

ATLANTA POLICE DEPARTMENT



MARKET COMPENSATION ASSESSMENT

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BACKGROUND INTRODUCTION

- The Atlanta Police Department (“APD”) and Atlanta Police Foundation (“APF”) engaged Mercer to conduct a market compensation assessment and form base pay recommendations for APD’s police ranks
 - As part of the recommendations, Mercer has provided data regarding cost implications associated with base pay increases aimed at bringing APD ranks to the market middle of the peer group
- Prior to conducting market benchmark research, Mercer led a series of focus groups and interviews with employees in the ranks of Recruit up to Deputy Chief to gain a better understanding of APD’s current state
 - Focus group insights informed the benchmarking process and brought additional aspects of APD’s people equation into focus – specifically the recruiting needs of peers and take-home car practices
- Both APD and peer agency pay plan ranges are only representative of base pay, and do not include other pay elements, such as incentive or differential pay
- A peer group of agencies (provided on the following page) was identified through discussions between Mercer and representatives from APD and APF, with the aim of including competitors for talent and similar agencies in terms of size and work environment

BACKGROUND PEER GROUP

- Below is a list of finalized talent competitors to be researched by Mercer. It includes 13 city law enforcement agencies and the Georgia State Patrol. Other potential competitors for talent that were discussed but not included in the study are also provided, for reference
- Factors for determining the final peer group include similar operational responsibilities to APD, geographic location, agency size and environmental similarity

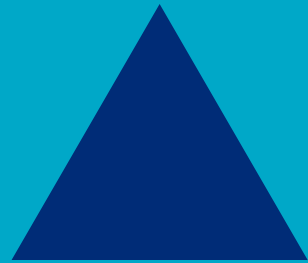
Final Peer Group Agencies

Talent Competitor	2016 Population Estimate	Major Sports Presence
Houston, Texas	2,303,482	High
Phoenix, Arizona	1,615,017	High
San Diego, California	1,406,630	Medium
Dallas, Texas	1,317,929	High
Charlotte, North Carolina	842,051	High
Seattle, Washington	704,352	High
Boston, Massachusetts	673,184	High
Nashville, Tennessee	660,388	High
Baltimore, Maryland	614,664	High
Tampa, Florida	377,165	High
Sandy Springs, Georgia	105,703	None
Alpharetta, Georgia	65,338	None
Brookhaven, Georgia	52,444	None
Georgia State Patrol	Not Applicable	Not Applicable

Discussed, but not included

Talent Competitor	2016 Population Estimate	Major Sports Presence	Rationale for Exclusion
New York City, New York	8,537,673	High	Too large, culture differences
Los Angeles, California	3,976,322	High	Too large, culture differences
Chicago, Illinois	2,704,958	High	Too large, culture differences
Philadelphia, Pennsylvania	1,567,872	High	Culture differences
Austin, Texas	947,890	Medium	Sufficient peers from area
Tucson, Arizona	530,706	Low	Sufficient peers from area
Miami, Florida	453,579	High	Culture differences
Minneapolis, Minnesota	413,651	High	Dissimilar scope of work
New Orleans, Louisiana	391,495	High	Culture differences
St. Paul, Minnesota	302,398	Low	Dissimilar scope of work
Johns Creek, Georgia	83,873	None	Sufficient peers from area
Dunwoody, Georgia	48,884	None	Sufficient peers from area
Chamblee, Georgia	28,306	None	Sufficient peers from area
Doraville, Georgia	10,501	None	Sufficient peers from area

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

MARKET COMPARISON

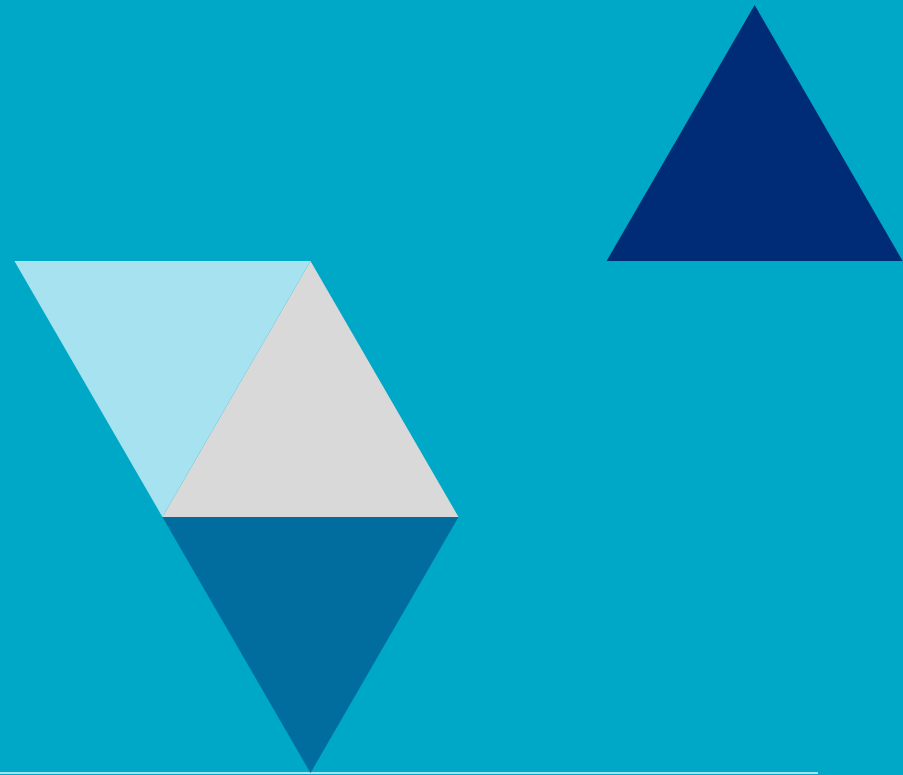
- There is considerable variability in both the pay plan ranges for individual police ranks and the number of pay levels in each rank across the peer group
- APD's pay plan ranges, by position, are consistently at the lower end of the peer group for most police ranks. Additionally, they are generally more narrow than those of the peer agencies.
 - Pay ranges for Recruit through Lieutenant ranks are 20% or more below the market ranges
 - Pay for higher ranks (Captain and above) is slightly more aligned to peer pay than lower ranks (Captain and below) but still lag the market
 - Number of years in-rank for APD Officers to advance to the maximum of the pay range is greater than most peers, despite the APD Officer pay plan maximum being the lowest in the sample
 - Number of years in-rank for APD SPOs, Investigators, Sergeants, and Lieutenants to advance to the max of their respective pay plan are less than most peers but pay maximums for these APD ranks are still the lowest in the sample

EXECUTIVE SUMMARY

RECOMMENDATIONS & COST IMPLICATIONS

- APD pay is consistently lower than that of peer agencies for the majority of ranks
- Through discussions between Mercer and representatives from APD and APF, preferred pay positioning was determined to be the middle of the peer group
- Mercer developed recommendations in order to align base pay of APD ranks of Recruit up to Deputy Chief to the middle of the market
- The pay recommendations preserve the tier structure currently in place for those ranks (Officer up to Lieutenant)
- Per discussions with APD and APF, cost implications of recommendations reflect base pay only. The cost analysis does not include incentive pay, which could increase proportionally on an employee level basis
- The “proposed” ranges on the following slides are illustrative and should not be considered a recommendation for new pay plan ranges. These were developed in order to estimate the cost associated with bringing current employee pay to the middle of the market. The ranges were developed by:
 1. Targeting the middle of the market for each rank and then
 2. Applying APD’s existing pay plan design to these middle points. Specifically, the number of tiers and percent difference between tiers were kept the same as the current pay plan

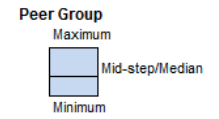
MARKET SUMMARY



PAY PLAN RANGES

COMPOSITE PAY RANGE COMPARISON

RECRUIT THROUGH LIEUTENANT



— APD Minimum Base ◆ APD Middle Base — APD Maximum Base

- APD’s pay plan ranges for the Recruit through Lieutenant ranks are consistently lower than the peer group
 - In each case, APD’s upper-tier pay for a given rank is near or below the low end of the market for the same position
 - Market pay gaps widen as police rank increases to Lieutenant. APD’s pay increases and ranges vary as ranks get higher, but the increases do not maintain pace with the comparable market

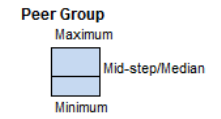


Note: Peer group pay ranges include average minimum, mid-range, and maximum values

PAY PLAN RANGES

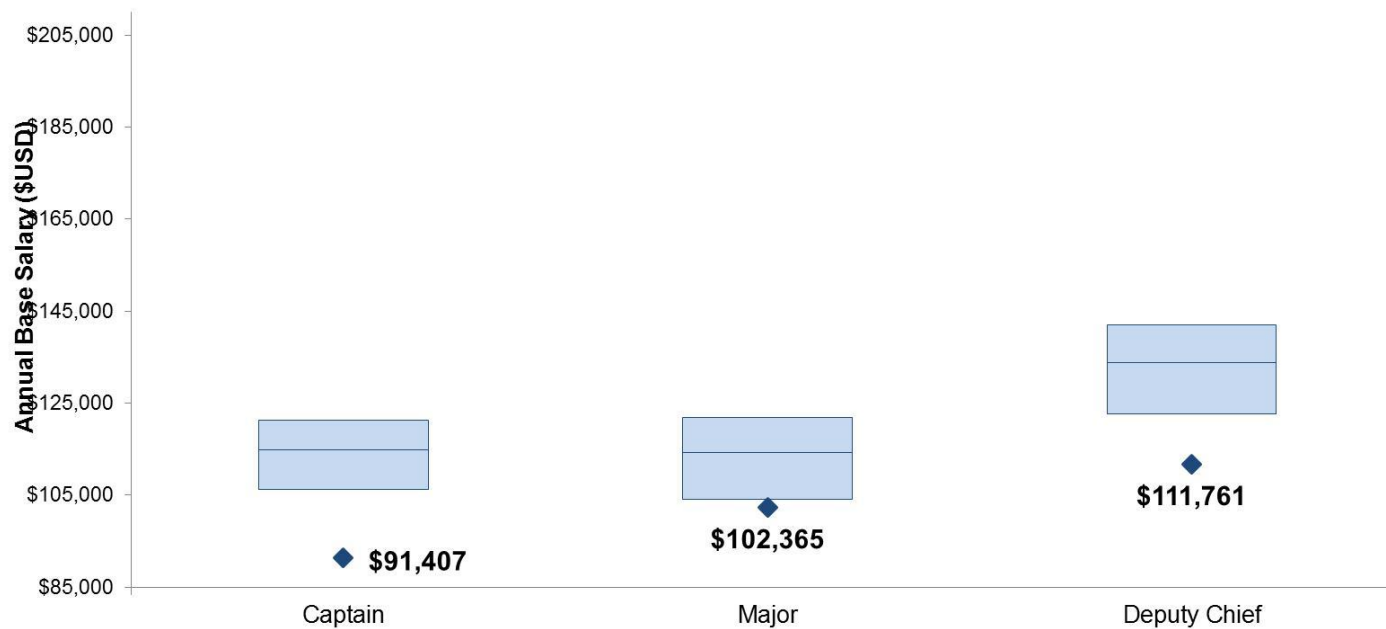
COMPOSITE PAY RANGE COMPARISON

CAPTAIN THROUGH DEPUTY CHIEF



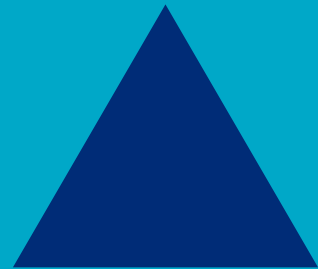
— APD Minimum Base ◆ APD Middle Base — APD Maximum Base

