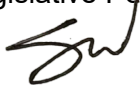




**OFFICE OF THE
CHIEF FINANCIAL OFFICER
OFFICE OF BUDGET**

Coleman A. Young Municipal Center
2 Woodward Avenue, Suite 1106
Detroit, Michigan 48226

Phone 313•224•6260
www.detroitmi.gov

To: Irvin Corley, Jr., Executive Policy Manager, Legislative Policy Division
From: Steven Watson, Deputy CFO / Budget Director 
Date: October 31, 2022
Re: Response to Questions on Police Labor Contracts and Budget Amendment

Please find below our responses in red to your questions sent on October 26, 2022, regarding the proposed Detroit Police Department labor contracts and associated budget amendment. The Police Department, Labor Relations Division, and Office of Budget prepared them together.

Questions on Budget Amendment Council Letter

1. The Budget Amendment request revenues in excess of the FY 2023 budget of \$22.6 M be appropriated in appropriation no. 29352 Major Taxes and Other Revenues. If approved by Council, budgeting income tax growth based on the September Revenue Estimating Conference would be the first occurrence, thereby being different from the norm. Obviously, the Office of Budget deems it important enough to budget income tax growth this early in FY 2023 to support Police Officer pay raises to be in line with pay grades of surrounding communities. Please explain in detail the source of the excess revenues, although it appears Income Tax revenue growth is the crux of the excess revenues. Please explain why the OCFO feels general fund revenue growth is sustainable through FY 2027

Every year, the City adopts a budget based on the revenue estimates approved by the Revenue Estimating Conference principals. The Conference principals later revise those revenue estimates twice before the fiscal year ends. The revenue estimates approved by the Conference principals at the most recent Conference set the limit on estimated revenues that can be appropriated. The principals of the September 2022 Revenue Estimating Conference approved increased recurring revenues estimates for the City of Detroit General Fund for FY23 through FY27 of \$36 million to \$41 million each year. Income taxes are the largest source of the increase. At the Conference, the principals stated the revenue estimates remained conservative. Please refer to the September 2022 Revenue Estimating Conference Report for additional details.

2. Please explain why the Office of Budget feels comfortable using projected increases in income tax revenue (as well as other general fund revenue) possibly over the next five fiscal years, FY 2023 through FY 2027, as a basis for supporting proposed Police related labor contracts, possibly other union contracts, and the pending pension obligation cliff in FY 2024, resulting in less “wobble room” for other additional costs.

As stated in the fiscal impact statement issued on October 21, the original wage pattern budgeted in the four-year financial plan, plus the revenue estimate increase discussed above, plus the conservative estimate of overtime savings from filling vacant DPD positions, plus the elimination of the special pay sub-classification fully pay for the incremental cost of the proposed five-year contract.

As stated in #1 above, every year, the City adopts a budget based on the revenue estimates approved by the Revenue Estimating Conference principals. The Conference principals later revise those revenue estimates twice before the fiscal year ends. The revenue estimates approved by the Conference principals at the most recent Conference set the limit on estimated revenues that can be appropriated.

Regarding the City's legacy pension obligations, the \$135.4 million amount excluded the \$18.7 million in Grand Bargain contributions, while the \$160.7 million amount includes them. So the comparable figures for the projected increase is from \$135 million to \$142 million. As you are aware, the City has amassed over \$460 million in the Retiree Protection Trust Fund to gradually phase in the budget impact of legacy pension contributions resuming in FY24.

3. Estimated growth from Income Taxes collections were identified during the September 2022 Revenue Estimating Conference from Withholdings (3.9% growth rate); reductions in remote work refunds, and the new State of MI Tax Compliance/Offset refund program. Please explain why the supplemental appropriation was not limited to the Income Tax Withholding increase which is a more stable source than the other two sources noted.

The principals of the September 2022 Revenue Estimating Conference approved all of the revised revenue estimates. The revenue estimates approved by the Conference principals set the limit on estimated revenues that can be appropriated. But regarding those components you cited, the reduction in remote work refunds reflects reductions already experienced in actual FY22 collections. Similar to withholding, the Treasury Offset Program represents another tool to collect recurring income taxes derived from economic activity in Detroit and owed to the City. In addition, the estimated increases in State Revenue Sharing and Property Taxes are based on actions that have already occurred: (1) the enacted FY23 State Budget and (2) the billed 2022 taxable values this past summer.

4. Projected income tax revenue from withholdings represents about 92% of total projected income tax revenue for FY 2023-2027. Based on the September 2022 revenue estimating conference, projected income tax revenue from withholdings increases by 5.5% in FY 2023, by 3.9% in FY 2024, by 3.2% in FY 2025, by 2.5% in FY 2026, and by 1.9% in FY 2027. The projected increases in the projected income tax revenue from withholdings is based primarily on an increased level of jobs from recent major economic development projects, such as the GM and Stellantis automotive plant expansion projects. Does the Administration have confidence that projected income tax revenue from withholdings could grow even more than what's projected during FY 2023-2027?

Withholding net of refunds is only about 70% of total projected income tax revenue. The increase in projected income taxes is based on employment and wage growth the City is experiencing broadly with a portion of it driven by a few of the large economic development projects that are already substantially underway or completed. The City has already announced several new economic development projects not included in the forecast. If the City secures additional major economic development projects in the future, they will provide even more revenue upside not included in the forecast.

5. Projected income tax revenue increases by \$35 M in FY 2023 and roughly by \$30 M in FY 2024-2027 primarily due to the advent of prior year income tax receipts as recurring component of income tax revenue, which is supported by the State's "Treasury Offset Program" (see footnote 2). It appears that the State's website does not include a reference to the ability of using federal tax refunds to also offset delinquent City income tax obligations. Please obtain from the State Treasury's office a written explanation as to why the State's offset program is also applicable to collect delinquent City income tax obligations.

This is a benefit of the State administering the City's income tax and is included in our agreement with the Michigan Department of Treasury. It is authorized under Section 9 of the City Income Tax Act (MCL 141.509) and Sections 13 and 30a of the Revenue Division of Department of Treasury act (MCL 205.13 and 205.30a). The provisions in Section 30a, specifically regarding offsets as a collection tool for city income taxes administered by the Michigan Department of Treasury, were enacted by legislation in 2018 sponsored by then Rep. Wendell Byrd.

6. During the September 2022 revenue estimating conference, LPD fiscal made the following observation regarding prior year income tax receipts: "New tax compliance/offset program in its first full year of operations resulted in \$36 million in revenues for Detroit's General Fund in FY 2022. OCFO estimates this on-going program will contribute 90% of FY 2022 revenues, or \$32.4 million in each year of the forecast period. The program covered 6 tax years from 2015 to 2020. For Detroit's fiscal year 2023, the program will include delinquent taxes for year 2021. It remains to be seen if this program will result in \$32 million in revenues each year, since there is not enough data available yet to ascertain a trend." What is the Administration's response to this observation?

