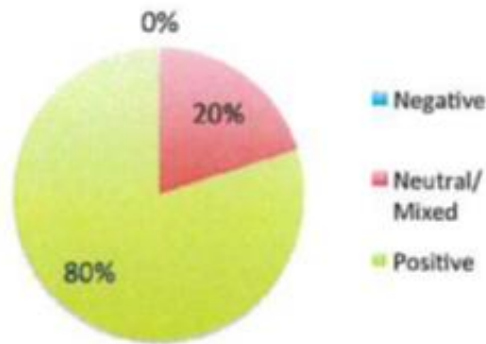
Agency	Starting Salary	Top Salary	Annual Step Freezes Yes or No	Population
Boston PD	\$66,496.00	\$98,831.00	NO	655,884
Washington DC PD	\$53,750.00	\$92,914.00	NO	672,228
Denver PD	\$46,000.00	\$90,352.00	NO	600,158
Baltimore PD	\$48,971.00	\$85,906.00	NO	620,961
Miami PD	\$48,765.00	\$80,955.00	NO	430,332
Houston PD	\$42,000.00- \$46,000.00	\$76,000.00	NO	2,239,000
Miami Dade PD	\$43,340.00	\$75,711.00	NO	1,700,000
Dallas PD	\$44,659.00	\$72,718.00	NO	1,197,816
Ft. Worth PD	\$54,000.00	\$67,641.00	NO	812,238
Charlotte PD	\$42,000.00	\$64,000.00	NO	809,958
Nashville PD	\$41,539.00	\$58,275.00	NO	659,042
Memphis PD	\$38,731.00	\$54,644.00	NO	653,450
Atlanta PD	\$39,327.00- \$42,000.00	\$57,417.00	YES	441,841

# EMPLOYEE REVIEWS

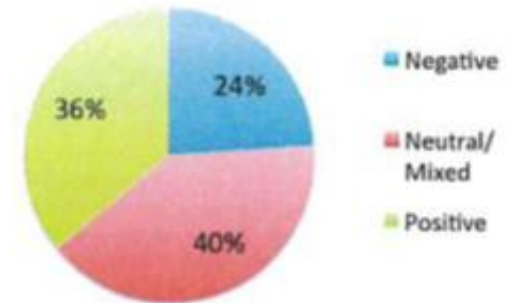
Civilian reviews (20 total)



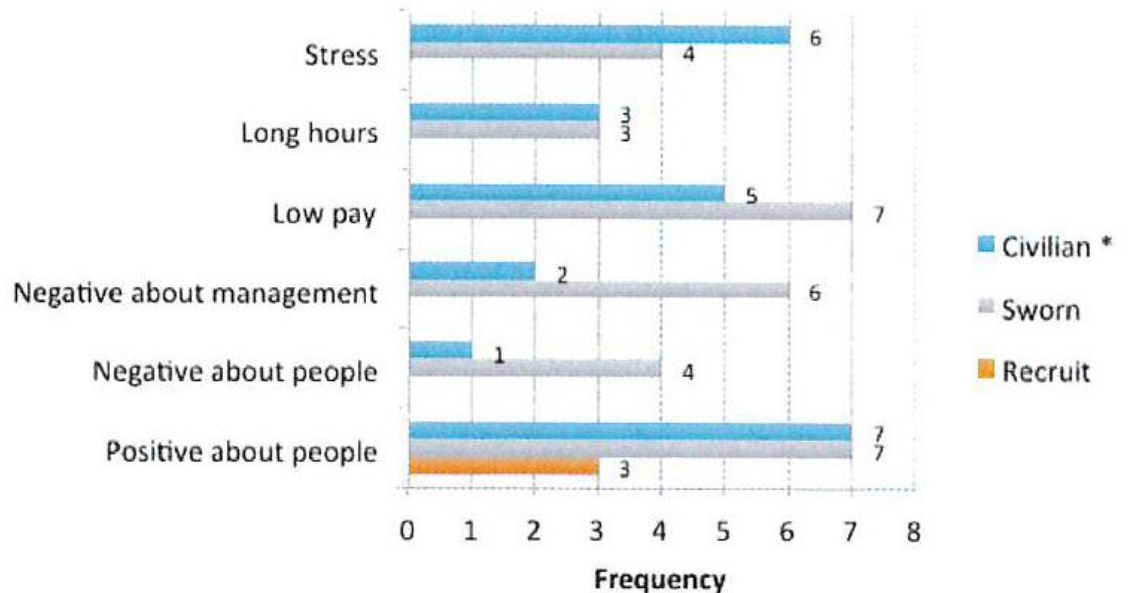
Recruit reviews (5 total)



