

Memorandum



DATE: August 19, 2016

TO: Honorable Members of the Public Safety Committee:
Adam Medrano (Chair), B. Adam McGough (Vice Chair), Sandy Greyson, Tiffinni A. Young,
Jennifer S. Gates, Philip T. Kingston

SUBJECT: **Current Trends in Police Hiring**

On Monday, August 22, 2016, you will be briefed on the Current Trends in Police Hiring by Deputy Chief Michael Coleman of the Dallas Police Department.

The briefing materials are attached for your review.

Please contact me if you have any questions or need additional information.



Eric D. Campbell
Assistant City Manager

[Attachment]

cc: Honorable Mayor and Members of the City Council
A.C. Gonzalez, City Manager
Christopher D. Bowers, (I) City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council



Current Trends in Police Hiring

Public Safety Committee
August 22, 2016



www.dallaspolice.net

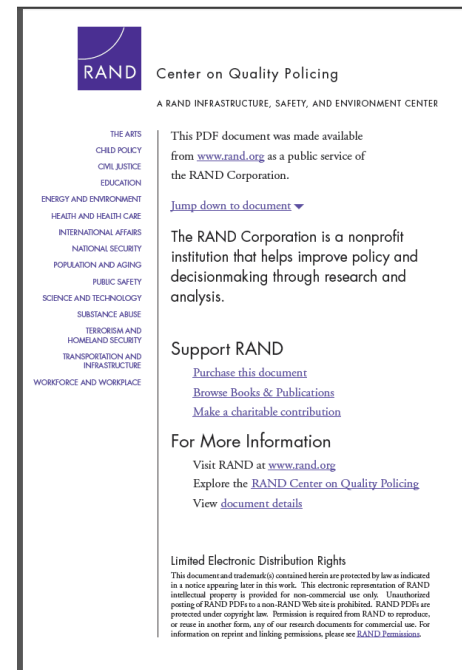
David O. Brown
Chief Of Police

Briefing Purpose

- Provide an overview of police staffing trends
- Highlight current hiring and attrition trends within the Dallas Police Department
- Discuss current recruitment strategies

National Staffing Trends

- Decrease in police applicants
- Decrease in qualified applicant pool
- Changing generational preferences
- Increased competition
- Expanded skill requirements
- Uncompetitive benefits
- Organizational characteristics
- Image of policing profession



The screenshot shows a document page from the RAND Corporation. At the top left is the RAND logo. To its right, the text reads 'Center on Quality Policing' and 'A RAND INFRASTRUCTURE, SAFETY, AND ENVIRONMENT CENTER'. Below the logo is a vertical list of categories: THE ARTS, CHILD POLICY, CIVIL JUSTICE, EDUCATION, ENERGY AND ENVIRONMENT, HEALTH AND HEALTH CARE, INTERNATIONAL AFFAIRS, NATIONAL SECURITY, POPULATION AND AGING, PUBLIC SAFETY, SCIENCE AND TECHNOLOGY, SUBSTANCE ABUSE, TERRORISM AND HOMELAND SECURITY, TRANSPORTATION AND INFRASTRUCTURE, and WORKFORCE AND WORKPLACE. The main text area contains a notice that the PDF was made available from www.rand.org as a public service of the RAND Corporation, with a link to 'Jump down to document'. Below this is a paragraph stating that the RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis. Further down are sections for 'Support RAND' with links to 'Purchase this document', 'Browse Books & Publications', and 'Make a charitable contribution'. The 'For More Information' section includes links to 'Visit RAND at www.rand.org', 'Explore the [RAND Center on Quality Policing](#)', and 'View [document details](#)'. At the bottom is a 'Limited Electronic Distribution Rights' section with a small disclaimer.