While revenues collected via offsets in FY22 went back six tax years, the lion's share came from the most recent two tax years. As of 6/30/22, there was still approximately \$77 million outstanding going back over four tax years, and each year, we expect about \$45 million in new inventory to be added, all subject to collection via annual offsets. There is more than enough ongoing inventory to support the conservative estimate of \$32 million per year. In some cases, taxpayers may also begin making estimated payments or withholding arrangements such that these taxes are collected while current instead of through offsets.

7. During the September 2022 revenue estimating conference, LPD fiscal made the following observation regarding non-resident remote work: "Income tax revenue increases when non-resident remote work refunds are lower. Non-resident remote work refunds decreased 35% from \$54.5 million in FY 2021 to \$35.4 million in FY 2022. This suggests that more workers are returning to work in the City. The FY 2023 through FY 2027 forecast is based off the lower FY 2022 number. Non-resident remote work refunds will require further monitoring since the large decline in Municipal Parking Fines and Fees anticipated in FY 2023 and throughout the forecast suggests that workers may be not returning to work in City at a level as perceived in the non-resident remote work refunds projection." What is the Administration's response to the observation?

The previous municipal parking revenue estimates assumed a full return to pre-pandemic levels, whereas the remote work assumptions have never reflected that. Now, parking revenues assume a continued pandemic impact like remote work. Both are now closely

aligned to the actual experience from FY22. That said, commuters are generally not the ones paying for street parking, so the two do not necessarily follow the same pattern. In FY23, many large employers have begun announcing stricter return-to-office hybrid work models that have been long delayed. Thus, the remote work trends looking ahead may prove more favorable than our conservative forecast.

8. This Proposed DPOA/DPLSA contract utilizes primarily all the projected Income Tax growth for the forecast years, however, the Income Tax growth offsets projected shortfalls and modest growth in other General Fund revenues. Are we deviating from our conservative approach to city finances with this proposed contract?

No. The Conference principals stated the revenue estimates were conservative. There are also substantial increases in both State Revenue Sharing and Property Tax. Beyond, that there are significant potential upsides not included in the forecast, including new economic development projects, workforce development initiatives, taxable value growth in excess of inflation, and future growth in State Revenue Sharing.

9. Please explain why the budget amendment total of \$22.6 M is not in agreement with the FY 2023 amount \$22.1 M identified as "Sept 2022 Revenue Conference Increase" on page 4 of 6 of the Fiscal Impact Statement. Should this explanation for the \$.5 million be included in the budget amendment letter?

The \$0.5 million difference is based on the anticipated need for the pending DPCOA labor contract. The terms of that contract are still being negotiated, but the \$0.5 million is the anticipated supplemental need for DPCOA at this time.

10. The Mayor's September 30, 2022 press release on the announcement of "the landmark agreement with police unions to make base pay competitive with area departments" indicated that the "Detroit Police Department has 300 police officer vacancies today." Does the Office of Budget anticipate the vacancies will be needed to cover any excess overtime costs in FY 2023?

Vacancy savings to date are supporting additional overtime costs incurred to date. Going forward, we expect as DPD fills its vacancies, overtime levels will reduce.

11. The Mayor's September 30, 2022 press release indicated that "Proposed starting pay, *upon successful completion of the training academy*, would immediately increase to \$53,000; max pay to rise to \$73,000 with annual increases" (emphasis added). The proposed budget amendment does not speak to the need of additional funds to complete the training academy. How much will it cost to complete the training academy, and what is the funding source for this project?

Academy training costs are already part of the budget. The training academy is a normal part of the hiring process. We have placed a provision in the contract that gives the city the right to recoup the cost of training a cadet who does not maintain employment with the city. This is being used as a deterrent for those who utilize DPD as a training center for other police agencies

Questions on Fiscal Impact Statement supporting proposed Budget Amendment Council Letter (note: page references refer to the Fiscal Impact Statement document)

12. For 5.1 (pages 1 and 2 of 6): The annualized incremental cost is \$40 million in the first year growing to \$87 million in the fifth year. What is the breakdown by fund (general fund and any special revenue funds) for Uniform Police incremental salary increases during this five-year period?

The cost assumes a 100% General Fund impact, as 99% of DPOA and DPLSA budgeted positions are assigned to the General Fund.

13. Under 5.2 Background (page 2 of 6): Please provide a chart of Police Officer base wage history with the dates, amounts, percentage increases and purpose of contract changes for the period representing pre-bankruptcy to the latest the latest Police Officer labor contracts starting July 1, 2021.

Pre-bankruptcy the City's police unions, like all other city employees, took a 10% wage cut in August of 2012, in addition to other economic benefits that were reduced or removed through the bankruptcy process.

The rate of pay prior to the contract negotiations that were settled in 2014 for a Police officer was \$29,352 - \$47,914. Area police officer wages comparatively at that time:

Agency	Start	Max
Detroit	\$29,352	\$47,914
Southfield	\$43,100	\$62,200
Sterling Heights	\$43,800	\$75,500
Warren	\$45,800	\$64,900
Farmington Hills	\$49,600	\$71,400

The conclusion of the 2014 Concessionary post-bankruptcy negotiations resulted in the police officers receiving an 8% base wage increase, followed by a 2.5% increase annually. This was a concessionary agreement due to the Police Officers union concessions on the following:

- The creation and use of Police Assistants as part-time employee to augment the work
- Reduction in Holidays (4, Memorial Day, Independence Day, Labor Day & Veteran's Day)
- Elimination of Holiday premium pay
- Elimination of 40-hour sick bank
- Sick pay-out reduced to 85%
- Pay-out of all accumulated comp time upon promotion
- Elimination of previously agreed to lump sum payouts

The new rate that was effectuated under the 2014 CBA was \$31,700 to \$51,700.

Agency	Start	Max
Detroit	\$31,700	\$51,700
Southfield	\$43,100	\$62,200
Sterling Heights	\$43,800	\$75,500
Warren	\$45,800	\$64,900
Farmington Hills	\$49,600	\$71,400

In 2015, the administration proposed to the police unions to reopen the contract to evaluate salaries again to assist with continued declining in attraction and retention of staff. The main components in this contract were to extend the current CBA that was to expire in 2018 by two years. For the extension, now to expire June 30, 2020, the Police officers received a 4% wage increase. For Officers with a minimum of two (2) years of college and 2% wage differential was individually awarded and remains today. Tuition reimbursement of \$2,000 annually was also agreed to. The new start rate of police officers was modified to \$36,000, with 2.5% general increase effective July 2016, 2017, 2018 and 3% in July of 2019.

