



Human Rights Commission Subcommittee

Report of Police and Fire Hiring Practices

Virginia Beach



Human Rights
Commission

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HRC Subcommittee to Review Police and Fire Hiring Practices

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HRC Subcommittee Review of Police and Fire Hiring Practices

Executive Summary

A Subcommittee of the Human Rights Commission was formed at the request of Mayor Meyera E. Oberndorf and City Manager James K. Spore to review and evaluate current hiring practices in the Virginia Beach Police and Fire Departments and make recommendations to strengthen recruitment and hiring of minorities in these public safety agencies. The Subcommittee included members of the Human Rights Commission and the Police, Fire, and Human Resources departments.

It was hoped that through the work of the Subcommittee, the following desired outcomes could be achieved:

- Greater understanding and interest in the public safety professions
- New ideas for recruitment and retention of employees
- More flexible hiring process
- Increased numbers of minorities¹ and women² employed

The Subcommittee met to review and analyze the hiring practices of the Police and Fire Departments and to discuss its recommendations. Information that was analyzed included Police and Fire minority utilization, departmental availability of positions, departmental recruitment strategies, position qualifications, Police and Fire selection processes, police officer and firefighter salaries, cultural and social issues, Police and Fire promotion processes, and the City's Workforce Planning and Development Program.

Both departments have a genuine interest and desire in increasing the number of minorities within their organizations and have made major efforts toward this goal. However, like many jurisdictions across the country, they have been unable to hire sufficient numbers of qualified minorities.

The Subcommittee believes that accomplishing the desired outcomes will take much time and effort and cannot be realized "over night". This can be seen in its recommendations. These include:

1. The departments should seek new ways to become more attractive to minority groups.
2. The departments should study why certain applicants do not continue through the entire selection process and whether there is anything that can be done to encourage them to continue.

¹ For purposes of this report, minorities include all racial/ethnic groups other than Caucasians who are non-Hispanic. This includes African Americans, Hispanics, Asians, Native Hawaiian/Pacific Islanders, American Indian/Alaskan Natives and combinations of these groups.

² It is important to note that the focus of this study is minority recruitment and hiring. However, many of the recommendations made in this report also support the recruitment of hiring of women, another positive outcome.

3. Increase the presence of minorities in both the departmental recruitment videos as well as at every stage in the selection process to encourage minority candidates to continue in the process.
4. Review the selection processes to determine if adjustments can be made in the administration of the written examination, which is the greatest disqualifier of minorities, or if there are alternative selection tools that could be used. Also, review the background disqualifiers.
5. Study the promotion processes currently in place to determine if changes could be made, which would provide greater access to minorities, while continuing to assess valid, job-related selection criteria.
6. Review the benefits package, particularly those within the Police and Fire departments, to determine if improvements or changes are needed that are more attractive to minorities.
7. City administration and City Council should provide funding to support the efforts of equal employment opportunity and diversity in the Police, Fire, and Human Resources departments.
8. Each department should develop a workforce plan utilizing the City's Workforce Planning and Development Program.
9. Both departments and the City need to work on the image of the professions in the community. The Police Department, in particular, needs to continue to work on its image as a positive member of the community.
10. The departments and the City should continue to conduct diversity training for employees as well as institute other activities to increase the cohesiveness of employees regardless of gender or race.
11. The City, the employees, the citizens, and the minority groups must work together to change the City's image and the minority community's perception. Citizens and community groups, especially minority community groups, should work with the City and both departments by providing assistance in developing new ideas as well as referring qualified applicants. In return, the City must show real progress and commitment toward improved representation.

The Police and Fire Departments have realized a number of accomplishments in their efforts to increase minority representation, demonstrated by increases in the hiring percentages of minorities in both departments, during the last five years. However, more work still needs to be accomplished. The minority population of the City is rapidly expanding and will continue to do so in the future. New recruitment efforts and hiring practices will be needed to provide the desired representation for the public safety agencies of the future.

HRC Subcommittee Review of Police and Fire Hiring Practices

Purpose

The purpose of the Subcommittee is to review and evaluate current hiring practices in the Virginia Beach Police and Fire Departments and make recommendations to strengthen recruitment and hiring of minorities in these public safety agencies.

Background

In June 2004, the Office of the City Attorney received a letter from the Department of Justice indicating the Department's intent to conduct an investigation into the hiring practices of the Virginia Beach Police and Fire Departments.

Since the letter was received, both departments have continued to institute proactive steps to enhance their hiring practices and to ensure recruitment efforts successfully reach all applicant groups. On October 7, 2004, in an effort to expand this initiative, Mayor Meyera E. Oberndorf and City Manager James K. Spore requested that the Human Rights Commission "HRC" form a subcommittee to review the hiring practices of both departments and provide recommendations to strengthen their recruitment and hiring of minorities.

The Subcommittee, chaired by the HRC Chairperson, William Dyson, includes HRC Commissioners and representatives from Fire, Police and Human Resources. The Subcommittee was charged with providing its findings and recommendations to the Mayor within 90 days of the joint request by the Mayor and City Manager.

Subcommittee Members

William A. Dyson, Chair (HRC)
Alicia Fernandez-Bobulinski (HRC)
Dr. Agnes H. Moon (HRC)
J.P. Godsey (HRC)
Sylvia Nery Strickland (HRC)
Captain Sandi Baum (Police)
Master Police Officer Keith Gonzales-Jordan (Police)
Miriam Manning (Human Resources/Police Services)
Firefighter Paula Wirth (Fire)
Master Firefighter Joseph Grandison, Jr. (Fire)
Cathy Anderson (Fire)
Fagan Stackhouse (Human Resources)

The Subcommittee’s facilitator was Cynthia Whitbred-Spanoulis. Additional individuals from Human Resources, the City Attorney’s Office, and Media and Communications provided staff support.

Desired Outcomes

The Subcommittee agreed upon the following as desirable outcomes of its work for the City:

- *Greater understanding and interest in the public safety professions*
- *New ideas for recruitment and retention of employees*
- *More flexible hiring process*
- *Increased numbers of minorities and women employed*

Review Methodology

The Subcommittee met on four occasions: October 29, November 19, December 10, and January 6. Current hiring practices of each department were reviewed and discussed, as well as many practices of other departments from across the country. The Subcommittee also discussed “current reality” in recruitment and hiring in the departments including cultural, salary, and other barriers that might affect recruitment of minorities. Members of the Subcommittee conducted research on salary issues, educational requirements, testing, career progression, minimum requirements, and recruitment techniques. Recruitment materials and videos were analyzed as well as departmental resources available for recruitment. Also, citizens and African American members of the Police Department who attended the meetings were given an opportunity to provide thoughts and comments.

The Subcommittee also reviewed the racial/ethnic composition of the departments and promotions that occurred over the past five years, including comparisons with the relevant labor market³ and underutilization⁴ of minorities. Additionally, the Subcommittee compared the percentages of minority groups within the departments to the percentages of those groups within the City.

The Subcommittee’s review was comprehensive and provided a number of findings and recommendations. The notes of the Subcommittee meetings are found in Appendix A. All materials reviewed are available for reference at the Department of Human Resources.

³ The population group from which applicants for a position are drawn is the relevant labor market. Appropriate levels of minorities exist in an organization when the minority group percentage in the organization is approximately the same as the percentage of the relevant labor market.

⁴ When the percentage of a minority group does not equal that found in the relevant labor market, underutilization of that group exists.

Findings

Police and Fire Minority Utilization: The Fire Department has 425 fire personnel. Of this number, 109 are in the fire command ranks of fire captain, fire battalion officer, fire district officer, fire deputy chief and fire chief. Approximately 6.3% of the command officers are minorities. African Americans comprise 0.9%, Hispanics 1.8%, Asians 1.8%, and Native Americans 1.8% of the total command officers (See Table 1). There are 316 firefighters in the ranks of firefighter recruits, firefighters and master firefighters. Of these firefighters, approximately 8.9% are minorities with 5.1% African American, 2.2% Hispanic, 1.3% Asian, and 0.3% Native American⁵ (See Table 2). Representation of African Americans and Hispanics in both the firefighter and command officer ranks are not reflective of the relevant labor market (See Table 5). The same is true of Asians in the firefighter ranks.

Table 1

Racial Composition of the Va Beach Fire Command Ranks*

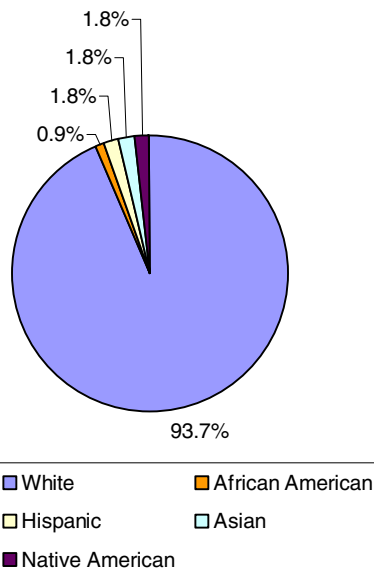
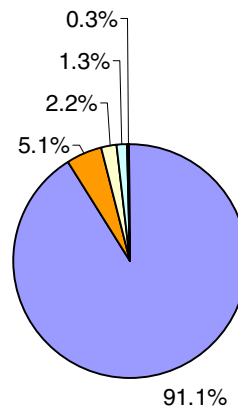


Table 2

Racial Composition of the Va Beach Firefighter Ranks**



*Fire Captain, Fire Battalion Officer, Fire District Officer, Fire Deputy Chief and Fire Chief
 **Firefighter Recruit, Firefighter and Master Firefighter

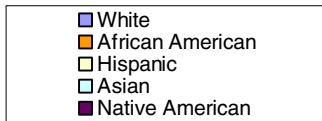
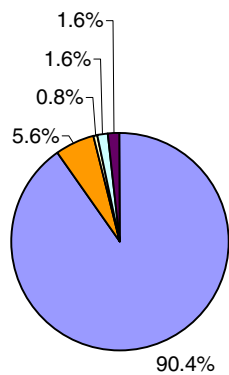
The Police Department has 766 sworn police personnel with 124 in the command ranks of police sergeant, police lieutenant, police captain, police deputy chief and police chief. Approximately 9.6% of these 124 are minority with 5.6% African American, 0.8% Hispanic, 1.6% Asian and 1.6% Native American (See Table 3). There are 642 police

⁵ Data effective 10/11/04

officers in ranks of police officer recruit, police officer and master police officer. Of these police officers, approximately 16% are minorities. More specifically, 10.3% are African American, 2.7% are Hispanic, 2.5% are Asian, and 0.5% is Native American⁶ (See Table 4). Representation of African Americans and Hispanics in both command and police officer ranks are not reflective of the relevant labor market (See Table 5). Likewise, Asians in the police officer ranks are not represented at the desired level. Statistics for both departments are found in Appendix B.

Table 3

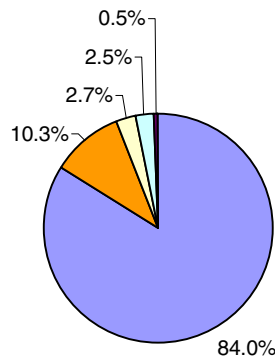
Racial Composition of the Va Beach Police Command Ranks*



*Police Sergeant, Police Lieutenant, Police Captain, Police Deputy Chief and Police Chief
 **Police Officer Recruit, Police Officer and Master Police Officer

Table 4

Racial Composition of the Va Beach Police Officer Ranks**

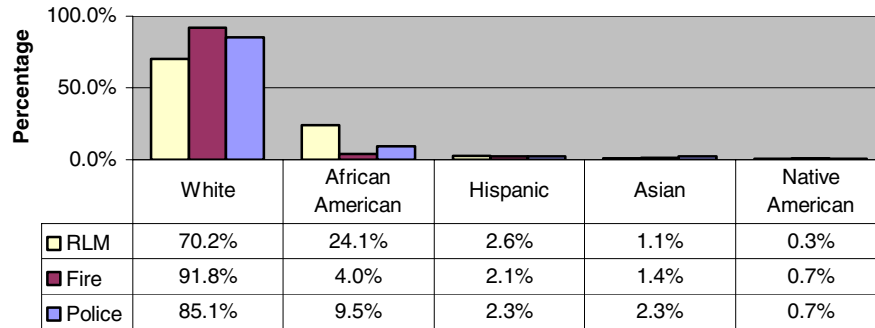


Both departments have made major efforts to recruit minorities and females into their agencies over the past few years (See Tables 5, 6, 7, 8, 9, 10). While there have been improvements, these efforts have not been sufficient to match the increases of minorities in the labor market and community.

⁶ Data effective 11/1/04

Table 5

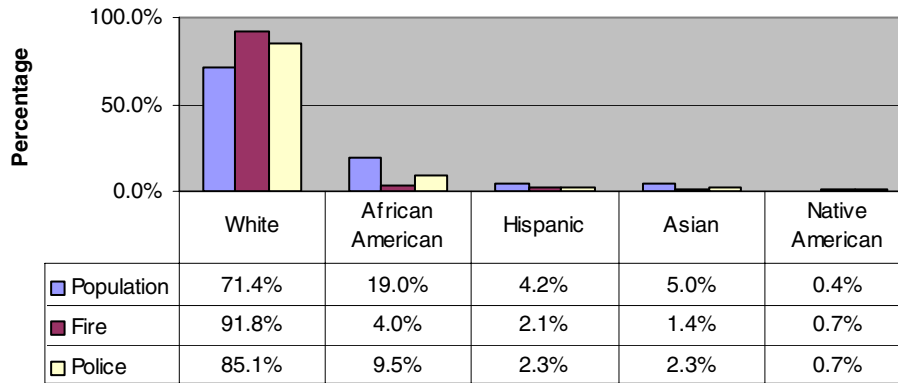
Racial Comparison of Police and Fire Department to the Relevant Labor Market (RLM)



Source: 2000 Census Data

Table 6

Racial Comparison of Police and Fire Departments to the Va Beach Population

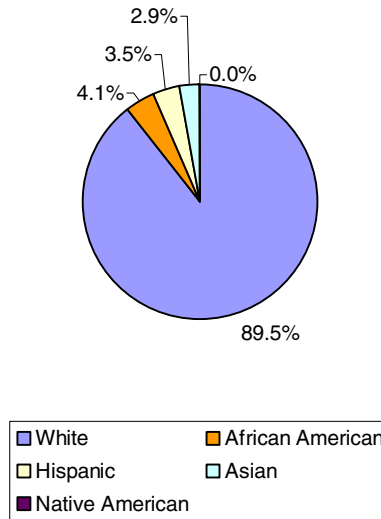


Source: 2000 Census Data

Availability of Positions: The departments differ greatly in the need to recruit for vacant positions. In the past five years, the Fire Department has hired approximately 170 firefighters. Of these, 10.5% are minorities. Of the total new firefighters, 4.1% are African American, 3.5% are Hispanic and 2.9% are Asian. Aside from this spike in hiring, there have been few opportunities for increased hiring in the Fire Department.

Table 7

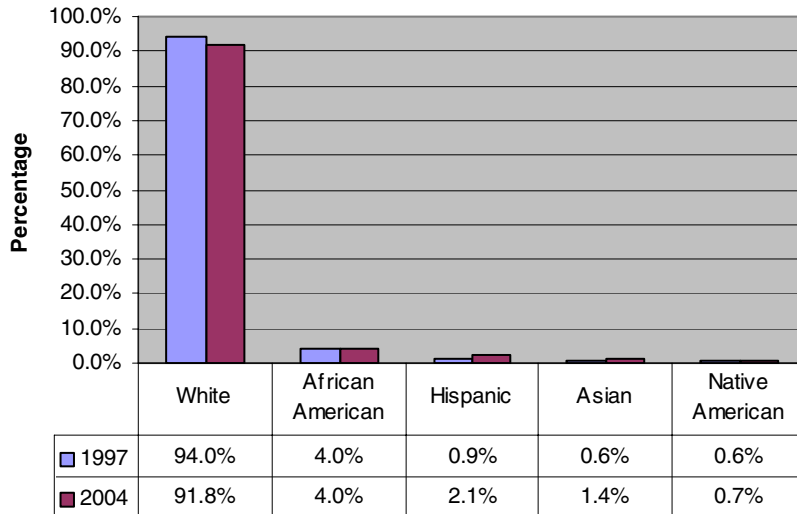
Racial Composition of New Hires in the Fire Department (1999-2004)



Turnover in the Fire Department is approximately 3%. Most of the attrition found in the Fire Department is a result of retirements. Once hired, individuals tend to stay with the department until retirement. Other vacancies occur as a result of newly budgeted positions to meet the City's commitment to National Fire Protection Association (NFPA) staffing standards or as new fire stations are opened and must be staffed. The department continually participates in recruitment activities; however, it administers an applicant process approximately every 18 months to develop a list of individuals who have successfully completed all aspects of the hiring process (eligible list). This list remains in effect for approximately 18 months. The department receives more than 700 applications for each applicant process and hires individuals from the eligible list for the two academies the department holds each year. However, because of a reduction in the number of individuals retiring over the next few months, the department projects that it will only need to hold one academy during 2005.

Table 8

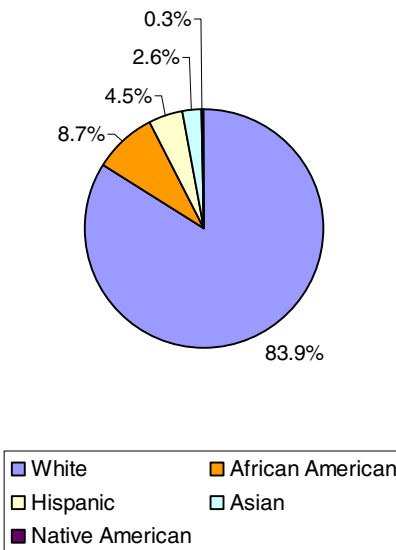
**Comparison of Racial Composition of the Fire Department
1997-2004**



During the past five years, the Police Department has hired approximately 379 police officers (including recruits) of which 16.1% were minorities; 8.7% of the hires were African American, 4.5% Hispanic, 2.6% Asian and 0.3% Native American.

Table 9

**Racial Composition of New Hires
in the Police Department (1999-
2004)**

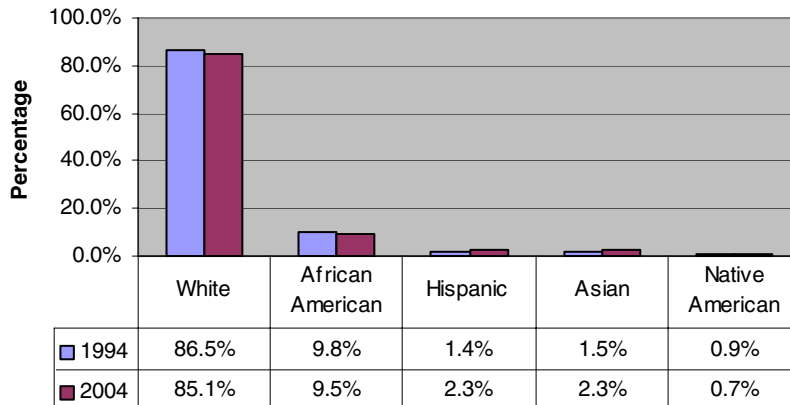


The Police Department maintains an active list of vacancies, usually 30 or more positions at any one time (55 vacancies at the time of this report). Most of these vacancies result from employee turnover, which averaged approximately seven percent this past year. Voluntary resignation is the predominant cause of employee separation. The availability and attractiveness of federal and government contractual positions have increased significantly since September 11, 2001, and the department continues to experience the impact of this new trend. In addition, the department expects a large number of retirements during the next few years, as many of the command staff (middle management level) will be retiring. Since the mid-1990's, the department has also received 10-15 new, grant-funded positions nearly every budget year. All of these factors contribute to the number of vacancies carried by the department. While employee turnover in the Police Department is not excessively high, it is important to remember that the first nine months of a new recruit's career are spent in training. The organization does not begin to see a return on its investment in a new employee until the tenth month when independent patrol work begins.

The department accepts applications for police officer or police officer recruit on a continual basis and receives over 1,000 applications annually. There is no need for a long-term eligibility list as all applicants who pass each phase of the process, and who do not voluntarily withdraw, are considered for employment. Applicants selected are placed in the Police Training Academy that is conducted twice a year.