Major Cities Staffing Trends

- Nation's largest departments, including those in Chicago, New York, and Los Angeles, reported problems recruiting qualified applicants
- Two-thirds of cities serving at least 50,000 residents reported staffing problems stemming from lack of qualified applicants
- **New York [City] Police Department:** applications are down 18% from 2014 (CNN, 2015)
- **Los Angeles Police Department:** 16% drop in applications since 2013 (CNN, 2015)
- **Philadelphia Police Department:** recruit numbers dropped 47% in 2014 from 2008 (CNN, 2015)

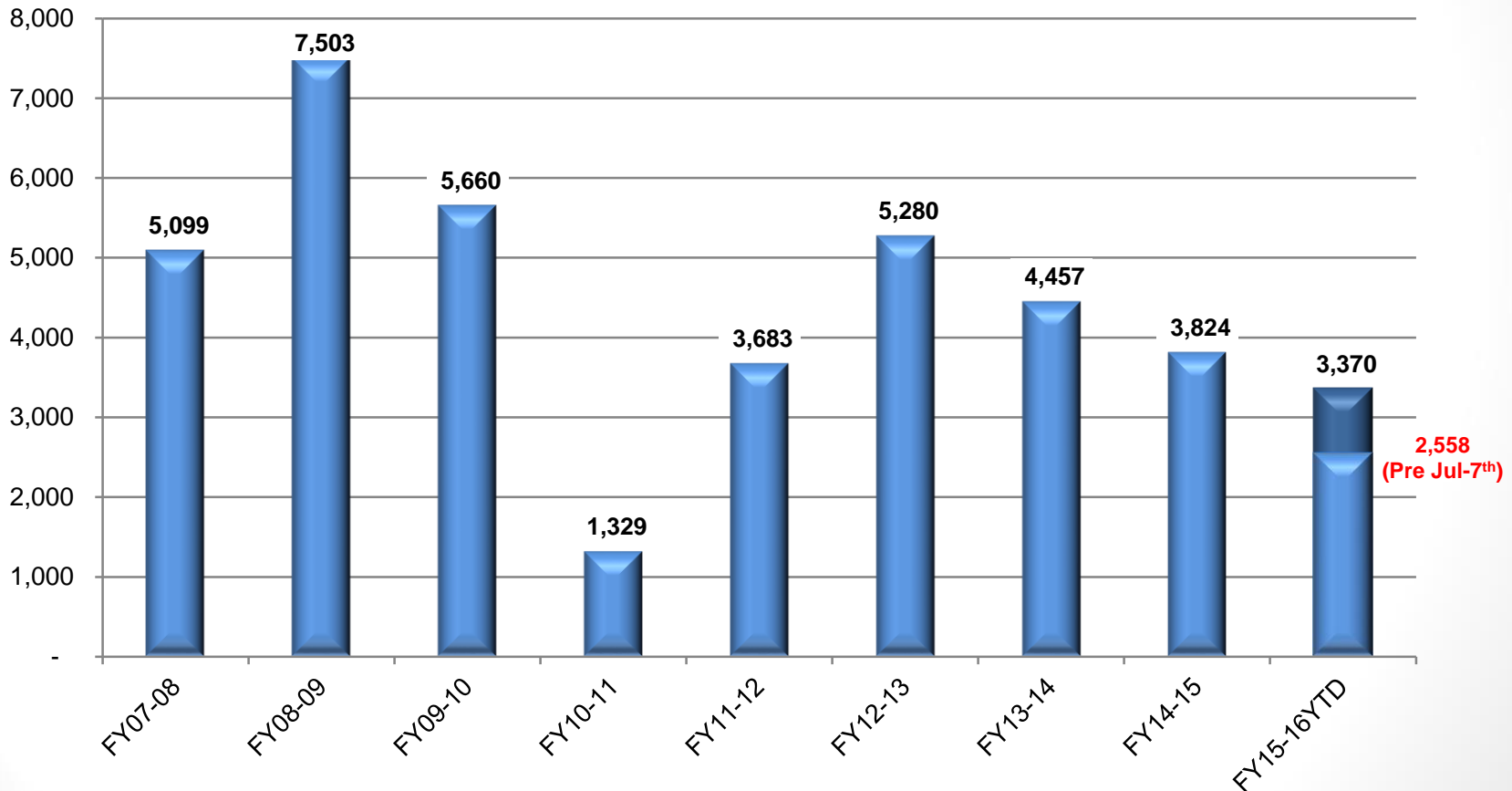
Texas Staffing Trends

- **San Antonio Police Department:** modified hiring standards (drug use and criminal activity) (ksat.com)
- **Austin Police Department:** shortage of more than 100 positions (kxan.com)
- **El Paso Police Department:** police officer shortage; staffing lowest since 1999 (kfoxtv.com)
- **Houston Police Department:** hundreds of officers short (click2houston.com)