- Pay plan ranges for police ranks Captain through Deputy Chief are positioned closer to the peer group, although in most cases remain at the low end. For ranks such as these with relatively fewer incumbents, most agencies, including APD, do not use a “tier” structure to progress to higher ranks and only use one pay level
 - The Major rank approximates the minimum of the peer group
 - Captain and Deputy Chief are below the peer group minimum



Note: Peer group pay ranges include average minimum, mid-range, and maximum values

POSITION-LEVEL PAY PLAN RANGE COMPARISONS

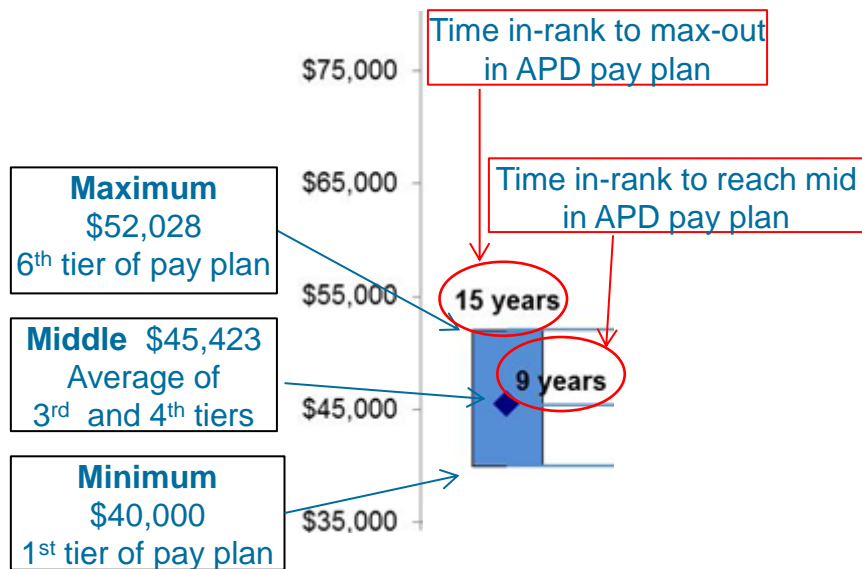


POSITION-LEVEL PAY PLAN RANGE COMPARISON

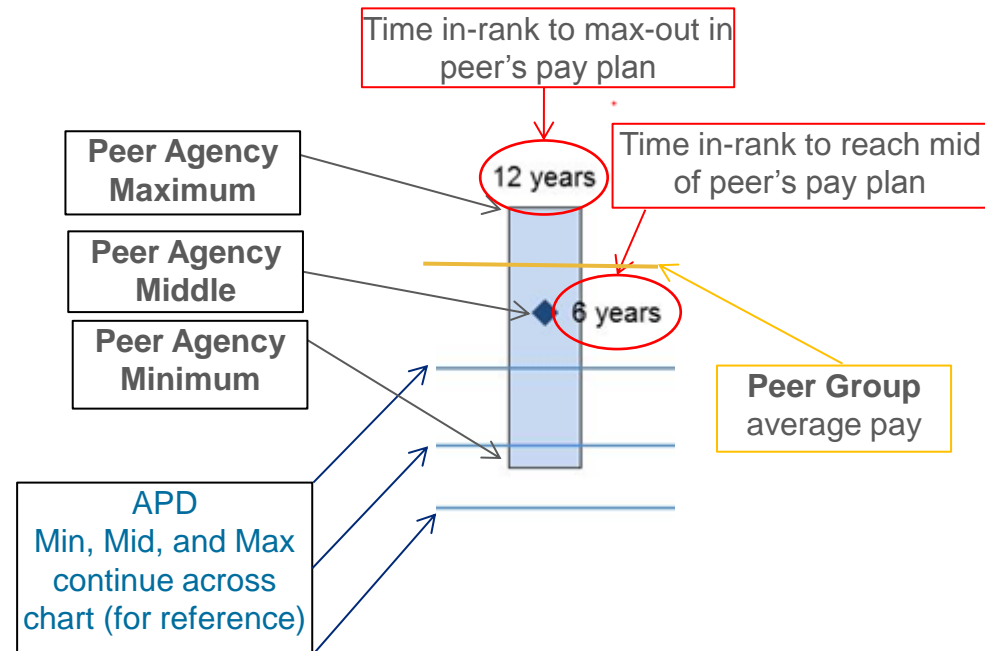
LEGEND

- The below serves as an explanation of the chart elements found on pages 11-21
- Only agencies with readily available data are represented. If an agency is not displayed in a chart on the following pages, data for that agency was not readily available or the agency does not employ that rank
- In each chart, agencies for which data are available are arranged low to high by pay middle
- Please note that number of years to reach maximum and middle of pay plan is only given for peer agencies where that information is readily available
- Average pay of the peer group is indicated with an orange line across the chart