Table 10

**Comparison of Racial Composition of the Police Department
1994-2004**



Recruitment Strategy: Both departments have comprehensive recruitment strategies. Both provide local and national advertising through targeted publications and the Internet. Both attend job fairs, locally and out-of-state, at high schools, colleges, and military installations, as well as events sponsored by the Chamber of Commerce and other organizations. Both have distributed brochures and information to colleges, civic leagues, minority organizations, churches, and military installations where potential applicants might be found. There have been promotional stories in newspapers and on television and special news releases. Both departments have recruitment videos to appeal to prospective applicants. These videos include minorities and women in the respective departments.

The Police Department is planning a Black History Month Police Expo in February to encourage minority candidates to pursue a career in law enforcement. They also have a recruiting team of police officers who are identifying new recruitment methods. The department has also implemented an officer referral program where current employees can receive a \$500 bonus for referring a candidate who is then employed by the department as a police officer and has successfully completed the probationary period. The department is also exploring a special recruitment program through local African American churches, as well as ways to gain media attention for the minority recruitment issue, and promote minority participation in the Ride Along Program. Efforts are underway to expand advertising through the development of recruitment materials to include posters, brochures, and a new video. The department is developing a cadet program to captivate the interest of potential applicants under the age of 21 and not yet eligible to apply for the position of police officer. This program will serve as a formal mentorship program while the potential applicant completes college level courses in criminal justice and other training activities designed to prepare them for the academy experience.

Currently, the department has 19 officers assigned to the Professional Development and Training Command. These individuals are responsible for coordinating officer in-service training, managing and coordinating the academy, and administering the recruitment and hiring programs. While the primary recruiting officer is a Caucasian male, he routinely schedules minority and female officers from other commands to staff recruitment events. Recently, an African American sergeant has been assigned to be supervisor of this office. The Command “borrows” staff from other commands when needed. The recruitment budget is not adequate to support ongoing and aggressive recruitment activities. Funding for recruitment is “borrowed” from other activities to cover travel expenses, extra printing, advertising and other costs.

The Fire Department has no designated uniform staff for recruitment, testing or staffing and no designated budget to pay staff recruitment travel and other expenses. Although the Fire Department has training academy staff, the work of these individuals is devoted to the academy and continuous in-service training. The staff members responsible for this function are borrowed from fire stations and other units as needed. Minorities and women are also included when recruiting. The Fire Department will continue to reach out to the community through their weekly Frontline Firefighter video program on the

City's public channel, which encourages individuals to attend the free volunteer academies. It also holds "open house" sessions for interested applicants. The department will continue to develop new recruitment materials to include posters, brochures, and a new department video. If additional funding is provided, the department anticipates expanding their advertising efforts. See Appendix C for recruitment information.

Qualifications: To apply for both firefighter recruit and police officer recruit, there are only a few minimum requirements. Firefighter recruits must be 18 years of age at the time of employment, possess a valid Virginia or North Carolina driver's license, be a high school graduate or have a GED. Police officer recruits must be 21 years old and a U.S. citizen at the time of employment, possess a Virginia or North Carolina driver's license or be able to obtain one, and be a high school graduate or equivalent. However, for both positions there are also areas where the applicant's background will be reviewed and the applicant may be disqualified. These areas include criminal history, traffic violations, drug usage, dishonorable discharge from the military, and untruthfulness or intentional withholding of information on the application or during the selection process. See Appendix D for position qualifications.

Selection Process: The selection processes for both police and fire positions are detailed and require several months to complete. However, this time frame is necessary to assure that qualified individuals are selected for the positions where public trust is essential. Applicants for both positions are provided detailed instruction and information about the respective processes. Both processes include written examinations, a physical agility test, a polygraph, a background investigation, an interview before a board, a physical examination and a psychological review. Police applicants must also pass a video examination called the Behavioral Personnel Assessment Device (BPAD) that evaluates judgment, problem-solving and interpersonal skills. The Police Department allows applicants to begin the selection process one year prior to their availability for employment. Police also hires individuals who have been successful in the process up to two months prior to the academy start date to provide them additional opportunities to prepare for the academy and to become oriented to the workings of the department. This new program is designed to reduce attrition during the academy. Specific details of each step of the process are found in Appendix E.

Both Police and Fire positions have a large number of individuals who apply, but fail to participate in the selection processes. For firefighter applicants, this is approximately 30% of the applicants and for police officers, this percentage is closer to 50%. The reason for the high percentage of low participation is currently unknown.

Additionally, the written examinations for both positions disqualify a larger number of applicants than any other aspect of the process. This can be attributed in part to the written examination being one of the early phases of the process and because there are larger numbers of applicants at this stage. Both departments have made efforts to diminish the negative impact of the written examination on minority applicants. The examination used by the Fire Department is a reading comprehension test and candidates are provided a study guide and given four to six weeks to study for the examination. All

questions on the examination are taken from the reading materials. The Fire Department added an additional examination, the Work Styles Inventory, that measures traits required to maintain effective relations with coworkers in the stations and the public.

The Police Department allows applicants who fail the examination to retake it at the next available testing. While the Police Department previously provided applicants with study information to help them understand the type of problems on the examination, they now make a special study guide available. Since the most difficult part of the police test is the math section, the department began providing more detailed practice information. Additionally, the time limit for this section has been increased from 20 to 30 minutes. The department is also considering offering a special study session in math to help applicants prepare for the examination.

Both departments have reviewed the background disqualifiers for criminal history, traffic violations, drug use, etc; but do not feel these should be changed. The Fire Department also provides practice tests for the physical agility test. Women and minorities have been selected to assist in working with fire applicants during the practice testing to provide a more supportive atmosphere. The Police Department is considering implementing a similar program.

Comments from police minority staff attending the Subcommittee meetings indicate they believe more visibility of minorities in recruitment and selection process activities will improve the number of minorities applying and successfully completing the stages of the selection process. They comment that lack of minority presence at these stages when they were hired made them question whether they should continue in the process. Efforts are already underway to implement this change.

Salary: The annual entry salary for both firefighter recruit and police officer recruit is \$34,857. Upon graduation from the respective academies, these employees' salaries increase to \$36,622. Both departments provide the highest entry salaries among the regional public safety departments.

In a study by Police Planning and Analysis of police officer salaries in cities across the country, the results indicate the Virginia Beach compensation for officers is very competitive when factoring cost of living into the analysis. The study found that, using equalized salaries, Virginia Beach salaries are competitive and that the recruit starting salary is slightly higher compared to the average for eight other jurisdictions selected for their high median incomes and located in Texas, Colorado, California and North Carolina.

This study also found that salaries for mid-level management police positions in Virginia Beach were slightly lower than the average for the three local cities of Norfolk, Virginia Beach and Chesapeake. The study referenced a 2003 International City/County Management Association "ICMA" study of salaries that noted Virginia Beach salaries overall ranked above 70% of the other cities surveyed. This included approximately 1,640 localities with populations ranging from 9,800 to over 1,000,000. The study also

indicated that Virginia Beach maximum salary ranges tend to be higher than average, and the minimum salary ranges tend to be above average.

An internal Fire Department salary study based on information derived from ICMA studies of 23 other departments indicates similar results to those of the Police study. Virginia Beach Fire Department salaries are competitive with fire departments serving similar populations in the United States and within the Hampton Roads market.

Based upon the data sources used, the base pay for a firefighter in Virginia Beach is above both the mean and the median pay of departments included in the sample, and placed above the 75th percentile of firefighter pay nationwide.⁷

However, the study also found the “pay for fire officers generally falls below the 50th percentile locally and nationally.” Appendix F contains copies of these studies.

Cultural/Social Issues: Minority community members’ perception of the Police department, as well as the department’s perception of the community, creates a number of the problems with recruitment of minorities. Minorities do not see the Police as providing assistance to their communities and often times see the officers as a negative force because they must enforce regulations. Young people from minority communities do not want to enter a field where they may find themselves having to choose between friends, family and the law enforcement profession. Frequently, community members feel they do not receive the same quality of service as other wealthier communities. The Department, in turn, sees the minority communities as those where there are constant issues and strife. Until these relationships change, there will continue to be problems with police recruiting from the minority communities.

Promotional Processes: Both departments have complex promotion processes that strive to evaluate multiple dimensions of the candidates’ competencies, knowledge, skills and abilities, which provides useful information in making promotional decisions. Multiple steps are used in the processes, including multiple choice written examinations, in-basket examinations, work and educational background evaluations, essay style written examinations, and oral interviews before special review boards. Varying amounts of service are required before employees are allowed to compete for each of the positions. For example, police officers must have served six years and be a master police officer before they can compete in the process for police sergeant. Based on a combination of the results of each phase of the process, a list of individuals who will receive further consideration (eligible list) is presented to the respective chief. In the instance of fire captain and police sergeant, the chiefs must choose one of the top five candidates. However, for positions such as police lieutenant, captain and deputy police chief, and fire battalion officer, district officer and deputy fire chief, the Police and Fire chiefs have the option of choosing from anywhere on the final list of candidates. Consistent with national trends within public safety agencies, all processes are “closed” to individuals outside the department regardless of the individual’s professional background. Both

⁷ Virginia Beach Fire Department Salary Benchmarking (See Appendix F)

departments require individuals to progress up the ranks from the basic police officer or firefighter positions.

The position of master police officer is a career progression for individuals in the police officer position. These individuals must pass a written examination on the administrative and operational general orders and must have completed the equivalent of six years with the department.

Police sergeant is the lowest level promotional position with supervisory responsibilities. Since 1999, there have been 56 promotions to sergeant. Six of these were African Americans, two were Asian, and one was Native American. The current eligible list has two African American males remaining. There are at least 16 African Americans eligible to participate in the next process that is scheduled to occur in 2005. Individuals must be master police officers, have six years of Virginia Beach police service and possess an associate's degree in order to compete for this position.

There have been 27 promotions to police lieutenant since 1999. Of these, two were African American and one was Asian. One Native American remains on the eligible list. The next process for lieutenant will be held in 2006. Four African American sergeants are expected to be eligible for this process. Candidates must have a bachelor's degree and four years service with the Virginia Beach Police Department as a police sergeant to be eligible to compete for police lieutenant.

Eleven promotions to police captain have been made since 1998. None of these were minorities. Neither of the two African American lieutenants eligible to participate in the 2004 process chose to do so. Police captain requires a bachelor's degree and two years experience as a lieutenant with the Virginia Beach Police Department prior to competing for the position.

With reference to the deputy police chief position, only three promotions have been made since 2000. None were minorities. No process for deputy chief is expected in the near future. This position requires a bachelor's degree and two years experience as a captain to be qualified to compete.

Master firefighter is also a career progression for individuals in the fire service. These individuals must successfully complete the Master Firefighter Career Path Program and have six years of career fire service with a minimum of four years in the Virginia Beach Fire Department. There have been 51 master firefighter career progressions in the past five years; five were African American and one was Asian.

There have been 61 fire captain promotions in the past five years. Of these, one was African American, two were Hispanic, and two were Asian. There are currently two African Americans on the eligible list. The position requires candidates to have six years Virginia Beach Fire Department service as a firefighter, be a master firefighter and complete the Captain Career Path Program. In 2006, candidates will also be required to have an associate's degree to compete in the process.

Fourteen individuals were promoted to battalion officer in the past five years. Only one minority was eligible and promoted, a Native American. Beginning this year, candidates must have an associate's degree, two years service as a Virginia Beach fire captain, and completion of the Battalion Officer Career Path Program. This promotion process is currently being conducted. One African American is participating.

There have been three promotions to fire district officer in the past five years. There were no minorities eligible for this position. To compete in the promotion process, employees must have two years as a Virginia Beach fire battalion officer and a bachelor's degree.

There have been two promotions to deputy fire chief since 2001. There were no minorities eligible for this position. To qualify for this position, individuals must have two years service as a Virginia Beach fire district officer and a bachelor's degree.

Workforce Planning and Development Program: The Department of Human Resources coordinates this program. It is designed to assist departments in determining the workforce needs of their organization, both currently and for the future, as well as a strategy for achieving these needs. This program provides departments with step-by-step instructions for analyzing what the department's future workforce should be, including needs for workforce diversity and specific knowledge, skills and abilities, competencies and training/educational needs for individual employees to meet the challenges of the future.

Currently, departments are voluntarily developing workforce plans that extend outward for five to eight years. This is an excellent tool to decide knowledge, skills, abilities, and competencies that are needed for the future. It can also serve to assist in planning for race and gender balance. It is a great tool that can be a genuine asset to planning and supporting departmental strategic efforts. The Fire Department is scheduled to complete its plan over the next several months.

The Fire Department has increased their leadership training through several avenues. Every new supervisor attends the City's 40-hour Leadership Training, and all supervisors attend a minimum of 16 hours of in-service training which deals with management, personnel and organizational behavior issues. Many of those classes are addressed by outside experts in their field. This year, the department established a 48-hour Officer Development Program for newly promoted officers. The department is also involved in a pilot mentorship program for newly promoted captains during their first supervisory year.

While the Police Department has not yet drafted a formal workforce plan, it has expanded its leadership training programs to include offering the Westpoint Leadership course to supervisors (four sessions completed to-date), sponsoring a speaker's series on various leadership themes, and providing a 40-hour sergeant preparatory class, followed by 80 hours of field training for newly promoted sergeants.

Recommendations

Both departments have a genuine interest and desire to increase the number of minorities within their departments. Even prior to receipt of the Department of Justice letter, both departments were working diligently to attract minority applicants. The departments have increased their efforts in recent years, and as a result have increased their representation of minority groups. The departments are to be commended for their efforts. The Subcommittee's recommendations to continue to improve minority representation in the public safety agencies include the following.

1. The departments should seek new ways to make their departments more attractive to minority groups. Both departments and the Department of Human Resources should conduct a national study to determine those "best practice" jurisdictions. Difficulty recruiting minorities for public safety positions is a national concern. While gains have been made, they have not resulted in attaining a desirable representation of minorities. This issue is intensified in the City of Virginia Beach because of the City's rapidly expanding minority populations.

A number of new recruitment ideas were discussed among the Subcommittee members. The use of recruitment posters in high schools was suggested, as well as a new cadet concept for Police to attract individuals before they are eligible to apply. The placement of recruitment kiosks in the malls throughout the City would provide a better opportunity for the public to learn more about the jobs and assist in changing the department's image. A number of minority police officers have already volunteered their time to help staff these kiosks, as well as actively support the recruitment of other minorities in the community.

Expansion of current programs was also discussed. An expansion of college and military recruitment programs could increase the numbers of minorities who are hired because these individuals have a greater likelihood of successfully completing the selection process. Additional expansions of existing programs such as "Official for a Day" (school youth shadow employees for a day to learn more about City employment), the Seatack mentoring program for youth (currently includes 20+ police officers among the citizens working with at-risk youth in the Seatack community), and the Votech Police and Fire Program for students will also attract students to the fire and police programs. Expansion of the Police Youth Academy and Fire education and prevention programs could also serve to attract and stimulate youth interest in public safety fields. The Fire Department also has volunteer support technician and firefighter academies that can be expanded to attract additional applicants.

2. It is recommended that the departments study why certain applicants do not continue in the selection process and whether there is anything that can be done to encourage them to continue. The Subcommittee's review indicated that a large number of applicants are lost in the process between the time they complete the initial application and the beginning of the selection process. A number of these applicants are minorities. While some applicant withdrawal can be expected, this level is excessive. Currently, the

departments do not know why this occurs. Further study is needed to determine if something can be done to reduce this level of applicant withdrawal.

3. It is recommended that the selection process be reviewed to determine if the written examination could be administered at a different phase of the process or whether different tests or alternative selection tools could be used. Also, it is recommended that the background disqualifiers be reviewed again since there is some variance among the local jurisdictions. The Police Department is encouraged to continue to consider its idea of providing a math review for applicants prior to the examination. Even though the written examinations are valid for the positions, they are excluding a number of minorities from further consideration in the process. The math section of the Police written examination is an area where many applicants may lose the skill if it is not used.

4. Increased presence of minorities in the departments' recruitment videos would encourage more minorities to seek the City as a possible employer. Additionally, increasing the use of minorities at every stage of the selection process would also encourage minority candidates to continue in the process and assure them that Virginia Beach is a place they want to work. The Police Department is also encouraged to continue its efforts to recruit through African American churches. Both departments have comprehensive recruitment strategies and recruitment videos that include some minorities. It is important for all people to feel they can belong in an organization. When minorities see other minorities playing important roles in an organization, they realize this is a place where they have an opportunity to grow.

5. It is also recommended that the departments and Human Resources study the promotion processes that are currently in place to determine if changes could be made, while continuing to assess valid, job-required selection criteria. The traditional promotion process restricts participants to those meeting service requirements within the organization. This practice may deter career-minded individuals from applying because of the long waiting period before promotion eligibility.

6. While entry salaries appear to be among the best in the country, and are the best in Hampton Roads, the City should review the benefits package, particularly those provided within the Police and Fire Departments. The Subcommittee reviewed police and fire salary studies and found Virginia Beach to be very competitive with jurisdictions from across the country. However, benefits play an important role in attracting applicants and retaining employees for the entire workforce by making the City a more desirable workplace. Such benefits include flexibility in shift schedules, leave for educational purposes, support for off-duty jobs, mentor programs, and special stress management courses. While the City offers some of these programs, such as a tuition reimbursement program and an Employee Assistance Program that provides counseling to employees, the continual review of other employee-friendly programs is advisable.

7. It is recommended that City administration and City Council make equal employment opportunity and diversity a priority in the upcoming budget. Without proper resources, the City cannot meet federal grant mandates for equal employment opportunity and diversity, attract sufficient numbers of minority applicants or retain

those minority employees it has. It is recommended that City administration and City Council make this a priority in the upcoming budget. Both departments, as well as the Human Resources Department, have minimal staffs and resources devoted to equal employment opportunity and diversity issues and the recruitment of minorities. Most of the federally funded grants received by the City (particularly those for Police and Fire), require management of citywide equal employment opportunity and diversity programs. The Human Resources Department has one person managing equal employment opportunity and diversity for the entire City as only a small part of assigned responsibilities. Additional staff and resources for Human Resources are needed to ensure equal employment and diversity programs are implemented and meet the requirements of the federal grants. Funding is also needed in the Police and Fire Departments to enable them to recruit minorities, reduce the time required in the selection process for applicants, and increase the number of minority applicants available for hire.

8. Each department needs to develop a workforce plan utilizing the City's Workforce Planning and Development Program. The information obtained through the Subcommittee review and the recommended additional research will provide the framework for developing a strategy for creating the desired workforce of the future (for each department) that is diverse and inclusive of all minority groups. Comprehensive planning with stated actions, coupled with the City's Equal Opportunity Plan, can greatly focus minority hiring and promotional efforts.

9. Both departments and the City need to work on the image of the professions in the community. The Police Department, in particular, needs to continue to work on its image as a positive member of the community. The image of the Police Department in the minority community, and particularly among youth, is not a positive one. Department members often find themselves serving as the "face" of the City in enforcing decisions that are not supported by minority communities. From the public perception, Police and the City are the same entity and there is no differentiation between the decision-maker and the enforcer. Decision-makers must be mindful of the impacts of their decisions on all members of the community.

The department has made a number of efforts to improve its image through its community policing programs and its school resource programs. However, changing this image will take time and a great deal of effort. The image of police officers coming into the home or neighborhood to arrest a parent, relative or friend can create a very negative impression on young people, even when they are doing what is proper and just. This may influence parents who discourage their children as well as the young people who might otherwise seek police work as a desirable career.

While the Fire Department has a positive image in the community, it is seen as a "blue collar" profession and often is not seen as a desirable career. Both areas can offer many opportunities for rewarding careers with many benefits, both financial and emotional.

The Police Department needs to project a positive image of the police force, emphasizing its work for the security and safety of families. This can be accomplished through

audiovisual presentations at job fairs, community activities and at other public relations opportunities. The Police and Fire Departments both need to publicize their many community services and volunteer work to remind citizens of the many positive things they do for the community.

10. The departments and the City should continue to conduct diversity training for employees as well as institute other activities to increase the cohesiveness of employees, regardless of gender or race. The Subcommittee discussed how difficult it is for an individual to work in an organization and be “different” from other coworkers regardless if that difference is gender or race. It is very difficult to be the only minority in a fire station, precinct or work unit. The departments have made many efforts at training their employees in diversity and equal employment opportunity; however, this is an area that requires continual sensitivity and efforts to assure inclusiveness of all members of the work group and organization.