- **Fort Worth Police Department:** number of applicants taking civil service exam decreased by 17%, since October 2013 (the109.org)

Dallas Police Department Hiring and Attrition

Preliminary Applications Received from Civil Service

2007 - 2016



*No recruitment and reduced number of approved hires due to budget constraints
YTD: August 12th 2016

DPD Hiring and Staffing Levels

2006 - 2016

Fiscal Year	Sworn Strength (Budgeted)	Sworn Strength Actual (as of October 1 st)	Sworn Hired	Sworn Attrition	Hired Above Attrition
2006-07	3,266	3,018	344	176	168
2007-08	3,386	3,186	376	173	203
2008-09	3,589	3,389	394	186	208
2009-10	3,788	3,597	284	191	93
2010-11	3,601	3,690	24*	203	-179
2011-12	3,524	3,511	196	188	8
2012-13	3,524	3,519	192	215	-23
2013-14	3,546	3,496	231	204	27
2014-15	3,511	3,523	208	241	-33
2015-16	3,520	3,375**	112**	228**	-116

Note:

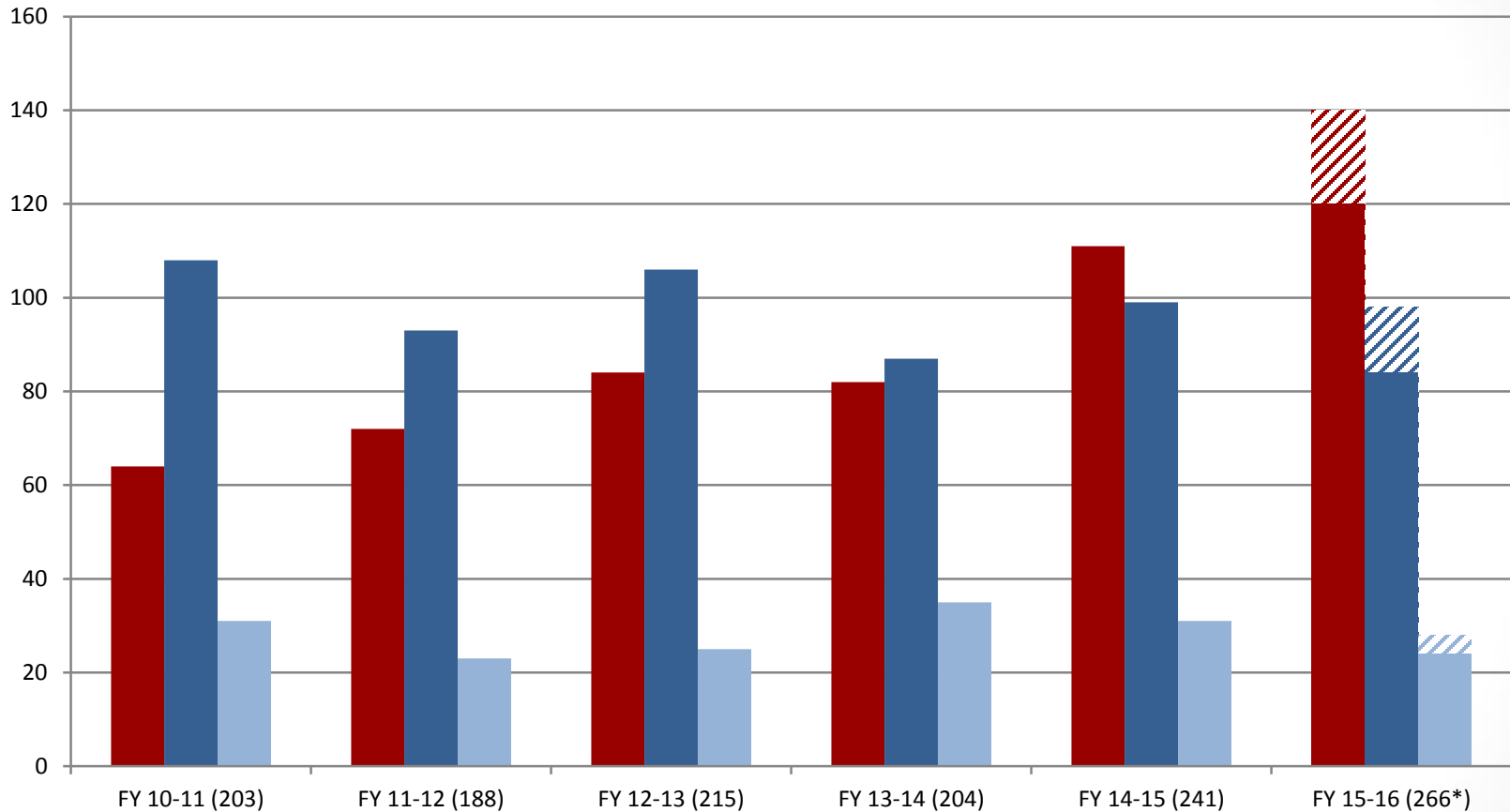
FY2015-16 Sworn Actual as of October 1st – 3,490

