

Knoxville Police Department

Wage Analysis & Study

KPD Officers:

● James Robinson	25 years	● Joel Burkgren	9 years
● Chris Rowland	21 years	● Skyler Verros	7 years
● Aaron Fuller	17 years	● Amber Santoro	4 years
● Kyle Keller	15 years	● Brandon Hills	4 years
● Corey Derby	12 years	● Cody Nichol	3 years
● Kyle Eastwood	10 years	● Joe Wepler	3 years
● Eric How	10 years	● Matt Boston	2 years

*142 years of total service - average 10 years of service

KPD Officers:

- In 2022, two officers applied with other law enforcement agencies.
 - Both cited pay as their motivation.
- At least 3 officers are now considering leaving our PD for other law enforcement agencies.
- Competitive wages are officers' chief complaint.
- One officer currently plans to retire in mid-2023 and another in late 2025.

Analysis:

- A 5-year deal struck during 2018 union negotiations (in the context of legislation at the time made sense) negatively impacted police officer compensation in the long-term.
- Civil unrest in 2020 created a recruiting and retention crisis for law enforcement agencies nationwide.
- Des Moines metro and state law enforcement agencies pay better, provide more opportunities, have better equipment and facilities, and are skilled at recruiting officers from rural areas.
- Knoxville is surrounded by slightly larger law enforcement agencies that currently pay more and offer many of the same amenities that metro agencies do.

Analysis:

Hiring Process:

16-weeks (4-months)

● Advertising:	\$750
● Application process:	\$400
● Testing & Interviews:	\$1,800
● Background:	\$3,200 (\$1,600 x 2)
● Medical/Physical	\$500
● Equipment:	\$2,500

TOTAL: \$9,150

Training Process:

30-weeks (7 ½ months)

● Academy costs:	\$10,500
● Academy wages:	\$18,000
● Field training wages:	\$16,000
● Administration wages:	\$3,000

TOTAL: \$47,500

Base cost to replace: \$56,650 - 11.5 months

*These figures do not include time and productivity lost by the department as a whole or overtime costs incurred while the department is short staffed.

Analysis Summary:

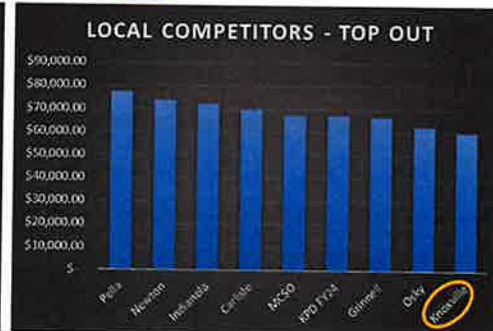
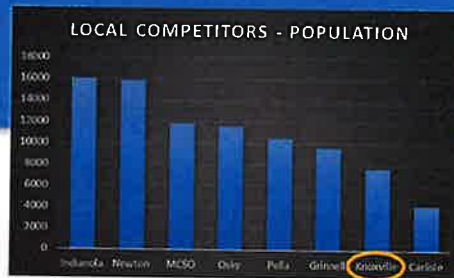
- Before a KPD police officer produces work on their own, an average of 11-½ months has passed and the City has spent well over \$56,650.
- Staying competitive with state comparables and local competitors is a recruiting and retention tool. This can create a quality pool of candidates to choose from when hiring. Many agencies have lowered their hiring standards, which has reduced quality and increased risk.
- Many issues are created when an employee leaves an organization. Oftentimes, organizational culture experiences a negative shift, burnout can occur, and the desire for others to leave may be greater.

Wage Study (FY23):

A wage study was conducted by me to determine appropriate wages for Knoxville Police Officers. Local competitors and state comparables were utilized to complete the study.