11. The City, employees, citizens and minority groups must work together to change the City’s image and the minority community’s perception. It is recommended that citizens and community groups, especially minority community groups, work with the City and both departments by providing assistance in developing new ideas as well as referring qualified applicants. Also, these individuals and agencies should support the City and the departments when good faith efforts are made and provide positive feedback for accomplishments. They should encourage members and community residents to see the departments and the City in a positive light rather than supporting the image of the City as one that excludes them. In return, the City must show real progress and commitment toward the goal of improved representation within the departments as well as throughout the organization. The City should make every effort to bring inclusiveness of minorities and minority groups to all aspects of government.

During the subcommittee meetings it was learned that there is a perception, right or wrong, that minorities in Virginia Beach see the City as “exclusive” in its hiring and that it is a City where the majority has a better opportunity to thrive than the minority. In order to make progress in the area of minority recruitment and retention in the Police and Fire Departments, as well as in the municipal government, this perception must change. Both departments and the City are fighting a losing battle in seeking applicants from the minority community if that community feels that these efforts are not genuine. This will be an almost impossible task if employees within the organization contribute to and/or enhance this negative image of the City. Civic leagues, churches, community organizations, special interest groups, particularly minority special interest groups such as the NAACP, the Urban League, the 200+ Men, the Hispanic Community Dialog (HCD), the Hampton Roads Mexican American Council (HRMAC), the Young Filipino Professionals (YFP), and the Filipino American National Historical Society (FANHS) could play a major role in this effort.

Conclusion

The findings and recommendations of the Subcommittee indicate that effort is currently being made to attract minorities to public safety work. However, more effort is needed in order to improve the minority hiring practices in the Virginia Beach Police and Fire Departments. This will require collective action on the part of all persons involved to design programs that will have a positive impact on the total Virginia Beach community. Changes must be progressive in nature, and the total impact may not be felt immediately. However, the objectives and programs, and working stages for their implementation, must be set in place to make Virginia Beach government more representative of the citizens they serve.

APPENDIX A
MEETING NOTES

**HRC Subcommittee to Review
Police & Fire Hiring Practices
JANUARY 6, 2005 (10:00 a.m. – 12:00 p.m.)
Municipal Center, Building 18, Room #228A**

Meeting Notes

Members Present: William A. Dyson, Chair; Sylvia Nery Strickland, Alicia Fernandez-Bobulinski, J. P. Godsey, Dr. Agnes Moon, Captain Sandi Baum, MPO Keith Gonzales-Jordan, Miriam Manning, Firefighter Paula Wirth, Cathy Anderson, Fagan D. Stackhouse

Members Absent: Master Firefighter Joseph Grandison, Jr.

City Staff Support: Cynthia Whitbred-Spanoulis, Gayle Koscho, Regina Hilliard, Rod Ingram, Amy McDowell, Emma Inman, Barbara Morrison, Joesey Irving

Guests Present: Police Chief A. M. (Jake) Jacocks, Carl Wright (NAACP), Michael Cloud-Butler, Charles W. Edmonds (NAACP), Carolyn Lincoln (Baby Steps/Social Services Advisory Board), Rommel Caldwell

Committee's Purpose: To review and evaluate current hiring practices in the Police & Fire Departments and make recommendations on the way the City can strengthen its recruitment and hiring of minorities in these public safety agencies.

Desired Outcomes:

- There is a greater understanding and interest for the public safety professions.
- New ideas for recruitment and retention of employees exist.
- The City has obtained a more flexible hiring process.
- The City has improved numbers of minorities and women.

The Chair, William A. Dyson opened the meeting and welcomed everyone and made the following comments:

"Today, we have completed the task of examining the hiring and recruiting practices of both the Police and Fire Departments of the City of Virginia Beach. This tasking was at the request of Mayor Oberndorf and City Manager James Spore. I would like to thank the members of the subcommittee for 90 days of work product dialogue and dedication to the task. The subcommittee meets today in a final meeting to review the final draft.

The final report with or without changes or additions will be rendered to the Human Rights Commission at 4:00 p.m. and then forthwith to the Mayor and City Manager.

The subcommittee has examined the following information:

- Police and Fire utilization of departmental availability of positions
- Departmental recruiting strategies
- Position qualifications
- Police and Fire selection processes
- Police officers and firefighters salaries
- Cultural and social issues
- Police and Fire promotion processes
- City Workforce Planning and Development program

The Chair has held Q&A sessions with African-American line police officers, dialogues with line firefighters and female police officers. Interviews have been held with both officers and staff of the Police and Fire Departments. We have extended to citizen observers the privilege of participation in our sessions.”

The subcommittee reviewed and discussed the draft report and made the attached revisions. Dr. Agnes Moon moved to adopt the report with revisions made today, and the motion was seconded by Alicia Fernandez-Bobulinski. The vote was unanimous to adopt the report.

The Chair adjourned the meeting at 11:15 a.m.

Attachment

HUMAN RIGHTS COMMISSION SUBCOMMITTEE REPORT OF POLICE AND FIRE HIRING PRACTICES

REVISIONS

1. Reference Table #'s in document.
2. Page 8 – Correct spelling of the word “relevant” in Table 5.
3. Page 12, third paragraph, fourth sentence – insert “Recently an African-American sergeant has been assigned to be supervisor of this office.”
4. Page 16, seventh paragraph. Include that there are currently two African-Americans on the eligible list.
5. Page 17, first paragraph. Include that one African-American is participating in the current promotion process for battalion officer.
6. Page 17, last paragraph. Include Fire Leadership Training.
7. Page 18, Recommendation #1. Delete wording in second sentence, “including those in the Hampton Roads area, which have made the greatest strides in minority recruitment and retention and study the practices that created their success.” Also, delete the last sentence in the same paragraph, “Research indicates that other jurisdictions, including some in the Hampton Roads area, have been more successful and have made greater strides in this area.”
8. Page 21, Recommendation #11, delete the underscore under the word “must”.
9. Page 22, first line. Correct the name Filipino-American National Historical Association (FANHA) to Filipino-American National Historical Society (FANHS), and add the word “could” in front of the word “play” in the same sentence.

**HRC Subcommittee to Review
Police & Fire Hiring Practices
DECEMBER 10, 2004 (3:00 p.m. – 5:00 p.m.)
Municipal Center, Building 18, Room #228A**

Meeting Notes

Members Present: William A. Dyson, Chair; Sylvia Nery Strickland, Alicia Fernandez-Bobulinski, Captain Sandi Baum, Det. Vernon Jones, Susan Steed, Firefighter Paula Wirth, Cathy Anderson

Members Absent: Dr. Agnes Moon, J. P. Godsey, Master Firefighter Joseph Grandison, Jr., MPO Keith Gonzales-Jordan, Miriam Manning

City Staff Support: Fagan Stackhouse, Cynthia Whitbred-Spanoulis, Gayle Koscho, Regina Hilliard, Rod Ingram, Amy McDowell, Barbara Morrison, Joesey Irving

Guests Present: Timothy Jones, Carl Wright, H. G. Brandon, Kurt Williams (WTKR), Wendell Parker, Michael Cloud-Butler,

Committee's Purpose: To review and evaluate current hiring practices in the Police & Fire Departments and make recommendations on the way the City can strengthen its recruitment and hiring of minorities in these public safety agencies.

Desired Outcomes:

- There is a greater understanding and interest for the public safety professions.
- New ideas for recruitment and retention of employees exist.
- The City has obtained a more flexible hiring process.
- The City has improved numbers of minorities/women.

The Chair, William A. Dyson opened the meeting and welcomed everyone.

FIRE DEPARTMENT

Cathy Anderson provided Career Path Training Program information for Master Firefighters, Captains and Battalion Chiefs. In the Fire service, they have the Department of Fire programs for the State of Virginia and the National Fire Academy. All the classes come from these two programs. The program allows members of the department to follow in a career progression format to prepare themselves for future duties and responsibilities. All personnel enter this

program voluntarily and recognize that this program is part of the eligibility requirements for the promotional process. As with all components of the promotional process, employees must attend on their own time. This program is conducted in compliance with the requirements established by the Fair Labor Standards Act.

The promotional process panel consists of individuals from the Human Resources areas of Hampton Roads, civilians, uniform officers, etc. They always try to have a diverse panel.

The Fire Department does recruitment every 18 months, not on a monthly basis. They do not have a recruitment strategy because they have no problems having enough people to recruit. The Chair would like to have a written recruitment strategy for the report package but not as detailed as the Police Department. Cathy indicated that there is only one African-American volunteer fireman within the City of Virginia Beach. There are less than 40 people that are truly volunteers and maybe 20 of them are active. The number is low of minorities and women.

POLICE DEPARTMENT

Capt. Sandi Baum introduced Susan Steed of Human Resources/Police Services who attended for Miriam Manning. Capt. Baum provided information on Police Officer Selection Steps for the Hampton Roads area cities. Many of the things that are being done are the same with the other cities. The particular type of written exam that they give, called the POST, is given by the other cities except Norfolk. There are some small differences with the physical agility test but nothing of any real significance. They do not lose any minorities in the physical agility test stage anyway. Four of the six cities use the BPAD video. The hiring process is very similar. What is most interesting is Va. Beach added the percentage of African-Americans in the department compared to the percentage of African-Americans in each of the cities. The difference in the amount of percentage for the city versus the department is: (-18%) for Chesapeake; (-25.7%) for Hampton; (-22.1%) for Newport News; (-29.1%) for Norfolk; (-33.6%) for Portsmouth, and (-10%) for Virginia Beach. This means in trying to keep up with the population, Virginia Beach is in better shape than the other cities.

Also provided was information on the disqualifiers of the other cities. They are not that different from Virginia Beach. Where there are differences, it appears that Virginia Beach is sometimes more lenient, particularly in the drug disqualifiers. Class 2 convictions are very specific but basically people are not hiring if they have Class 1 or 2 misdemeanors, particularly involving moral turpitude. There is a small difference in the DMV Point Balance and how many negative points people will accept. Virginia Beach is more demanding because they will only allow a (-3) on the license. Portsmouth on the other hand is a (-9).

Chesapeake is the only city not using psychological testing. Virginia Beach does not lose but maybe 1-2% of applicants. They keep a long-term database so when people do fall out of the department or get fired later, this database helps the predictions on who is going to do well. The greatest disqualifier is the written exam. They have been trying to find solutions for this. The last time they tested, they extended the time on the math portion. They will analyze after running more tests through the system and will know later if this is helping. They also provide a study guide to anyone for \$5.00 which assists them when taking the test.

ADDITIONAL FINDINGS/ROOT CAUSES

The Chair invited and recognized Dr. Wendell Parker. The Chair had attended a meeting on November 13 with some minority police officers and spent about 2 hours in a Q&A session. They have volunteered their time to assist in recruiting, and they raised questions and made suggestions. Dr. Parker indicated that there are probably 2 African-Americans in this volunteer group. It was suggested to create kiosks in the major malls in the area and the volunteers would work with the Police Department recruiting staff to man them and reach out to the minority people. Dr. Parker said that he could find other minority officer volunteers in the Police Department who would be willing to go out and assist at these kiosks. The Chair felt it would help to establish some type of community outreach program where the BPAD component could be talked about and discussed. Capt. Baum said that this issue had already been discussed to possibly have a summit and get media recognition on the difficulty of recruiting minorities and why. A group of young people needs to be brought together to get feedback on what needs to be done.

Susan Steed informed the subcommittee that the Police Department started a recruiting team about 2-3 months ago. It is all volunteers and open to anyone who wants to participate. They meet monthly and their first topic was discussing what they are currently doing in recruiting. It is a mixed group of diverse members. Once they meet, she puts out a publication to the department. They have met 3 times and plan to meet again this month. One of their goals is to put together an outline for educating the rest of the Police Department on what recruiting efforts are needed and how they can get them to help in recruiting. They are discussing printing a card that the officers can hand out to people. She does provide the minutes to the whole department encouraging them to participate even if they cannot attend the meetings. They are also developing a recruitment video that will bring some interest once it is placed on their Web site. Dr. Parker said that there is not a quick solution for this. We need to target the younger generation and get the young people already on the Police force to provide input.

Capt. Baum reviewed salary comparisons with other local cities. While entry salaries appear to be among the best in the country, and are the best in Hampton

Roads, the City should review the entire compensation package including benefits provided to Police and Fire employees.

The subcommittee reviewed police and fire salary studies and found Va. Beach to be very competitive. However, areas such as flexibility in shift schedules, paid leave for educational purposes, support for off-duty jobs, mentor programs, and special stress management courses all can make the City a more desirable workplace. While the City offers some of these such as tuition reimbursement and the Employee Assistance Program that provides counseling, the continual review of other employee-friendly programs would be advisable.

RECOMMENDED ACTIONS ASSOCIATED WITH ROOT CAUSES AND ISSUES

The Chair went around the table asking for other items to be considered and examined:

- budget needs to be #1
- education in our high schools – stress younger people
- community involvement
- testing
- full-time recruitment staff
- public relations and marketing
- City comparison studies
- target individuals who can get over the hurdles to get in
- image – changing the perception through hiring and promotions
- brochures, videos, posters showing efforts of Va. Beach
- personal effort by existing officers
- kiosk for malls – use “hands on” methods
- use benefits when comparing cities
- reach out to our young children up through middle and high schools for “Career Day” (need staff)
- festivals in the City – use this as an opportunity to recruit (joint efforts for departments)
- work with existing military who may be leaving the military
- “Official for a Day” – work with our children
- mentoring programs for students “at risk”
- reach out to young students

If anyone has other considerations or data, please get it to Gayle Koscho no later than December 15. There will be another meeting in early January to review the draft report.

The Chair thanked the subcommittee for all their hard work and cooperation. He is very grateful for their sincere comments. The report is to be submitted in January.

The next meeting will be Thursday, January 6, 2005 at 10:00 a.m. in this conference room. You will be given a copy of the draft report at that time to review, provide feedback and make recommendation for adoption. The draft report will be given to the entire Human Rights Commission at their monthly meeting on the same day, January 6, at 4:00 p.m. After their review, the report will be given to the Mayor and City Manager. If the Mayor so desires, copies will be provided to City Council.

**HRC Subcommittee to Review
Police & Fire Hiring Practices
NOVEMBER 19, 2004 (3:00 p.m. – 5:00 p.m.)
Municipal Center, Building 18, Room #228A**

Meeting Notes

Members Present: William A. Dyson, Chair; Alicia Fernandez-Bobulinski, Dr. Agnes H. Moon, Captain Sandi Baum, MPO Keith Gonzales-Jordan, Miriam Manning, Firefighter Paula Wirth, Master Firefighter Joseph Grandison, Jr., Cathy Anderson

Members Absent: Sylvia Nery Strickland, J. P. Godsey

City Staff Support: Fagan Stackhouse, Cynthia Whitbred-Spanoulis, Gayle Koscho, Regina Hilliard, Rod Ingram, Emma Inman, Barbara Morrison, Joesey Irving

Guests Present: Maryann Dyson, Charles W. Edmonds, William T. Calhoun, Timothy Jones, Kenneth A. Miller, Carl Wright

Committee's Purpose: To review and evaluate current hiring practices in the Police & Fire Departments and make recommendations on the way the City can strengthen its recruitment and hiring of minorities in these public safety agencies.

Desired Outcomes:

- There is a greater understanding and interest for the public safety professions.
- New ideas for recruitment and retention of employees exist.
- The City has obtained a more flexible hiring process.
- The City has improved numbers of minorities/women.

The Chair, William A. Dyson opened the meeting and welcomed everyone.

POLICE DEPARTMENT

Miriam Manning presented additional information regarding the Police Department's salary trends. She provided a report that was developed by one of the public safety analysts this year. It compares Virginia Beach salaries against several cities that were selected with comparable high median incomes. The findings of this report show that Va. Beach is competitive. She also provided a report called a Policepay Index. Policepay is a paid consultant that does a comprehensive study of police pay. The listing showed Va. Beach above the national average. They were ranked 77 out of the 200 cities that were surveyed

with an index rating of 104, which is 4% above the national average. Va. Beach is the 38th largest city of the 200 cities surveyed. Another sheet she presented comes from a pay study conducted this year by the Charlottesville Police Department. The purpose of this study was to evaluate police pay within the State of Virginia. The findings showed that Va. Beach does have a high starting salary. The only cities starting higher are in Northern Virginia. This study goes a step further in comparing pay rates at various tenures (5, 10, 15, 20 & 25 years). Miriam showed a comparison of Va. Beach and Norfolk.

Capt. Sandi Baum indicated it was requested that she provide a summary of funds directed at recruiting. The Police Department does not have any funding accounts entitled recruiting. She provided a handout showing how money is spent for recruitment and where it came from. One expense that she did not show is the selection process expenses, but she does not consider that under recruitment.

Miriam Manning provided a handout showing the Police Department's five-year history on promotional processes.

Capt. Baum and Ms. Manning showed a few samples of their recruiting materials. Ms. Manning said that it was also requested that they provide information on testing and statistics on testing and demographics of the department. The advertising agency is working on new posters, brochures and video. There will also be an ad placed in the Accommodations Guide of the oceanfront. The new recruitment video will be presented to them in the first week of December. The Chair asked if they do get it, would they show it at the next subcommittee meeting on December 10th, and if not, the January 6th meeting of the HRC.

Ms. Manning presented information and provided handouts on testing and statistics on testing and demographics by race and gender for the department. She had planned to show the Police Department's current recruitment video through the City's web site, but there were technical problems with the computer. She did show the Police video from 1997-98.

The Chair reminded everyone that he would like all the information provided by the Police and Fire Departments be compiled to use in the report to City Council.

FIRE DEPARTMENT

Cathy Anderson presented salary information on the Fire Department. The report indicated that based upon the data sources used, the base pay for a firefighter in Virginia Beach is above both the mean and the median pay of departments and places above the 75th percentile of firefighter pay nationwide. While Virginia Beach provides the highest base pay for firefighters, the pay for fire officers generally falls below the 50th percentile locally and nationally, based

upon the data collected. In recruiting, pay has never been an issue for the Fire Department.

Cathy again reviewed the Fire Department's recruitment process. They recruit about every 18 months so they do not need a budget as large as the Police Department on going. They spend under \$5,000 in their recruitment advertising budget. Cathy presented information on the firefighter 2002 and 2004 hiring processes. This information also provided the demographics by race and gender. She showed the Fire Department's recruitment video.

ROOT CAUSES

View of Police

- How the community views Police Officers and Firefighters. Negative feelings.
- Police being non-responsive/slow response.
- Unfavorable view of their work.
- Racist department image.
- Need to work to change perception.

Test Pass Rate

- Work with school system to help with skills.

Minorities

- Need those currently in firefighter and officer roles to recruit.
- Citizens/potential candidates need to see that there are promotional opportunities for minorities.
- May be targeting wrong/have wrong emphasis (academic degrees may not be important for a recruit. Passion for the job is important.
- Stop giving "back end money".
- Gap between coming out of school (18) vs. minimum age (21) to qualify.
- Background checks
- Identification
 - Police as enemy – come to arrest – negative image
 - Fire trucks okay.
- Teach that Police have purpose other than arresting.
- Teach conceptual reading.
- Recruiting tools should reflect diversity.
- Put positives about policing in video.
- If perception within department is that racism exists, this will be relayed outside the department. We have to overcome that perception from within.
- Image of the City is that Va. Beach is for whites.
 - Focus is why can't we have more blacks.
 - View what other cities are doing to ensure diversity.

- Va. Beach viewed as having a closed door – no inclusion.
- Need something in place to specifically bring in blacks.
- Find out why candidates drop out of the process.
- Hiring process can be intimidating – lack of blacks involved in the process
- Hiring process may be too long (4-6 months)
 - Police: pre-academy hiring

Next Steps

- Review root causes/find ways to address
- Fire: bring career path information
- Bring information on surrounding cities' tests

Capt. Sandi Baum indicated that one reason for the lack of minority on the Police Department work force is drug disqualifiers. So much of our population has used drugs. No one comes on the department who has used marijuana in the past 12 months or has used felony drugs in the past 10 years.

Lt. Miller also said that the Va. Beach Police Department is perceived as a racist department and people do not want to be a part of the department. He indicated that Virginia Beach needed to include minorities in the recruitment selection process.

Maryann Dyson, visiting and interested citizen, stressed that very early on, young black children begin to perceive the fact that the police are the enemy, so they do not want to grow up to be the enemy. It is different for firefighters because they start out young wanting fire trucks. They do not see that the Police Department has other aspects besides controlling and arresting people. This needs to be made clear to them. They need to be taught the purpose of the Police Department.

Master Firefighter Joe Grandison agreed that the purpose of this group is to try and recommend how to hire more minorities and females. If perception is an issue, we are the only ones who can change the perception. He knows minorities who see Va. Beach, not necessarily a racist of hiring in the Police Department, but exclusive.