*DPD stopped hiring during the recession for budget savings

**Denotes as of August 9, 2016

DPD Attrition by Fiscal Year

2010 - 2016

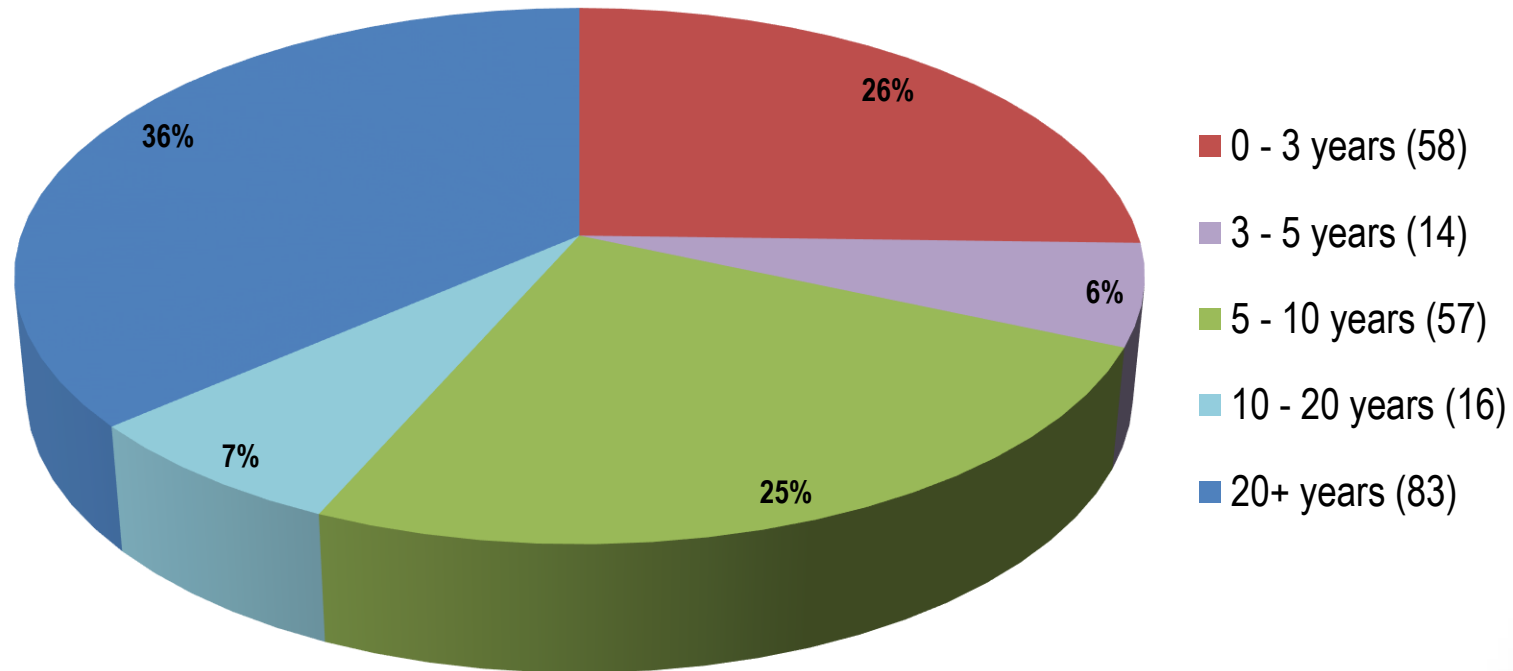


Resigned	64	72	84	82	111	120(140*)
Retired	108	93	106	87	99	84(98*)
Involuntary Separation	31	23	25	35	31	24(28*)