APD – Police Officer



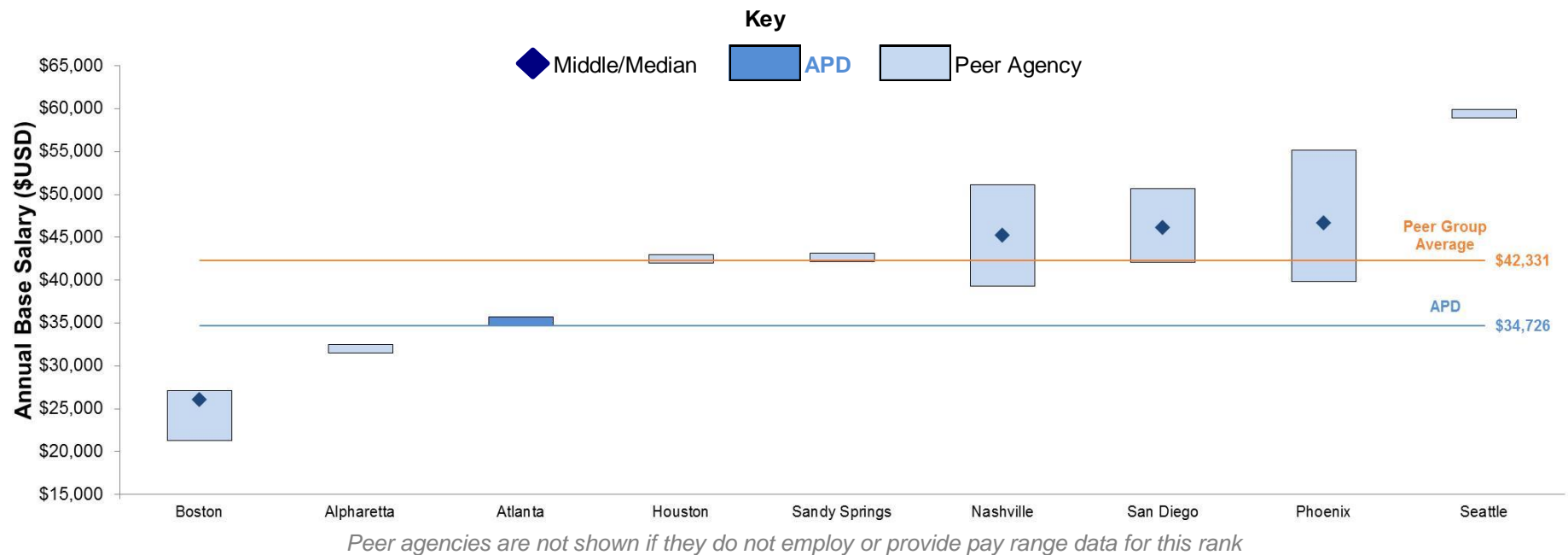
Peer Agency – Police Officer



POSITION-LEVEL PAY PLAN RANGE COMPARISON

RECRUIT

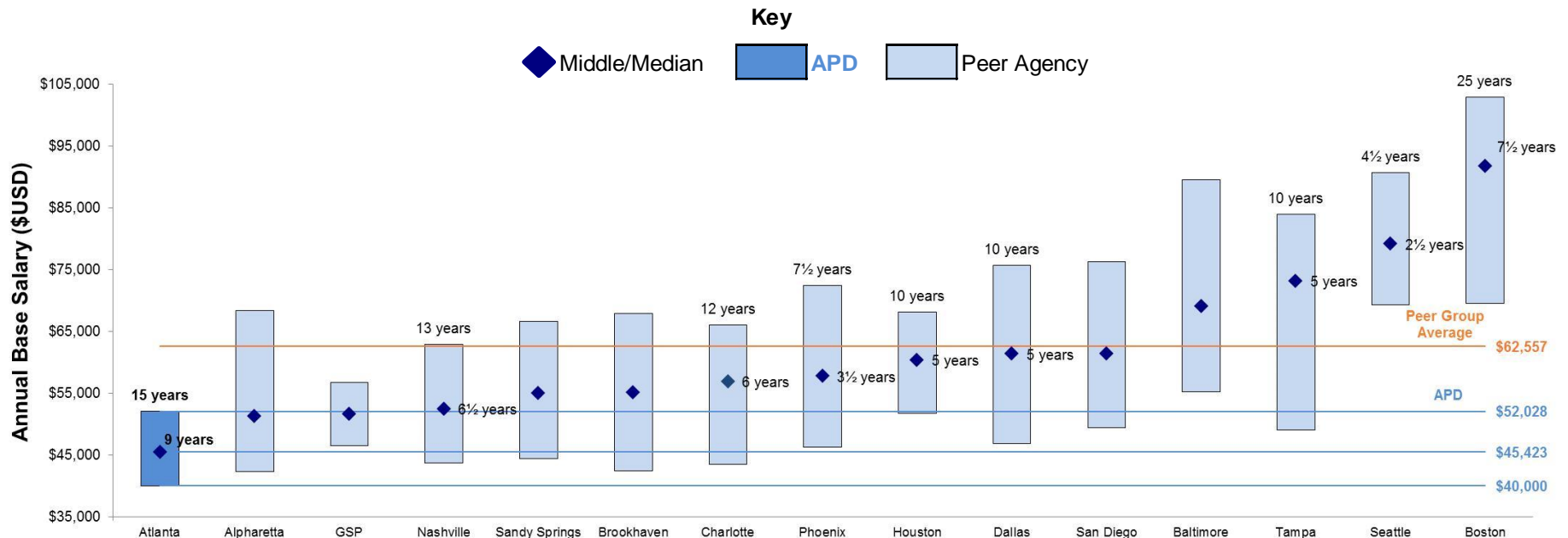
- Pay plan ranges for Recruits are generally small or flat (one consistent pay level for all Recruits) among peer agencies
- APD also uses a flat rate for all Recruits, consistent with peer practices of Alpharetta, Houston, Sandy Springs, and Seattle
- Recruit pay is on the lower end of the peer group – below six out of the eight agencies reporting data



POSITION-LEVEL PAY PLAN RANGE COMPARISON

POLICE OFFICER

- The pay plan range for APD Police Officers overlaps with the ranges of eleven of the fourteen peer agencies, although APD's starting pay is below each peer agency and upper-tier pay is below those of the peers
- The number of years of tenure in-rank required to reach both the middle and maximum of APD's Police Officer pay range is greater than that of nearly every other peer agency despite having the lowest middle and maximum of the peer group. Three of the peer agencies max out Police Officers after 10 years

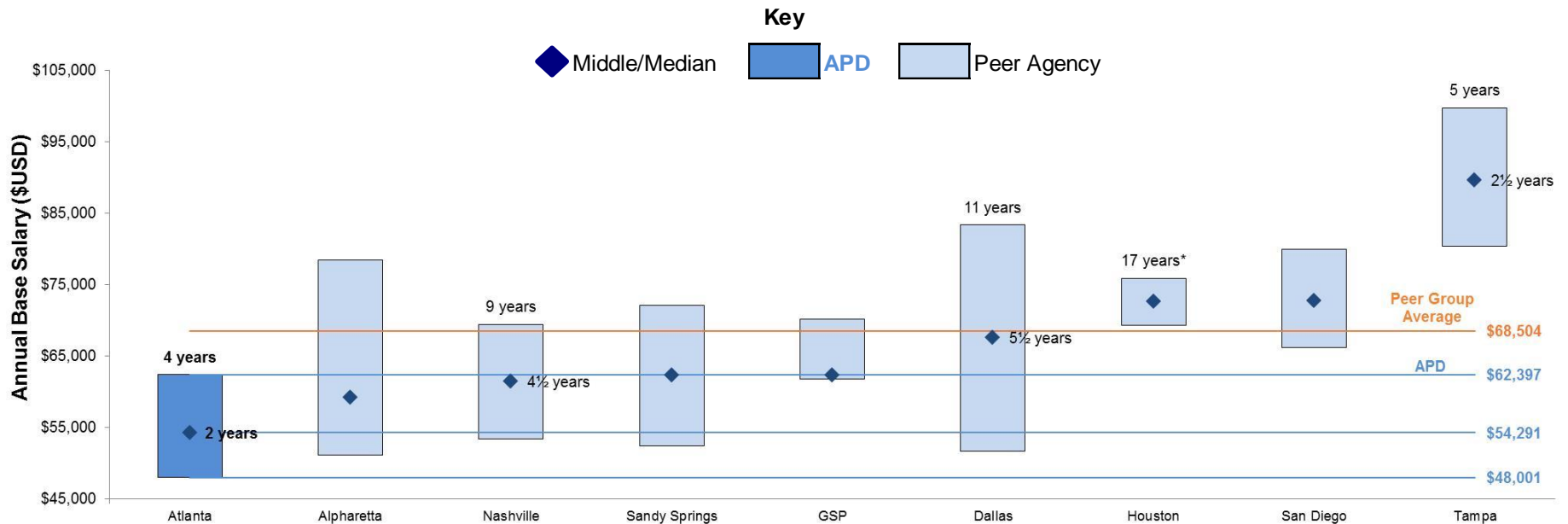


Data for the Police Officer rank is available for all peer agencies

Note: The number of years denote the tenure required in-rank to reach the middle and the maximum of the pay plan

POSITION-LEVEL PAY PLAN RANGE COMPARISON SENIOR POLICE OFFICER (SPO)

- The minimum APD pay tier for SPOs is below the minimum pay level at each peer agency
- The maximum pay tier for APD approximates the middle pay level for several peer ranges and is below the minimum for others. However length of service in-rank to reach the maximum APD pay tier for SPO is lower than all peers where in-rank tenure data is readily available
- Data for peer agencies is limited due to some not having SPO as a position

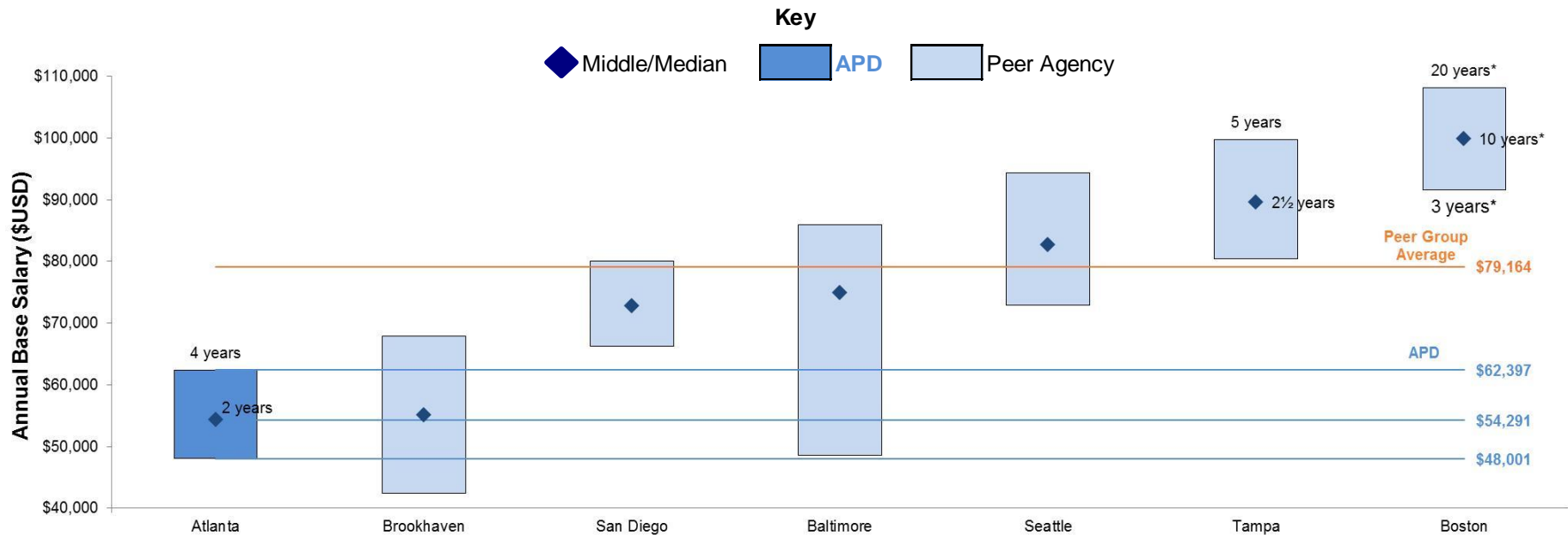


Peer agencies are not shown if they do not employ or provide pay range data for this rank

Note: The number of years denote the tenure required in-rank to reach the middle and the maximum of the pay plan except for Houston
Number of years shown for Houston refers to total years of service and includes total years of service required to reach the specified rank

POSITION-LEVEL PAY PLAN RANGE COMPARISON INVESTIGATOR

- Data for peer agencies is limited due to some not categorizing Investigator/Detective as a separate position, but rather offering incentive pay to employees with the Detective classification
- APD's pay maximum requires the least amount of years compared to the two peers with in-rank tenure data provided, despite being the lowest pay maximum of the peer group



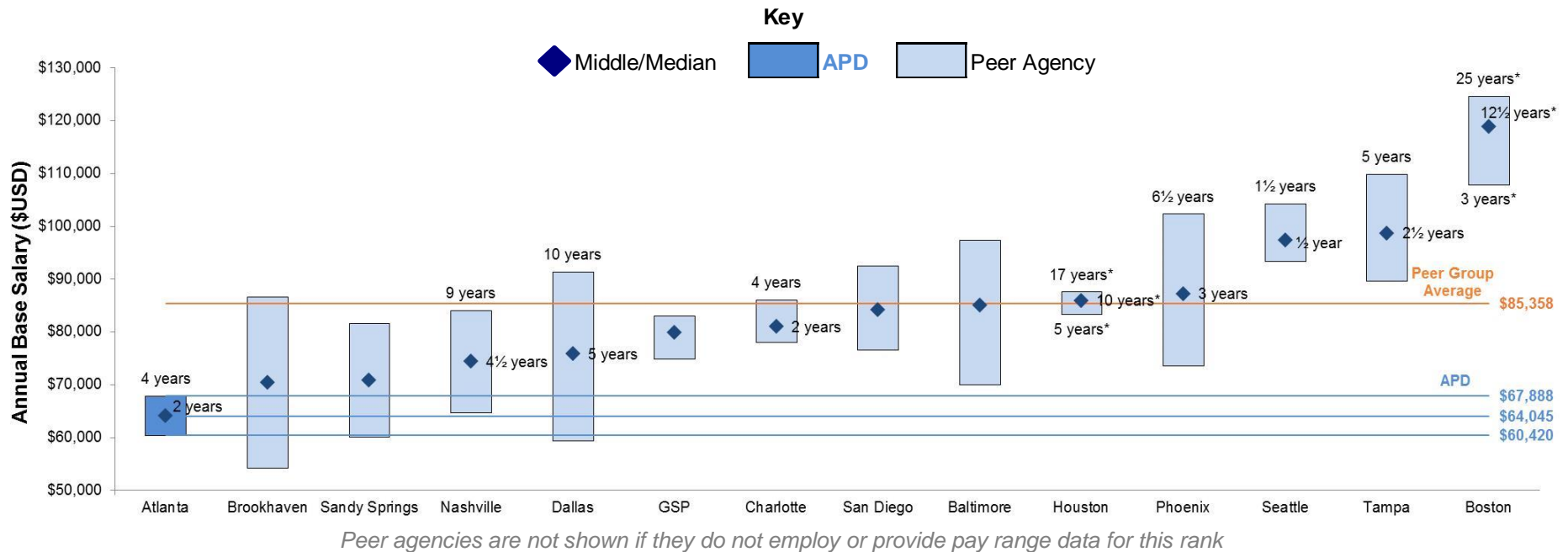
Peer agencies are not shown if they do not employ or provide pay range data for this rank

