



CITY OF CORCORAN
Council Work Session Agenda
January 12, 2023 – 5:30 pm

1. Call to Order / Roll Call
2. Police Department Recruitment and Retention*
3. Unscheduled Items
4. Adjournment

HYBRID MEETING OPTION AVAILABLE
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Meeting Via Telephone/Other Electronic Means

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Meeting ID: 847 6297 7863

Participants can utilize the Raise Hand function to be recognized to speak during the Public Comment sections in the meeting. Participant video feeds will be muted. **In-person comments will be received first, with the hybrid electronic means option following.**

For more information on options to provide public comment visit:

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***Includes Materials** - Materials relating to these agenda items can be found in the house agenda packet book located by the Council Chambers entrance, or online at the City's website at www.corcoranmn.gov.



CITY OF CORCORAN

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MEMO

Meeting Date: January 12, 2023
To: City Council
From: Matt Gottschalk, Director of Public Safety
Re: Police Officer Recruitment and Retention

On June 23, 2022, the City Council held a work session to discuss police officer recruitment and retention ideas. Council reviewed and discussed the ideas presented. Council directed staff to create a survey to have the officers value rank the presented items in order to help the Council understand the employees' value of the items for consideration. Councilors Nichols and Bottema were selected to help create the officer survey and provide some analysis for the results. Staff was also directed to continue refining and clarifying the budget impacts of the items.

In the survey officers were directed to choose their top eight preferred recruitment and retention ideas based on their own personal preference and to assign a point value to each selected idea from 1-10 with 10 being the highest value. The results of the survey and budget work were transferred into the attached spreadsheet.

The analysis shown on the spreadsheet contains the total benefit points of each idea, the number of officers that selected the idea, and the idea's average score by the selector. The spreadsheet uses the benefit points collected from the surveys and the annual carrying cost to determine a value weighted "Carrying Cost Per Benefit Point."

In the work session staff will be seeking direction from the Council on which items (if any) to bring back for formal adoption. Based on the analysis, staff is recommending the Council consider adopting the additional retirement health insurance contributions, paid sabbatical, and the vacation reimbursement, or some combination of those items. The Council should also consider which items may be appropriate for non-police staff.

Attachments:

1. Original Recruitment and Retention Ideas
2. Officer Surveys
3. Survey Results and Analysis Spreadsheet

Police Officer Recruitment and Retention Ideas

Paid Sabbatical:

This idea is currently emerging from the employee mental health portion of the profession. It is usually designed as a pre-planned and pre-scheduled leave to allow officers to disconnect from the job and focus on self-care and recovery. It generally takes 8 days away for a person to reach the initial peak recovery period and the remaining time should be focused on self-care, repair and rebuilding of relationships, and resiliency initiatives.

The terms are open for consideration, but the typical recommendation is 30 days for every 4 years of service. At first glance this seems to work against our department's pressing staffing needs but with a year or more to plan for staff coverage and potentially not losing officers in the long term I believe this would translate into a net gain for the city. Under current conditions, with shorter notifications to the department and other employee needs for PTO, extended time away from the job is difficult to accomplish.

Vacation Reimbursement:

This idea is not related to the actual time off (that's PTO), it is rooted in encouraging recreation and family connections. Often, especially in law enforcement, PTO is taken to do other work; whether it's to accomplish tasks at home that are not easily accomplished while working night shift, or to work a supplemental job.

This would be structured as a reimbursement for travel or recreation expenses. A model may look like this: An employee is eligible to be reimbursed for up to \$1,000 a year in travel/vacation expenses. This reimbursement can be carried over for up to 3 years at which point it is capped. If the City funded the employee portion as it went, the actual budgetary impact would be marginal compared to the rest of the employee benefit expenses.