*Denotes projection

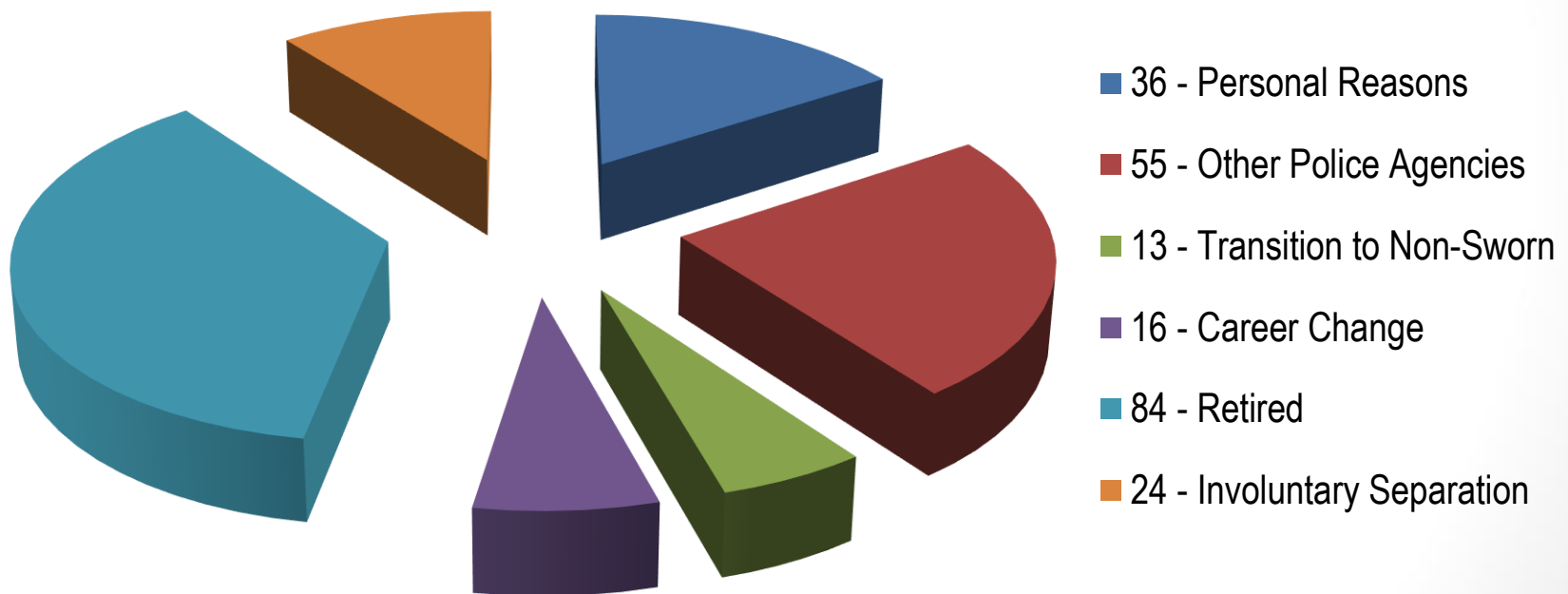
DPD Attrition by Tenure

FY15-16



Note: FY15-16 attrition as of August 9, 2016 (228)

DPD Attrition: Exit Interview Responses FY15-16



Note: FY15-16 attrition as of August 9, 2016 (228)

Why are officers leaving DPD?