The Chair says we do need to address the issue that there is a perception of racism and lack of females within the Fire and Police Departments.

Carl Wright, visiting citizen, expressed concerns about the issues raised by the Police Department of why there is a lack of minorities on the Police work force. He feels the City is "dancing" around the problem. The Chair again reiterated the purpose of the subcommittee and they will be providing recommendations for solutions to City Council.

Homework: The subcommittee asked that the Fire Department provide career path packages for the next meeting. The Police and Fire Departments were requested to provide testing information from the surrounding cities. Also, the make sure the root causes are stated correctly. Part of the process will be to identify recommendations and ways to address them. This should be the next stage in this process of the subcommittee.

The next meeting is scheduled for Friday, December 10 from 3:00 p.m. – 5:00 p.m. in the same conference room.

HRC Subcommittee to Review
Police & Fire Hiring Practices
October 29, 2004 (3:00 p.m. – 5:00 p.m.)
Municipal Center, Building 18, Room #228A

Meeting Notes

Members Present: Sylvia Nery Strickland, Alicia Fernandez-Bobulinski, Dr. Agnes H. Moon, Captain Sandi Baum, MPO Keith Gonzales-Jordan, Miriam Manning, Firefighter Paula Wirth, Master Firefighter Joseph Grandison, Jr., Cathy Anderson

Members Absent: William A. Dyson, Chair; J. P. Godsey

City Staff Support: Fagan Stackhouse, Gayle Koscho, Amy McDowell, Emma Inman, Barbara Morrison, Joesey Irving

Guest Present: Matthew Jones (The Virginian-Pilot), Vince Kelly (WVEC), Karen Reese (WVEC), Regina Hilliard (Human Resources Department), Michael Butler (Citizen)

The purpose of the subcommittee is to review and evaluate current hiring practices in the Police & Fire Departments and make recommendations on the way the City can strengthen its recruitment and hiring of minorities in these public safety agencies.

Current Reality

- What's happening now?
- What are the numbers?
- Benchmarks?
- National statistics?
- Number of people recruiting and ethnic makeup?

How do minorities view the public safety agencies?

Young people do not want to become police officers.

Action

Nurture our young citizens to understand the police.

Positive image of the police instead of the "enforcer" image.

Current Reality

Losing officers to federal employment – 3 minority officers

Action

What do we mean by “hiring” practices?

Action

Show Police/Fire video at next meeting.
Money for video and other advertising.

- Trends
- Upcoming budget requests
- Mentoring programs
- Cross training

Next Meeting – Friday, November 19th, 3:00 p.m. – 5:00 p.m., Building 18, Conference Room #228A, upstairs.

QUESTIONS

- Are we improving with our recruitment and hiring?
- What are percentages of minority and female increase/decrease?

APPENDIX B

POLICE AND FIRE DEPARTMENT EMPLOYMENT STATISTICS

**VIRGINIA BEACH FIRE DEPARTMENT
EMPLOYEE COMPOSITION WITHIN POSITION TITLE BY RACE AND SEX
PROTECTIVE SERVICE CATEGORY**

OFFICIALS:

TOTAL	M A L E					F E M A L E				
	WHITE	BLACK	HISPANIC	ASIAN	A/I	WHITE	BLACK	HISPANIC	ASIAN	A/I
1	1	0	0	0	0	0	0	0	0	0
	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2	2	0	0	0	0	0	0	0	0	0
	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
6	5	0	0	0	0	1	0	0	0	0
	83.3%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%
20	18	0	0	0	1	1	0	0	0	0
	90.0%	0.0%	0.0%	0.0%	5.0%	5.0%	0.0%	0.0%	0.0%	0.0%
80	69	1	2	2	1	5	0	0	0	0
	86.3%	1.3%	2.5%	2.5%	1.3%	6.3%	0.0%	0.0%	0.0%	0.0%
109	95	1	2	2	2	7	0	0	0	0
	87.2%	0.9%	1.8%	1.8%	1.8%	6.4%	0.0%	0.0%	0.0%	0.0%

CHIEF
% of total in title
DEPUTY CHIEF
% of total in title
DISTRICT CHIEF
% of total in title
BATTALION OFFICER
% of total in title
CAPTAIN
% of total in title
TOTAL OFFICIALS:
% of total sworn officials

FIRE FIGHTERS:

TOTAL	M A L E					F E M A L E				
	WHITE	BLACK	HISPANIC	ASIAN	NAT AM	WHITE	BLACK	HISPANIC	ASIAN	NAT AM
131	106	5	6	3	0	11	0	0	0	0
	80.9%	3.8%	4.6%	2.3%	0.0%	8.4%	0.0%	0.0%	0.0%	0.0%
12	11	0	0	0	0	1	0	0	0	0
	91.7%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%
173	152	11	1	1	1	7	0	0	0	0
	87.9%	6.4%	0.6%	0.6%	0.6%	4.0%	0.0%	0.0%	0.0%	0.0%
316	269	16	7	4	1	19	0	0	0	0
	85.1%	5.1%	2.2%	1.3%	0.3%	6.0%	0.0%	0.0%	0.0%	0.0%

FIRE FIGHTERS
% of total in title
FIRE FIGHTERS RECRUIT
% of total in title
MASTER FIRE FIGHTER
% of total in title
TOTAL FIRE FIGHTERS:
% of total patrol officers

**VIRGINIA BEACH POLICE DEPARTMENT
EMPLOYEE COMPOSITION WITHIN POSITION TITLE BY RACE AND SEX
PROTECTIVE SERVICE CATEGORY**

SWORN OFFICIALS:

	M A L E						F E M A L E					
	TOTAL	WHITE	BLACK	HISPANIC	ASIAN	NAT AM	WHITE	BLACK	HISPANIC	ASIAN	NAT AM	
1	1	100.0%	0.0%	0.0%	0.0%	0.0%	0	0.0%	0.0%	0.0%	0	
2	2	100.0%	0.0%	0.0%	0.0%	0.0%	0	0.0%	0.0%	0.0%	0	
12	10	83.3%	8.3%	0.0%	0.0%	0.0%	1	8.3%	0.0%	0.0%	0	
25	19	76.0%	8.0%	0.0%	4.0%	0.0%	3	12.0%	0.0%	0.0%	0	
84	74	88.1%	4.8%	1.2%	1.2%	1.2%	3	3.6%	0.0%	0.0%	0	
124	105	84.7%	5.6%	0.8%	1.6%	1.6%	7	5.6%	0.0%	0.0%	0	

CHIEF
% of total in title
DEPUTY CHIEF
% of total in title
CAPTAIN
% of total in title
LIEUTENANT
% of total in title
SERGEANT
% of total in title
TOTAL OFFICIALS:
% of total sworn officials

PATROL OFFICERS:

	M A L E						F E M A L E					
	TOTAL	WHITE	BLACK	HISPANIC	ASIAN	NAT AM	WHITE	BLACK	HISPANIC	ASIAN	NAT AM	
376	272	72.3%	9.8%	1.6%	2.7%	0.5%	43	11.4%	0.0%	0.0%	0	
249	182	73.1%	8.4%	3.2%	2.0%	0.4%	27	10.8%	1.2%	0.4%	0	
17	12	70.6%	5.9%	0.0%	0.0%	0.0%	4	23.5%	0.0%	0.0%	0	
642	466	72.6%	9.2%	2.2%	2.3%	0.5%	74	11.5%	0.5%	0.2%	0	

MASTER POLICE OFFICER
% of total in title
POLICE OFFICER
% of total in title
POLICE OFFICER RECRUIT
% of total in title
TOTAL PATROL OFFICERS:
% of total patrol officers

Relevant Labor Market Statistics (RLM)

Job Category	Male						Female						
	Total	Black	White	Hispanic	A/PI	A/AN	Other	Black	White	Hispanic	A/PI	A/AN	Other
Official/Administrators	19,124,565 99.9%	545,530 2.9%	9,845,535 51.5%	675,470 3.5%	426,535 2.2%	43,960 0.2%	166,110 0.9%	645,905 3.4%	5,875,420 30.7%	485,280 2.5%	256,175 1.3%	41,025 0.2%	117,620 0.6%
Professionals	755,215 100%	28,515 3.8%	287,790 38.1%	9,350 1.2%	24,690 3.3%	815 0.1%	5,975 0.8%	53,075 7.0%	311,700 41.3%	10,020 1.3%	16,725 2.2%	840 0.1%	5,720 0.8%
Technicians	20,273 100.1%	1,665 8.2%	6,925 34.2%	175 0.9%	360 1.8%	45 0.2%	70 0.3%	3,590 17.7%	6,540 32.3%	200 1.0%	425 2.1%	55 0.3%	223 1.1%
Protective Services	70,820 100%	11,375 16.1%	42,080 59.4%	1,385 2.0%	660 0.9%	190 0.3%	895 1.3%	5,630 8.0%	7,670 10.8%	445 0.6%	175 0.2%	10 0.0%	305 0.4%
	Non Sworn (Civilian Labor Force)	4,267 100%	305 7.1%	1,655 38.8%	75 1.8%	15 0.4%	4 0.1%	39 0.9%	240 5.6%	1,760 41.2%	80 1.9%	30 0.7%	4 0.1%
Administrative Support	189,745 100.1%	14,535 7.7%	32,975 17.4%	1,300 0.7%	1,440 0.8%	130 0.1%	1,035 0.5%	42,935 22.6%	85,200 44.9%	3,530 1.9%	3,335 1.8%	620 0.3%	2,710 1.4%
Skilled Craft	80,599 100.1%	16,830 20.9%	53,580 66.5%	1,575 2.0%	1,040 1.3%	440 0.5%	1,300 1.6%	1,935 2.4%	3,220 4.0%	150 0.2%	335 0.4%	50 0.1%	144 0.2%
Service/Maintenance	181,660 100%	38,035 20.9%	50,850 28.0%	2,785 1.5%	3,065 1.7%	495 0.3%	1,990 1.1%	35,250 19.4%	40,480 22.3%	2,565 1.4%	3,885 2.1%	480 0.3%	1,780 1.0%

Source: 2000 Census

Relevant Labor Markets

- Officials/Administrators : National
- Professionals: State
- Technicians: Metropolitan Statistical Area (MSA)
- Protective Services: State
- Administrative Support: MSA
- Skilled Craft: MSA
- Service Maintenance: MSA

APPENDIX C

POLICE AND FIRE RECRUITMENT INFORMATION

Virginia Beach Police Department Recruiting Strategy
January 2005

The department has always prided itself in its active recruitment programs. While funding and staffing levels have not been ideal, the Police Recruiting Officer and other members of the department have maximized the benefit of limited resources. Clearly, employee demographic statistics from the last decade have shown some improvement, but not at the desired levels. More must be done. The following is a listing of the fundamental components of the recruiting program as well as a brief description of existing efforts and future plans for expanding those efforts.

We recognize that police employees come from many walks of life, with varied educational and vocational backgrounds. Some have grown up in families of law enforcement professionals, while others may not have considered law enforcement as a career option until later in life. There are also many aspects of the career that may not be perceived as desirable to many individuals. For all of these reasons, our recruiting programs must be comprehensive, creative and appealing to a broad spectrum of individuals. We need to communicate a realistic view of policing as a career, but in a manner which invites the applicant to consider the career possibilities. We must present an image which balances the militaristic aspects of policing with the “softer” image of partnering with citizens through community policing programs. Just as there is not one prototype police applicant, a career in policing may follow different paths and appeal to many different personality types. In terms of recruiting, we must throw out a wide net, yet also ensure that we are actively recruiting where there are high levels of diverse candidates as well as in areas where there is likely to be a high level of interest.

GOALS

The primary goals of the police recruiting program are to 1) bring staffing levels to full strength (100%) by hiring individuals who are well matched to the unique requirements and demands of the profession and 2) increase the presence of minorities and women at all levels within the organization. Secondary goals which are closely linked to the success of the overall program are to sustain a high level of officer participation in the recruiting programs and to foster partnerships with other entities (e.g. community groups, churches, educational institutions, military transition programs, etc.) who can assist in promoting the department as an employer and who can also refer applicants to us. Our officers are our best recruiters and we need for them to actively recruit in their daily interactions with citizens as well as in more formal recruiting settings. All members of the department as well as the community as a whole are stakeholders in the success of the recruiting programs.

BRANDING

The department needs to identify one expression or slogan which is uniformly included in all advertising efforts. An example of an effective use of this approach is the Hillsborough County, Florida Sheriff's Department tagline, “Could You Answer the Call?” which was developed as part of the IACP's Spirit of Service initiative. At present,

there are various phrases which have been used in VBPD advertising. Here are some recent examples:

Pride. Integrity. Commitment. Experience the Challenge.
Careers Built With P.R.I.D.E.
Experience the Challenge. . . Enjoy the Diversity

During the summer of 2004, an employee contest was conducted to identify a tagline to promote our interest in enhancing the diversity of our department. The winning entry, "VBPD – Excellence through Diversity," is often preceded by the words "Equal Opportunity Employer" in recruiting advertisements. We believe that it is appropriate to continue to use this tagline in our recruiting materials, but that our interest in promoting diversity should also be expressed through visual imagery within the content of these materials. We recommend using alternative word(s) such as "various" or "multiple" when we are referring to the availability of specialty assignments within the department and using the word "diversity" when we are referring to employee composition. We also recognize that the content of advertisements and recruitment materials may differ to appeal to different audiences (e.g. college student versus military retiree, newcomer versus local resident, etc.), yet the recruiting slogan and diversity tagline should be consistently incorporated in all forms of promotional materials. We will continue to work toward the goal of developing an appropriate recruiting slogan.

MILITARY RECRUITMENT

Because approximately 40% of our successful candidates come to us from the military, the military recruitment program is key to our success. For many employees, the transition from military service to the paramilitary police organization is a smooth one. The military also provides a rich source of qualified minority and female candidates. While we try to advertise in specialized publications such as Corporate Gray's handbooks for transitioning military personnel or the military newspapers, we recognize that an effective recruiting program must provide a number of opportunities for personal contact. The Virginia Beach Police Department is a regular presenter at lunchbox talks conducted at the Norfolk Naval Base and other area military installations during the Transition Assistance Program (TAP) classes. Special recruiting and testing events have been scheduled during 2004 at Camp Lejeune and Fort Bragg, North Carolina. Fort Campbell, Kentucky and Fort Leonard Wood, MO have been identified as target destinations for 2005. The VBPD is also a regular participant at career fairs in our area dedicated to transitioning military personnel such as the Non-Commissioned Officer Association Job Fair and the Hampton Roads Chamber of Commerce Job Fair.

COLLEGE RECRUITMENT

While college level education is not an entry level requirement for police officer, nearly half of our successful recruits include college credits in their accomplishments. College recruitment also provides a link to applicants from outside our local region. Incumbent officers with ties to specific colleges and universities are utilized in the college recruitment program. For example, alumni officers from the University of New York at Brockport coordinated the recruiting event and on-site testing offered at their alma mater

during October 2004. A female sergeant who played on ODU's basketball team has assisted with ODU recruiting. This tie to the university opens the door for discussion and more successful recruiting with current students. Over the past three years, the department has developed a partnership with John Jay College of Criminal Justice in New York City and has coordinated several recruiting and on-site testing visits. This past year, the police personnel officer was successful in convincing Norfolk State University to interview several of our Hispanic officers on their Latino Radio Program where they made recruiting pitches for the department. We need to continue to develop new opportunities to partner with colleges and universities in both traditional and non-traditional approaches, with emphasis on personal interaction with the students, our potential applicants.

WEBSITE RECRUITMENT

The use of websites as a recruiting resource is a great enhancement to our recruitment program. Applicant information is available worldwide at any time. This form of advertisement is well received, particularly from the younger segment of the population. Consistently, the applicant referral source surveys identify website recruiting tools as the primary recruiting resource. While we pay for advertisement on several major websites (Monster.com, Blueline.com, Careerbuilder.com, LawEnforcementJobs.com, etc.), our own website and the many "free" links to other website advertisements supplement our coverage. Careerbuilder.com provides links to websites that target minority groups such as BlackVoices.com and LaOpinion.com. DodJobSearch.com is another link to the transitioning military applicant. Ongoing efforts to enhance the creativity of our website are underway in the form of providing video e-streaming and also email capability with featured officers representing specific minority affiliations. Informational video is being developed to provide a demonstration of the physical agility test. Three separate video projects are being developed as part of our coordinated recruiting strategy. Project partners include Glen Corillo (WVEC), Barker Campbell Farley, Jamie Broadnax, a graduate student intern at Regent University, and Officer Tim Jones who produces music videos as a part-time enterprise. Like print advertisement, website recruitment must be "fresh" and must have the capability to pull the viewer in. Material must be easy to access, engaging and updated frequently.

COMMUNITY RECRUITMENT

Over the past few years, considerable emphasis has been placed on recruiting at community events to promote police employment opportunities. Events have included sporting events, beach events, car racing, civic meetings and ethnic festivals. Any event which attracts a crowd (large or small) has been considered a potential recruiting event. Some events have been sponsored by the department such as the VEC Job Fair in June 2002, recruiting presentations for Public Works, Public Utilities and Parks and Recreation employees in the fall of 2004 and the Black History Month Police Expo scheduled for February 2005. The Humvee loaned from Hall Motors has been a great asset in attracting attention at events of this nature. In addition, efforts are underway to partner with local churches in our recruiting. William Dyson, Chairman of the Human Rights Commission, has expressed interest in assisting in this endeavor. Advertisement

possibilities at local shopping malls and in the Hampton Roads Transit (HRT) buses are also being researched to further reinforce our recruiting message to the local community.

TRANSIENT/TOURIST RECRUITMENT

We recognize that many individuals who vacation here, choose to relocate here. For the first time, the 2005 Hotel Motel Accommodations Guide includes an advertisement for Virginia Beach Police Officer. The public relations firm Barker Campbell and Farley is donating their time and talents to assist us in devising a new marketing campaign which could be used in out-of-town venues, promoting the oceanfront as a desirable attribute in considering relocation for career opportunities. We are hopeful that this approach may boost our recruitment efforts for experienced officers from other states. We are also working toward providing more detailed packets to out-of-town applicants, providing practical and promotional information about Virginia Beach and the Hampton Roads area.

CERTIFIED OFFICER RECRUITMENT

Earlier this year, the Professional Development and Training staff revised the certified officer employment program to allow more flexibility in considering the qualifications of out-of-state applicants. In the past, only Virginia DCJS certified applicants were considered for employment without the academy training experience. Under the new program a seven week orientation program will be given to out-of-state officers (four weeks for Virginia DCJS officers) designed to acquaint them with departmental general orders, state/city codes, etc. and also to facilitate their successful socialization into the organizational culture. Website and print advertisement have been identified to target experienced officers. Some of these resources include LawEnforcementJobs.com, *American Police Beat* magazine and the *Virginia Police Journal*, published by the Virginia Chapter of the Fraternal Order of Police. Hiring experienced officers is a practical way to boost staffing levels, increase employee diversity and also realize a more timely return on our training investment. However, to sustain success in this program, we must dedicate resources to consistently advertise the availability of these positions.

YOUTH PROGRAMS/LONG TERM RECRUITMENT

Our hiring efforts have been extensive over the past decade and we recognize that we must work toward developing the workforce of our future. The Explorer Scouts, Youth Academy, Legal Academy and Public Safety Academy programs are supported by the department as efforts to capture a youthful audience with an interest in law enforcement and work with them until they are old enough to apply. A significant expansion of this program is being developed as a Cadet Program that would provide college tuition for students who pledge to become police officers upon graduating with their associate's degree. The department also supports a variety of youth-oriented job fairs such as the Virginian Pilot Teen Job Fair, the Crime Line Teen Summit and the Tidewater Community College's Youth Job Fair. All of these programs and events are important to achieve our goal of cultivating additional interest in the profession. If we can reach the youth before they make regrettable choices in terms of drug use or other problematic behaviors which may cause their disqualification in the selection process, then we can help them achieve their goals more quickly.

OFFICER PARTICIPATION/INCENTIVES

Our officers are our best recruiters. Personal contact with an officer who coaches and encourages an applicant during the selection process contributes to the success and confidence of the applicant. If a recruiting officer can establish a tie to a potential applicant, whether it be based on ethnicity, regional ties, similar military career experiences, graduation from the same college, etc., then the applicant may feel more comfortable approaching the officer with specific questions. Despite our best efforts (e.g. flexible testing policies, reduced rates on hotel rooms, relocation assistance services, etc.), the selection process is intimidating to applicants. Support from an existing officer goes a long way in reassuring the applicant that it is a worthwhile endeavor to join our organization.