Note: The number of years denote the tenure required in-rank to reach the middle step and the maximum of the pay plan except for Boston
Number of years shown for Boston refers to total years of service and includes total years of service required to reach the specified rank

POSITION-LEVEL PAY PLAN RANGE COMPARISON

SERGEANT

- The maximum pay tier of APD's pay plan range for Sergeant is below the minimum of nine of the thirteen peer agencies
- Tenure in-rank to max out for APD's Sergeant rank is on the lower end relative to peers, matching Charlotte and only greater than Seattle
- The APD Sergeant pay range overlaps with Brookhaven, Sandy Springs, Nashville and Dallas. Compared to these agencies, APD has a tighter range that is below the middle of each of those agencies

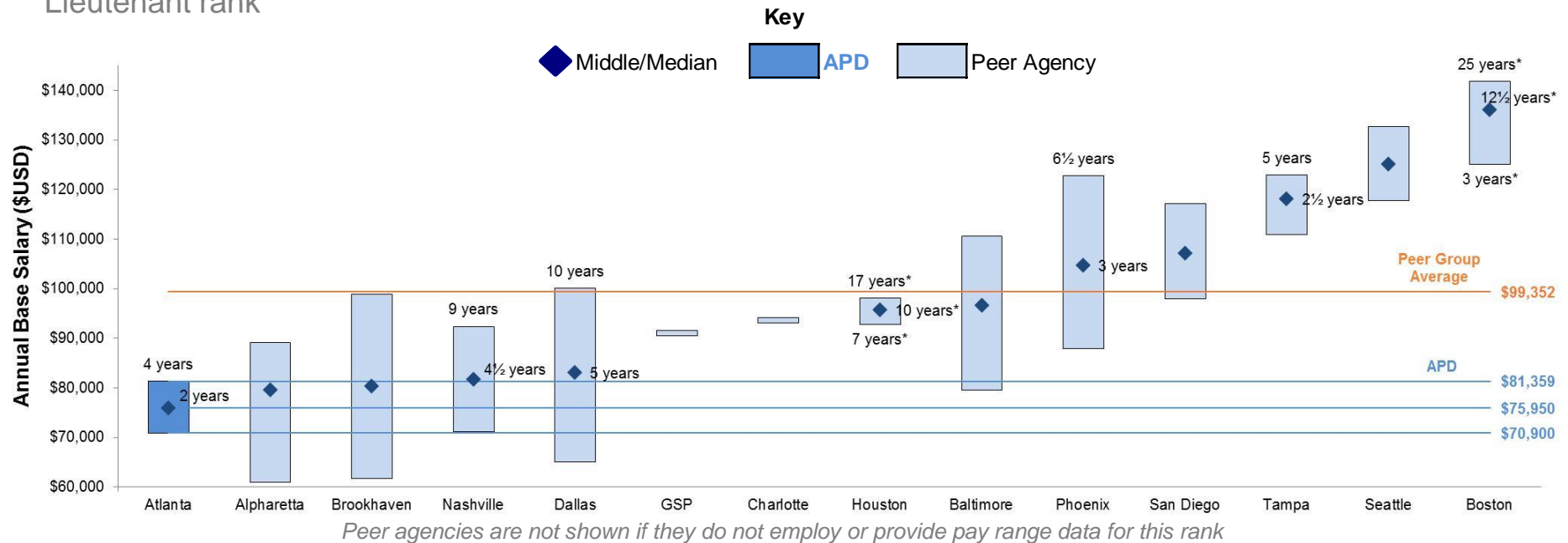


Note: The number of years denote the tenure required in-rank to reach the middle and the maximum of the pay plan except for Houston and Boston
 Number of years shown for Houston and Boston refer to total years of service and include total years of service required to reach the specified rank

POSITION-LEVEL PAY PLAN RANGE COMPARISON

LIEUTENANT

- APD's Lieutenant pay plan range is relatively tighter than the peer group and positioned towards the low end of pay
- The maximum pay tier of APD's pay plan range for Lieutenant is below the minimum for this role in eight of the thirteen peer agencies
- The midpoint of the pay plan range for this position is comparable to Alpharetta and Brookhaven, and larger cities like Nashville and Dallas. Most peer agencies in larger cities have higher pay ranges than APD for the Lieutenant rank

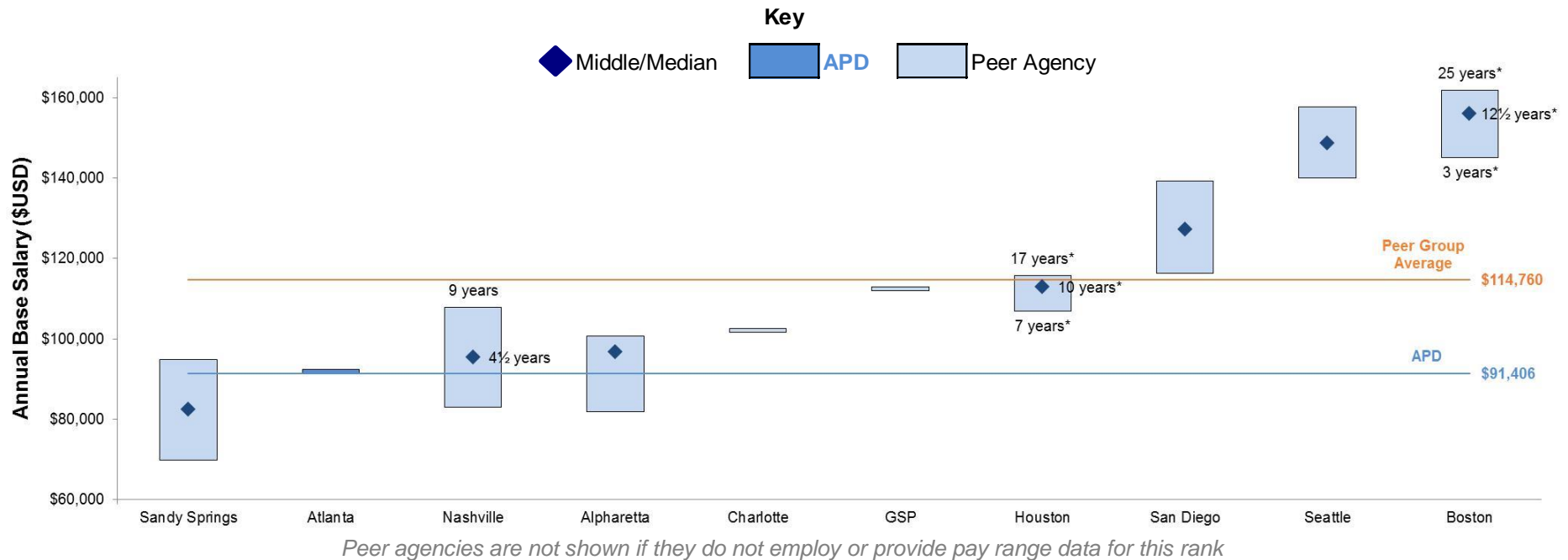


Note: The number of years denote the tenure required in-rank to reach the middle and the maximum of the pay plan except for Houston and Boston
 Number of years shown for Houston and Boston refer to total years of service and include total years of service required to reach the specified rank

POSITION-LEVEL PAY PLAN RANGE COMPARISON

CAPTAIN

- Similar to Charlotte and the Georgia State Patrol, APD does not use a pay plan with tiers for positions above Lieutenant
- There is wide variability in how Police Captains are paid among the agencies. APD is aligned with smaller municipalities as well as Nashville

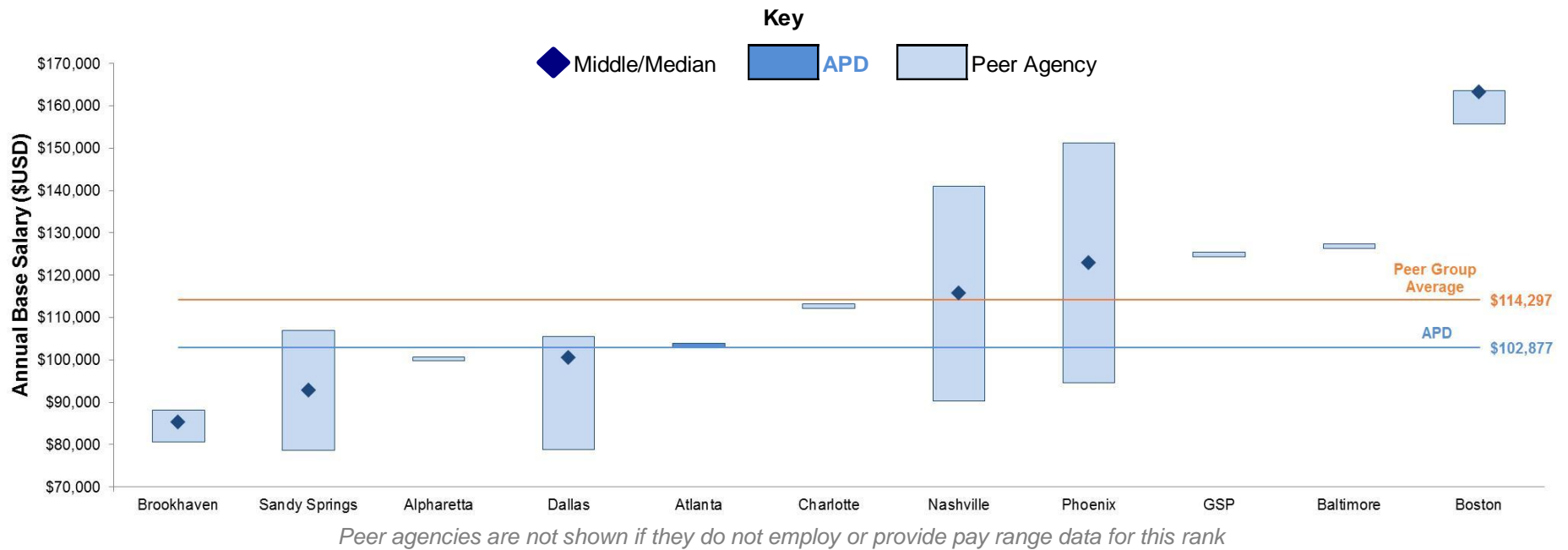


Note: The number of years denote the tenure required in-rank to reach the middle and the maximum of the pay plan except for Houston and Boston
 Number of years shown for Houston and Boston refer to total years of service and include total years of service required to reach the specified rank