Year	2016	2017	2018	2019
Min	\$36,900	\$37,823	\$38,769	\$39,932
Max	\$55,145	\$56,524	\$57,937	\$59,675

In 2018, the administration proposed to the police unions to reopen the contract once again to continue to close the competitive gap in wages to help stabilize the department staffing. The proposal that was accepted was to extend the current CBA that was to expire in June of 2020, by two years setting a new expiration date to June 30, 2022. The components agreed upon in this extension were as follows:

- An additional wage increases of 2.0% upon ratification and 2.5% in 2020 & 2021
- The remaining wage structure for a police officer is as follows:

Year	2018	2019	2020	2021
Min	\$39,545	\$40,731	\$41,751	\$42,795
Max	\$59,118	\$60,892	\$62,415	\$63,975

- Established a Patrol incentive of 2.5% for officers that work Patrol
- Established a Corporal Ranking for officers who achieved 15 years or more of seniority. The rank differential is 2.5%
- Established Catastrophic Coverage for officers who are injured in the line of duty who were not capable of performing at least sedentary work within 50 miles of their residence with a list of approved injuries
- Extension of the DROP plan to 10 years
- Restoration of Holidays to be equivalent to all City of Detroit employees

14. Under 5.2.1 DPOA (pages 2 and 3 of 6): all police officers will receive an immediate increase in pay according to their years of service with additional pay incentives for education attainment (2%), how many officers are in each level. How many corporals and neighborhood officers are eligible for a pay increase?

Police Officers receiving the education incentive: 493
Police Corporals: 121
Neighborhood Police Officer: 15

15. Why do Police Assistants receive a 4% rate adjustment and not the 2.5% or 3.5% similar to the corporals and neighborhood officers? Are Police Assistants considered civilian employees? Is this a rate adjustment or the across-the-board increase?

Police Assistants are not receiving a 4% differential adjustment. Per the proposed contract, they are receiving a 4% increase versus their current pay rate. Police Assistants are Part-Time licensed sworn officers who are bargaining unit members and receive the general increase as all bargaining unit members. Different from Police Assistants, Corporals, Neighborhood Police officers, and the like receive a differential above the max base pay of a police officer.

16. Why bring back longevity when it was eliminated in the Plan of Adjustment, and we are bringing all uniform employees up to market rate salaries?

This is an item that was subject to the entire bargaining, not solely given by the department. Both parties had proposals and demands around this subject and positions on the topic.

17. What was the purpose of the special pay adjustment for senior patrol assignments and how do officers remain whole under the new contract terms?

The Special Pay was a term of art for officers that were assigned to Patrol. Titles have been cleaned up and better defined in the new HR/Payroll system. Additional special Patrol incentive was eliminated in the ratified contract.

18. How were the training and Academy instructors pay increases determined?

This was an item that was subject to the entire bargaining. Under the prior agreement there was an "Engaged In Training" incentive that was awarded to all POs who trained. The parties agreed in the ratified agreement to provide better structure and full-time assignment of training to Field Training Officers. Those at the academy who trained full time but not in the field kept the 2.5% former engaged in training premium.

19. Why is it necessary to increase shift premiums when the contract includes pay increases for all ranks?

This is an item that was subject to the entire bargaining. Both parties had proposals and demands around this subject and positions on the topic.

20. Is there any data on the number of officers that may transfer back/or transfer to DPD under the lateral transfer program? How do we determine comparable experience of officers from other/smaller municipalities unless they received training and/or have past experience with DPD?

There is no current data on the number of officers that may transfer back/or transfer to DPD under the lateral transfer program. We (DPD) currently have thirteen (13) letters from previous DPD officers requesting to come back to the department. All of the letters of intent are currently at Police Recruiting for background investigation.

As it relates to how we determine comparable experience of officers from other/smaller municipalities, any officer wishing to transfer/hire with DPD will have already gone through the same MCOLES (Michigan Commission on Law Enforcement Standards) training with the state of Michigan. All new hires from other municipalities will still be required to complete the DPD field training process

21. Why a 4% across-the-board salary increase in fiscal years 2024 through 2027 when inflation is projected to decline to around the 2% during this period and the wage growth estimates are between 2% and 3%?

This is an item that was subject to the entire bargaining. Both parties had proposals and demands around this subject and positions on the topic. The overall objective was to ensure that our salary range was competitive with the current market

22. Under 5.2.2 DPLSA (page 3 of 6): Why a 2.5% on the Master Sergeant rank?

This is an item that was subject to the entire bargaining. Both parties had proposals and demands around this subject and positions on the topic. This is also carry-over language and not a new negotiated provision

23. Why are the longevity levels different for DPOA and DPLSA, DPOA is 20 years and over receive 4% and DPLSA is 21 years and over receive 4% bonus?

This was a typo and was corrected in the final version.

24. Incremental Cost Summary (page 4 of 6): The budgeted wage pattern included in the Cost Summary is based on 3% annual wage increase already contained in the 4-year Plan. However, for FY 2023, budgeted wage pattern is 4% of current annual base wages, FY 2024, 9.5% of current annual base wages, FY 2025 13.8% of current annual base wages, FY 2026, 18.3% of current annual base wages, and FY 2027, 22.8% of current annual base wages. Therefore, the annual increase is 4 to 5.5 %. Please explain why the budget wage pattern is not 3% annually. Did Budget apply the same rate to all uniform staff?

The budgeted wage pattern is 3%, but that applies to more than just the current annual base wages. We also budgeted the corresponding impact on overtime and fringe benefits. That is why the offset amount is larger than just 3% of current wages.

25. Incremental Cost Summary (page 4 of 6): Please explain the assumption behind the incremental overtime increases. How will DPD ensure that they receive the overtime savings projected to offset salary increases?

Incremental overtime is based off the revised overtime costs under the new salaries. As salaries increase, overtime costs will also increase. The incremental OT assumes 20% of

salaries, consistent with recent patterns. We calculate the increased overtime cost based on the wage rate increases before addressing overtime savings as an offset. DPD will incur less overtime as staffing levels increase. The increased salaries will allow DPD to better retain and recruit uniform officers. Our estimate of future overtime savings is conservative as we do not rely on a significant amount until FY26.

26. Incremental Cost Summary (page 4 of 6): Please explain how the offset of \$9,959,705 was calculated assuming a 10/01/22 start.

The incremental costs are all presented on an annualized basis. The FY23 annualized incremental cost is \$39,838,821. This one-time savings offset is due to the delayed start of the contracts occurring about one-quarter into the fiscal year. It is calculated as simply one-fourth of the annualized incremental cost.

27. DPOA spreadsheet on page 5 of 6 and DPLSA spreadsheet on page 6 of 6: Should there be projected increase in the number of budgeted positions in FY 2024 through FY 2027 since the increase in police pay, if approved by City Council, should attract more officers?

No, these are all the budgeted positions, including vacancies. Budgeted positions are not expected to increase. The proposed contract will attract more officers and help the department to fully staff their current level of budgeted positions.