Sworn reviews (25 total)



Comments regarding APD employment, 2011-2016 (n=50)



- 50 employer reviews on Indeed.com

# CURRENT APD RECRUITMENT EFFORTS

- APD is currently implementing and utilizing innovative strategies and procedures such as social media:
  - Facebook
  - Instagram
  - YouTube
- New branding and marketing tactics such as:
  - 2017 “Faces of the Force” Campaign
  - Collaborating with other City of Atlanta (COA) Units & Departments
  - Engaging with the community
  - Externally partnering with COA Human Resources Department to enhance prospective applicants experience with applying and more efficient programs to be a competitive police department



# APD STAFFING: RECRUITS HIRED

Recruits Hired 2014-2017	
	<b>Total</b>
2014	124
2015	223
2016	159
2017	60 (Jan 2017-June 2017)



# FACES OF THE FORCE CAMPAIGN



# SOCIAL MEDIA CAMPAIGN

We are the FORCE that serves and protects the City of Atlanta, WE ARE APD! Joining the Atlanta Police Department gives you the career opportunity to be the FORCE for positive change and be a part of the largest and most diverse Law Enforcement Agency in the Southeast.

#APD will hold a Recruiting Event for Police Officers, Friday June 23, 2017, City of Atlanta Public Safety Headquarters (PSHQ) at 10:00am SHARP!!!!!!!

For more information about our Recruiting Events or to apply please visit our EVENTS TAB or [www.joinatlantapd.org](http://www.joinatlantapd.org)

Your Face awaits joining our "Faces of the Force"



# APD RECRUITMENT EFFORTS: CORPORATE PARTNERSHIPS





# APD HIRING COSTS

## APD HIRING EXPENSES 2012 - 2015

Fiscal Year	# of Recruits Hired/Rehired	Background/Recruit Staff Salary Costs	Training Academy Staff Salary Costs	Recruitment Travel/Training Costs	Advertising Costs	***Other Costs	Total Costs	Cost per Recruit	**Sal/Benefit Uniform/Equip
2012	251	\$ 1,465,160	\$ 1,932,322	\$ 84,092	\$ 121,497	\$ 330,834	\$ 3,933,905	\$ 15,673	\$ 70,736
2013	202	\$ 1,695,753	\$ 2,037,287	\$ 101,942	\$ 100,183	\$ 279,727	\$ 4,214,892	\$ 20,866	\$ 70,736
2014	126	\$ 1,728,904	\$ 2,122,751	\$ 91,322	\$ 115,249	\$ 256,232	\$ 4,314,457	\$ 34,242	\$ 70,736
2015	219	\$ 1,700,451	\$ 2,289,208	\$ 37,838	\$ 297,076	\$ 261,671	\$ 4,586,244	\$ 20,942	\$ 70,736

The costs are a reflection of expenses related to the Training Academy and Background/Recruitment salaries plus benefits, and advertisement and travel costs.

- \*\*\* OTHER COSTS include:
1. Uniforms
  2. Postage
  3. Equipment
  4. Membership

The final training, recruitment cost per recruit by calendar year is as follows:

2012	2013	2014	2015**
\$86,409	\$91,602	\$104,978	\$91,678

# APD RECRUITMENT EFFORTS: CHALLENGES

- Police Recruitment and Retention of millennials is one of the strongest and most difficult challenges that all law enforcement agencies across the United States is facing in hiring police officers.
- Policing has become vulnerable to factors such as **Pay/Salary and Incentives**, which are the biggest determining factors for prospective applicants when choosing to accept employment with law enforcement agencies.



# PUBLIC SAFETY LIVE TELEVISED DEBATE

**LIVE DEBATE**

**ATLANTA MAYORAL CANDIDATES**

**ACTION NEWS 2**  
WSB-TV ATLANTA

■ [WSBTY.COM](http://WSBTY.COM)

**SUNDAY, OCTOBER 22, 2017**  
**11:00 A.M.**