POSITION-LEVEL PAY PLAN RANGE COMPARISON

MAJOR

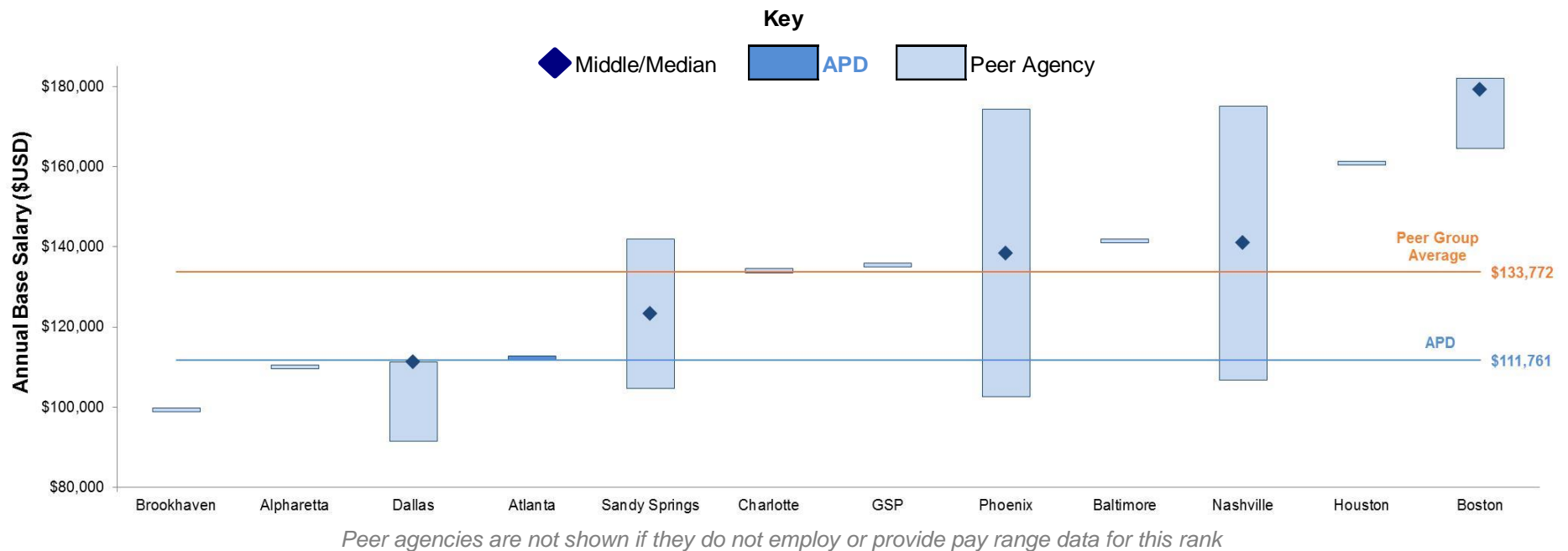
- Of the ten peer agencies where data is available, four provide a flat pay rate, similar to APD
- APD pay is in line with four of the ten peers and above the middle of two, but still falls below the peer group average



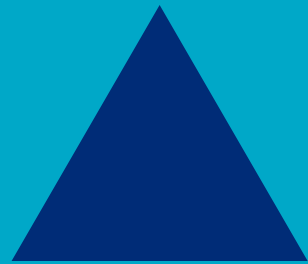
POSITION-LEVEL PAY PLAN RANGE COMPARISON

DEPUTY CHIEF

- Similar to the Major rank, Deputy Chief pay aligns with Alpharetta and Dallas, and is above Brookhaven
- Pay for the Deputy Chief falls below the other eight peers. Where there is overlap, APD is at the lower end of three of the eight
- Six of the eleven peer agencies use only one pay level, or a flat pay for Deputy Chief



RECOMMENDATIONS & COST IMPLICATIONS

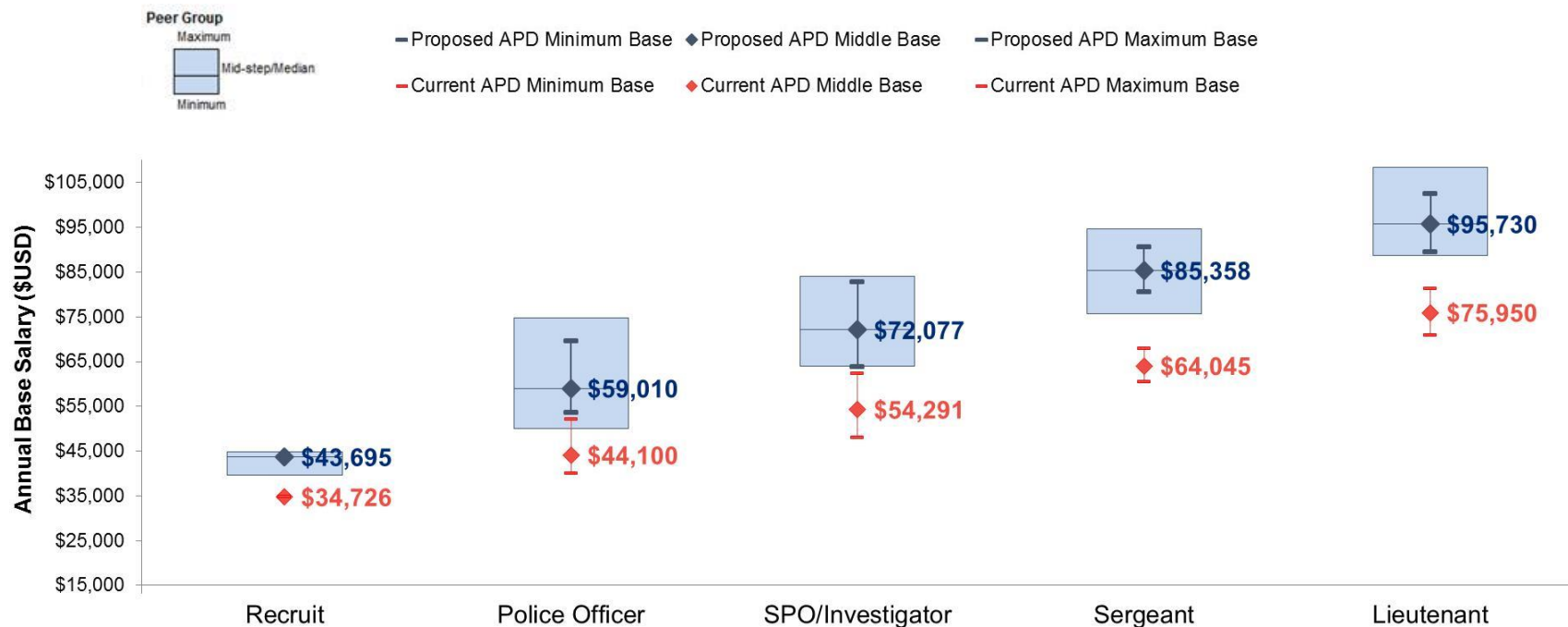


RECOMMENDATIONS

PROPOSED PAY RANGE COMPARISON

RECRUIT THROUGH LIEUTENANT

- Proposed APD pay plan ranges for Recruit through Lieutenant ranks are aligned to the middle of the peer group market data
 - APD pay range data will be narrower when compared to market aggregate pay ranges for most ranks, except for SPO/Investigator
 - SPO/Investigator market data was blended to compare to APD



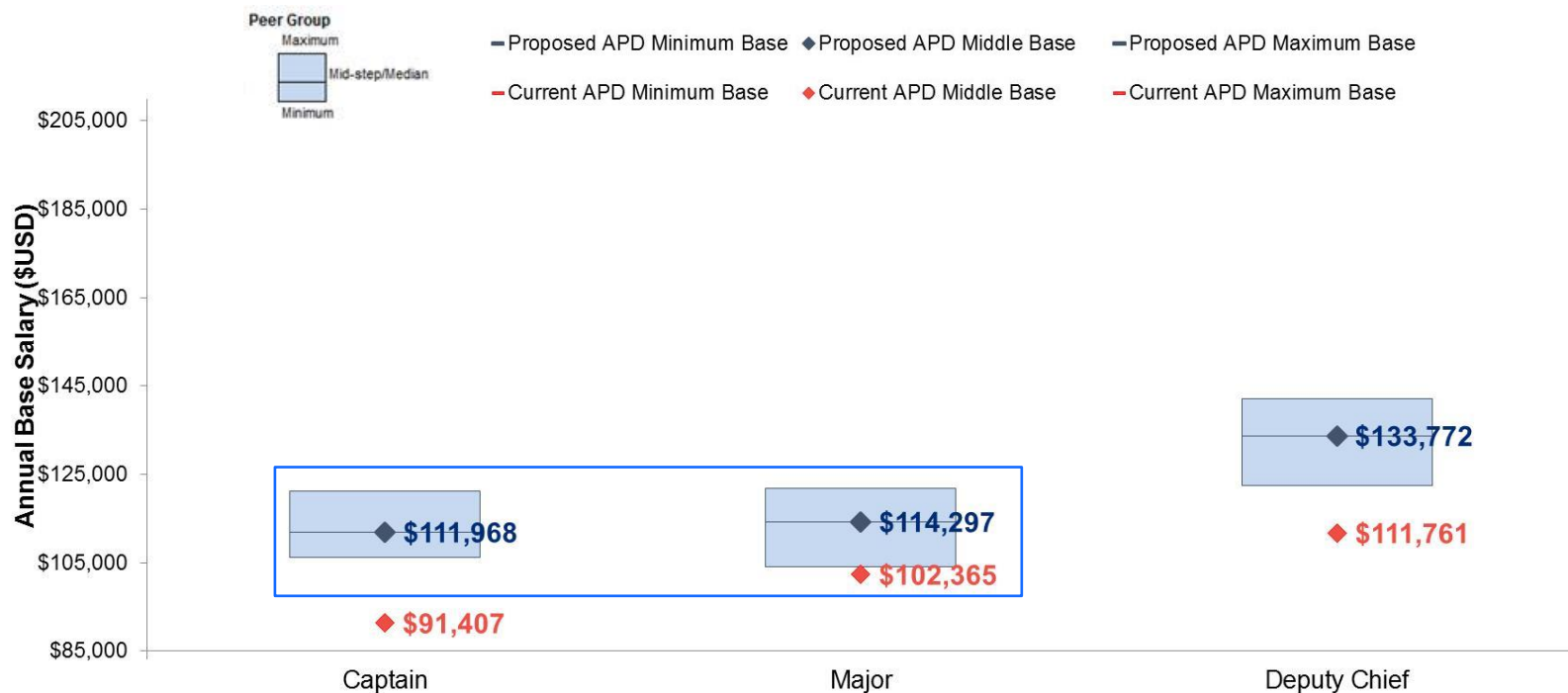
Note: Peer group pay ranges include average, minimum and maximum values

