

Police Department Incentive Program

Background

Over the last five years, the City of San Luis Police Department has experienced severe levels of attrition within its ranks. This has been due to terminations (*both voluntary and involuntary*) and transfers to other agencies. The ability to recruit, hire and retain officers has been a difficult and troubling task. Controversial events and the national rioting against law enforcement in 2020, coupled with a growing “*defund the police*” movement, has exacerbated the problem of hiring quality officers nationwide.

Need for Officers

The San Luis Police Department is in dire need of officers, preferably those who are P.O.S.T. certified and/or have law enforcement experience from another agency and meet Arizona eligibility requirements to take and pass the Arizona Police Officer Licensing Exam. This is based on several facets:

- 1) The hiring process for police officers takes place over a 3-to-4-month time-period in order to accommodate all phases of testing and hiring. The hiring process includes physical agility, testing, interviews, background investigation, polygraph and psychological examinations, as well as physical and drug screening processes.
- 2) Applicants who do not have their P.O.S.T. certification and/or law enforcement experience at other agencies must attend a Law Enforcement Academy in the State of Arizona. The academy is a 840-hour training academy followed by a 3-month in-house “on-the-job” field training program. Therefore, it takes a non-P.O.S.T. certified officer over a year before they are hired and fully trained in order to work as a solo police officer.
- 3) P.O.S.T. certified and/or employees with law enforcement experience undergo a 3-month in-house “on-the-job” field training program, which can be shortened based upon their experience and aptitude to become a solo police officer.
- 4) P.O.S.T. certified applicants and officers who have previously worked in law enforcement bring certification and experience with them. Experience is crucial in a profession that consistently requires officers to make critical decisions, some of them being a matter of life and death, in a very short time frame.
- 5) Hiring non-POST certified applicants requires the City of San Luis to send those employees to a law enforcement academy. The city currently pays \$5,400.00 for academy fees per employee.

PROPOSAL

Currently, staffing within the San Luis Police Department is at a critical stage. A new and unique manner of bringing experienced employees is needed to help solve this complex issue. The implementation of an Incentive Program will help attract applicants for the position of Police Officer, which is one of the most difficult-to-fill positions in the City of San Luis.

Incentives paid from Proposition 207 Funding

The City of San Luis currently receives funding from *Proposition 207 (Smart and Safe Arizona Fund)* to be utilized for Public Safety personnel costs. The *Retention* and *Hiring* Incentives will be paid from this funding and such incentives will remain available to employees contingent upon availability of this funding.

- **Retention Incentive:**

A retention incentive of up to \$3,000 may be provided to an employee for staying with the City of San Luis Police Department and who is in a position in a classification that is critical to the ongoing operations of the department, or is in short supply in the labor market, and/or is a difficult to recruit for classification. The requirements for the retention incentive must be in writing. The minimum time period that an employee must commit to stay with the City in order to receive a retention incentive is twelve (12) months.

- *To be eligible for the retention incentive, the employee must:*

- Have successfully completed twelve months of employment and passed the probationary period;
- Have no disciplinary actions within the last six (6) months preceding effective date of incentives; and
- Have a Performance Evaluation rating of three (3) Competent or above.

- **Hiring Incentive:**

A hiring incentive may be offered to a candidate as an inducement to commit to employment with the City of San Luis. This incentive will be provided for positions that are short in supply in the labor market and are difficult to recruit for.

- **Police Recruit (Non-Certified)** may be eligible for up to \$1,000 sign-on incentive. *To be eligible, the applicant must:*

- Currently has passed the Arizona Peace Officer License Exam and has their Arizona Peace Officer License
- Has previously worked in the position of Police Officer for a law enforcement agency in the last 5 years and meets the Arizona eligibility requirements to take and pass the Arizona Police Officer Licensing Exam.
- Currently enrolled and attending a P.O.S.T. approved law enforcement academy.

- **Lateral Hire** – May be eligible for up to \$10,000 sign-on incentive. *To be eligible, the applicant must:*

- Certified with 3+ years of experience are eligible up to **\$10,000** sign-on incentive.
- Certified with 1-3 years of experience are eligible up to **\$5,000** sign-on incentive.
- Certified applicants with no experience are eligible up to **\$1,000** sign-on incentive.