- **Retirement**

- “Baby Boomer” generation reaching retirement age

- **Salaries**

- Base and midpoint pay not comparable with surrounding cities
- Lost step raises: many officers are behind

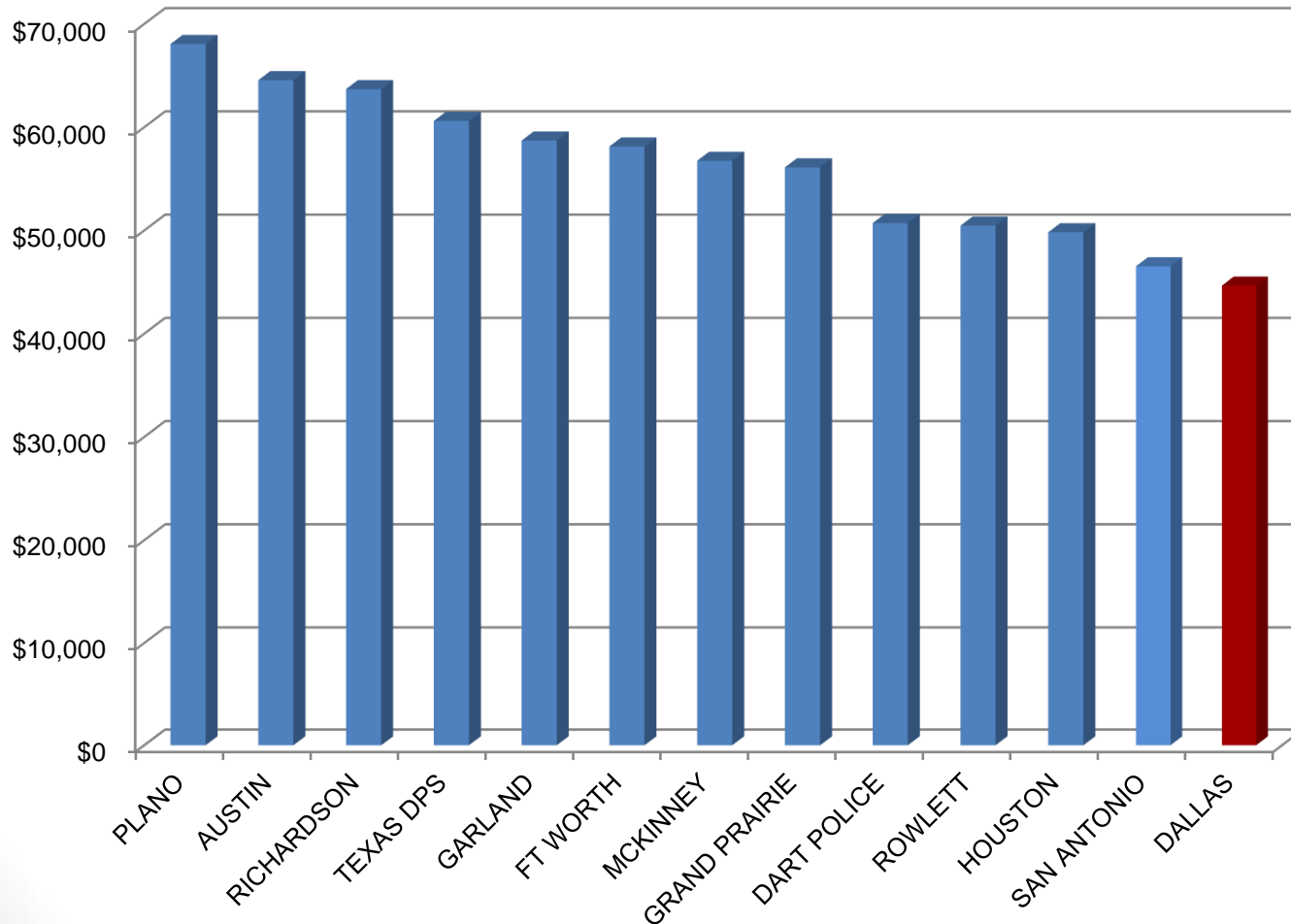
- **Lucrative lateral programs**

- Surrounding cities provide significant raises to officers with lost steps

- **Pension concerns**

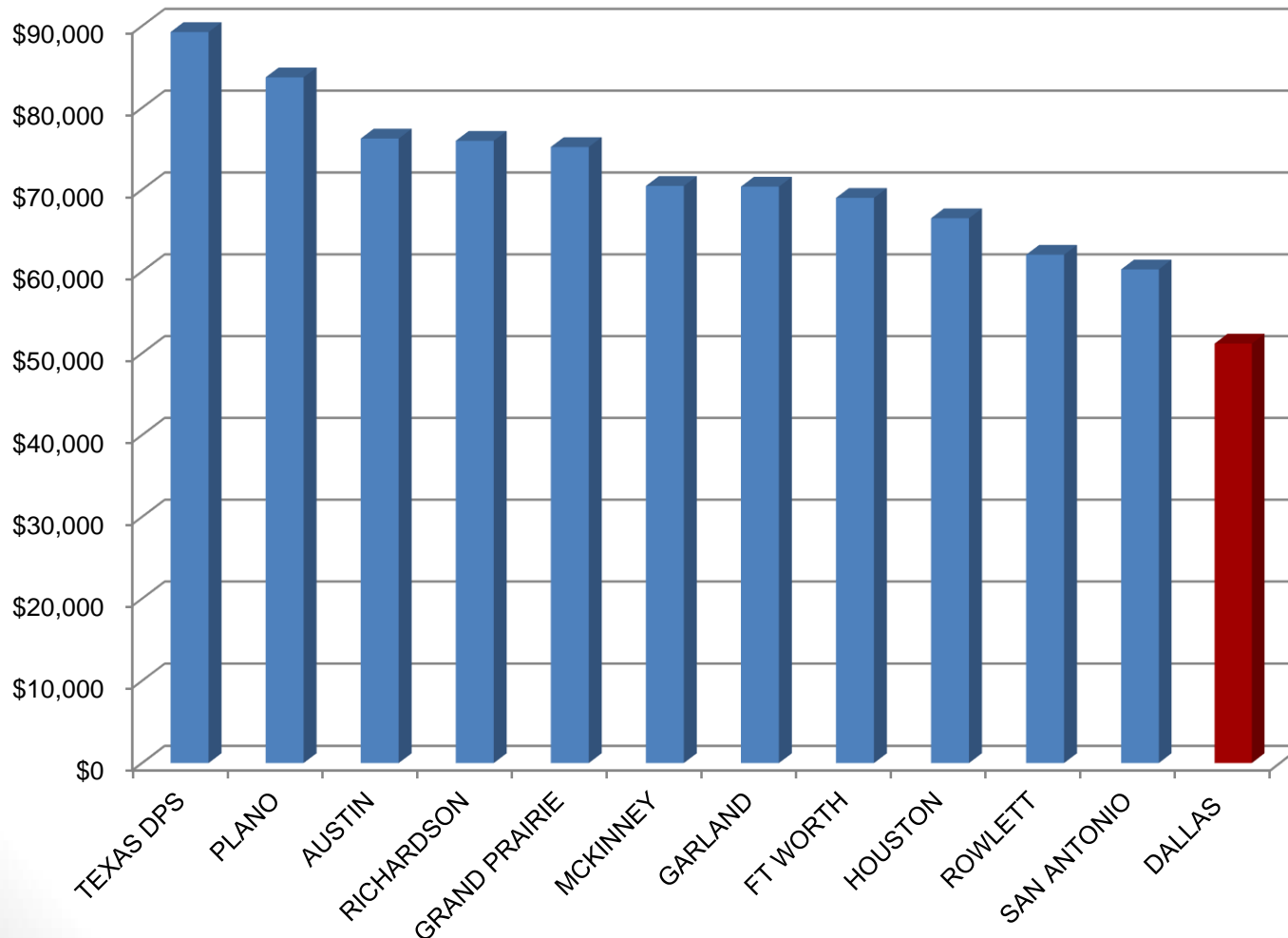


DPD Salaries: First Year Officer Base Pay



First year officers in Dallas make only \$44,659 a year in base pay. The lowest of all agencies surveyed.

DPD Salaries: Seven Year Officer Base Pay



Due to missing step raises, a 7 year officer in Dallas makes an avg. \$51,177 in base pay.

Source: Public Data

Lucrative Lateral Programs

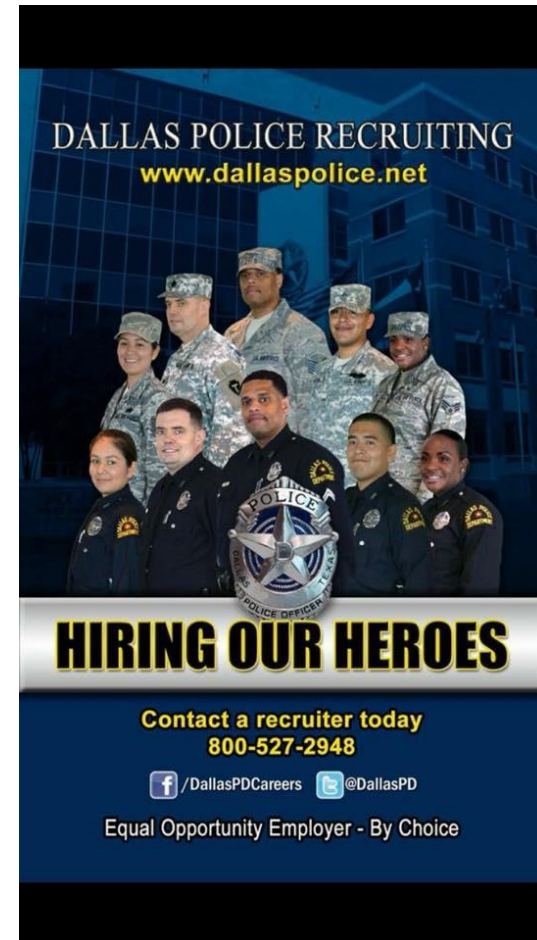