Additional Retirement Health Insurance Contributions:

Due to several factors including the physical demands of the job, law enforcement officers typically retire from the profession between the ages of 50-55. A majority of the officers' knowledge, skills, and abilities that they have accumulated over the prior decades don't readily translate into other career fields. At the point of retirement, officers are forced to either pay health insurance costs out of pocket from their pension or find an entry level career that will help pay for medical expenses until they reach 65. Historically, many entities, including the City of Corcoran until 2013, paid for post-retirement health insurance for police officers. This became unsustainable for obvious reasons.

This idea would be for the city to allocate post-retirement health insurance funds for each police officer that would accumulate throughout the officer's career, payable only upon retirement in good standing (not separation). The city could also collect interest on these funds while their allocations sat. If an employee does not retire through PERA and leaves for another agency, the City's employee allocation would revert back to the city's general fund. An example from the employee's perspective might look like: Upon notification from PERA of retirement from law enforcement, the City will provide each officer

with a lump sum post-retirement health insurance contribution into to the employee's MSRS account. The contribution will be in the amount of \$300 for each month of accrued service after January 1, 2023. If the employer is already obligated to pay for the employee's health insurance or an employee separates for any reason other than retirement from law enforcement, they shall not be entitled to the contribution.

Qualifying Club Membership or Personal Development Lessons Reimbursement:

Reimbursing employees up to \$100 a month for membership in clubs or organizations that support physical wellness or a job-related skill. Examples may include a health club, gun club, cycling club, or gym membership. Personal development could include a wide range of options like rock climbing, martial arts, or scuba diving.

Additional Career Development Opportunities:

Officers have requested additional career development opportunities. While these opportunities obviously benefit our community, many are delayed in our staffing plans due to the immediacy of demand for other types of service to the community. Out of necessity, we are currently a very patrol-oriented police department. Career development opportunity examples requested include a Street Crimes or Drug Task Force position, being a contributing member to a regional SWAT team, a Career Enrichment Detective position, or a Financial Crimes Task Force position.

Fitness Incentives:

Some agencies elect to offer financial incentives for staff members that meet certain physical fitness standards. This can be a little complex to administer as agencies need to ensure that their program does not disproportionately impact people based on things like age or gender.

Assigned Take Home Squads:

This idea is focused on the officers having a consistent and well maintained "office space" as a take home squad car. It carries an up-front cost of adding to the fleet, but the actual number of patrol miles accumulated on city vehicles wouldn't change. The city would get longer life, and better care of the vehicles. It would also alleviate some of the squad storage issues we are already facing with our current facility. Most sheriff's offices throughout the state (along with the State Patrol) provide the deputies/troopers with take-home squads and it is a deciding factor for many job seekers. The cost to the city would be in the initial capital for the fleet additions and the cost of fuel and mileage between the officers' home and the city. Allowable take home distance varies but is typically limited to 20-30 miles from the jurisdiction. The department would need to add 4 squad cars to accomplish this today.

Financial Planning Services:

Effective financial planning is an important part of managing life. By providing city sponsored financial advisors for employees it would assist them in managing their personal finances and navigate life changing events like education expenses, retirement planning, or divorce.

Education Financial Incentives:

The city currently helps pay for college expenses for employees. This alternative would provide an ongoing education incentive as a percentage of an employee's base wage. This rewards people for the completion of the degree and its application rather than paying towards education that an employee may or may not complete.

Compensated Community Service Hours:

Officers are reimbursed up to 4 hours of comp time per month for time spent in community service roles in Corcoran or their home community. Examples include coaching youth, scouting, big brother/big sister programs, etc.

Hiring and Referral Bonuses:

New employees receive a hiring bonus after the successful completion of probation (several metro agencies currently have a \$5,000 hiring bonus). and/or Current employees that refer an agency to our department receive a referral bonus after the employee stays for two years.

Family Training and Support:

The city could develop some form of a family training and support program to assist families in managing the stressors and impacts of the job at home.

Retirement Transition Assistance:

The city could put in place a well-designed retirement transition assistance program. It would need to be designed robustly enough to act as an incentive to want to retire from the agency. It may include a combination of financial, social, physical, or emotional support.