In August 2004, an officer recruitment bonus program was established which awards the referring officer with a \$500 check when the new employee has completed their probationary period. In the fall of 2004, a focus group of officers named "The Recruiting Team" began to meet to develop additional creative ideas for furthering the goals of the recruitment program. They have identified muster and in-service training for all officers on the recruitment program as a priority. They are also brainstorming new recruiting methods such as special business cards for recruiting officers and video/ad copy. Officers will be staffing the Black History Month Police Expo to again provide opportunities for the applicant to have personal contact with individuals in the career field.

SUMMARY

To ensure our success in achieving our goals of full staffing and greater diversity in our workforce, we must make a commitment to actively sustain all of the programs outlined in this document. We must fund a calendar of regular advertisement and recruiting events that supports and anticipates our academy and certified officer hiring needs. The FY05/07 program proposal for police recruiting outlines such a plan. We must sustain an active, collaborative presence in the community, promoting a positive public image. We must allocate resources which allow us to continue to research and develop creative recruiting methods, promoting officer involvement in providing personal contact with applicants. We must also continue to nurture our partnerships with the many entities who contribute to our success such as the military community, colleges and universities, civic groups, churches, ethnic organizations, etc. Our goals are achievable if we follow these guidelines in sustaining our current momentum in further developing these recruitment programs.

Police

INITIATIVES UNDERWAY OR PROPOSED TO INCREASE AFRICAN AMERICAN HIRING ON THE VIRGINIA BEACH POLICE DEPARTMENT

Group Efforts

- Poster and tri-fold brochure (BCF)
- Video Concept (BCF)
- Building Signage(BCF)
- Ad in Hotel/Motel Accommodations Guide (BCF)
- Purchase most viable "click-throughs" (BCF)
- Rejuvenate tri-fold display and develop more dynamic displays (BCF)
- Pursue Adventure/Odyssey weekends with mini-academy theme (BCF)
- Recruiting Team Initiatives
- Pursue increased fund for additional advertising
- Develop a standing "Visions" Hiring Advisory Group

Staff Efforts

- Referral Bonus of \$500.00
- Changes in Certified Hiring (No academy and increased start salary)
- Glenn Corillo Video
- Testimonials for Web Site and Looped Play
- Locate funding for Cadet Program
- Pursue church visits
- Develop Power Point and take to CACs and other civic groups
- Contact departments that are laying off sworn personnel
- Pursue reduced Career Fair rates with Pavilion

Miscellaneous

- February African American Hiring Summit (Georgia Allen)
- Recruiting Presentations to Other Departments (100 attendees, 4 signed up) (GA)
- Gain media awareness of the problem and advertise ride-along program
- Ad in Beach Magazine
- Target selected concerts (with Humvee)

Fire

Types of Recruitment in Past 5 Years

HR Department

- City Advertisement-HR city job listing

Recruitment by Fire Department Staff

Advertise

- City website and other fire related websites
- Fire Periodicals
- Virginia Department of Fire Programs
- Paid print advertisements in local newspapers
- Paid print advertisements to military newspapers-distribution throughout U.S.
- Paid print advertisements in all major/minor cities in Virginia

Attend

- Military job fairs
- Military weekly Transition meetings
- Public safety job fairs including New York City
- Chamber of Commerce sponsored job fairs
- Virginian Pilot job fairs
- College job fairs & visit-ODU, NSU, Virginia State, Virginia Wesleyan, Elizabeth City State, Christopher Newport, Hampton University
- High school job fairs (Virginia Beach & Norfolk), visits and presentations
- Virginia Beach Vo-Tech Program
- Recruitment opportunities at fire conferences including *Women in the Fire Service*

Distribute

- Mailings to civic leagues
- Mailings to city organization list
- Mailings to minority organizations and churches
- Print 1000 Flyers & distribute to all fire stations, local fitness establishments, military installations, and at job fairs

Promotion

- Stories in local papers and on television
- Press releases to news media

Participation Opportunities

- Open houses to learn about firefighting
- Invitation to practice physical agility test
- Volunteer opportunities
 - Volunteer Support Technician-new
 - Volunteer Firefighter
 - Volunteer Inspector-uniform and civilian

Recruitment Information From Past 5 Years

Applicants left the following occupations to become a Virginia Beach Firefighter:

Accounting	Landscaper (Grounds Keeper, Lawn Care)
Administrative Assistant	Law Enforcement (Police Officer, State Trooper, Sheriff, Security Guard)
Airline Industry	Medical Profession
Automotive Mechanic	Military
Bartender	Ministry
Bouncer	Personal Trainer
CAD Operator	Photographer
City Employment (Public Utilities, Public Works, Waste Management, Virginia Beach Schools, Commonwealth Attorney's Office, Parks & Recreation, Mental Health)	Plumbing
Civil Engineering	Retail Sales
College Student	Sales Representative
Commercial Diver	Self-employed
Computer Fields	Truck driver
Construction Trades	Teaching
Culinary Arts	Valet
Customer Service	Waiter
Draftsman	Welding
Electrician	Other Fire Departments (Chesapeake, Norfolk, Portsmouth, Suffolk, Newport News, Hampton, James City County, Military Civilian Firefighters, Department of Defense Firefighters, Richmond, Maryland, Pennsylvania, Florida, North Carolina, and many volunteer departments)
Farming	
Graphic Designer	
Heating & Air Conditioning	
Insurance Agencies	
Laborer	

Our recruitment has led applicants to apply from the following states:

Arizona	Michigan
California	Missouri
Colorado	Nebraska
Connecticut	New Jersey
Delaware	New Mexico
Florida	New York
Georgia	North Carolina
Illinois	South Carolina
Indiana	Texas
Kentucky	Utah
Ohio	Vermont
Pennsylvania	West Virginia
Maryland	Wisconsin
Massachusetts	

APPENDIX D

POLICE OFFICER AND FIREFIGHTER QUALIFICATIONS



City of Virginia Beach
POLICE OFFICER RECRUIT
JOB ANNOUNCEMENT



\$34,857 (Upon completion of the basic academy, recruits are sworn in as Police Officers and receive a 5% pay increase, to \$36,622 annually)

*****APPLICATIONS ACCEPTED ON AN ONGOING BASIS*****

Requirements: *20 years of age to apply, 21 years of age at the time of academy graduation *U.S. citizen at time of employment *Virginia or North Carolina driver's license (or eligible to obtain) *High school graduate (or equivalent)

Academy and Field Training: Upon employment, police officer recruits attend a 24-week academy training program. Recruits are provided daily classroom instruction in such areas as Basic Law, Criminal Investigation, Report Writing and Cultural Diversity as well as practical experience in Defensive Driving, Firearms and Water Safety. Attainment of mandated objectives, including firearms qualification, shall be accomplished through a series of tests and practical exercises throughout the Recruit Academy session. Students are responsible for maintaining all notes taken during class, and the successful student must maintain a minimum academic average of 85% on all tests during the academy. After completing the academy, successful candidates will be assigned to a Field Training Officer for a minimum of thirteen weeks of "on the job" or field training.

Duties as Police Officer: Upon completion of training, a police officer enforces state laws and local ordinances and arrests suspected violators of the law; responds to citizen-initiated calls for service and conducts self-initiated investigations while patrolling a specific geographical area to deter criminal activity; explains laws and police procedures to citizens; operates keyboard data terminals; checks for want/warrants on persons; identifies, collects and preserves evidence; mediates domestic disputes; prepares various reports and documents to complete investigations; and presents evidence and testimony in a judicial setting. Police personnel are required to work rotating shifts and holidays.

Other: The City of Virginia Beach Police Officer Recruit selection process is a multi-tiered process. Applicants must successfully complete each component of the process before moving to the next step. The selection process includes the following components: *Physical agility test *Written test *B-PAD video test *Polygraph examination *Background investigation *Oral interview. Successful candidates must meet the Commonwealth of Virginia's criteria for the issuance of a handgun permit. (Refer to the Virginia State Police website discussion of the Firearms Transaction Program for additional information, www.vsp.state.va.us/cjis_vftp.htm.) Conditional offers of employment are extended after the oral interview, contingent upon the successful completion of *Medical and *Psychological exams provided at City expense. As a condition of employment, all new employees must sign an agreement that they will not use tobacco products either on or off duty.

Special Note to Certified Police Officer Applicants: Certified Police Officers from **any** state are invited to apply and to participate in the testing process described in this packet. An evaluation of your experience and qualifications will be made during the background investigation and oral interview phases of the process. To be considered for hire as a certified officer, applicants must have a minimum of 12 months uniform patrol experience following completion of all academy and field training. Upon employment, Certified Police Officers will complete an orientation program for four to seven weeks and then patrol with a field training officer for a period of time. If approved for hire at the certified level, your starting salary will be \$36,622. For additional information, please call the Police Professional Development and Training staff at (757) 437-7656, ext.311/308.

City of Virginia Beach
POLICE OFFICER/RECRUIT
LIST OF AUTOMATIC DISQUALIFIERS
Effective March 20, 2003

Criminal History

Conviction of any felony or any crime involving moral turpitude (crimes contrary to justice, honesty, or good morals).

Conviction of any Class 1 or Class 2 misdemeanor, excluding traffic violations which are discussed separately, or the Virginia State Law equivalent within the last 5 years.¹

Any conviction of domestic violence, including simple assault against a domestic partner, spouse, child or parent.

Commission of undetected crimes of a serious or repetitive nature.

Traffic Violations

Three or more negative points on a Virginia Operator's License or the equivalent for out of state licenses. Points may be negated by attending defensive driving school offered by the Division of Motor Vehicles prior to initial testing.

Any conviction of driving under the influence of drugs or alcohol, refusal to take blood or breath test, eluding police, racing, or leaving the scene of an accident within the last 5 years; or more than one conviction of driving under the influence in the applicant's lifetime.

Drugs

Any involvement in the sale or distribution of illegal drugs.

Any illegal possession of heroin, cocaine, hallucinogens or any other schedule 1 or 2 drug, or any derivative thereof, as defined in the Code of Virginia within the last ten years.

Illegal possession of anabolic steroids within the last 3 years.

Illegal possession of marijuana or a derivative thereof within the last 12 months.

Credit

Demonstrated history of financial irresponsibility.

¹**Note: Some minor offenses are classified as Class 1 misdemeanors (e.g. littering), but would not result in automatic disqualification. Convictions of this nature would be evaluated on a case-by-case basis in the context of the full investigation/review. Applicants are encouraged to contact the Professional Development and Training staff to discuss any specific concerns regarding your eligibility for employment as a police officer.**

City of Virginia Beach
POLICE OFFICER/RECRUIT
LIST OF AUTOMATIC DISQUALIFIERS (CONTINUED)
Effective March 20, 2003

Others

Dishonorable discharge from any military service.

Untruthfulness and/or the intentional withholding of information on any application, interview, or paperwork associated with the position. Examples of intentional withholding of information would include deliberate inaccuracies or incomplete statements.

Cheating on any examination or testing associated with the position.

NOTE:

This is not intended to be an exhaustive listing of background disqualifiers. Applicants who are successful in the initial testing will undergo a thorough background investigation, including polygraph examination. Areas of concern will be evaluated on a case-by-case basis within the context of the full investigation/review. Examples of areas of concern may include, but are not limited to, the following:

Reduction of charges as a result of a plea agreement or other form of sentencing disposition prior to a conviction in any of the aforementioned criminal and driving history categories.

Patterns of reckless and/or irresponsible driving.

Illegal drug possession that does not fall within the parameters defined above.

Less than honorable military discharge, erratic work record, or unfavorable employment references.

Pending litigation or prosecution for criminal offenses must be resolved prior to consideration for employment.



City of Virginia Beach Firefighter Recruit #G4078

Starting Salary: \$34,174.08 (upon completion of the basic academy and passing of the minimum Virginia EMT requirements, Firefighters will receive a 5% pay increase, to \$35,904.24 annually)

The City of Virginia Beach will accept applications for this position from March 31 through April 21, 2004.

Firefighter Recruit is an entry level position. All new hires will attend TRFA* (Tidewater Regional Fire Academy).

BASIC REQUIREMENTS: High School Graduate or GED; 18 years of age at time of employment; and possession of a valid driver's license.

PREFERENCES: Knowledge of basic mechanical and mathematical operations; ability to learn theoretical principles of firefighting quickly and accurately; ability to perform strenuous and demanding physical work; ability to learn theoretical principles and medical terminology related to Emergency Medical Technician course work; demonstrates ability to get along with peers; and responds to orders and to a para-military organization.

SELECTION STEPS: Successful completion of two written tests, physical agility test, polygraph examination, background investigation, and oral interview. Successful candidates will be extended conditional offers of employment contingent upon the successful completion of physical and psychological exams provided at city expense.

NOTE: Applicants who participate in this selection process and are successful beyond the first three preliminary tests, will be placed on an eligibility list and considered for employment during 2004/2005 as positions arise.

OTHER: As a condition of employment, all new employees must sign an agreement that they will not use tobacco or tobacco products either on or off duty. Operation Division Firefighters work 10 days a month, a 56 hour work week, 24 hours on, 48 hours off, including holidays and weekends.

***Recruit Academy:** The Virginia Beach Fire Department provides training to all personnel hired as a firefighter. *All new hires (recruit and certified)* must **successfully** pass their medical training *and/or recertification* and the Tidewater Regional Fire Academy. Medical training will consist of three to eight weeks of didactic and practical emergency medical training. Upon successful completion of the medical training, certification is granted through the Virginia Department of Health as either Emergency Medical Technician-Basic or Emergency Medical Technician-Enhanced provider. Firefighting training consists of sixteen weeks of didactic and practical training in fire science. The practical exercises consist of intense physical activity which is why physical fitness training is completed daily throughout the academy. Successful participation in all practical exercises and the physical fitness regimen is mandatory. It is recommended that all applicants begin some form of physical fitness training prior to the beginning of the academy to assist them in being successful in graduating. Students are evaluated daily on their performance and must maintain a minimum grade point average through the duration of the academy at eighty percent or better.

2004/05 City of Virginia Beach Fire Department Disqualifiers

The following factors are considered disqualifying and may result in non-selection as a Virginia Beach Firefighter. Each of these disqualifiers will be reviewed for each applicant on an individual basis.

Criminal History

- Conviction of any felony
- Conviction of any misdemeanor involving moral turpitude (lying, cheating, stealing, or conduct contrary to good moral character).
- Conviction of any Class 1 or Class 2 misdemeanor, including traffic violations, within the last three years, or the Virginia State Law equivalent of a Class 1 or Class 2 misdemeanor within the last 3 years.
- Conviction of initiating a false alarm as an adult.
- Conviction of an arson or arson related crime.
- Commission of undetected crimes of a serious or repetitive nature.

Traffic Violations

- Three or more negative points on a Virginia Operator's License or the equivalent for out of state licenses within the last 12 months.
- Any conviction of driving under the influence of drugs or alcohol, refusal to take blood or breath tests, reckless driving, eluding police, racing, leaving the scene of an accident or any suspension of driving privileges within the last 5 years.

Drugs

- Illegal possession or sale of marijuana or a derivative thereof within a 12-month time frame of the polygraph exam.
- Illegal possession or sale of non-prescription narcotics, controlled substances or illegal drugs (such as heroin, cocaine, hallucinogens or any other schedule 1 or 2 drug, or any derivative thereof, as defined in the Code of Virginia), within a 5-year time frame of the polygraph exam.
- Current illegal or improper use of any controlled substance including, but not limited to, marijuana and anabolic steroids.

Other

- Dishonorable discharge from any military service.
- Untruthfulness, the withholding of information, deliberate inaccuracies, or incomplete statements on any application, interview or paperwork, or cheating on any examination or testing associated with the selection process.

NOTE: This is **NOT** intended to be an exhaustive listing of background disqualifiers, which means an applicant may be disqualified for other concerns. Applicants who are successful in the initial testing will undergo a polygraph examination. Areas of concern will be evaluated on a case-by-case basis. Areas of concern may include, but are not limited to the following:

- Patterns of reckless or irresponsible driving;
- Illegal drug possession that does not fall within the parameters defined above;
- Less than honorable military discharge;
- Erratic work record;
- Unfavorable employment references.

APPENDIX E
POLICE AND FIRE SELECTION PROCESS

**VIRGINIA BEACH POLICE DEPARTMENT
SELECTION STEPS FOR POLICE OFFICER RECRUIT**

Application

Applicant submits scan sheet and required release forms

Exam registration is mailed by return post from Human Resources

Criminal and credit checks are run by PD

Applicant notified by telephone and by mail if there are problems; applicant counseled regarding how to resolve problem (pay late bill, provide documentation, etc.)

Test Day

Presentation of DMV abstract for review

Written exam (90 minutes). Test results and same day BPAD appt provided within hour after written test. If unsuccessful, applicant may retest at the next opportunity (typically next month).

Applicant is asked to complete full application and personal history questionnaire and return within two weeks time. Information about academy training and physical fitness program distributed.

BPAD Tapes Evaluated and Scores Standardized (within 30 days of test date)

Background Phase

Polygraph exam administered/report written

Interview with civilian background investigator

Professional and personal reference checking by background investigator

Background file including polygraph reviewed by pre-screening review committee

Interview

Interview conducted; decision/feedback communicated same day

Physical agility test administered (same day as interview)

Conditional Offer

Psychological and Medical Exams at City expense

Final offer

Mentor assigned; academy orientation scheduled; visit to supply office for uniforms and equipment

Academy Class Begins



City of Virginia Beach



**POLICE OFFICER RECRUIT 2004/2005
INSTRUCTIONS FOR PARTICIPATING IN THE
SELECTION PROCESS**
*****READ CAREFULLY AND SAVE FOR FUTURE
REFERENCE*****

I. Initial Application

To participate in this process, you will need to complete the initial application materials in this packet and return them to the Human Resources Department. The following forms comprise the initial application materials:

- ✓ Authorization for Release of Information (with **notarized** signature)
- ✓ Disclosure Statement and Authorization for the Procurement of a Consumer Report
- ✓ Recruitment Source Survey
- ✓ Computer Scan Sheet

Upon receipt of your initial application forms, we will schedule your test appointment. We **will not** schedule you for testing unless your application materials are complete. Please make sure that you have your **signature notarized** on the Authorization for Release of Information form. Notaries can be found in many banks and law offices. Notary service is available at the Law Enforcement Training Academy (411 Integrity Way) and in the Human Resources Department (Municipal Center Building #18) at certain times. (Inquire with the receptionist for specific times.) It is also important that the Computer Scan Sheet is thoroughly completed. If you fail to provide your complete address, for example, we will not be able to contact you to confirm your test appointment or to update you as to your status in the process.

II. DMV Abstract, Consumer (Credit) Report and Criminal History Check

You are required to bring your DMV abstract (dated no more than 90 days prior to the test date) with you to your test appointment. If period of residence in current state is less than 12 months, a second driving history abstract must be presented from the previous state of residence. Individuals whose driving history includes violations listed on the enclosed List of Automatic Disqualifiers **will not** be tested. Your consumer (credit) report and criminal history check will be run prior to your test appointment. If your initial consumer (credit) report and/or criminal history includes violations listed on the enclosed List of Automatic Disqualifiers, you will be notified of your disqualification by mail and it will not be necessary for you to attend your test appointment. Please be aware that consumer (credit) report information is not always up-to-date. We recommend that you be proactive and request a copy of your credit history to ensure that the information we will be reviewing is accurate. You may do this by contacting one of the following credit reporting agencies (there may be a fee associated with this service):

Equifax, Inc.	1-800-685-1111 or www.equifax.com
Experian	1-800-682-7654 or 1-800-392-1122 or www.experian.com
TransUnion	1-800-888-4213 or www.transunion.com



City of Virginia Beach
POLICE OFFICER RECRUIT 2004/2005
SELECTION STEPS



The following is a brief description of each phase of the selection process for Police Officer Recruit. **Please note** that the selection process for Police Officer Recruit is a multi-tiered process. In other words, applicants must successfully complete each component of the process before proceeding to the next phase.

Physical Agility This test consists of a timed Obstacle Course. Additional information is enclosed in this packet. Demonstrations of this test are offered periodically. Please check with the Human Resources staff for additional information. Successful applicants will participate in the next selection step, the written test.