Agency	Pay Increase for 3 Year DPD Officer
Garland	\$15,781
Grand Prairie	\$12,656
Richardson	\$11,453
Fort Worth	\$10,073
Texas Department of Public Safety	\$11,406*
Austin	\$15,352*

*Pay increase upon completion of abbreviated training

Current Recruitment Strategies

Current Recruitment Strategies

1. Increase on-site testing in Dallas and in other cities
2. Recruit at colleges in Texas and outside the state
3. Attend career and job fairs
4. Recruit at military bases
5. Build employee referral networks



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Current Recruiting Strategies Cont.

6. Use the internet and other electronic media sources
7. Continue to brand the department and its work within the community
8. Utilize community liaisons to reach potential applicants
9. Allow on-site visits and “open department doors”
10. Target youth programs and second-career applicants

Future Concerns

1. Officer Safety

2. Fewer officers available to handle high risk calls
3. Fewer officers available to address violent crime and crime surges
4. Fewer officers available to handle quality of life issues including loud music and animal complaints
5. Increased workload on remaining personnel
6. Increased attrition based on current trends
7. Perception issue causing more attrition

Future Concerns Cont.

8. Lack of opportunity for career enhancement within the police department
9. Potential for lateral transfers of other ranks
10. Scale down of proactive and community based programs due to staffing concerns

Questions?