S1

Officer Name: _____

Recruitment & Retention Idea

Points

1. Paid Sabbatical	<u>9</u> / 10
2. Vacation Reimbursement	<u>9</u> / 10
3. Additional Retirement Health Insurance Contributions	<u>8</u> / 10
4. Education Financial Incentives	<u>6</u> / 10
5. Assigned Take Home Squads	<u>6</u> / 10
6. Compensated Community Service Hours	<u>5</u> / 10
7. Additional Career Development Opportunities	<u>5</u> / 10
8. Hiring and Referral Bonuses	<u>4</u> / 10

How many years have you served the City of Corcoran? 29

Do you have any other recruitment and retention ideas that were not included in this survey?

Officer Name: _____

52

Recruitment & Retention Idea

Points

1. Additional Health Ins. Contributions	<u>9</u> / 10
2. Additional Career Development Opportunities	<u>9</u> / 10
3. Educational Financial Incentives	<u>8</u> / 10
4. Hiring and Referral Bonus	<u>6</u> / 10
5. Retirement Transition Assistance	<u>7</u> / 10
6. Vacation Reimbursement	<u>9</u> / 10
7. Assigned Take Home Squads	<u>8</u> / 10
8. Club Membership	<u>8</u> / 10

How many years have you served the City of Corcoran? *almost 26 years*

Do you have any other recruitment and retention ideas that were not included in this survey?

<i>Years of Service "hash marks" on long sleeves/coats</i>
<i>Straight shifts versus having to bid off shift</i>

53

Officer Name: _____

Recruitment & Retention Idea

Points

1. Paid Sabbatical	<u>10</u> /10
2. Assigned take home squads	<u>8</u> /10
3. Compensated Community Service hours	<u>7</u> /10
4. Family training and support	<u>6</u> /10
5. Additional retirement health insurance.	<u>6</u> /10
6. Vacation reimbursement	<u>8</u> /10
7. Financial planning services	<u>5</u> /10
8. Fitness incentives	<u>5</u> /10

How many years have you served the City of Corcoran? 15

Do you have any other recruitment and retention ideas that were not included in this survey?

Scheduling: Referring back to bidding the entire year and
stop having to switch from day shift to night shift.
Also having the middle shift back. 10/10

54

Officer Name: _____

Recruitment & Retention Idea

Points

1. Paid Sabbatical	<u>10</u> /10
2. Vacation Reimbursement	<u>9</u> /10
3. Additional Retirement Health Insurance Contributions	<u>9</u> /10
4. Additional Career Development Opportunities	<u>7</u> /10
5. Education Financial Incentives	<u>8</u> /10
6. Assigned Take Home Squads	<u>8</u> /10
7. Financial Planning Services	<u>7</u> /10
8. Qualifying Club Membership	<u>4</u> /10

How many years have you served the City of Corcoran? **7+**

Do you have any other recruitment and retention ideas that were not included in this survey?

No

55

Officer Name: _____

Recruitment & Retention Idea

Points

1. PAID SABBATICAL	<u>10</u> /10
2. VACATION REIMBURSEMENT	<u>9</u> /10
3. CLUB MEMBERSHIP REIMBURSEMENT	<u>8</u> /10
4. TAKE HOME SQUAD	<u>7</u> /10
5. EDUCATION INCENTIVES	<u>7</u> /10
6. COMP COMMUNITY SERVICE HOUR	<u>7</u> /10
7. FINANCIAL PLANNING	<u>8</u> /10
8. RETIREMENT ^{HEALTH} INSURANCE CONTRIBUTIONS	<u>8</u> /10

How many years have you served the City of Corcoran? 7

Do you have any other recruitment and retention ideas that were not included in this survey?