It is recommended that the Hiring Incentive payment to an applicant be made only as a condition of an employment contract entered between the City of San Luis and the Lateral/Recruit applicant. If the contract specifically stipulates the requirements of the applicant and all of those requirements

are achieved, then the applicant has fulfilled the obligations of the contract and are entitled to the contractual compensation listed, and no more.

Incentives paid from the General Fund

The following incentives will be paid from the General Fund.

- **Moving Allowance:**

To relieve the employee and their family of the expensive burden of relocation, the City of San Luis may offer a Police Officer or Police Officer Recruit (*Non-Certified*) new hire that relocates to San Luis from outside the region up to \$2,000 to cover the costs of relocation.

- **Shift Differential Pay:**

Shift differential pay is used to incentivize work during hours outside of the norm to encourage employees to take an undesirable shift. The Shift Differential amount will be **\$50.00** per month for qualifying months.

- **Evening Shift:** A Patrol Officer who reports to work for his regularly scheduled shift, which begins between the hours of 4:00 PM (*on or after*) and 6:59 PM shall receive shift differential pay.

- **Midnight Shift:** A Patrol Officer who reports to work for his regularly scheduled shift, which begins between the hours of 7:00 PM (*on or after*) and 12:00 midnight shall receive shift differential pay.

To be eligible for the shift differential pay for a calendar month:

- the Officer must have successfully completed the FTO program; and
- at least half of the shifts (*80 hours or more*) worked during that month must have been worked during the hours identified for the specific shift.

- **Educational Incentive:**

This incentive rewards employees who take the initiative to increase their job worth by gaining job-related knowledge, behaviors, and personal and professional skills to significantly enhance their value to their department and the City.

To be eligible, employees must provide Human Resources with a copy of their Degree.

- Associate's Degree **\$50** per month
- Bachelor's Degree **\$75** per month
- Master's Degree **\$100** per month

- **Stand-by Pay / Call-out Pay:**

Stand-by pay is payment received by an employee to compensate the employee for being required/mandated to be available to provide emergency services during a specified period.

- Sergeant and lower ranks **\$2.00** per hour
- Lieutenant **\$4.00** per hour

Call-out Pay is payment received by an employee for actually working during a time the employee is not normally scheduled to work, in response to an emergency. Compensation for non-exempt employees who are called to work while on Stand-by will be paid at their regular rate of pay for the hours actually worked, subject to FLSA overtime provisions.

- **Special Assignment Incentive:**

This incentive is provided for employees working on a special assignment, which is designated on an as needed basis by the Chief at his or her sole discretion. An official "*special assignment*" is a full-time assignment, within the department, normally tasked with supporting other divisions of the department. Only officers who have successfully completed their probationary period and hold the rank of police officer, corporal or sergeant may be assigned to perform a special assignment. This incentive will be provided only during the period officer is assigned to perform designated special assignment duties.

Categories:

- | | |
|------------------------------|--|
| a. Police K-9 Duty | \$1.00 / per hour |
| b. Police Detective | \$1.00 / per hour |
| c. Police Motor Officer | \$1.00 / per hour |
| d. Field Training Officer | \$1.00 / per hour |
| e. School Resource Officer | \$1.00 / per hour (<i>subject to grant funding availability</i>) |
| f. Community Liaison Officer | No compensation |
| g. Support Services Officer | No compensation |

- **Critical Skills Incentive:**

A Critical Skills Incentive may be provided to an employee who possesses and uses specialized skills that are necessary and critical to the ongoing operations of the Police Department. The employee must be actively using these specialized skills in order to receive the incentive. Officers can work in any area or division and agree to take on extra work or duties that require these specialized skills. Duties associated requiring critical skills are secondary in nature to the officer's primary assignment and are voluntary in nature. Officers can be eligible for two critical skills assignments simultaneously.

