

# Budget Discussion – Salary Incentive Proposal

Written By: Kenneth Hofmann, Chief of Police

1. **SUBJECT:** Salary Incentive Proposal
2. **PURPOSE:** To discuss the benefits and costs related to creating salary incentives to increase retention and attract qualified candidates for the Police Department. Recognizing the need to create an “incentive path” that rewards longevity, decreasing rates of turnover.
3. **FACTS:**
  - a. The best quality candidates for law enforcement positions will demonstrate the following characteristics:
    - i. Military Service
    - ii. Prior law enforcement experience
    - iii. Continuing education (college degree)
  - b. It should be a priority to recruit candidates who fit these characteristics. In order to increase recruitment, the following salary incentives are recommended:
    - i. Military Service (with honorable discharge and/or good standing in a reserve unit): Salary Incentive of \$1,000
    - ii. Law Enforcement experience: possible salary incentive of up to 5% above base starting pay - to be determined on a case-by-case basis by the Police Chief and Town Administrator
    - iii. College Degree: maximum incentive of \$2,000
      1. Associates Degree – salary incentive of \$1,000 for a relevant field of study
      2. Bachelor’s Degree – salary incentive of \$2,000 for a relevant field of study
  - c. In order to establish an incentive path for our police officers who do not enjoy the opportunities to transfer to specialized units (ex: traffic, swat, narcotics, vice, etc.), it is important to establish certain incentives that increase retention and vary their job experiences. Two programs have been identified that could help in this area:
    - i. Field Training Officer Incentive: **Budgetary impact - None.**
      1. An incentive of \$3.00 per hour for certified Field Training Officers while engaged in the training of new recruits during the in-car phase of training.
      2. This program is self-funding as the training of new officers occurs only after a position has been vacated. The minimum time required to fill a vacated position is approximately 4 weeks, but often longer. At current police officer salary this results in a salary-alone savings of approximately \$3,000. Paying an FTO this incentive will result in an estimated budgetary impact of \$513.00 per new hire.
    - ii. Beach Patrol Officer Incentive: **Budgetary impact \$3,430.00 annually**
      1. A Beach Patrol Assignment incentive of \$2.00 per hour while assigned to the Beach Patrol
      2. The Beach Patrol Officer position is a critical position in the reduction of crime that affects our tourists and beachgoers. It also requires strong customer service skills and an understanding of community-oriented

policing. The position has become difficult to fill each year as the requirements have become more complex and physically demanding. Additionally, committing to the Beach Patrol assignment prevents the assigned officer from taking any leave from Easter to Labor Day.

3. The tourist season is generally considered to be 20 weeks with a Beach Patrol Officer on duty 12.25 hours each day. This 1,715 hours would result in a budgetary impact of \$3,430.00.

4. **REQUEST COUNCIL CONSENSUS ON THE FOLLOWING:**

- a. Authorize the Police Chief to implement the above salary incentive plans with the start of the FY 19/20 budget.