RECOMMENDATIONS

PROPOSED PAY RANGE COMPARISON

CAPTAIN THROUGH DEPUTY CHIEF

- Proposed APD pay for the Captain through Deputy Chief ranks are aligned to the middle of the peer group market data
- Market variance and differences in the number of agencies with data available for the Captain and Major ranks resulted in similar market base pay ranges for the two ranks (see box below in blue)
 - Due to APD Captains being eligible for extra jobs and Majors being ineligible, adjustments to these base pay ranges should be considered to avoid significant overlap

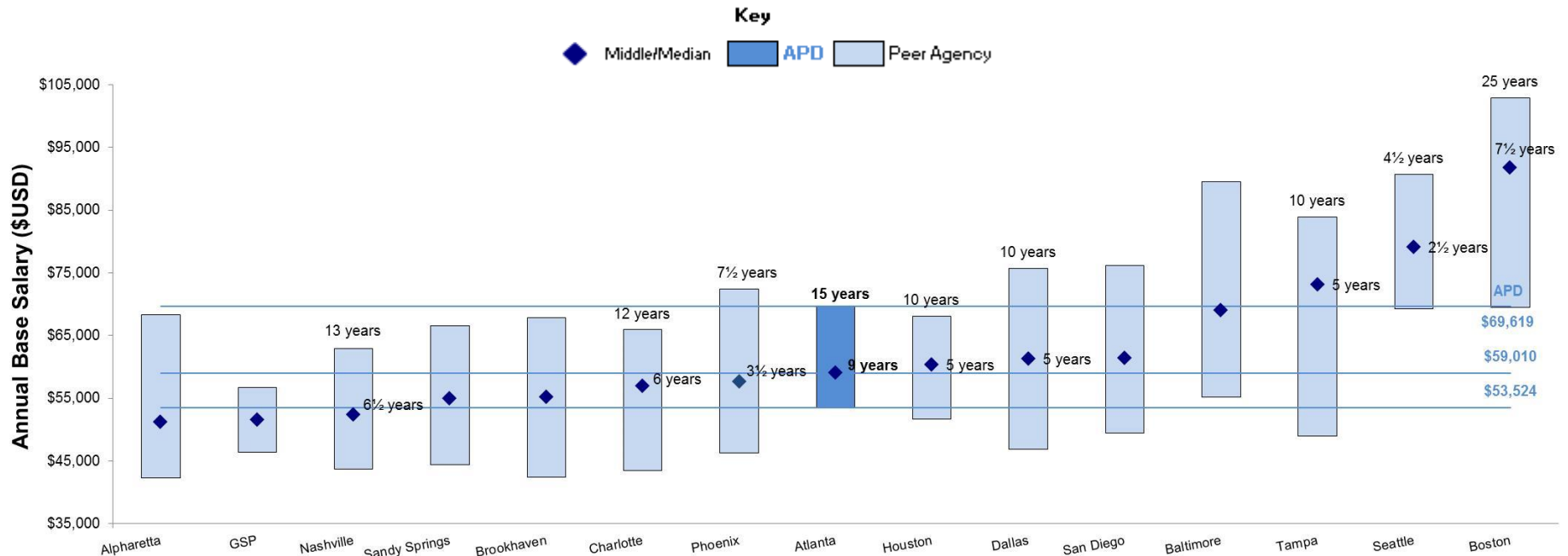


Note: Peer group pay ranges include average, minimum and maximum values

NEW POSITIONING IN MARKET

EXAMPLE: POLICE OFFICER

- The new pay positioning for Police Officer places APD in the center of the peer group and above all four Georgia peer agencies
 - Similarly, the ranks of Recruit and SPO/Investigator up to Deputy Chief are positioned competitively in the center of the peer group with respective proposed pay



Note: The number of years shown denote the tenure required in-rank to reach the middle and the maximum of the pay plan

COST IMPLICATIONS SUMMARY

- It is Mercer’s understanding that APD wishes to bring employee base pay for all ranks to the middle of the competitive market
 - The table below outlines the total cost, based on market data, of bringing APD employees to market competitive levels. These figures are for illustrative purposes only, and should not be taken as a recommendation for base pay increases
 - Total costs are calculated based on the assumption that base pay increases to reach the market middle will be enacted in the first year of implementation
 - APD and City HR must consider budgeting and talent strategy when developing a transition plan to better align with market
- Estimated increases in the City’s contributions to the APD pension plan were provided by APD’s current actuary, Chuck Carr, based on summary cost implications
 - A more detailed review of actual pension cost needs to be conducted once final base pay recommendations/increases are determined. Under assumptions made in this report, the impact on the pension does not require any change to the current City pension ordinance

	Cost to Reach Market
Costs - Base Pay Increases	\$28,760,000
Costs - Pension	\$13,370,000
Total Costs	\$42,130,000

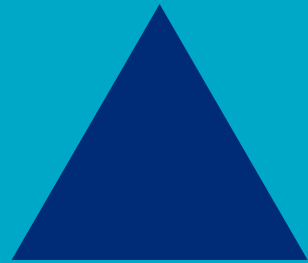
COST IMPLICATIONS DETAILED

- The tables below represent a detailed breakout - by rank and by tier, where applicable, of the cost to bring all APD employees to the middle of the market

Rank	Cost to Reach Market	Number of Employees	Average Cost per Employee
Lieutenant			
Tier 3	\$784,000	37	\$21,189
Tier 2	\$376,000	19	\$19,789
Tier 1	\$314,000	17	\$18,471
Lieutenant Total	\$1,474,000	73	\$20,192
Sergeant			
Tier 3	\$2,575,000	114	\$22,588
Tier 2	\$1,428,000	67	\$21,313
Tier 1	\$905,000	45	\$20,111
Sergeant Total	\$4,908,000	226	\$21,717
Investigator			
Tier 3	\$2,494,000	122	\$20,443
Tier 2	\$1,530,000	86	\$17,791
Tier 1	\$708,000	45	\$15,733
Investigator Total	\$4,732,000	253	\$18,704
SPO			
Tier 3	\$961,000	47	\$20,447
Tier 2	\$267,000	15	\$17,800
Tier 1	\$519,000	33	\$15,727
SPO Total	\$1,747,000	95	\$18,389
Officer			
Tier 6	\$2,392,000	136	\$17,588
Tier 5	\$1,139,000	68	\$16,750
Tier 4	\$1,249,000	79	\$15,810
Tier 3	\$2,058,000	138	\$14,913
Tier 2	\$3,209,000	226	\$14,199
Tier 1	\$4,544,000	336	\$13,524
Officer Total	\$14,591,000	983	\$14,843
Recruit			
Recruit	\$655,000	73	\$8,973
Lower Ranks Total	\$28,107,000	1703	\$16,504

Rank	Cost to Reach Market	Number of Employees	Average Cost per Employee
Police Deputy Chief	\$132,000	6	\$22,000
Police Major	\$215,000	18	\$11,944
Police Captain	\$308,000	15	\$20,533
Upper Ranks Total	\$655,000	39	\$16,795

FUTURE CONSIDERATIONS



FUTURE CONSIDERATIONS

PAY PHILOSOPHY

Tier Progression

- Consider increases to pay levels across majority of ranks and the amount of time necessary to implement these increases
- Determine any overlap in pay between adjacent ranks and why
- Analyze the current number of tiers in each rank to ensure they fit with APD's target market
- Revisit in-rank pay increase percentages and decide if current levels are appropriate or should be changed

Pay Incentives

- Consider whether APD should provide pay incentives for special classifications beyond what is currently offered (offering incentive pay for Field Training Officers, for example)
- Consider the level of current pay incentives relative to qualifications to ensure appropriate pay equity to the market
- Provide incentives as flat rates rather than percentage of Base Pay

Benefits Competitive Analysis

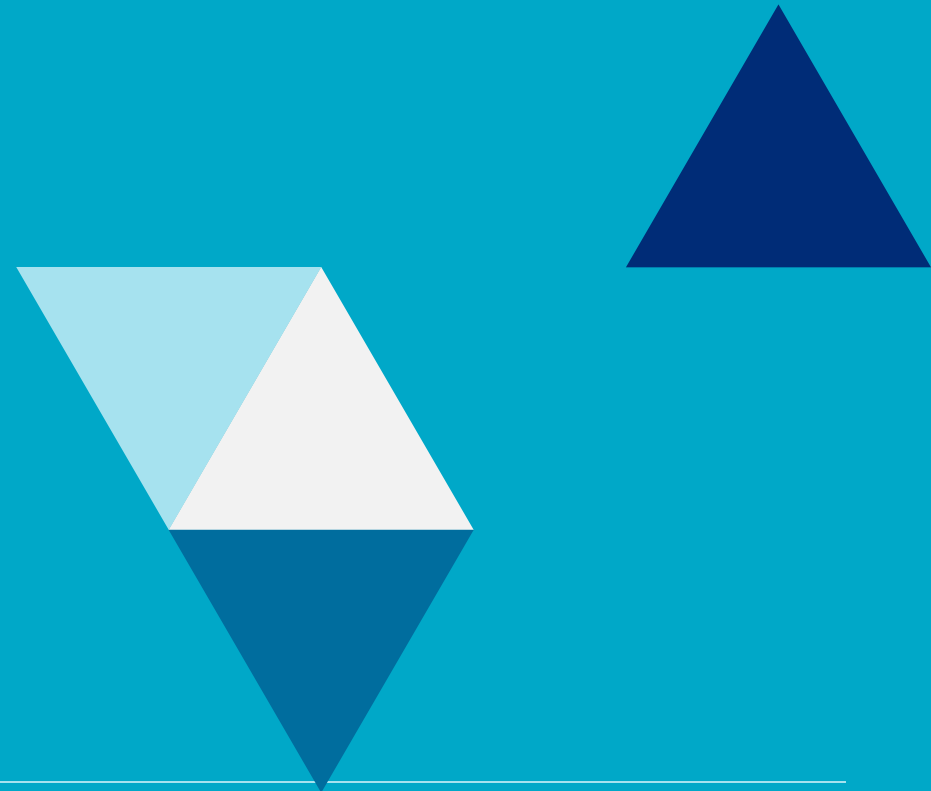
- Ensure that benefits (health and wealth) are competitive to the market and complement pay, to offer an attractive total rewards package for employees

Total Pay Package

- Ensure the total, revised pay plan and structure would be attractive to potential new hires and to current APD employees.
 - Will it encourage the right behaviors and drive the desired culture?