NOTE: Applicants must present photo identification and an official copy of their Department of Motor Vehicles (DMV) driving abstract in order to participate in Police Officer Recruit testing. The driving abstract should be dated no more than ninety days prior to the test date. If period of residence in current state is less than 12 months, a second driving history abstract must be presented from the previous state of residence. No exceptions.

Written This is a ninety-minute test which assesses math, reading comprehension, grammar and incident report writing skills. Additional information is enclosed in this packet. Successful applicants will participate in the B-PAD video test.

B-PAD Approximately 30 minutes in length, the B-PAD (Behavioral Personnel Assessment Device) video test is a filming of the applicant's responses to pre-recorded video scenarios. Responses are reviewed and evaluated by trained assessors. Evaluation criteria include judgment, problem-solving and interpersonal skills in dealing with people in difficult situations. Results of the B-PAD video test will be mailed to all applicants within six weeks of the test date. Successful applicants will proceed to the background/polygraph examination phase.

Background/Polygraph Examination Applicants who take the B-PAD video test will be given an extensive City of Virginia Beach Police Department Personal History Questionnaire and Employment Application form to complete which serves to facilitate the background investigation process. The process includes a thorough review of information obtained from the following sources: DMV abstract, consumer (credit) report, and criminal history; personal interview with investigators in the applicant's home; personal and employment references; and a polygraph examination. Successful applicants will be scheduled for an oral interview.

Oral Interview The oral interview is conducted by an oral review board. Successful applicants will be extended a conditional offer of employment.

City of Virginia Beach
POLICE OFFICER RECRUIT 2004/2005
SELECTION STEPS (CONTINUED)

**Conditional Offer
of Employment**

Successful candidates will be extended conditional offers of employment contingent upon the successful completion of both a physical (including vision) and psychological exam provided at City expense. Successful candidates will also be contacted by a mentor (an experienced police officer) to assist them in preparing for the academy.

Academy

Police Officer Recruits will attend a 24 week basic academy at the Police Training Center. Upon successful completion of the basic academy, recruits are sworn in as Police Officers and are assigned to a Field Training Officer (FTO) for a minimum of 13 weeks.

SPECIAL NOTE TO VETERANS:

The academy and field training programs meet the requirements for veteran education benefits as an on-the-job training program. For additional information, visit www.gibill.va.gov.

SPECIAL NOTE TO RECIPIENTS OF PERKINS COLLEGE LOANS:

Recipients of Perkins college loans (after November 29, 1990) should visit www.finaid.org/loans/forgiveness.phtml or www.ed.gov/prog_info/SFA/StudentGuide/2000-1/perkinscancel.html for information pertaining to additional benefits available upon employment as a police officer.

**SPECIAL NOTE TO APPLICANTS WHO RESIDE OUTSIDE THE
HAMPTON ROADS, VIRGINIA AREA:**

We have made every effort to provide you with the information you need to make the appropriate travel arrangements for the steps in the selection process described above. From start to finish, the selection process for Police Officer Recruit takes about four to six months. Please be advised that successful candidates can expect to make the following trips to Virginia Beach:

1. Initial Testing (Physical Agility, Written, B-PAD)
2. Polygraph Exam
3. Oral Interview (Successful candidates will be asked to complete the psychological exam on the day of the interview)
4. Physical Exam with Occupational Health Services

If you need assistance with hotel accommodations, please contact the City of Virginia Beach Visitor Information Center at (757) 437-4888, 1-800-822-3224 or at the web address, www.vbfun.com.

**SPECIAL NOTE REGARDING AVAILABILITY OF THE VBPD EQUAL
EMPLOYMENT OPPORTUNITY (EEO) PLAN:**

Copies of the Virginia Beach Police Department's EEO Plan are available in the Human Resources Applicant Office (Municipal Center Building #18, Room 106). If you prefer that a copy be mailed to you or if you have questions about the plan, please contact Miriam Manning, Human Resources Coordinator, at (757) 427-4663.

THE PHYSICAL AGILITY TEST

OBSTACLE COURSE:

This test measures stamina and cardiovascular fitness in the completion of various job related obstacles. The applicant will successfully complete twelve (12) obstacles in succession over a distance of 500 yds. in three (3) minutes and thirty-five (35) seconds (3:35) or less time. If any obstacle is not completed correctly, the applicant will be required to go to the beginning of that obstacle and complete it correctly prior to advancing. The obstacles existing in the course (in order) are as follows:

1. Six (6) foot wooden wall with 12-inch step Up and over the top.
2. Ladder Climb Walk up to top then touch orange pulley & descend.
3. Five (5) foot chain link fence Up and over the top.
4. Low hurdle Up and over.
5. Fence serpentine Run in crouched position through serpentine below top of fence.
6. Stairs Walk/run up then down.
7. Balance beam Walk/run on beam to finish without falling off or touching beam.
8. Ditch jump Jump completely over a five (5) and a half (½) foot simulated ditch without stepping on orange painted wood.
9. Window entry Climb in and through a simulated window.
10. 43 Degree Incline Run/walk up and over.
11. Body drag Pull a 125 lb., simulated dummy 50 ft.
12. Cone obstacles While running, weave in and around cone obstacles. Do not touch cones. If cones are knocked over, you must reset cone while clock continues to run.

THE WRITTEN TEST

The written test is one hurdle in the Police Officer Recruit selection process. We will **not** be developing a cumulative score. This test represents a minimum standard that must be met in order for you to continue in the process. The purpose of our selection process is to identify those candidates that are most likely to succeed in the police academy. There are 4 components of the Written Test. A passing score of 70% is required in **each** component. The 4 components are:

- Basic Math
- Reading Comprehension
- Spelling/Grammar
- Incident Report Writing

If unsuccessful on the first attempt, applicants may reschedule for the next available testing session. After two unsuccessful attempts, the applicant must wait six months before retesting. Study guides prepared by the test developer, Stanard and Associates, are available for purchase for \$5.00 (check or money order only; addressed to City Treasurer).

Test Etiquette:

- Be prompt. Late admittance will not be permitted.
- Bring photo identification. All other materials will be provided for you.
- Any discussion once the test has begun will be grounds for disqualification.
- Pagers, cell phones, etc. will not be permitted.
- Please refrain from wearing cologne or perfume.

Strategies for Success:

- Each section of the test is timed. Pace yourself.
- Answer the questions you know first. Work on the more difficult questions during the time you have remaining.
- The test booklet is for your use only. Feel free to make notes in your test booklet if this is helpful to you.
- Identify the correct answer in your mind before you read through the options provided.
- If you change your answer, mark your answer sheet as directed. The test evaluators cannot interpret your intent if it is not clear on your answer sheet.
- Choose your responses based on the information provided, not based on your own knowledge or opinions.

Types of Questions:

Basic Math- Find key information in charts to perform basic calculations; perform addition, subtraction and multiplication (including percentages) to solve word problems; and perform basic calculations relating to distance (convert inches to feet, etc.)

Reading Comprehension- Answer questions based on information provided in the passage; compare passage with information provided in chart or report format; and apply definitions of terms provided to situations described in questions.

Spelling/Grammar- Identify correct spelling of common words and choose word(s) that complete a sentence, applying correct grammar and word usage.

Incident Report Writing- After reviewing information provided to you in a sample incident report, respond to questions using complete sentences. All of the information needed to answer the questions is provided in the sample incident report. Applicants may refer to the sample incident report while completing the exercise.

Firefighter

2004/2005 Applicant Process

Applicants who participate in this selection process and are successful beyond the first three preliminary tests, will be placed on an eligibility list and considered for employment during 2004/2005 as positions arise.

Preliminary Stage

- Announcement of process
- Open period (applications may be downloaded from Fire Department website, mailed to applicant, or picked up at HR Office or Fire Admin)
- Application mailed from interest list (persons may be placed on interest list 6 months prior to position opening)
- Flyers mailed and distributed
- Website in place
- Open house and practice session schedule
- Job fairs, presentations, visits
- Application process takes between 6 months to 1 year

Stage 1

Preliminary Application Packet

- Submit Authorization for Release of Information
- Submit Criminal History Record Request
- Submit Applicant Information Sheet
- Purchase Test Preparation Manual
- Basic requirements-high school graduate or GED, 18 years of age at time of employment, and possession of a valid driver's license

Stage 2

- 2 Written Tests (The **written test** is a multiple choice test measuring an applicant's acquisition and retention of material in the Firefighter Selection, Inc. 8th Edition Candidate Test Preparation Manual for Entry-Level Firefighters. The manual includes fire-related materials such as those found in academy and training manuals. The **Work Styles Inventory** is a written test designed to measure traits required for maintaining effective relations with co-workers in the station and while working with the public.

Stage 3

- Notification of Results of Written Tests

Full Application Packet Mailed to Applicant

- Complete Personal History Questionnaire and Employment Application
- Provide Training Records and Certifications
- Submit DMV Record Review

Stage 4

- Turn in Full Application Packet
- Physical Agility Test
- Fingerprinting
- Review of Personal History Questionnaire and Employment Application, DMV Record, and Criminal History Record

Stage 5

- Establishment of Eligibility List

Stage 6

- Polygraph
- Background Investigation
- Notification of Polygraph/Background Investigation Results

Stage 7

- Interview
- Complete Social Services Central Registry Form

Stage 8

- Receive Conditional Offer of Employment Letter
- Physical Exam
- Psychological Exam

Stage 9

- Receive Final Offer of Employment Letter
- Recruit School

City of Virginia Beach Firefighter Recruit 2004/2005



INSTRUCTIONS FOR PARTICIPATING IN THE SELECTION PROCESS
READ CAREFULLY AND SAVE FOR FUTURE REFERENCE

1. Preliminary Application Packet

Application packets will not be accepted, if not complete, this includes notarized signature. To participate in this process, applicants will need to complete the initial application materials in this packet and return by **April 21, 2004** to the *City of Virginia Beach Human Resources Department* (see previous page for address, hours, and phone).

The following items comprise the preliminary application packet materials:

- Authorization for Release of Information (**with notarized signature**)
- Authorization for Criminal History Check (**with notarized signature**)
- Test Preparation Manual information sheet
- Computer scan sheet
- Personal Information/Employment Sheet
- A check or money order in the amount of **\$12.00** payable to the City Treasurer, if you wish to purchase the Test Preparation Manual. **No Cash Accepted. THERE WILL BE A \$25.00 CHARGE FOR CHECKS RETURNED FOR NON-SUFFICIENT FUNDS!**

A photo ID is required for a notary to process your application. Notaries can be found in many banks and law offices. Notary service will also be provided in the Human Resources and/or Fire Administration Office at certain times (inquire with their receptionists).

2. Description of Tests *Applicants must present a photo identification at all tests*

The **Written Test** is a multiple choice test measuring an applicant's acquisition and retention of the material in the **Firefighter Selection, Inc. (FSI) 8th Edition Candidate Test Preparation Manual For Entry-Level Firefighters**. The manual includes fire-related materials such as those found in academy and training manuals. The reading level approximates that found on the job. **All answers to the test items are in the manual.** The manual is available for purchase when a completed application is submitted. While it is not mandatory, applicants are highly encouraged to purchase this manual. The Test Preparation Manual will be available for review in each Virginia Beach Public Library, but may not be checked out. The Test Preparation Manual may **ONLY** be purchased from the City of Virginia Beach Fire Department while the application process is open from March 31 to April 21, 2004. Only one book per applicant, second copies will not be available. You may, however, purchase the manual directly from FSI. To purchase a manual directly from FSI please download the FSI order form available at www.vb.gov.com/dept/fire, fill out the order form, enclose a **money order** in the amount of **\$17.00**, and mail to FSI, 2868 Prospect Park Drive, Suite 110, Rancho Cordova, CA.

The **WSI (Work Styles Inventory)** is a written test that lasts approximately 40 minutes. This test is designed to measure traits required for maintaining effective relations with co-workers in the station and while working with the public. The WSI is taken the same day as the written test.

After completion of both written tests, applicants will pick up the City of Virginia Beach Fire Department Personal History Questionnaire and Employment Application. You will be asked to complete the application packet and return it on the day of your physical agility test (contingent upon successful completion of the written tests). Applicants will receive a letter in the mail with the results of the written tests approximately two weeks after the written tests. If you are invited to proceed in the process, you will be scheduled for a physical agility test. You must submit the COMPLETED application packet when you arrive at the physical agility test. ***For out-of-town applicants who have already completed the Physical Agility Test: You MUST submit your application packet postmarked no later than June 12, 2004.*** Please see *Item 5 Required Documents* for more information.

NOTE FOR OUT-OF-TOWN APPLICANTS: For those applicants outside a 75-mile radius (this includes Richmond, VA and Dare County, NC) you will have the opportunity to take your written and physical agility tests on **Saturday, May 22, 2004**. The written test will be at **8:00 a.m.** and the physical agility will directly follow. If you choose **NOT** to take your physical agility test on May 22, you **MUST** come back on **Saturday, June 12**, or **Wednesday, June 16, 2004** for testing.

The **Physical Agility Test** is a series of evolutions (a description is included in this packet). Applicants will be required to sign a waiver of liability. Physical agility test dates are **Saturday, June 12**, and **Wednesday, June 16, 2004**.

Practice sessions will be held the following dates and times:

- Saturday, April 10, 2004, **OPEN HOUSE**, 10:00 a.m.-1:00 p.m.
- Tuesday, April 20, 2004, 2:00-6:00 p.m.
- Wednesday, April 28, 2004, 2:00-6:00 p.m.
- Wednesday, May 19, 2004, 3:00-6:00 p.m.
- Saturday, May 22, 2004, 1:00-3:00 p.m.

The physical agility tests and practice sessions will be held at the Fire Training Center, 927 S. Birdneck Road, Virginia Beach, VA 23451 next to the smokehouse. An appointment is **NOT** necessary to attend the practice sessions. Furthermore, you may attend as many practice sessions as you desire.

3. Test Scheduling

Upon receipt of a completed preliminary application packet, staff will schedule applicants for both written tests on **Thursday, May 20 (1:00 and 6:00 p.m.)**, **Friday, May 21 (8:00 a.m., 12:30 p.m., and 6:00 p.m.)**, or **Saturday, May 22 (8:00 a.m.)**, 2004. The location of the test will be at the Municipal Center, Building 19. Directions will be printed on your appointment time letter. Upon successful completion of the written test, applicants will receive a letter from the Fire Department scheduling them for the physical agility test (except for out-of-town applicants who elect to take the physical agility test on Saturday, May 22, 2004. Please see *Item 2 Description of Tests* for details), plus a request to complete an extensive City of Virginia Beach Fire Department Personal History Questionnaire and Employment Application form. Those who are unsuccessful in the physical agility exam, will be disqualified from the process. **Those who are unable to make this schedule, should not apply during this process.**

4. Availability for Employment

Applicants may participate in the selection process prior to becoming available for employment. However, applicants who are **NOT** available for employment in 2004/2005 should **NOT** submit initial application materials at this time. Please note you **MUST BE** available for **ALL** testing dates since makeup dates are **NOT** available.

5. Required Documents

Applicants who proceed to the physical agility test (except for out-of-town applicants who may elect to take the physical agility test the same day they take the two written tests) will be asked to complete an extensive City of Virginia Beach Fire Department Personal History Questionnaire and Employment Application form and to provide copies of the following documents:

- Birth certificate
- High school diploma or GED
- Social security card
- Valid driver's license with photo
- Driving record dated after May 24, 2004 (**DMV original record from all states where applicant has resided during last 5 years** or letter showing they have applied for record and date driving record will be received)
- Military discharge Form DD-214, pages 1 and 4 (if applicable)
- Transcripts for any education above the high school level (if applicable). College transcripts should be the original, official copy issued by the college or university in a sealed envelope. When requesting transcripts from a college/university, have them mailed directly to the following address: *Virginia Beach Fire Department, ATTN: Cathy B. Anderson, Fire Human Resources Manager, 2424 Courthouse Drive, Virginia Beach, VA 23456-9064*. The original, unofficial copy of the transcripts issued to the student will be accepted until the official transcripts can be obtained. **All documents submitted will become the property of the City of Virginia Beach Fire Department and will not be returned.**

6. Documents for certifying as a Virginia Certified Firefighter II

If you want to be considered for a Certified Firefighter position, you must possess the following certifications:

Virginia Firefighter II (NFPA1001-1997) Certificate or *comparable certificate
[*approved by the International Fire Service Accreditation Congress (IFSAAC) or
National Boards on Fire Service Professional Qualifications (NPQS/ProBoard)]

AND

Certificate in HazMat Awareness and Operations (NFPA 472-1997)

AND

Minimum of Virginia Emergency Medical Technician-B or Virginia Emergency Medical
Technician-E Certificate (whichever is required)

NOTE: If you have out-of-state certifications and want more information, you may wish to visit the following websites:

www.vdfp.state.va.us - Virginia Dept of Fire Programs-to find out certifications needed

www.ifsac.org - Information on Virginia Certified Firefighter II

www.theproboard.org - Pro board information for State of Virginia

www.vdh.state.va.us/oems - Reciprocity information for EMT

7. Contacts for Additional Information

For questions regarding City employment in general, please contact Human Resources at (757) 427-4157 or write to the Department of Human Resources, City of Virginia Beach, 2424 Courthouse Drive, Building 18, Virginia Beach, VA 23456-9056.

Please notify Human Resources at 757-427-4157 with any changes in address, phone number, or availability for written test between March 31 and April 21, 2004.

After April 21, 2004, please contact Cheryl Blanchard at 757-563-1729 or email cblancha@vb.gov with changes.

A tremendous amount of information is available regarding City of Virginia Beach employment and benefits at www.vbgov.com and City of Virginia Beach Fire Department at www.vbgov.com/dept/fire. **PLEASE THOROUGHLY REVIEW THIS PACKET AND OUR WEBSITES BEFORE CONTACTING STAFF. FOR QUESTIONS THAT CANNOT BE ANSWERED FROM THESE RESOURCES**, you may contact the Fire Department at (757) 427-4228 or email canderso@vb.gov.

City of Virginia Beach Firefighter Physical Agility Testing

What can I do to prepare myself for the physical agility test?

Make plans now to be part of our practice sessions at the Fire Training Center, 927 S. Birdneck Road, Virginia Beach, VA 23451. Please see Section 2 of this packet and check our website for dates and times at www.vb.gov.com/dept/fire/employment.asp.

Physical Agility Testing

The Fire Department will use a series of tests and measures to evaluate candidates for the position of Firefighter Recruit. Based upon the physical and demanding conditions associated with the position, specific levels of physical conditioning are required. All evolutions are timed. Each applicant will be required to sign a liability waiver before participating in the test. Applicants will be evaluated on the following criteria:

High Rise Hose Shuttle Evolution

Applicants must successfully complete a simulated 4-story shuttle climb carrying a single section of 2-1/2 inch hose with couplings.

Ventilation/Forcible Entry Evolution

Applicants must successfully complete a simulated ventilation/forcible entry practice by moving a weighted sled 5 feet with a provided sledgehammer.

Hose Line Advancement Evolution

Applicants must successfully advance approximately 100 feet of 1-1/2 inch charged hose across a marked line with the nozzle.

Ladder Raise Evolution

Applicants must successfully raise the fly section of a 24-foot extension ladder, two times using a hand over hand method both up and down.

Victim Rescue Evolution

Applicants must successfully carry a 125 pound simulated victim approximately 100 feet through a given course. Approved appliances (webbing or rope) may be used to assist in lifting and carrying victim.

Overhaul Evolution

Applicants must successfully complete simulated pike pole evolution using proper form. A pike pole is attached to a 50-pound weight with rope through 2 pulleys. Twenty pulls required.

Scoring

All evolutions will be timed consecutively and there are no given rest periods. The identified cut off time is 7 minutes and 35 seconds. These tests are designed to measure an applicant's ability to perform identified fire department tasks in a given time.

Additional

Evolutions will be performed wearing fire department safety equipment. A Turn-Out Coat and a weighted vest will be provided. **Applicants are encouraged to wear appropriate clothing (boots with ankle protection and leather work gloves).**

TEST PREPARATION MANUAL

INFORMATION SHEET

The Written Test is a multiple choice test measuring applicant's acquisition and retention of the material in the **Firefighter Selection, Inc. (FSI) 8th Edition Candidate Test Preparation Manual For Entry-Level Firefighters**. The manual includes fire-related materials such as those found in academy and training manuals. The reading level approximates that found on the job.

All answers to the test items are in the Test Preparation Manual. The manual is available for purchase when a completed application is submitted. While it is not mandatory, applicants are highly encouraged to purchase this manual.