Questions on DPOA/DPLSA Proposed Contracts

28. Please provide to City Council the research and analysis that was utilized to determine the rate differential between DPD uniform employees and other municipalities. Was a market rate study performed, if so when and by whom? Does the study include demographic and other statistics on the comparable municipalities? Did the Administration look at police salaries in comparative communities with similar number of police officers and population? Did the Administration also review the police salaries and overtime pay with surrounding communities? If so, how did the City of Detroit rank with this comparison? Please provide a chart of the comparable communities showing starting salaries, etc.

The departments research is attached to this response. Due to Antitrust regulations on compensation and salary analysis the specific employer names are redacted. The market that was surveyed were Southeast Michigan agencies

29. Is there empirical research available that links police pay, police recruitment/retention to safer neighborhoods?

Attached to this report is a study that was conducted by CAN, an independent nonprofit research and analysis organization. The study was focused on an observation in Columbia SC police department regarding safer neighborhoods through precision policing initiatives.

30. How does work conditions such as overtime, external oversight (federal or state), low morale (non-pay related) contribute to police recruitment and retention?

Burn-out, fatigue and post-traumatic stress disorder are issues that police departments face with their staff. The main contribution to these can be excessive work, and repetitive traumatic situations without proper rest periods within. These often lead to low morale, disengaged

employees, substance abuse and home life issues. The main factors of retention are, pay, benefits, environment (physical), co-workers and leadership. When any of these factors are broken the risk of poor recruitment and retention is elevated. Statistically the department has found that the main cause of retention is pay and benefits. Because pay and benefits are not competitive, the staffing levels are low, which drives an exuberant amount of overtime, subsequently creating an environment not conducive to proper policing.

31. Was there any community outreach performed on the proposed pay increases?

The collective bargaining process prohibits the outreach to the public.

32. What is the procedure and/or mechanism in place or proposed to recapture training costs from police officers who leave the city before a specified time? Why in the Summary of Benefits states that Cadets/Trainees “may” be required to repay the City if they chose to leave?

Upon acceptance into the academy each candidate that opts for the City to cover the tuition costs must agree to repay if the officer leaves for another law enforcement agency in the initial years after graduation. Those costs must be paid, fully if the departure is in the first year after the academy and proportionally less in subsequent years, by either the employee or the hiring law enforcement agency. The use of “may” in the Summary of Benefits refers to certain circumstances in which the City would not seek recoupment of costs, such as for those who take subsequent employment outside of the law enforcement profession.

33. Please define “shortly after”, as it relates to officers who leave the department after graduation. What happens to those recruits who attend the academy but do not complete the training; are they responsible for repaying the city for the scholarship?

Please see the answer above

34. Was there any discussion on providing an incentive for police officers who obtain life- saving medical training (like firefighters) as a first responder?

This was not a bargaining objective from either party, therefore was not discussed

35. Do DFFA still have parity (“me too”) with DPOA in their contract language?

No

36. When will the DPD Command Officers’ contract proposal be submitted to City Council?

The DPD Command Officers contract will be submitted to council at the conclusion of bargaining with a ratified agreement. It currently is still in process.

Attachments

Cc: Honorable Detroit City Council
David Whitaker, Director, LPD
James E. White, Chief of Police
Hakim Berry, Chief Operating Officer

Jay B. Rising, Chief Financial Officer
John Naglick, Jr. Chief Deputy CFO
Tanya Stoudemire, Chief Deputy CFO
Gail Fulton, City Council Liaison

DEPARTMENT	STARTING	TOP	top pay	LATERAL?	Holidays	Longevity	Tuition	pension
PD1	\$57,882	\$85,946.00	5 Years	YES	14	Yes	No	2.5% x 25
PD2	\$56,018	\$76,227.00	4 Years				Yes	
PD3	\$50,000	\$75,920.00	5 Years	YES	13	Yes	Yes	2.25% x 25
PD4	\$51,368	\$79,949.00	5 Years		14	Yes	Yes	2.8% x 25
PD5	\$54,476	\$76,991.00	4 Years		13	Yes		2.5 x 25 2% escalator
PD6	\$42,779	\$63,342.00		YES			Yes	
PD7	\$61,152	\$79,643.00		YES			Yes	
PD8	\$50,869	\$70,519.00	5 Years	YES			Yes	2.5% x 25
PD9	\$55,706	\$89,484.00						
PD10	\$53,453	\$72,040.00	5 Years	YES	12	Yes	\$3,000 yr	Defined Con. City 13% to employee 5.34%

PD9	PO	\$89,484.00
	Sgt	\$107,328.00
	Lt.	

PD11	PO	\$67,492.00
	Sgt	
	Lt	

PD12	PO	\$90,627.00
	Sgt	\$99,220.00
	Lt	\$106,889.00

PD13	PO	\$83,352.00
	Sgt	\$99,187.00
	Lt	\$108,263.00
	Capt	\$120,656.00

PD2	PO	\$76,227.00
	Sgt	
	Lt	
	Capt	

PD14	PO	\$82,766.00
	Sgt	\$91,042.00
	Lt	\$105,940.00
	DC	\$113,759.00

PD15	PO	\$88,922.00
	Sgt	\$106,706.00
	Lt	\$117,377.00
	Capt	\$126,180.00

PD1	Corporal	\$94,543.00
	PO	\$85,946.00
	Sgt.	\$95,978.00
	Lt.	\$105,581.00
	Capt.	\$116,139.00

PD3	PO	\$75,920.00
	Sgt;	\$79,975.88
	Lt.	\$87,819.39

PD8	PO	\$70,519.00
	Sgt.	\$82,507.00
	Lt.	\$89,108.64
	Capt	\$93,564.07

PD4	PO	\$79,949.00
	Sgt.	\$95,938.00
	Lt.	\$105,532.00
	Capt	\$116,085.00

PD10	PO	\$72,040.00
	Sgt.	\$85,490.24
	Lt.	\$93,220.17

PD5	PO	\$76,991.00
	Capt	\$116,100.00
	Cmdr	\$123,351.00
	DC	\$129,512.00
	Sgt	\$93,159.00
	Lt.	\$103,407.00