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| a. SRT | \$50.00 monthly |
| b. K9 – Handler | \$50.00 monthly |
| c. Police Phlebotomist | \$50.00 monthly |
| d. Collision Investigation Team | \$50.00 monthly |
| e. Negotiator (CNT) | \$50.00 monthly |

The Incentive program is not considered a “bonus”. Incentives are predetermined in an employment contract and have specific requirements to be met in order to receive payments. Bonuses reward extra compensation for work the employee was already expected to perform.

Below is a list of other agencies within the state that have implemented similar programs:

- City of Yuma - \$10,000 for Laterals and \$1,000 for new Recruits
- City of Phoenix - \$7,500 for both, Laterals & new Recruits
- City of Glendale - \$10,000 for in-state Laterals, \$7,500 for out-of-state Laterals and \$5,000 for new Recruits
- City of Tempe - \$5,000 for Laterals and \$3,500 for new Recruits

CONCLUSION

The implementation of this recruitment/retention incentive program is needed to help address growing issues with the hiring of police officers. This is a nationwide issue, not just in the City of San Luis. Providing additional compensation incentives will help attract experienced Police Officers to the City of San Luis. In addition, this program would comply with all legal requirements regarding additional compensation of government employees. It is anticipated that the San Luis Police Department will be able to attract talented and experienced officers and bring the agency back to full staff in a shorter amount of time.

GUIDELINE:

This guideline will detail the incentive program that is available to the City of San Luis Police Department (SLPD) Police Officers and Police Officer Lateral and Non-Certified new hires. All incentives outlined in this program are subject to budget availability.

- I. **Retention Incentive:** Up to **\$3,000** retention incentive may be provided to current Police Officers after successful completion of probationary period and every six months thereafter, *while Proposition 207 funding is available.*

To be eligible for the retention incentive, the employee must:

- Have completed a minimum of twelve (12) months of employment and successfully completed probation; and
- Have no disciplinary actions within the last six (6) months preceding effective date of incentives; and
- Have a Performance Evaluation rating of three (3) Competent or above.

II. **Hiring Incentive**

- **Non-Certified:** Up to **\$1,000** sign-on incentive may be provided to Police Officer Recruit (*Non-Certified*) new hires *while Proposition 207 funding is available.*

To be eligible for this incentive, an employee:

- Must successfully complete Field Training or On-the-Job Training.
- *Any Officer Recruit who returns to SLPD under reinstatement is not eligible for this incentive.*
- **Lateral Hire:** Up to a **\$10,000** sign-on incentive may be provided to Police Officer-Lateral hires, *while Proposition 207 funding is available. Any Officer who returns to SLPD under reinstatement is not eligible for this incentive.*

The incentive amount will be determined by the applicant's years of experience:

- Certified with 3+ years of experience may be eligible for up to **\$10,000** sign-on incentive
- Certified with 1-3 years of experience may be eligible for up to **\$5,000** sign-on incentive
- Certified applicants with no experience may be eligible for up to **\$1,000** sign-on incentive

To be eligible for the \$10,000 hiring incentive, an employee must:

- Have been an Arizona Peace Officer Standards and Training Board (AZ POST) certified officer with **3 or more years of experience** working in a full-time status as a solo beat officer in a non-training role; **OR**
- Have been a certified Officer in another state for 3 consecutive years, during the past 5 years, having worked in a full-time status as a solo beat officer, in a non-training role.

Incentive will be paid as follows:

- \$2,500 upon hire (*for out-of-state officers: upon successful completion of AZPOST waiver process*)
- \$2,500 at completion of 6 months of employment
- \$2,500 at successful completion of the probationary period
- \$2,500 at successful completion of two (2) years of

To be eligible for the \$5,000 hiring incentive, an employee must:

- Have been an Arizona Peace Officer Standards and Training Board (AZ POST) certified officer with **1 to 3 years of experience** working in a full-time status as a solo beat officer in a non-training role; **OR**
- Have been a certified Police Officer in another state for 1 to 3 consecutive years, and worked in a full-time status as a solo beat officer, in a non-training role.