If you would like to purchase a manual, please enclose a check or money order payable to the City of Virginia Beach Treasurer for **\$12.00**. We **DO NOT** accept cash. The Test Preparation Manual will only be available for purchase through **April 8, 2004**. **THERE WILL BE A \$25.00 CHARGE FOR CHECKS RETURNED FOR NON-SUFFICIENT FUNDS!**

The Test Preparation Manual will be available for review in each Virginia Beach Public Library, but may not be checked out.

You may purchase the manual directly from FSI. To purchase a manual directly from FSI please download the FSI order form available at www.vbgov.com/dept/fire, fill out the order form, enclose a **money order** in the amount of **\$17.00**, and mail to FSI, 2868 Prospect Park Drive, Suite 110, Rancho Cordova, CA. **Personal checks are not accepted!**

Please check the appropriate box and SIGN BELOW

I am aware the Firefighter written test will be given from material in the Firefighter Selection, Inc. (FSI) 8th Edition Candidate Test Preparation Manual For Entry-Level Firefighters and

- I have chosen not to purchase a Test Preparation Manual**
- I am purchasing a Test Preparation Manual**
- Although I will not purchase a Test Preparation Manual at the time I submit my preliminary application packet, I plan on purchasing one from the City of Virginia Beach before April 8, 2004**
- I plan on purchasing a Test Preparation Manual from Firefighter Selection, Inc.**
- I plan on studying a Test Preparation Manual at the City of Virginia Beach Library**

NAME (Print) _____

SIGNATURE _____

In house only

**FIRE FIGHTER SELECTION STEPS
HAMPTON ROADS AREA CITIES**

City	Written	Physical Agility	Polygraph	Detailed Background Investigation	Screening Process
Chesapeake 389 Sworn FF 9% Minority	FSI Reading Comprehension	C-Pat Fire Skill Obstacle Course	No	Yes	Drug screening, Medical Exam, Panel Interview, Interview
Hampton Unable to obtain data.	Reading Comprehension, Listening Comprehension, Basic Math	Fire Skill Obstacle Course	Yes	No	Criminal History Record, Oral Panel, Drug Screen, Medical Exam, Interview
Newport News 347 Sworn FF 12% Minority	Reading Comprehension, Basic Math	Fire Skill Obstacle Course C-Pat (2005)	Yes	Yes	Drug screening, Medical Exam, Interview
Norfolk 498 Sworn FF 16% Minority	McCain Reading Comprehension, Basic Math	Fire Skill Obstacle Course	Yes	Yes	B-Pad , Drug screening, Medical Exam, Psychological Exam, Interview
Portsmouth 242 Sworn FF 15% Minority	Civil Service Exam Reading Comprehension, Basic Math	Fire Skill Obstacle Course	Yes	Yes	Drug screening, Medical Exam, Interview
Virginia Beach 419 Sworn FF 8% Minority	FSI Reading Comprehension	Fire Skill Obstacle Course	Yes	Yes	Drug screening, Medical Exam, Psychological Exam, Interview Panel

**FIRE FIGHTER AUTOMATIC DISQUALIFIERS
HAMPTON ROADS AREA CITIES**

City	Drugs	DUI	DMV Points	Class 1 or 2 Convictions
Chesapeake	Marijuana – 5 years Cocaine – 5 years LSD – 5 years PCP – 5 years Hallucinogenic – 5 years	5 years	2 moving violations or 3 non-moving violation	Felony or crime involving acts of dishonesty, deceit, immorality, or possession, manufacturing, and/or distribution of illegal drugs.
Hampton	Marijuana – 1 year Cocaine – 3 years Crack – 3 years Speed – 3 years Any use of heroin, PCP, LSD.	5 years	-2 points	Any Felony (convictions reviewed for factors such as age, elapsed time, seriousness/nature of crime and rehabilitation).
Newport News	Any illegal drugs – 1 year	5 years	-3 points	A conviction does not automatically disqualify someone from employment.
Norfolk	Marijuana – 1 year and less than 10 times in last 2 years. Any use of Opiates (heroin, cocaine, morphine, methadone, etc.)	5 years	More than - 3 points	Any Felony. Any offense involving moral turpitude, including larceny, concealment, bad checks, embezzlement, perjury. Possession, manufacturing, and/or distribution of illegal drugs, with exception of Marijuana which is evaluated on frequency of use.
Portsmouth	Excess use or addiction to illegal/narcotic drugs unless applicant has enrolled/completed a rehabilitation program and drug use has ceased.	5 years	-10 points or 3 or more moving violations	Any felony. Any misdemeanor involving moral turpitude (lying, cheating, or stealing). Misdemeanor drug conviction in last 12 months or assault and battery convictions. Crimes of sexual misconduct; sexual or physical abuse; Use, possession, manufacturing, and/or distribution of illegal drugs. Criminal History must be clean for 5 years.
Virginia Beach	Marijuana – 1 years Cocaine – 5 years LSD – 5 years PCP – 5 years Hallucinogenic – 5 years	5 years	-3 points within 1 year	Any felony. Any misdemeanor involving moral turpitude (lying, cheating, stealing, or conduct contrary to good moral character). Any misdemeanor, including traffic violations, within the last three years, or the Virginia State Law equivalent of a Class 1 or Class 2 misdemeanor within the last 3 years. Conviction of initiating a false alarm as an adult. Conviction of an arson or arson related crime. Commission of undetected crimes of a serious or repetitive nature.

**POLICE OFFICER SELECTION STEPS
HAMPTON ROADS AREA CITIES**

City	Written	Physical Agility/Ability	BPAD Video
Chesapeake (African-American, 10% Police Officers, 28% City Population)	POST	Obstacle Course; Trigger Pull	N/A
Hampton (African-American, 19% Police Officers, 44.7% City Population)	POST	¼ mile run (90 sec); 5 ½ ft. wall (10 sec); 6 ft. long jump; 100 yd. dash (18 sec); 165 lbs. dummy drag (30 ft. in 15 sec); trigger pull (12 pulls in 12 sec/each hand); must read license plates and posters from distance of 40 ft. & respond to questions (job simulation vision test).	BPAD
Newport News (African-American, 17% Police Officers, 39.1% City Population)	POST	¼ mile run (90 sec.); 5 ft. wall (15 sec); 130 lbs. dummy drag (30 ft. in 15 sec.); 6 ft. running broad jump; trigger pull (dry fire 50 rounds)	BPAD
Norfolk (African-American, 15% Police Officers, 44.1% City Population)	Regional Test Developed in 70's	Ergometric tests: sit-ups/60 sec.; arm lift w/ weighted bar; leg endurance (stationary bike); arm endurance (rotary wheel). Want to introduce mile run to assess aerobic capacity (pending approval).	BPAD
Portsmouth (African-American, 17% Police Officers, 50.6% City Population)	POST	Run obstacle course within 5 minutes.	N/A
Virginia Beach (African-American, 9% Police Officers, 19% City Population)	POST	Obstacle Course (3:35)	BPAD

African-American percentages representing Police Officer are from the City of Norfolk's "Minority Figures in Hampton Roads Police Departments, April 2004".
African-American percentages representing City Population are from the 2000 Census Data.

**POLICE OFFICER AUTOMATIC DISQUALIFIERS
HAMPTON ROADS AREA CITIES**

City	Drugs	DUI	DMV Point Balance	Class 1 or 2 Convictions
Chesapeake	Cocaine -- 5 years; Marijuana -- 5 years. (Proposal to change cocaine to 10 years and marijuana to 3 years, pending approval)	24 months	Negative 6 points. (-5 acceptable)	Crimes of deceit or moral turpitude DQ regardless of time frame. Lesser crimes evaluated by Chief (e.g. drunk in public, disorderly conduct, assault and battery, etc)
Hampton	Marijuana -- 12 months; only accepted if use was experimental in nature. Other drugs: auto DQ regardless of time frame.	10 years	Negative 3 points (-2 acceptable) Prefer 0 or positive pts.	Any misdemeanor involving moral turpitude.
Newport News	Cocaine -- 15 years; Marijuana -- 36 months.	7 years	Zero or positive point balance acceptable.	Misdemeanors which require jail sentence DQ. Others evaluated by Chief.
Norfolk	Cocaine -- any use; Marijuana -- current use (12 months before appl date) or frequent use (e.g. 10 times within 2 years)	5 years	Negative 4 pts. (-3 acceptable)	Any misdemeanor involving moral turpitude.
Portsmouth	No time frame specified (Civil service rules address current use and addiction without rehab)	12 months or refusal to submit to breathalyzer	Negative 10 pts. (-9 acceptable)	Any misdemeanor involving moral turpitude. Misdemeanor drug conviction 12 months.

Virginia Beach	Cocaine – 10 years; Marijuana – 12 months.	5 years (or more than one conviction within lifetime)	Negative 3 pts. (-2 acceptable)	Class 1 or 2 misdemeanor within 5 years (excluding minor offenses)
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OTHER NOTES

Cities who do not use psychological testing:

Chesapeake (Chesapeake uses the personality profile tool developed by LESI (Dr. Cutler) to identify areas of concern to address during background investigation – e.g. anger management problems.)
Portsmouth

Cities bound by civil service rules:

Norfolk
Portsmouth

Recruiting:

The recruiting plan of our sister cities is very similar to ours. Sgt. Sheppard from NNPD mentioned that they are planning to work with area churches in recruiting minorities, in conjunction with crime watch and other citizen meetings (not worship services). They are also working to partner with minority-owned businesses in posting announcements. NNPD has also determined that it will focus on southern versus northern colleges/universities because their salaries are more competitive in those locations. Sgt. Sheppard also mentioned that he and his staff meet monthly to review applicant status, including which applicants are eligible to retest after the required six month waiting period. Although written notification is routinely provided, NNPD's recruiting officers attempt to contact EVERY applicant via telephone. It is interesting to note that while NNPD is roughly half the size of Virginia Beach, the recruiting unit is staffed by a sergeant, a master police officer who is responsible for administering the selection process, two recruiting officers and three full-time civilian background investigators. In Virginia Beach, one sergeant straddles both the training and the recruitment/selection functions, supported by one recruiting officer and one personnel officer.

APPENDIX F
SALARY SURVEYS

**Virginia Beach Fire Department
Fire Department Salary Benchmarking**



Prepared by T.E. Poulin, Batt. Chief

November 18, 2004



Executive Summary

This study indicates that Virginia Beach is competitive in compensation with fire departments serving similar populations in the United States, and within the Hampton Roads market. Based upon the data sources used, the base pay for a firefighter in Virginia Beach is above both the mean and the median pay of departments included in the sample, and places above the 75th percentile of firefighter pay nationwide. While Virginia Beach provides the highest base pay for firefighters, the pay for fire officers generally falls below the 50th percentile locally and nationally, based upon the data collected.

Methodology

This report was derived from several sources. The primary resource was *The Municipal Yearbook* published by the International City/County Managers Association (ICMA) in 2004, which contains data from a survey of fire department salaries conducted in January 2003. Additional information was obtained from the ICMA through the Municipal Reference Library, providing an in-depth breakdown of salaries by rank.

The ICMA conducted a survey of fire department salaries in January 2003, seeking the pay rates effective on January 1, 2003. The survey was distributed to the 3,215 cities shown to have a population of 10,000 or greater during the 2000 census. Of those participants, 1,645 cities responded, providing a response rate of 51%. This data sample for this report was further limited by focusing on departments with similar populations. Consequently, only departments serving populations between 250,000 and 1,000,000 were examined. Twenty-four of the 58 departments meeting that criteria responded to the ICMA survey (41.4%)

The first portion of this report examines how Virginia Beach compares with departments serving similar sized communities nationwide. The latter portion uses the same data sources to compare pay rates for career, municipal fire departments in Hampton Roads.

The data tables reflect minimum and maximum limits of base pay for firefighters. Variations on the base pay are not included in this brief report. Many fire departments, including Virginia Beach, compensate recruit firefighters at a lower rate until they complete probationary training. Additionally, many departments provide pay incentives for education, specialized training or specialty assignments. This could include serving on a hazardous materials team or being certified as a paramedic. Also, many departments have different levels of firefighters. For example, Virginia Beach has Master Firefighters and Chesapeake has Senior Firefighters, positions that provide a longevity increase for personnel with a set number of years on the job. This is a practice common to 20% of the reporting departments serving the same population range as does Virginia Beach. This report focuses on the base pay for the rank of firefighter, although other ranks are examined to provide context.

Within each table, the minimum and maximum limits of pay are reported. Additionally, a mean is reported to indicate the midpoint of the pay range. Most of the tables provide a ranking of salaries. To provide a more accurate comparison between the compensation offered by Virginia Beach and other departments around the nation, a cost-of-living calculator available on-line was used to convert the pay rates of other departments to their equivalent in the Hampton Roads market. The rankings are not based upon the reported pay, but rather on the pay when corrected for the cost-of-living, which should provide a more realistic comparison of departments in different regions.

Where information was not reported, either because the data was not available or the rank did not exist in the reporting department, the municipality was removed from the table. Therefore, the respondents identified in each table range from 8 to 24.

Data

The ICMA reports that the mean pay for a career firefighter in the United States on January 1, 2003, was \$32,888. The first quartile (25%) pay was \$26,643. The median quartile (50%) was \$32,162. the third quartile (75%) was

\$37,885. These numbers reflect only base pay, and including longevity pay could increase the numbers greatly.

The data tables are included at the end of this report. They include:

Table 1:	Firefighter Pay
Table 2:	Fire Captain Pay
Table 3:	Battalion Chief Pay
Table 4:	Assistant (District) Chief Pay
Table 5:	Deputy Chief Pay
Table 6:	Chief Pay
Table 7:	Hampton Roads Firefighter Pay
Table 8:	Hampton Roads Fire Officers Pay

Limitations

This report does not include an in-depth analysis of job descriptions for ranks in differing jurisdictions. Consequently, there may be a possibility that some of the ranks are not wholly similar, which would unquestionably impact pay scales. However, the ICMA has been conducting these types of surveys for years and has been noted for controlling for such differences as much as possible, which tends to increase the confidence in the data acquired.

This report does not include data from Norfolk or Hampton, two of the larger departments in the area. Norfolk did not provide pay rates in response to the ICMA survey, and Hampton did not respond to the survey at all.

Discussion

The base pay for Virginia Beach Firefighters is \$44,862, placing it about the 3rd quartile of base pay for firefighters in the ICMA nationwide survey. When compared with the other 23 departments in the study group, Virginia Beach placed 7th over all in salary, when adjusted for cost-of-living (see Table 1). Additionally, Virginia Beach places first in base pay within the Hampton Roads market, based on the data available (see Table 7). These numbers suggest that Virginia Beach's compensation is competitive in attracting and retaining employees. It should be noted that with longevity, specialty assignments or paramedic training, the compensation package for employees could be higher than the numbers reported.

The compensation for fire officers in Virginia Beach falls below the 50% percentile of every rank except that of Deputy Chief when compared to similar sized departments nation-wide. When compared to the Hampton Roads market, the differences are equivocal, with some ranks being near the top of the pay range and others near the bottom. While this may have no impact on recruitment, it may have an impact on retention if the differences between the pay grades are viewed as undesirable.

Table 1: Firefighter Pay

**ICMA Survey
Starting Firefighters Salaries
2004 Yearbook**

(Respondents from cities with populations between 250,000 and 999,999)

Number	Fire Department	Salary		Mean	Adjusted for Cost of Living
		Minimum	Maximum		
1	El Paso, TX	29505	82203	55854	56610
2	Riverside, CA	61272	61272	61272	54695
3	Portland, OR	32448	83616	58032	52339
4	Las Vegas, NV	48843	63458	56151	52092
5	Arlington, TX	37686	61756	49721	50552
6	Seattle, WA	48588	60732	54660	48481
7	Virginia Beach, VA	36622	53102	44862	44862
8	Aurora, CO	36774	56026	46400	42916
9	Saint Paul, MN	40841	51163	46002	42426
10	Minneapolis, MN	35452	54548	45000	42226
11	Saint Louis, MO	32981	51168	42075	42118
12	Denver, CO	35208	54168	44688	41020
13	Cincinnati, OH	37410	46950	42180	40796
14	Toledo, OH	33858	50887	42373	40223
15	Tucson, AZ	34788	47807	41298	40143
16	Omaha, NE	27567	50945	39256	39664
17	Cleveland, OH	40382	46473	43428	39421
18	Memphis, TN	27610	47245	37428	39033
19	Tulsa, OK	29578	46910	38244	38521
20	Corpus Christi, TX	34740	43956	39348	37056
21	Santa Ana, CA	53112	64584	58848	36728
22	Albuquerque, NM	25646	48755	37201	35803
23	Atlanta, GA	30783	42262	36523	34502
24	Long Beach, CA	46093	57080	51587	32196
	Mean	37408	55294	46351	42684
	Median	36309	50559	43434	40908

Table 2: Fire Captain Pay

**ICMA Survey
Fire Captains Salaries
2004 Yearbook**

(Respondents from cities with populations between 250,000 and 999,999)

Number	Fire Department	Salary		Mean	Adjusted for
		Minimum	Maximum		Cost of Living
1	Arlington, TX	67488	70872	69180	70337
2	Seattle, WA	76824	80316	78570	69689
3	Aurora, CO	71704	77553	74629	69025
4	Denver, CO	73188	73188	73188	67181
5	Riverside, CA	69108	76188	72648	64850
6	Toledo, OH	65358	67879	66619	63239
7	Portland, OR	68598	71438	70018	62274
8	Omaha, NE	60993	62154	61574	62213
9	Minneapolis, MN	64428	69708	67068	61653
10	Cincinnati, OH	63170	63170	63170	61098
11	Las Vegas, NV	50379	78578	64479	59807
12	Saint Louis, MO	52883	64522	58703	58763
13	Virginia Beach, VA	47573	68982	58278	58278
14	Memphis, TN	55670	55670	55670	58047
15	El Paso, TX	51991	60186	56089	56849
16	Tucson, AZ	55332	60985	58159	56532
17	Tulsa, OK	50201	62007	56104	56511
18	Cleveland, OH	62034	62534	62284	54943
19	Saint Paul, MN	48141	60319	54230	50015
20	Corpus Christi, TX	46668	51276	48972	49687
21	Atlanta, GA	43520	60458	51989	49112
22	Long Beach, CA	68086	84629	76358	47656
24	Santa Ana, CA	68136	82836	75486	47112
	Mean	60064	68063	64064	58907
	Median	51631	71550	61590.5	59285

Table 3: Battalion Chief Pay

**ICMA Survey
Battalion Chief Salaries
2004 Yearbook**

(Respondents from cities with populations between 250,000 and 999,999)

Number	Fire Department	Salary		Adjusted for	
		Minimum	Maximum	Mean	Cost of Living
1	Santa Ana, CA	89556	108876	99216	85133
2	Seattle, WA	92544	99420	95982	85133
3	Riverside, CA	85116	103452	94284	84164
4	Aurora, CO	82460	96046	89253	82551
5	Arlington, TX	76872	80724	78798	80115
6	Portland, OR	85176	89066	87121	77485
7	Tucson, AZ	71719	84186	77953	75772
8	Omaha, NE	74160	75576	74868	75645
9	Saint Louis, MO	73021	76196	74609	74686
10	Toledo, OH	73853	76702	75278	71459
11	Cincinnati, OH	73280	73280	73280	70826
12	Las Vegas, NV	58944	91937	75441	69975
13	Memphis, TN	65147	67795	66471	69321
14	Virginia Beach, VA	52512	78769	65641	65641
15	El Paso, TX	57320	69675	63498	64358
16	Cleveland, OH	72040	72540	72290	63770
17	Tulsa, OK	57404	69182	63293	63752
18	Corpus Christi, TX	53592	61236	57414	58252
19	Long Beach, CA	79582	98251	88917	55495
20	Atlanta, GA	47767	66524	57146	53984
	Mean	71103	81972	76537	71376
	Median	73567	74991	74279	71143

Table 4: Assistant (District) Fire Chief Pay

**ICMA Survey
Assistant (District) Chief Salaries
2004 Yearbook**

(Respondents from cities with populations between 250,000 and 999,999)