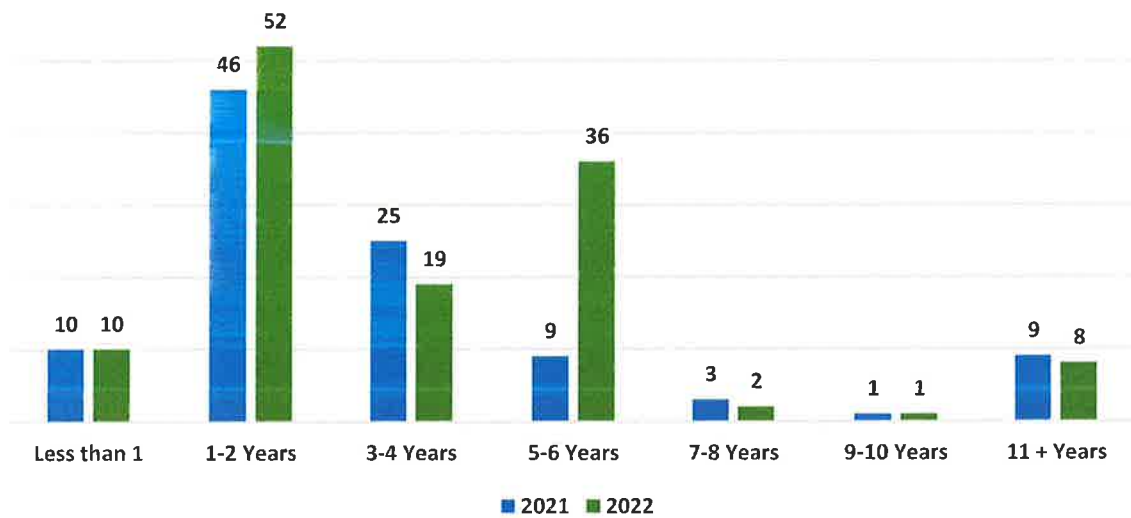
Port Huron	Lt	\$86,679.00
	Sgt	\$78,089.00
	P.O.	\$68,499.00
	Det.	\$72,072.00

Retiree Health	Remarks								
Yes	No premium on health care - Corporal \$94,543								
Yes	Residency Bonus								
Yes	Sgt - \$95,938 Lt- \$105,532 Capt - \$116,085								
HCSP City pays 2100 employee pays 1152 monthly	Longevity 10 years \$1,750 to 25 years \$4,200 four steps								
Yes	FULLY PAID EDUCATION TO MASTERS - Senior PO - \$79,643								
Retiree health savings plan City contrib 2%, emp 1%	\$3000 signing bonus								

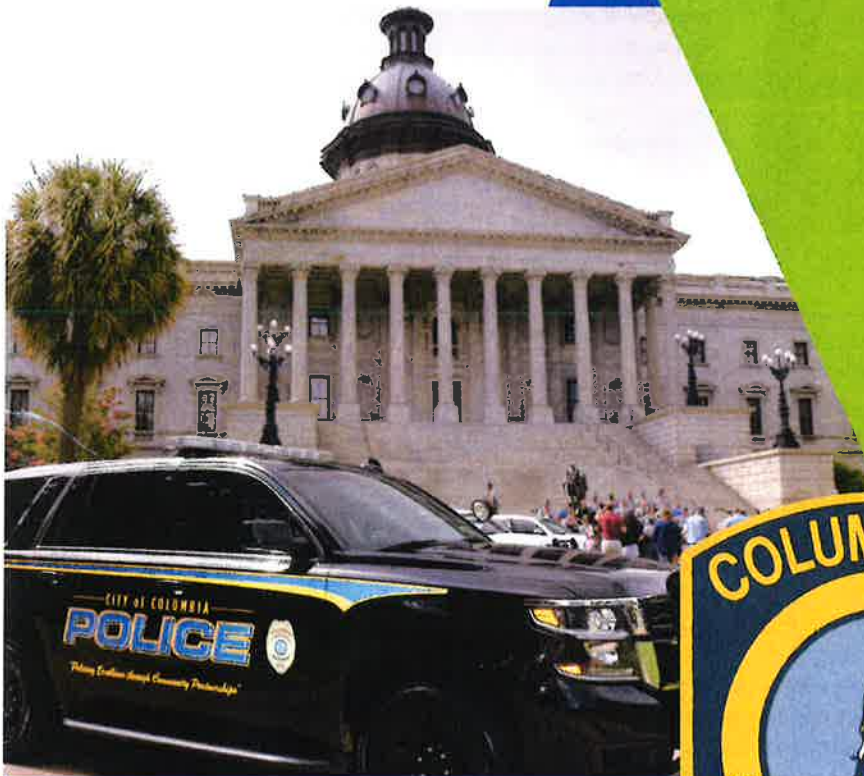
SEPARATIONS TO OTHER DEPARTMENTS AS OF 09/27/22

Years Service	2021	2022	Total
Less than 1	10	10	20
1-2 Years	46	52	98
3-4 Years	25	19	44
5-6 Years	9	36	45
7-8 Years	3	2	5
9-10 Years	1	1	2
11 + Years	9	8	17
Total	103	128	231

2021 to Present Separations to Other Departments by Seniority



Safer Neighborhoods through Precision Policing Initiative: Columbia, South Carolina, Police Department



*Jane Castor, Strategic Site Coordinator, CNA
Charles Stephenson, Senior Advisor, Operations Analyst, CNA
W.H. "Skip" Holbrook, Chief of Police, Columbia Police Department*



INTRODUCTION

The Columbia, South Carolina, Police Department (CPD) is 1 of 15 departments selected to participate in the Safer Neighborhoods through Precision Policing Initiative (SNPPI). SNPPI provides **policy review, assessments, training, and technical assistance** to a cohort of law enforcement agencies across the nation. The four goals of the initiative are to identify promising strategies that **reduce crime, protect officer's safety and wellness, establish productive interagency partnerships** with law enforcement and community stakeholders, and **implement innovative and effective technologies** to help police departments safeguard neighborhoods. ■

METHODOLOGY

Each of the 15 selected departments is assigned a CNA Strategic Site Coordinator (SSC) and an operations analyst to assist with planning, implementation, coordination, and delivery of technical assistance. CNA worked with the CPD to develop a customized strategy to capitalize on the great work already in progress across the four policing principles. To do this, CNA looked at the CPD's policies and practices related to: crime reduction efforts, policy effectiveness, technological capabilities, training structures and offerings, and officer safety and wellness philosophies. The CNA team then helped identify the training and technical assistance (TTA) opportunities and additional tools and resources to enhance areas related to the principles of precision policing. The team documented these best practices, which will be made available to police departments nationwide as they seek to implement proven practices that promote public safety. ■

BACKGROUND

Chief William H. Holbrook assumed his position in 2014, during a period of low morale, when the department was struggling to recruit and retain officers. Chief Holbrook readily addressed these challenges, and, as he approaches the four-year anniversary of his appointment, he continues to transform agency culture and strengthen external relations. Under Chief Holbrook's leadership, the CPD has received its Advanced National Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA®) indicating that its policies and procedures meet national standards in policing. ■

Columbia Police Department Profile

Leadership: Chief W.H. "Skip" Holbrook
(since 2014)

Population: Approx. 134,309 residents

Area: 134.9 sq. miles

Sworn Officers: 425

Total Crime (2016): 8,490 offenses
- **Violent Crime:** 1,116 offenses
- **Property Crime:** 7,374 offenses

Website: <https://columbiapd.net/>



Beth Drake, interim U.S. Attorney for the District of SC, presents information to individuals responsible for gun violence in Columbia during the 2016 Ceasefire Columbia event. All stakeholders in attendance emphasized the importance of the individuals not reoffending, and the consequences if they chose to commit new crimes.