None

56

Officer Name: _____

Recruitment & Retention Idea

Points

1. Paid Sabbatical	<u>89</u> /10
2. Vacation Reimbursement	<u>10</u> /10
3. Additional Retirement Health Insurance Contributions	<u>10</u> /10
4. Assigned Take home squads	<u>10</u> /10
5. Compensated community service hours	<u>7</u> /10
6. Fitness Incentives	<u>8</u> /10
7. Qualifying Club Memberships	<u>8</u> /10
8. Education Financial Incentives	<u>7</u> /10

How many years have you served the City of Corcoran? 2+

Do you have any other recruitment and retention ideas that were not included in this survey?

Officer Name:

57

Recruitment & Retention Idea

Points

1. Paid Sabbatical	<u>10</u> / 10
2. Vacation Reimbursement	<u>8</u> / 10
3. Retirement Health Insurance	<u>10</u> / 10
4. Club Membership Reimbursement	<u>7</u> / 10
5. Career Development Opportunities	<u>6</u> / 10
6. Assigned take home squads	<u>7</u> / 10
7. Educational Financial Incentives	<u>8</u> / 10
8. Hiring bonuses	<u>6</u> / 10

How many years have you served the City of Corcoran? 1.5 years

Do you have any other recruitment and retention ideas that were not included in this survey?

Officer Name: _____

58

Recruitment & Retention Idea

Points

1. Assigned Take Home Squads	<u>10</u> /10
2. Additional career Development Opportunities	<u>8</u> /10
3. Vacation Reimbursement	<u>8</u> /10
4. Family Training and support	<u>7</u> /10
5. Compensated Community Service Hours	<u>5</u> /10
6. Paid Sabbatical	<u>4</u> /10
7. Additional Retirement Health Insurance Contributions	<u>4</u> /10
8. Qualifying Club Membership or Personal Development Lessons Reimbursement	<u>4</u> /10

How many years have you served the City of Corcoran? $1\frac{1}{2}$ years.

Do you have any other recruitment and retention ideas that were not included in this survey?

Longevity Pay
N/A
N/A
N/A

59

Officer Name:

Recruitment & Retention Idea

Points

1. Assigned take home squads	<u>10</u> /10
2. Additional Career opportunities	<u>10</u> /10
3. Fitness Incentives	<u>9</u> /10
4. Paid sabbatical	<u>9</u> /10
5. Personal Development Lessons Reimbursement	<u>8</u> /10
6. Education financial Incentives	<u>8</u> /10
7. Compensated community service	<u>7</u> /10
8. Hiring & referral bonus	<u>7</u> /10

How many years have you served the City of Corcoran? 1

Do you have any other recruitment and retention ideas that were not included in this survey?

- 1.) RETENTION BONUS
- 2.) ON SITE FITNESS CENTER
- 3.) REMOVE TATTOO POLICY
- 4.) REMOVE OR SHORTEN ROTATION PERIOD FROM NIGHTS TO DAYS

Officer Name:

SIO

Recruitment & Retention Idea

Points

1. Assigned take home squads	<u>10</u> /10
2. vacation reimbursement	<u>8</u> /10
3. fitness incentives	<u>7</u> /10
4. Additional career development opportunities	<u>7</u> /10
5. Financial planning services	<u>6</u> /10
6. Education financial incentives	<u>7</u> /10
7. additional retirement health insurance contributions	<u>6</u> /10
8. Family training & support	<u>5</u> /10

How many years have you served the City of Corcoran? less than a year

Do you have any other recruitment and retention ideas that were not included in this survey?

Officer Name:

S11

Recruitment & Retention Idea

Points

1. Paid Sabbatical	10 / 10
2. Vacation Reimbursement	10 / 10
3. Additional Retirement Health Insurance Contributions	8 / 10
4. Financial Planning Services	7 / 10
5. Compensated Community Service Hours	5 / 10
6. Hiring and Referral Bonuses	4 / 10
7. Assigned Take Home Squads	4 / 10
8. Retirement Transition Assistance	7 / 10

How many years have you served the City of Corcoran? 5 Months

Do you have any other recruitment and retention ideas that were not included in this survey?

