



# Public Safety Report



## Spotsylvania Sheriff's Office recruitment and retention challenges

- 2018: There are current 14 vacancy positions (6 of which accepted a position outside of the county).

New hires require 12-18 months before the deputy is released to full duty which includes the hiring process, 22 week academy and 450+ hours of field training (cost of training is approximately \$75,000 for academy and salary for new hire and trainer).

Recruitment numbers are 208 applicants in the last two recruitment drives, with 6 hired.

- Pay for experience will help in retention and recruitment regarding our neighbors to the North.
- Experienced deputies can handle a call in ½ the time a new deputy can.
- Experienced deputies know in detail the geography of the county.
- Experienced deputies fill the need for specialty teams.
- These issues significantly affect the operational needs of the Sheriff's Office and adversely influence the ability to serve our community.



FREM has seen an approximate 10% turnover rate for the past 3 years.

- 2018: 21 positions
- 2017: 20 positions
- 2016: 19 positions

(Already received 5 resignations in 2019)

The training costs alone to replace each of these positions is approximately \$26,750 per position.

- Average of 20 positions/year = \$535,000

This turnover is not only costly in terms of the monetary amounts, but also results in an ongoing limitation on the capabilities of the department.

- For example, a Firefighter with 5 years of experience and ongoing training is able to perform in a greater capacity than a Firefighter with 1 or 2 years, and their value to the County increases every year.
  - Ability to operate an increased number of apparatus types.
  - Increased familiarity with the community needs.
  - Increased knowledge of target hazards within the County.
  - Heightened skill levels in a variety of technical areas.
  - Ability to perform as an Advanced Life Support provider.
  - Capability to serve as an instructor and field training officer.

# Public Safety Compensation Plan Proposal

- Provides a mechanism to move employees through their pay grade over the course of their careers.
- Is comparable to the compensation plans of “competing” localities.
- Allows for uniform placement within pay grades, based upon experience and performance.
- Eliminates the ongoing issues of pay compression and leapfrogging.
- Provides a mechanism to recruit high quality employees with prior training and experience, placing them within pay grades accordingly.
- Similar pay increment compensation philosophy as the military, recognizing levels of performance and length of service.
- Requires an initial investment to place employees appropriately within their pay grades, then annual increases would be similar to that of the cost of current COLA and merit increases.
- Would significantly aid in the ability to recruit and retain highly qualified employees in the Sheriff’s Office and FREM.