IDENTIFYING STRATEGIES FOR CRIME REDUCTION

Operation Real Time

As part of its focused deterrence strategy, CPD launched the Ceasefire Columbia Initiative in partnership with the U.S. Attorney's Office for the District of South Carolina. The goal of the initiative is to reduce gun violence in particular neighborhoods.

The program has expanded into Operation Real Time, which is a federal case priority adoption program that immediately removes a violent offender from the community at the point of arrest in real time. CPD has a pre-screened priority offender list for all of the officers to reference it in the field.

Guardian Policing

CPD is committed to partnering with its communities to reduce crime and to ensure public safety. To do this, the department regularly assesses its operations and deployment strategies to address areas with the greatest need for law enforcement presence. Following the shooting of a University of South Carolina student, the department adopted a new approach to policing in its Five Points Entertainment District. The CPD worked with the CNA team to analyze the incident and develop a comprehensive approach to strengthening community relations. As a result of this analysis, CPD officers in the Five Points Entertainment District now employ a guardian policing philosophy where officers are focused on fostering open, fair, and unbiased interactions with residents. This approach allows the officers to better manage the large influx of university students that frequent the area, by proactively maintaining public order and safety.

Smart Phone Initiative Expansion

Community Response Teams have been the spearhead of utilizing smartphone technology to improve the capabilities of CPD to address crime concerns. This initiative is now entering a new phase by expanding to all patrol officers.

This will greatly enhance an officer's ability to obtain and process actionable information. The end result will be that officers will be better equipped to serve the citizens of Columbia by utilizing this technology driven initiative to provide exceptional customer service.

The CPD issues smart phones to every officer to help solve and prevent crimes with real time information through connections with community partners. 📱

PROTECTING OFFICER SAFETY AND WELLNESS

Fit for Duty

The City of Columbia and the CPD have recently taken steps to reduce the rate of heart disease among their employees. Reflecting nationwide trends, heart disease is the number one cause of death in South Carolina, causing nearly 10,000 deaths annually.¹ To improve the cardiovascular health of its officers, the CPD developed and implemented a comprehensive wellness and fitness program called Fit for Duty. The program incorporates fitness and wellness training, as well as nutritional counseling.

¹ South Carolina Department of Health and Environmental Control (2016). "State of the Heart: Heart Disease in South Carolina." Retrieved from <https://www.scdhec.gov/library/ML-002149.pdf>



Columbia Police Department's Citizen Advisory Council (L-R) Rev. W. Andrew Waldo, Don Polite, Jr., Kimberly Castell, Jason Reynolds, Captain George Drafts, Rev. Bill Dieckmann, Robert Wynn, Jr. (not pictured) Edward Grimsley, John Martin, Seth Stoughton and Shannon Staley

Personal Trainer Bertram Bailey has been employed by the City of Columbia since 2005 and was assigned to CPD full time in 2015 as its fitness coordinator. Mr. Bailey developed Fit for Duty with the goal of reducing an officer's risk of cardiovascular disease by targeting risk factors such as stress, high blood pressure, and obesity. Officers who join the program receive an initial physical assessment, which is used to develop a customized exercise and nutritional wellness plan. As part of the program, officers also have access to a personal trainer, group fitness classes, and independent workouts at a number of gyms and recreation centers in the local area.

Tactical First Aid Kits & Narcan Program

In 2015, new legislation was passed in South Carolina, regarding opioid prevention. As a result, all CPD officers have been trained and equipped with opioid reversal medication, which can be administered to persons experiencing an opioid overdose, themselves or K9s.

Through a partnership with the Department of Health and Environmental Control (DHEC), every officer is equipped with the lifesaving opioid antidote, Narcan.

ESTABLISHING PRODUCTIVE PARTNERSHIPS

Members of the CPD understand the importance of positive, non-enforcement community engagement to strengthen public trust. The CPD formed Community Response Teams, which are composed of officers who work collaboratively with community stakeholders and other city agencies to address neighborhood-specific public safety and quality-of-life issues. In addition, the CPD has implemented a number of outreach initiatives to strengthen partnerships and to consistently build public trust.

Citizen Advisory Council

The most significant step CPD took to strengthen agency-wide transparency and accountability was the establishment of a

Citizen Advisory Council (CAC) in 2015. The ten-member group comprises a cross-section of individuals who reflect the diversity of the city. The group met with the chief six times in 2017 to review a range of topics, including disciplinary actions, revisions to policies and procedures, and body-worn camera and dash cam recordings of potentially high-profile incidents. Members of the group also raise issues that are important to the constituents they represent, including incidents of officer misconduct, investigation of community complaints, and community observations of certain police actions. Finally, Chief Holbrook provides members with updates on significant incidents, pending police initiatives, and noteworthy issues within the CPD.

Members of the CAC attend disciplinary Command Review Boards (CRB) on a rolling basis. CRBs take place when administrative investigations result in a recommendation of officer discipline at a level of written reprimand or higher. In 2017, CAC members attended 13 CRBs, which provided them and their communities with an understanding of the high level of accountability to which the officers are held at CPD.

In reference to the impact of the Citizen's Advisory Council, Chief Holbrook said, "The CAC has provided further validation to our police operations and procedures. Their participation in discipline Command Review Boards has been tremendously helpful in our efforts towards implementing procedural justice. I am also very proud of how our rank and file has accepted the CAC and their participation in our processes, thus furthering trust and legitimacy internally and externally."

Beyond the Badge

Beyond the Badge connects newly sworn officers to the community they help to protect. Following graduation from the South Carolina Justice Academy, new officers complete a one-week-long program that focuses on community policing, service, and outreach. Eighty-four officers have completed the program and developed a more comprehensive understanding of the various outreach and social services available to city residents.

Recent site visits for Beyond the Badge have included:

- Harvest of Hope Food Bank
- Imagine Columbia Leadership Academy & Midlands Reading Consortium
- Washington Street United Methodist Church Soup Kitchen
- Transitions Homeless Shelter
- Palmetto Children's Hospital
- Brookdale Assisted Living & Epworth Children's Home
- CPD Retiree meet and greet luncheon

During the CNA team's site visits, officers indicated that the Beyond the Badge program allows them to build strong partnerships with the community. Officers have the opportunity to interact with the community they serve in a nonenforcement capacity.

Front Porch Roll Calls

Through the Front Porch Roll Call program, implemented in 2017, police squads host pre-shift roll calls at a home in the neighborhoods where the squads patrol. Anyone in the community can request that a shift roll call be held at their residence or business. These interactions have been invaluable for fostering understanding and collaboration between the community and the officers who serve them.