Technology Loan. City pays up to a predetermined amount for computer and
related equipment and employee pays the city back over a few years interest free.

Strategy	Details	Cost to Adopt	Annual Carrying Cost	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11	Total Benefit Points	# Of Selections	Average Score by Selector	Carrying Cost Per Benefit Point	
Paid Sabbatical	30 Days/4 years of service- Backfill w/ PT	\$0.00	\$28,400.00															\$350.62	
	21 Days/4 years of service- Backfill w/ PT	\$0.00	\$20,000.00	9		10	10	10	9	10	4	9		10	81	9	9.0	\$246.91	
Vacation Reimbursement	Council can choose the amount (\$1,500 x 13 shown)	\$0.00	\$19,500.00	9	9	8	9	9	10	8	8		8	10	88	10	8.8	\$221.59	
Additional Retirement Health Insurance Contributions	\$300 per month of service starting 1/1/23	\$0.00	\$47,000.00															\$602.56	
	\$200 per month of service starting 1/1/23	\$0.00	\$31,200.00															\$400.00	
	\$150 per month of service starting 1/1/23	\$0.00	\$23,400.00	8	9	6	9	8	10	10	4		6	8	78	10	7.8	\$300.00	
Qualifying Club Membership/Personal Development	Council can choose the amount (\$100/ mo. shown)	\$0.00	\$15,600.00		8		4	8	8	7	4	8			47	7	6.7	\$331.91	
Additional Career Development Opportunities	Option 1- 2 New specialty positions	\$254,400.00	\$254,400.00															\$4,892.31	*Substantial Start-Up Cost
	Option 2- 2 SWAT positions	\$34,800.00	\$12,400.00															\$238.46	*Notable Start-Up Cost
	Option 3- Hybrid- 1 New position, 2 SWAT	\$162,000.00	\$139,600.00	5	9		7			6	8	10	7		52	7	7.4	\$2,684.62	*Substantial Start-Up Cost
Fitness Incentives	Council can choose the amount (\$100/ mo. shown)	\$0.00	\$15,600.00			5			8			9	7		29	4	7.3	\$537.93	
Assigned Take Home Squads	Need 5 more squads to make this happen																		
	4 years life - non-take home (\$18,750 dep. / year) 6 years life - take home (\$12,500 dep. / year) selling price = unknown	\$375,000.00	\$11,600.00	6	8	8	8	7	10	7	10	10	10	4	88	11	8.0	\$131.82	*Substantial Start-Up Cost
Financial Planning Services	Council can choose the amount (\$100/mo. shown)	\$0.00	\$15,600.00			5	7	8					6	7	33	5	6.6	\$472.73	
Education Financial Incentives	2% Flat Incentive	\$0.00	\$23,400.00															\$396.61	
	2% Escalation for each degree level	\$0.00	\$44,243.58	6	8		8	7	7	8		8	7		59	8	7.4	\$749.89	
Compensated Community Service Hours	Council can choose the amount (4 hr./mo shown)	\$0.00	\$12,000.00	5		7		7	7		5	7		5	43	7	6.1	\$279.07	
Hiring and Referral Bonuses	Council can choose the amount (\$10,000 est.)	\$0.00	\$10,000.00	4	6					6		7		4	27	5	5.4	\$370.37	
Family Training and Support	Council can choose the amount (\$15,000 est.)	\$0.00	\$15,000.00			6					7		5		18	3	6.0	\$517.24	
Retirement Transition Assistance	Council can choose the amount (\$10,000 est.)	\$0.00	\$10,000.00		7									7	14	2	7.0	\$714.29	
Employee Years of Service				29	26	15	7	7	2	1.5	1.5	1	<1	0.5					

= Top 30% Ranking
 = Middle 40% Ranking
 = Bottom 30% Ranking