APPENDIX 1

METHODOLOGY



METHODOLOGY

APD DATA

- Mercer conducted market data research focused on comparing APD's base pay plan ranges against those of its law enforcement agency peer group. The analysis used the following pay data provided by APD:
 - Pay ordinances outlining the tiers for the ranks Officer through Lieutenant for analysis against peer group pay plan data for similar positions. Base pay associated with a high school education level is used as it does not include any incentive pay
 - Data aggregated from APD's employee census file for the ranks of Recruit, Captain, Major, and Deputy Chief are used for analysis against peer group pay plan data. As these are mostly flat rates in the employee census file apart for a few exceptions within the Captain and Major ranks, they can be assumed to be true base pay amounts
- Years of tenure in-rank required to progress to the middle and maximum pay tiers for the ranks of Officer up to Lieutenant are sourced from pay ordinances to compare against number of years required in-rank to advance through peer agency pay plans

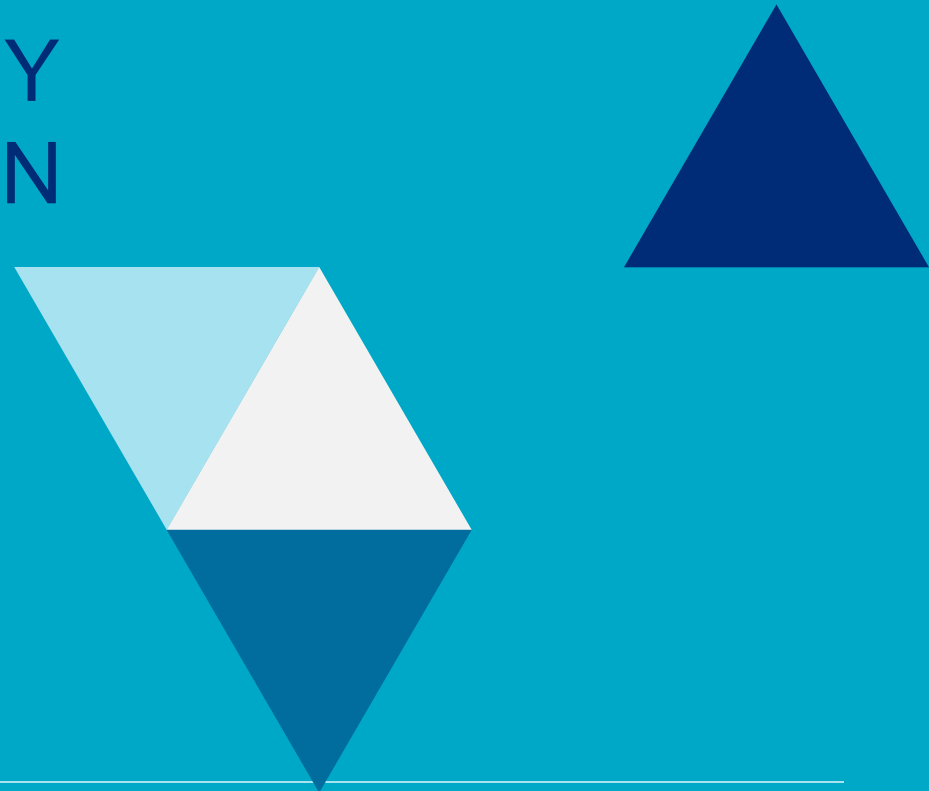
METHODOLOGY

PEER DATA COLLECTION

- Mercer conducted market data research for the fourteen peer law enforcement agencies by leveraging data from publicly available sources and the peers themselves
 - The first tier, middle tier, and last tier for each rank of the peer organizations are used to define the market ranges for APD's positions
 - To provide an effective frame of reference to APD's positions, Mercer researched the number of years required to progress to the middle and maximum of the pay range for the ranks of Officer, SPO, Sergeant, Lieutenant, and Captain for as many agencies where information was available
 - Alpharetta, Brookhaven, and Sandy Springs do not follow structures with clearly defined associations between pay range and years of tenure in-rank; as these agencies' jurisdictions are smaller and pay advancement in-rank can likely be addressed on a case-by-case basis
 - Mercer has taken into account titling differences across peer agencies when benchmarking to APD through analysis of the hierarchy of ranks for each peer agency
 - Example: Nashville Police Department's rank of Commander is compared against APD's rank of Major

APPENDIX 2

POSITION-LEVEL PAY RANGE COMPARISON TABLES



APPENDIX

RECRUIT BASE PAY

Agency	Minimum	Middle/Median	Maximum
Recruit			
Alpharetta	--	\$31,500	--
Baltimore	--	--	--
Boston	\$21,256	\$26,075	\$27,119
Brookhaven	--	--	--
Charlotte	--	--	--
Dallas	--	--	--
Georgia State Patrol	--	--	--
Houston	--	\$42,000	--
Nashville	\$39,313	\$45,208	\$51,104
Phoenix	\$39,853	\$46,675	\$55,182
San Diego	\$42,072	\$46,104	\$50,700
Sandy Springs	--	\$42,181	--
Seattle	--	\$58,902	--
Tampa	--	--	--
Recruit Aggregate	\$39,635	\$42,331	\$44,836
Atlanta	--	\$34,726	--
Variance	-12.4%	-18.0%	-22.5%

APPENDIX

POLICE OFFICER BASE PAY

Agency	Minimum	Middle/Median	In-Rank Tenure (Years)	Maximum	In-Rank Tenure (Years)
Police Officer					
Alpharetta	\$42,263	\$51,183	--	\$68,312	--
Baltimore	\$48,971	\$73,115	--	\$83,881	--
Boston	\$69,511	\$91,709	7.5	\$102,881	25
Brookhaven	\$42,406	\$55,128	--	\$67,850	--
Charlotte	\$43,492	\$56,896	6	\$65,982	12
Dallas	\$46,870	\$61,326	5	\$75,656	10
Georgia State Patrol	\$46,422	\$51,552	--	\$56,708	--
Houston	\$51,655	\$60,321	5	\$68,117	10
Nashville	\$43,684	\$52,415	6.5	\$62,896	13
Phoenix	\$46,238	\$57,699	3.5	\$72,426	7.5
San Diego	\$49,428	\$61,362	--	\$76,200	--
Sandy Springs	\$44,403	\$54,961	--	\$66,573	--
Seattle	\$69,240	\$79,116	2.5	\$90,672	4.5
Tampa	\$55,141	\$69,014	5	\$89,544	10
Police Officer Aggregate	\$49,980	\$62,557	5.125	\$74,836	11.5
Atlanta	\$40,000	\$45,423	9	\$52,028	15
Variance	-20.0%	-27.4%	--	-30.5%	--

APPENDIX

SENIOR POLICE OFFICER BASE PAY

Agency	Minimum	Middle/Median	In-Rank Tenure (Years)	Maximum	In-Rank Tenure (Years)
Senior Police Officer					
Alpharetta	\$51,181	\$59,273	--	\$78,454	--
Baltimore	--	--	--	--	--
Boston	--	--	--	--	--
Brookhaven	--	--	--	--	--
Charlotte	--	--	--	--	--
Dallas	\$51,688	\$67,602	5.5	\$83,412	11
Georgia State Patrol	\$61,826	\$62,379	--	\$70,193	--
Houston	\$69,355	\$72,649	16*	\$75,942	17*
Nashville	\$53,443	\$61,459	4.5	\$69,475	9
Phoenix	--	--	--	--	--
San Diego	\$66,228	\$72,732	--	\$80,016	--
Sandy Springs	\$52,471	\$62,293	--	\$72,115	--
Seattle	--	--	--	--	--
Tampa	\$80,371	\$89,648	2.5	\$99,778	5
Senior Police Officer Aggregate	\$60,821	\$68,504	No Aggregate	\$78,673	No Aggregate
Atlanta	\$48,001	\$54,291	2	\$62,397	4
Variance	-21.1%	-20.7%	--	-20.7%	--

*Number of years provided for Houston refers to total years of service

APPENDIX

INVESTIGATOR BASE PAY

Agency	Minimum	Middle/Median	In-Rank Tenure (Years)	Maximum	In-Rank Tenure (Years)
Investigator					
Alpharetta	--	--	--	--	--
Baltimore	\$48,575	\$74,862	--	\$85,906	--
Boston	\$91,582	\$99,869	10*	\$108,157	20*
Brookhaven	\$42,406	\$55,128	--	\$67,850	--
Charlotte	--	--	--	--	--
Dallas	--	--	--	--	--
Georgia State Patrol	--	--	--	--	--
Houston	--	--	--	--	--
Nashville	--	--	--	--	--
Phoenix	--	--	--	--	--
San Diego	\$66,228	\$72,732	--	\$80,016	--
Sandy Springs	--	--	--	--	--
Seattle	\$72,871	\$82,747	--	\$94,315	--
Tampa	\$80,371	\$89,648	2.5	\$99,778	5
Investigator Aggregate	\$67,006	\$79,164	No Aggregate	\$89,337	No Aggregate
Atlanta	\$48,001	\$54,291	2	\$62,397	4
Variance	-28.4%	-31.4%	--	-30.2%	--