Community Command Staff Meetings

Chief Holbrook instituted Community Command Staff Meetings, holding staff meetings in various neighborhoods throughout the city, allowing the public to hear about crime trends, police initiatives, and other issues. In turn, CPD staff members hear the concerns of their residents.

Citizen Satisfaction Survey

CPD officers are required to provide business cards with their name and associated incident number, along with a phone number that community members can text to complete a citizen satisfaction survey. Officers hand out these cards to the public during all types of interactions, ranging from criminal investigations and arrests to community meetings to casual encounters.

Since March 2016, officers have distributed more than 64,500 Citizen Survey cards in English and more than 2,000 in Spanish. Using a 5-point Likert scale with 1 indicating dissatisfaction and 5 indicating a high degree of satisfaction, the survey allows citizens to rate their interactions with officers related to the following:

- officer's willingness and ability to answer questions
- officer's fairness in problem-solving
- officer's professional appearance
- overall satisfaction with the treatment experienced
- overall satisfaction with the CPD

Of the 4,164 responses received to date, the average response is 4.51, indicating that citizens perceive their interactions with CPD officers as positive.



Young Ambassadors for Justice and Youth Outreach

The Young Ambassadors for Justice Roundtable is an annual series of forums offered to high school students in Columbia. The department invites 10-15 high school students to participate in bimonthly meetings designed to promote mutual respect between law enforcement officers and high school students through engaging dialogue and discussion. Each series of meetings allows the students to directly discuss topics that are relevant to them with members of the police department. Most discussions aim to identify issues that either strengthen or damage the students' perceptions of law enforcement. Officers openly share experiences from their own youth and the results of the choices they made. The underlying goal of these stories is to reduce risky behavior and to promote positive youth development.

“ The program taught me how to be a better person and a leader.

—Young Ambassador Participant

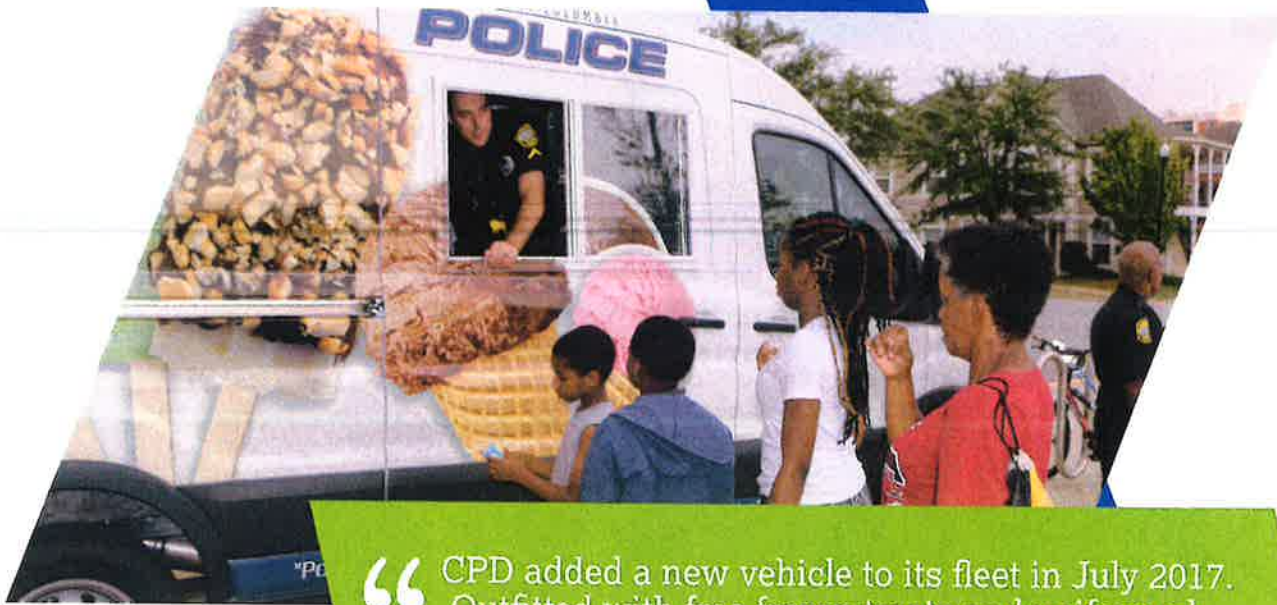
“ This experience really grew my love for the CPD for allowing me this opportunity. To be able to interact with our communities on a personal and non-enforcement way is truly embracing our 'Policing Excellence through Community Partnerships' slogan. I look forward to continuing to enhance these partnerships as I progress in my law enforcement career.

—Beyond the Badge Participant

From 2015 to 2017, a total of 40 students actively participated in Young Ambassadors for Justice. The ultimate goal of developing the Young Ambassadors for Justice Roundtable was to promote the legitimacy of CPD to the young people it serves through transparency and accountability. The students who have completed the program are now partners in the effort to change the culture of policing in Columbia and make progress toward building strong community partnerships.

Bigs in Blue

The CPD has made a concerted effort to reach out to younger youth as well. The agency was one of the first to sign up for the "Bigs in Blue" program, which the Big Brothers/Big Sisters organization created to improve relationships between the police and youth. Currently, 16 officers serve as "Bigs" and mentor at-risk youth.



“ CPD added a new vehicle to its fleet in July 2017. Outfitted with free frozen treats and uniformed officers, the truck is used for community engagement efforts by CPD and the Parks and Recreation Department at public events.

IMPLEMENTING INNOVATIVE TECHNOLOGIES

Body-Worn Cameras

To increase transparency and public trust, all uniformed officers with rank of sergeant and below are outfitted with body-worn cameras, and CPD's body-worn camera policy is readily available on its website. In 2016, CPD received five complaints alleging that CPD officers used excessive force against community members. In two of these cases, the body-worn camera footage exonerated the officers.

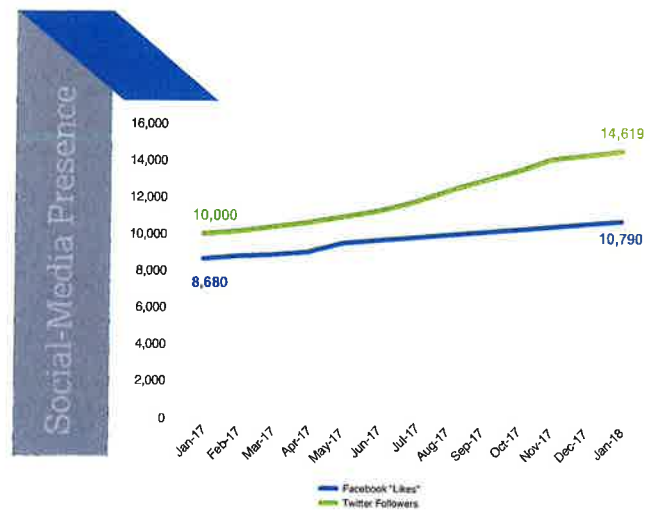
Website and Social Media

Chief Holbrook recognizes the need to expand community outreach and communications through technology. CPD's Media Relations Office focuses on the development of results-oriented public relations and outreach strategy. To increase transparency, the department launched a new website in December 2016. Designed to be user-friendly, the site increases access to police services and publications, and it features integrated live Facebook, Instagram, and Twitter feeds to provide up-to-date information. The CPD's social-media team (SMT), which includes officers representing each bureau, helps to create platform-specific content. Between April 2017 and January 2018, the website had 107,358 page views, and 29,428 new users. More than 84 percent of web views during this period came from first-time visitors. Followers of CPD on social media platforms have also increased significantly (see figure 1).