Incentive will be paid as follows:

- \$2,500 upon hire (*for out-of-state officers: upon successful completion of waiver process*)
- \$2,500 upon successful completion of probationary period

To be eligible for the \$1,000 hiring incentive, an employee must:

- Have been an Arizona Peace Officer Standards and Training Board (AZ POST) certified **with no experience**, **OR**
- Have been a certified Officer in another state **with no experience**.

Incentive will be paid as follows:

- \$1,000 upon successful completion of probationary period and **field training**.

III. **Moving Allowance:** Any Police Officer or Police Officer Recruit (*Non-Certified*) new hire that relocates to San Luis from outside the region will be eligible to receive up to \$2,000 to cover the costs of relocation. All guidelines established under the City of San Luis Moving and Relocations Expense Agreement will be adhered to.

IV. **Shift Differential**

The Shift Differential amount will be \$50.00 per month for qualifying months.

- **Evening Shift:** A Patrol Officer who reports to work for his regularly scheduled shift, which begins between the hours of 4:00 PM (*on or after*) and 6:59 PM shall receive shift differential pay.
- **Midnight Shift:** A Patrol Officer who reports to work for his regularly scheduled shift, which begins between the hours of 7:00 PM (*on or after*) and 12:00 midnight shall receive shift differential pay.

To be eligible for the shift differential pay for a calendar month:

- the Officer must have successfully completed the FTO program; and

- at least half of the shifts (*80 hours or more*) worked during that month must have been worked during the hours identified for the specific shift.

V. Educational Incentive:

This incentive rewards employees who take the initiative to increase their job worth by gaining job-related knowledge, behaviors, and personal and professional skills to significantly enhance their value to their department and the City.

To be eligible, employees must:

- provide Human Resources with a copy of their Degree.

Incentive will be paid as follows:

- Associate Degree **\$50** per month
- Bachelor’s Degree **\$75** per month
- Master’s Degree **\$100** per month

VII. Stand-by Pay / Call-out Pay:

Stand-by pay is payment received by an employee to compensate the employee for being required/mandated to be available to provide emergency services during a specified period. Call-out Pay is payment received by an employee for actually working during a time the employee is not normally scheduled to work, in response to an emergency.

- Sergeant and lower ranks **\$2.00** per hour
- Lieutenant **\$4.00** per hour

To be eligible, employee must:

- be designated/mandated by their immediate Supervisor to be on Stand-by for a specific period of time.
- get called to work while on stand-by. Pay will be paid at their regular rate of pay for the hours actually worked, subject to FLSA overtime provisions.

VIII. Special Assignment Incentive:

This incentive is provided for employees working on a special assignment, which is designated on an as needed basis by the Chief at his or her sole discretion. An official "*special assignment*" is a full-time assignment, within the department, normally tasked with supporting other divisions of the department. This incentive will be provided only during the period officer is assigned to perform designated special assignment duties.

Categories:

- Police K-9 Duty **\$1.00** / per hour
- Police Detective **\$1.00** / per hour
- Police Motor Officer **\$1.00** / per hour
- Field Training Officer **\$1.00** / per hour
- School Resource Officer **\$1.00** / per hour (*subject to grant funding availability*)
- Community Liaison Officer No compensation
- Support Services Officer No compensation

To be eligible, employee must:

- have successfully completed their probationary period;
- hold the rank of police officer, corporal or sergeant; and
- be designated by the Chief at his or her sole discretion to a special assignment.

IX. Critical Skills Incentive:

A Critical Skills Incentive may be provided to an employee who possesses and uses specialized skills that are necessary and critical to the ongoing operations of the Police Department. Officers can work in any area or division and agree to take on extra work or duties that require these specialized skills. Officers can be eligible for two critical skills assignments simultaneously.

- SRT **\$50.00** monthly
- K9 – Handler **\$50.00** monthly
- Police Phlebotomist **\$50.00** monthly
- Collision Investigation Team **\$50.00** monthly
- Negotiator (CNT) **\$50.00** monthly

To be eligible, employee must:

- have successfully completed their probationary period;
- hold the rank of police officer, corporal or sergeant; and
- be actively using specialized skills.