- **Local Competitors:** Marion County Sheriff's Office, Pella PD, Oskaloosa PD, Grinnell PD, Newton PD, Indianola PD, and Carlisle PD.
 - Population: 16,043 - 4,216 - Average of 10,915
- **State Comparables:** Perry PD, Decorah PD, Clear Lake PD, Creston PD, Washington PD, Charles City PD, Hiawatha PD, Nevada PD, Eldridge PD, and Atlantic PD.
 - Population: 7,862 - 6,728 - Average of 7,360
 - All state comparables listed here were used in our 2021 Wage Study done by the Austin Peters Group.

KPD : Local Competitors (FY23)

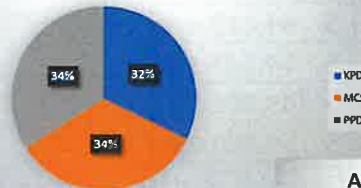


Knoxville PD Pella PD Marion County Sheriff's Office

POPULATION SERVED:

KPD: 7,472
MCSO: 15,169
PPD: 10,554

2022 CALLS FOR SERVICE KPD, PPD, MCSO



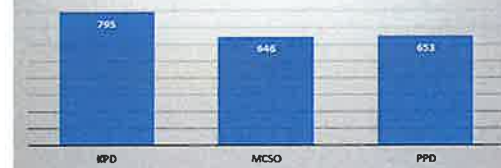
CALLS FOR SERVICE (22):

KPD: 11,132
MCSO: 11,627
PPD: 11,745

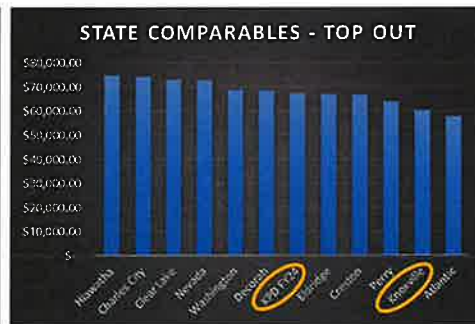
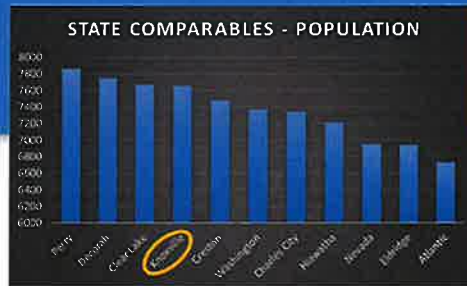
2022 CALLS FOR SERVICE PER RESIDENT KPD, MCSO, PPD



AVG NUMBER OF CALLS FOR SERVICE PER OFFICER KPD, MCSO, PPD



KPD : State Comparables (FY23)



Proposed Starting & Top Out Wages (FY24):

Local Competitors avg. starting	\$ 55,422.88
State Comparables avg. starting	\$ 54,183.69
TOTAL	\$ 109,606.57
Average of the two	\$ 54,803.29
Local Competitors avg. top	\$ 67,351.00
State Comparables avg. top	\$ 67,178.04
TOTAL	\$ 134,529.04
Average of the two	\$ 67,264.52

**Proposed KPD FY24
Starting Wages: \$55,490**

**Proposed KPD FY24
Top Out Wages: \$67,395**

*Figures in the table are FY23.

Proposed Wage Scale Change (FY24)

Current Wage Scale

Step 1: \$49,545

Step 2: \$51,958

Step 3: \$54,579

Step 4: \$57,283

Step 5: \$60,174

Proposed Wage Scale

Step 1: \$55,490

Step 2: \$58,192

Step 3: \$61,128

Step 4: \$64,156

Step 5: \$67,395

Strategy:

It is an exciting time to live and work in Knoxville. Homes are being built, businesses are expanding, and our population is increasing. City leadership has a forward-thinking mindset and works diligently to make Knoxville a more attractive place to live.

Quality law enforcement professionals are a vital resource for all communities. Recruiting and retaining talent in policing is increasingly more difficult given our current times. The best strategy is to retain our current police officers, paying them competitively while avoiding both the extraordinary costs of hiring/training and the increased risk that comes with inexperience.

-Chief Aaron Fuller