The SMT spearheaded several social-media campaigns to help with public education, recruitment, event marketing, website traffic, and dissemination of news updates. Hashtags that have

resulted in a large social-media response include: #9PMRoutine, a reminder to lock vehicles and check exterior of residences; #WoofWednesday, a K-9 team fitness video; and #CPDUpdate, a regular news brief from the Department. Other popular social-media topics include the Front Porch Roll Call program, weekly photo galleries, pedestrian safety, driver safety public service announcements, and a recruiting commercial. The addition of live streaming for press conferences and on-scene interviews via Periscope on Twitter have further expanded the department's reach for breaking news and updates on high-profile cases.

FIGURE 1. CPD SOCIAL-MEDIA PRESENCE, JANUARY 2017–JANUARY 2018

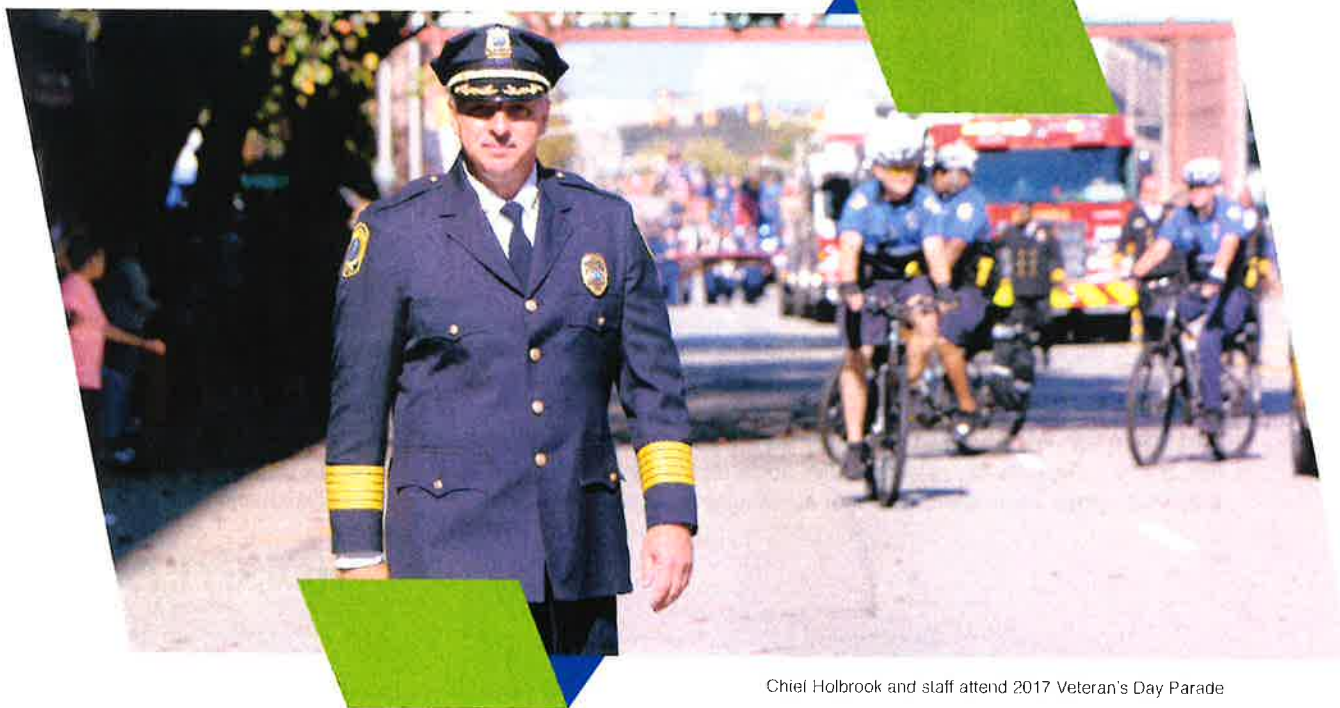


Public Data Initiative

In 2016, the department partnered with the White House for the Public Data Initiative, an open data portal developed to provide accessible, convenient and transparent information to the public. Currently housed in the public data portal are datasets including Assaults on Officers, Dispositions, Arrests and Field Interviews. In addition to the datasets, the department provides information on officer involved shootings, calls for service, code violation properties and national data with a community crime map. There will be updates to the portal in the near future, including new datasets. The Public Data Portal can be accessed online at <http://coc-colacitygis.opendata.arcgis.com> or through the department's website. To view the portal, users can create a profile or sign in using Facebook or Google. 🚩

SNPPI TARGETED TECHNICAL ASSISTANCE

To support the newly established social-media relations team and to provide staff with training for media relations and social media, Chief Holbrook requested assistance from CNA. CNA's Laura McElroy, a subject matter expert in strategic communications, provided training on how to effectively restructure the Media and Public Information Office, as well as training for the social-media team on effective outreach. In addition, she provided training for watch commanders and strategies for on-camera interviews. This training guided the efforts of the social-media team and the development and implementation of the department's new social-media strategy. 🚩



Chief Holbrook and staff attend 2017 Veteran's Day Parade

CONCLUSION

The initiatives implemented by the Columbia Police Department around the four core goals of the SNPPI provide a snapshot of the broader agency culture instituted under Holbrook's leadership. The CPD has developed a guardian mindset to reduce crime and improve public safety for the general public throughout the city. In addition, the department has fostered stronger partnerships with the community through initiatives designed to gather community member feedback, increase the visibility of police in communities and in strengthening relationships through non-enforcement activities. Simultaneously, the CPD implemented a new outreach and social-media strategy to keep the community more informed of its work. Chief Holbrook and the CPD are proven law enforcement leaders on the local, state, and national levels. ■

“ I want to express my sincere appreciation to CNA for their support and assistance with the Safer Neighborhoods through Precision Policing Initiative. I also want to acknowledge the commitment and buy-in from officers to commit to our community policing efforts, crime reduction strategies and the implementation of new technology.

— Chief W.H. “Skip” Holbrook



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