*Number of years provided for Boston refers to total years of service

APPENDIX SERGEANT BASE PAY

Agency	Minimum	Middle/Median	In-Rank Tenure (Years)	Maximum	In-Rank Tenure (Years)
Sergeant					
Alpharetta	--	--	--	--	--
Baltimore	\$69,915	\$84,977	--	\$97,309	--
Boston	\$107,889	\$118,878	12.5*	\$124,631	25*
Brookhaven	\$54,166	\$70,416	--	\$86,665	--
Charlotte	\$78,016	\$80,966	2	\$86,064	4
Dallas	\$59,426	\$75,856	5	\$91,349	10
Georgia State Patrol	\$74,808	\$79,893	--	\$83,026	--
Houston	\$83,289	\$85,943	10*	\$87,545	17*
Nashville	\$64,661	\$74,363	4.5	\$84,064	9
Phoenix	\$73,528	\$87,236	3	\$102,328	6.5
San Diego	\$76,536	\$84,180	--	\$92,520	--
Sandy Springs	\$60,135	\$70,892	--	\$81,649	--
Seattle	\$93,324	\$97,344	0.5	\$104,304	1.5
Tampa	\$89,544	\$98,706	2.5	\$109,886	5
Sergeant Aggregate	\$75,787	\$85,358	No Aggregate	\$94,719	No Aggregate
Atlanta	\$60,420	\$64,045	2	\$67,888	4
Variance	-20.3%	-25.0%	--	-28.3%	--

*Number of years provided for Houston and Boston refer to total years of service

APPENDIX LIEUTENANT BASE PAY

Agency	Minimum	Middle/Median	In-Rank Tenure (Years)	Maximum	In-Rank Tenure (Years)
Lieutenant					
Alpharetta	\$60,906	\$79,606	--	\$89,143	--
Baltimore	\$79,471	\$96,595	--	\$110,618	--
Boston	\$125,072	\$136,061	12.5*	\$141,815	25*
Brookhaven	\$61,752	\$80,302	--	\$98,852	--
Charlotte	--	\$93,109	--	--	--
Dallas	\$65,096	\$83,078	5	\$100,056	10
Georgia State Patrol	--	\$90,518	--	--	--
Houston	\$92,737	\$95,730	10*	\$98,117	17*
Nashville	\$71,085	\$81,747	4.5	\$92,408	9
Phoenix	\$87,984	\$104,676	3	\$122,793	6.5
San Diego	\$97,932	\$107,052	--	\$117,216	--
Sandy Springs	--	--	--	--	--
Seattle	\$117,721	\$125,029	--	\$132,651	--
Tampa	\$110,968	\$118,071	2.5	\$122,907	5
Lieutenant Aggregate	\$88,796	\$99,352	No Aggregate	\$108,477	No Aggregate
Atlanta	\$70,900	\$75,950	2	\$81,359	4
Variance	-20.2%	-23.6%	--	-25.0%	--

*Number of years provided for Houston and Boston refer to total years of service

APPENDIX CAPTAIN BASE PAY

Agency	Minimum	Middle/Median	In-Rank Tenure (Years)	Maximum	In-Rank Tenure (Years)
Captain					
Alpharetta	\$81,897	\$96,725	--	\$100,649	--
Baltimore	--	--	--	--	--
Boston	\$145,040	\$156,029	12.5*	\$161,783	25*
Brookhaven	--	--	--	--	--
Charlotte	--	\$101,640	--	--	--
Dallas	--	--	--	--	--
Georgia State Patrol	--	\$111,968	--	--	--
Houston	\$106,847	\$112,868	10*	\$115,821	17*
Nashville	\$82,926	\$95,364	4.5	\$107,802	9
Phoenix	--	--	--	--	--
San Diego	\$116,280	\$127,188	--	\$139,248	--
Sandy Springs	\$69,853	\$82,405	--	\$94,957	--
Seattle	\$140,000	\$148,655	--	\$157,748	--
Tampa	--	--	--	--	--
Captain Aggregate	\$106,272	\$114,760	No Aggregate	\$121,291	No Aggregate
Atlanta	--	\$91,407	--	--	--
Variance	-14.0%	-20.3%	--	-24.6%	--

*Number of years provided for Houston and Boston refer to total years of service

APPENDIX

MAJOR BASE PAY

Agency	Minimum	Middle/Median	Maximum
Major			
Alpharetta	--	\$99,714	--
Baltimore	--	\$126,378	--
Boston	\$155,726	\$163,209	\$163,517
Brookhaven	\$80,597	\$85,241	\$88,229
Charlotte	--	\$112,161	--
Dallas	\$78,759	\$100,515	\$105,540
Georgia State Patrol	--	\$124,409	--
Houston	--	--	--
Nashville	\$90,383	\$115,689	\$140,995
Phoenix	\$94,515	\$122,876	\$151,237
San Diego	--	--	--
Sandy Springs	\$78,585	\$92,774	\$106,963
Seattle	--	--	--
Tampa	--	--	--
Major Aggregate	\$104,123	\$114,297	\$121,914
Atlanta	--	\$102,365	--
Variance	-1.7%	-10.4%	-16.0%

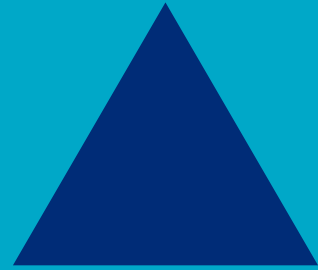
APPENDIX

DEPUTY CHIEF BASE PAY

Agency	Minimum	Middle/Median	Maximum
Deputy Chief			
Alpharetta	--	\$109,620	--
Baltimore	--	\$140,964	--
Boston	\$164,568	\$179,233	\$181,983
Brookhaven	--	\$98,806	--
Charlotte	--	\$133,562	--
Dallas	\$91,506	\$111,228	\$111,228
Georgia State Patrol	--	\$135,000	--
Houston	--	\$160,338	--
Nashville	\$106,808	\$140,972	\$175,136
Phoenix	\$102,544	\$138,434	\$174,325
San Diego	--	--	--
Sandy Springs	\$104,780	\$123,335	\$141,890
Seattle	--	--	--
Tampa	--	--	--
Deputy Chief Aggregate	\$122,591	\$133,772	\$142,078
Atlanta	--	\$111,761	--
Variance	-8.8%	-16.5%	-21.3%

APPENDIX 3

ADDITIONAL MARKET INSIGHTS & FINDINGS



INCENTIVE PAY FOR POLICE

Agency	Bilingual	Bomb Squad	Education	Flight	Hazardous Duty	SWAT	Field Training Officer
Atlanta	2% of base pay	7% of base pay	3.5% of base pay for Associates. 7% for Bachelors	7% of base pay for Observer. 10.5% for Pilot	3.5% of base pay	3.5% of base pay for Tactical Field Officer. 7% for SWAT	None
Alpharetta	Not provided	No Bomb Squad unit	Not provided	No Flight unit	Not provided	Not provided	5% of base pay
Baltimore	N/A	N/A	Provided – not disclosed	14% of base pay	N/A	N/A	N/A
Boston	N/A	N/A	8.5% of base pay for Associates. 17% for Bachelors. 21.25% for Masters	N/A	N/A	N/A	N/A
Brookhaven	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Charlotte	5% of base pay	N/A	5% of base pay for Associates. 10% for Bachelors	N/A	N/A	N/A	5% of base pay
Dallas	\$1,320 to \$1,800 annually		\$2,800 for Associates. \$3,600 for Bachelors			\$1,500 annually	\$1,200 annually
Georgia State Patrol	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Houston	Provided – not disclosed	N/A	\$3,640 annually for Bachelors. \$6,240 for Masters. \$8,840 for Doctorate	N/A	N/A	N/A	N/A
Nashville	N/A	N/A	3% of base pay for Associates. 6% for Bachelors	N/A	N/A	N/A	N/A
Phoenix	\$10 per hour						5% of base pay
San Diego	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sandy Springs	N/A	N/A	N/A	N/A	N/A	Provided – not disclosed	5% of base pay
Seattle	N/A	\$8,160 annually	N/A	N/A	N/A	\$2,724 annually	N/A
Tampa	N/A	\$1620 annually	\$360 annually for Associates, \$600 for Bachelors	\$1620 annually	N/A	\$1620 annually	\$230 per month when responsible for training

N/A = Information not readily available

Not provided = Agency does not provide specific premium

INVESTIGATOR AND SPO PRACTICES

- In prior meetings with the Core Project Team, Mercer was asked to comment on data found around Investigator/Detective and Senior Police Officer (SPO) classifications

Detective/Investigator Practices

- Most agencies in the peer group align with Atlanta and classify Detectives/Investigators in a separate rank. This is best practice as it reflects the difference in career paths
- Dallas and Houston offer incentive pay for the Detective/Investigator classification as opposed to separating the rank into a separate pay grade
- Boston separates Detective into its own rank, but also has Detective ranks for Sergeant, Lieutenant, and Captain

Senior Police Officer Practices

- Several peer agencies align with APD in having a rank between Police Officer and Sergeant
 - Titling varies from agency to agency, with some calling this rank a Master Police Officer or Corporal
- Others in the peer group do not have a rank between Police Officer and Sergeant, or offer significant longevity pay for Officers past max-out tenure
- APD should consider how grouping Investigators and SPOs into the same pay schedule fits their pay philosophy and career path

RECRUITMENT AND TAKE-HOME CAR BENEFITS

- Mercer also researched the recruitment needs of peer agencies and whether a take-home car is a provided benefit

Recruitment Needs

- Most of the larger city agencies included in the peer group appear to have high recruitment needs with significant media coverage around employee shortages
- Among the larger city agencies, Houston stands out as the most understaffed – short by as many as 2,000 officers by recent estimates. Seattle appears to be on the other end of the spectrum, with no recent media coverage on employee shortages and no advertising for job openings on the its website
- The smaller municipality agencies appear to have less of a hiring and retention issue – likely due to the lesser staffing needs that come with size of population. Facing a staffing shortage in 2017, the Georgia State Patrol raised pay for ranks across the board and launched a hiring campaign

Take-Home Car Benefit

- The smaller municipality agencies included in the peer group provide take-home cars, boosting these agencies' ability to attract talent
- The larger city agencies typically do not offer take-home cars to officers. Those agencies that do, typically do not provide cars to the entire employee population due to prohibitive cost associations



MERCER

MAKE TOMORROW, TODAY