Number	Fire Department	Salary		Adjusted for	
		Minimum	Maximum	Mean	Cost of Living
1	Seattle, WA	105648	114348	109998	97654
2	Tucson, AZ	78418	112632	95525	92853
3	Aurora, CO	90705	101589	96147	88927
4	Omaha, NE	79487	86703	83095	83598
5	Portland, OR	76586	102045	89316	79437
6	Denver, CO	84168	84168	84168	77260
7	Long Beach, CA	117279	117729	117504	73336
8	Tulsa, OK	65922	79448	72685	73212
9	El Paso, TX	66355	76812	71584	72553
10	Virginia Beach, VA	57963	86945	72454	72454
11	Las Vegas, NV	58217	97029	77623	71999
12	Saint Paul, MN	66420	83119	74770	68958
13	Atlanta, GA	52012	72589	62301	58853
	Mean	76860	93474	85167	77776
	Median	117279	117729	117504	73336

Table 5: Deputy Fire Chief Pay

**ICMA Survey
Deputy Fire Chief Salaries
2004 Yearbook**

(Respondents from cities with populations between 250,000 and 999,999)

Number	Fire Department	Salary		Mean	Adjusted for Cost of Living
		Minimum	Maximum		
1	Seattle, WA	110956	129509	120233	1006642
2	Riverside, CA	101640	123540	112590	100505
3	Arlington, TX	80796	106044	93420	94982
4	Las Vegas, NV	73028	121713	97371	90316
5	Denver, CO	96768	96768	96768	88826
6	Cincinnati, OH	87630	87630	87630	84755
7	Virginia Beach, VA	67139	100709	83924	83924
8	Tulsa, OK	75168	90591	82880	83481
9	Long Beach, CA	128257	128257	128257	80048
10	El Paso, TX	73159	84695	78927	79996
11	Aurora, CO	67691	102084	84888	78513
12	Saint Louis, MO	75129	80515	77822	77902
13	Saint Paul, MN	73033	94160	83597	77099
14	Tucson, AZ	78418	78418	78418	76224
15	Toledo, OH	84527	86672	85600	73896
16	Portland, OR	71261	94910	83086	73896
17	Santa Ana, CA	95556	135036	115296	71958
18	Cleveland, OH	80910	80910	80910	71374
19	Atlanta, GA	61052	85503	73278	69223
	Mean	83269	100403	91836	129661
	Median	67691	102084	84888	93486

Table 6: Fire Chief Pay

**ICMA Survey
Fire Chief Salaries
2004 Yearbook**

(Respondents from cities with populations between 250,000 and 999,999)

Number	Fire Department	Salary			Adjusted for Cost of Living
		Minimum	Maximum	Mean	
1	Riverside, CA	133464	175164	154314	137750
2	Long Beach, CA	147060	147060	147060	120472
3	Santa Ana, CA	146040	146040	146040	113540
4	Seattle, WA	108660	162989	135825	110257
5	Denver, CO	116148	116148	116148	107059
6	El Paso, TX	87545	136501	112023	102010
7	Cincinnati, OH	110690	110690	110690	101237
8	Portland, OR	94744	126277	110511	100856
9	Las Vegas, NV	81971	136318	109145	100095
10	Aurora, CO	91729	126360	109045	98288
11	Arlington, TX	93792	123096	108444	98180
12	Cleveland, OH	64407	148750	106579	97765
13	Virginia Beach, VA	81608	122412	102010	97597
14	Saint Paul, MN	88438	114468	101453	97209
15	Tulsa, OK	73999	120948	97474	96811
16	Saint Louis, MO	93704	99720	96712	94018
17	Omaha, NE	96210	96210	96210	93568
18	Toledo, OH	91851	91851	91851	91783
19	Atlanta, GA	71329	111166	91248	91146
	Mean	98599	126956	112778	102613
	Median	91729	126360	109045	98288

Table 7: Hampton Roads Firefighter Pay

**ICMA Survey
Hampton Roads Firefighters Salaries
2004 Yearbook**

(Respondents from cities with populations between 250,000 and 999,999)

Number	Fire Department	Salary		
		Minimum	Maximum	Mean
1	<i>Virginia Beach, VA</i>	36622	53102	44862
2	Chesapeake, VA	31855	54409	43132
3	Newport News, VA	29355	53090	41222
4	Portsmouth, VA	29844	49243	39543
5	Suffolk, VA	28656	41552	35104
6	Poquoson, VA	27775	38069	32922
7	Williamsburg, VA	28002	35002	31502
	Mean	30301	46352	38327
	Median	29844	49243	39543

Table 8: Hampton Roads Fire Officers Pay

**ICMA Survey
Hampton Roads Fire Officers Pay (not ranked)
2004 Yearbook**

Number	Fire Department	Captains		Battalion Chief		Assistant Chief		Deputy Chief		Chief	
		Low	High	Low	High	Low	High	Low	High	Low	High
1	Chesapeake, VA	51,334	74,037	54,411	7,996	59,876	86,436	67,214	100,821	75,607	113,410
2	Newport News, VA	47,000	68,205	45,975	75,490			53,230	87,400		
3	Norfolk, VA	43,530	72,788	52,999	84,710	76,529	93,244	80,340	97,886	73,210	126,601
4	Poquoson, VA	34,021	47,221	58,071	93,928			67,042	67,042	46,285	68,918
5	Portsmouth, VA	44,094	72,754	48,613	82,642			53,596	91,113	55,856	91,089
6	Suffolk, VA	41,723	60,499	46,950	68,076			53,482	77,550	65,241	94,600
7	Virginia Beach	47,573	68,982	52,512	78,769	57,963	86,945	67,139	100,709	81,608	122,412
8	Williamsburg, VA	44,590	55,728					50,076	62,598	63,180	78,984
	Mean		54,630	60,796		76,832		73,577		82,643	

Police Salary Benchmark Against Selected Cities

Summary

Police Planning and Analysis conducted a review of police salary levels for a selected list of localities with high median incomes¹ and compared those levels against Virginia Beach. The localities selected were San Jose CA, San Francisco CA, Arlington TX, San Diego CA, Aurora CO, Charlotte NC, Raleigh NC, and Bakersfield CA.

Based on this review, as well as analysis of other recent data from the International City-County Management Association (ICMA) and PolicePay (financial consultants that benchmark police pay across municipalities and counties nationwide, primarily for use in union negotiations), overall *it appears that Virginia Beach's compensation for officers is competitive taking into account population and cost of living.*

Methodology

Many sources were used to facilitate the benchmarking of salary levels for police positions. The most current data from each listed city was sought from a variety of sources (i.e., phoning the cities, email, pay-plans posted on the City's website). If these sources failed, then some salary data was pulled from both police pay.net and compared to PDF copies of the union contracts if available for those cities to ensure validity of cited salaries (i.e., San Diego, Aurora, and Charlotte).

Raw salary data was consolidated and broken down by position type (i.e., Deputy Chief, Captain...etc.). Similar positions but with different titles were compared based on similar descriptions of those positions' duties (e.g., assistant Chief to Deputy Chief, Master Police Officer to Senior Officer). An average and median salary were calculated for these positions, which was then compared to Virginia Beach's levels (after correcting for cost of living differences). Independent comparisons were also conducted using the most recent City survey data available from ICMA and the Police Pay Index to see how the Cities compared overall.

Salary Comparison using High Median Income Cities

The average min/max salaries for the 8 cities were compared. Each city's salaries were corrected for cost of living using the American Chambers of Commerce Research Association's (ACCRA) cost of living index for 3rd Quarter 2003 (the most recent available).² For example, the cost of living in San Francisco (COLI index of 181.0) means that a \$60,000 salary there is really only about \$33,000 in Virginia Beach (COLI index of 98.0). Using this index to equalize salaries, the following was noted:

- Generally, Virginia Beach's salaries are competitive.
- The minimum starting salaries for positions in Virginia Beach are lower than the average for the 8 other selected cities.
- Generally, Virginia Beach's low minimums are balanced by more generous maximum salary limits, which tended to be higher than the average for the other 8 selected cities.
- Virginia Beach does have a slightly higher starting salary for recruits/cadets compared to the average for the 8 cities.

The Table on the following page provides the specific figures for each position.

¹ Based on the 2002 U.S. Census American Community Survey

² The full 3rd Qtr. Report is available from Municipal Reference.

Police Salary Benchmark Against Selected Cities

Minimums	Virginia Beach	Avg	Median
Chief	\$ 84,523	\$ 89,063	\$ 93,175
Deputy Chief (& District)	\$ 69,538	\$ 80,664	\$ 84,565
Capt. (Precinct-Division) Lvl.	\$ 60,034	\$ 69,961	\$ 70,052
Lt. (Shift) Lvl.	\$ 54,388	\$ 62,828	\$ 65,550
Detective	n/a	\$ 41,762	\$ 38,661
Sgt.(1st Line Supervisor)	\$ 49,272	\$ 53,336	\$ 51,668
Police Officer	\$ 36,637	\$ 37,789	\$ 35,444
Entry (Recruit)	\$ 34,871	\$ 32,079	\$ 32,625

Maximums	Virginia Beach	Avg	Median
Chief	\$ 126,785	\$ 119,126	\$ 123,905
Deputy Chief (& District)	\$ 104,306	\$ 100,129	\$ 99,567
Capt. (Precinct-Division) Lvl.	\$ 90,051	\$ 82,069	\$ 81,952
Lt. (Shift) Lvl.	\$ 81,583	\$ 72,771	\$ 71,336
Detective	n/a	\$ 51,419	\$ 59,612
Sgt.(1st Line Supervisor)	\$ 71,446	\$ 63,047	\$ 68,535
Police Officer	\$ 61,607	\$ 52,884	\$ 56,325

Local Look At Salaries

The larger South Hampton Roads Cities (i.e., Virginia Beach, Chesapeake, and Norfolk) were also compared using the same methodology that was used for the 8-city comparison discussed above. The results from this comparison show that:

- The minimum salary levels for mid level management positions in Virginia Beach are slightly lower than the average for the three cities.³
- The minimum salary levels for lower ranked positions (i.e., recruits, officers, and sergeants) are slightly higher than the local average.
- Maximum salary levels compare favorably with the local average.

The Table below (with no cost of living adjustment) provides specifics.

Minimums	Virginia Beach	Chesapeake	Norfolk*	Average
Chief	\$ 82,833	\$ 77,119	\$ 74,309	\$ 78,087
Deputy Chief (& District)	\$ 68,147	\$ 61,074	\$ 92,264	\$ 73,828
Capt. (Precinct-Division) Lvl.	\$ 58,833	\$ 56,549	\$ 74,141	\$ 63,174
Lt. (Shift) Lvl.	\$ 53,300	\$ 52,361	\$ 63,706	\$ 56,456
Detective	n/a	\$ 35,091	n/a	\$ 35,091
Sgt.(1st Line Supervisor)	\$ 48,287	\$ 43,824	\$ 50,270	\$ 47,460
Police Officer	\$ 35,904	\$ 33,467	\$ 31,364	\$ 33,578
Entry (Recruit)	\$ 34,174	\$ 32,492	\$ 29,500	\$ 32,055

Maximums	Virginia Beach	Chesapeake	Norfolk	Average
Chief	\$ 126,785	\$ 115,678	\$ 128,500	\$ 123,654
Deputy Chief (& District)	\$ 104,306	\$ 102,837	\$ 106,997	\$ 104,713
Capt. (Precinct-Division) Lvl.	\$ 90,051	\$ 81,596	\$ 85,981	\$ 85,876
Lt. (Shift) Lvl.	\$ 81,583	\$ 75,518	\$ 73,880	\$ 76,994
Detective	n/a	\$ 51,361	n/a	\$ 51,361
Sgt.(1st Line Supervisor)	\$ 71,446	\$ 64,412	\$ 67,608	\$ 67,822
Police Officer	\$ 61,607	\$ 64,412	\$ 57,745	\$ 61,255

National Look At Salaries

The Bureau of Labor Statistics reports data regarding national trends in compensation for many professions for release in their *Occupational Outlook Handbook*. They release

³ Note*: Norfolk's Chief of Police is on a separate pay plan than its Deputy Chief. For purposes of minimum pay, the pay scales show the Deputy Position starting at \$92K while the Chief starts at \$74K. In practice both the last two Chiefs in Norfolk started at \$109K and \$127K respectively.

Police Salary Benchmark Against Selected Cities

a quarterly update for each profession that they review.⁴ This review is based on salary surveys collected by ICMA. ICMA has completed collecting survey data for FY 2003 of approximately 1,640 localities with populations ranging from over a million to 9,800.⁵ When Virginia Beach was benchmarked in this survey its FY 2003 salary levels were above average overall. The following table, derived from ICMA data, illustrates.⁶

Percentile of Compensation	Corporal		Sergeant		Police Lieutenant		Police Captain		Deputy Chief		Police Chief	
	Minimum \$	Maximum \$	Minimum \$	Maximum \$	Minimum \$	Maximum \$	Minimum \$	Maximum \$	Minimum \$	Maximum \$	Minimum \$	Maximum \$
90th Percentile	\$55,917	\$65,750	\$65,517	\$75,571	\$77,218	\$89,992	\$89,622	\$106,222	\$88,306	\$104,561	\$101,423	\$123,293
75th Percentile	\$47,660	\$57,049	\$57,460	\$66,186	\$65,374	\$75,553	\$72,589	\$86,585	\$74,249	\$90,050	\$81,964	\$103,501
50th Percentile	\$37,962	\$49,338	\$47,346	\$56,604	\$52,419	\$63,835	\$56,782	\$71,270	\$58,557	\$75,970	\$67,074	\$85,290
25th Percentile	\$30,903	\$41,250	\$37,414	\$47,952	\$41,070	\$53,130	\$43,651	\$57,696	\$47,828	\$62,112	\$56,280	\$71,338
Virginia Beach's Rank	62%	80%	50%	80%	50%	79%	51%	75%	66%	87%	74%	89%

Virginia Beach overall ranked in the 70th percentile. This means that it pays more than 70% of the other cities surveyed. Looking at the minimums, Virginia Beach's minimum salary levels ranked in the 59th percentile overall (slightly above the median). For max ranges, the City was higher (82nd percentile). This would seem to indicate that Virginia Beach's pay is competitive, particularly as people reach the top of their salary range.

While this survey is based on FY 2003 historical salary levels, it is still useful for comparison because of the large sample size of localities participating in the survey with ICMA. It is unlikely that the City's ranking changed significantly for FY 2004 but the City can only know for sure once FY 2004's numbers have been collected and analyzed by ICMA. Those revised figures will not be available until Spring 2005.

Pro-Police Consultant's Ranking of Virginia Beach's Salaries

Another method of benchmarking the City's salary is to use the Police-Pay Index provided by the *PolicePay Financial Consulting Group*. While this index could be considered bias in favor of police, it is still useful to see how Virginia Beach compares according to their calculations. The index takes into account:

- All police positions stepped pay levels in a particular city,
- Cost-of-living (COLI) differences,
- Various other non-base salary pay stipends (longevity, uniform, and shift pay, etc.),
- Hourly adjustments (vacation hours, sick hours, and holidays).

Based on these figures, an adjusted hourly rate is derived and used to calculate the index. An index rating of 100 is the national average. An index rating of 80 indicates that a city pays 20% below the national average. An index of 120 indicates that a city pays 20% above the national average.

Virginia Beach's index is 109, which indicates that, accounting for COLI differences, Virginia Beach pays 9% above the national average. When compared to other similar

⁴ The tables on page 2 are based on FY 2004 data collected from the cities via email or phone. The Dept. of Labor salary/ICMA statistics used for the table on page 3 is based on historical data for FY 2003, and does not reflect FY 2004 salary levels for most localities.

⁵ Please note that ICMA does not correct for cost of living.

⁶ The rank structure in the table is from ICMA.

Police Salary Benchmark Against Selected Cities

sized cities as well as the original list of cities with high median incomes, this rating is favorable. The table below illustrates.

City	ST	Pop	COLI	PPI
Honolulu	HI	378,155	154.4	n/a
Omaha	NE	399,357	93.0	124
<i>Arlington</i>	TX	349,944	93.5	112
<i>Aurora</i>	CO	286,028	105.2	112
Tulsa	OK	391,908	93.9	110
Colorado Springs	CO	371,182	99.0	110
<i>Virginia Beach</i>	VA	433,934	98.0	109
Oakland	CA	402,777	140.2	109
Kansas City	MO	443,471	97.0	107
Cleveland	OH	467,851	101.5	103
<i>San Jose</i>	CA	900,443	181.0	102
Fresno	CA	445,227	112.7	102
<i>Bakersfield</i>	CA	260,969	103.7	101
Mesa	AZ	426,841	97.2	99
<i>San Francisco</i>	CA	764,049	181.0	98
Norfolk	VA	239,036	98.0	98
Minneapolis	MN	375,635	110.2	97
Miami	FL	374,791	116.2	96
Chesapeake	VA	206,665	98.0	93
<i>Charlotte</i>	NC	580,597	96.3	92
<i>Raleigh</i>	NC	306,944	96.7	92
Long Beach	CA	472,412	147.4	86
Albuquerque	NM	463,874	106.3	83
Atlanta	GA	424,868	96.9	81
Sacramento	CA	435,245	n/a	77
<i>San Diego</i>	CA	1,259,532	138.0	76
New Orleans	LA	473,681	98.5	75

Listed are all the major cities with high median incomes that were discussed earlier (in gray and italicized) as well as local cities (bold) and other cities with similar populations. The COLI column lists the cost of living for the particular city.⁷ The PPI column lists the Police Pay index. Cities are listed in decreasing order of the index. Virginia Beach compares favorably with this group of cities.

Conclusions

Overall, it appears that the City compensates its officers competitively with other agencies. Benchmarking against selected high median income cities, a larger selection of over 1,600 cities, and against many cities of the same or comparable size, Virginia Beach comes out above average. Max salary ranges tend to be higher than average. Minimum salary ranges tend to be above average as well, but not quite as high. Virginia Beach pays its recruits higher than average. When benchmarking locally, mid-level management positions started lower but had higher max salaries. There could be room for adjustment for those minimums.

⁷ COLI is the Cost of Living Index computed for 3rd Qtr. 2003 by ACCRA

Police Salary Benchmark Against Selected Cities

Bakersfield CA	Low	High
Chief	\$ 111,900	\$ 136,019
Deputy Chief	\$ 99,672	\$ 121,166
Capt. (Precinct)	\$ 90,388	\$ 109,863
Lt.	\$ 81,195	\$ 98,719
Detective	\$ 52,397	\$ 63,843
Sgt.(1st Line Supervisor)	\$ 62,130	\$ 75,531
Master Police Officer	\$ 46,548	\$ 56,701
Officer	\$ 37,176	\$ 45,196
Recruit	\$6.50/hr	n/a

Aurora CO	Low	High
Chief	Not Avail.	Not Avail.
Deputy Chief	Not Avail.	Not Avail.
Capt. (Precinct)	\$ 88,760	\$ 94,086
Lt.	\$ 80,544	\$ 85,376
Agent	\$ 65,448	\$ 69,374
Sgt.(1st Line Supervisor)	\$ 71,127	\$ 75,395
Master Police Officer	n/a	n/a
Officer	\$ 40,456	\$ 62,956
Recruit	n/a	n/a

San Jose CA	Low	High
Chief	\$ 112,646	\$ 171,130
Deputy Chief	\$ 109,459	\$ 133,075
Capt. (Precinct)	\$ 94,560	\$ 114,931
Lt.	\$ 81,696	\$ 99,322
Sgt.(1st Line Supervisor)	\$ 70,560	\$ 85,766
Officer	\$ 55,315	\$ 74,074
Recruit	\$ 52,608	\$ 52,608

Charlotte NC	Low	High
Chief	Not Avail.	Not Avail.
Deputy Chief	\$ 92,896	\$ 92,896
Major	\$ 78,956	\$ 78,956
Capt.	\$ 68,697	\$ 68,697
Sgt.(1st Line Supervisor)	\$ 60,676	\$ 66,895
Officer	\$ 31,418	\$ 51,195
Recruit	n/a	n/a

San Francisco CA	Low	High
Chief	\$ 194,736	\$ 194,736
Deputy Chief	\$ 163,848	\$ 179,568
Capt. (Precinct)	\$ 112,680	\$ 112,680
Lt.	\$ 95,976	\$ 95,976
Inspector	\$ 39,648	\$ 42,024
Sgt.(1st Line Supervisor)	\$ 84,048	\$ 84,048
Master Police Officer	n/a	n/a
Officer	\$ 52,008	\$ 72,408
Recruit	\$ 23,904	\$ 28,944

Raleigh NC	Low	High
Chief	\$ 67,977	\$ 117,031
Deputy Chief	\$ 66,378	\$ 106,656
Major	\$ 64,759	\$ 96,281
Capt.	\$ 52,009	\$ 79,211
Lieutenant	\$ 44,927	\$ 68,425
Sgt.(1st Line Supervisor)	\$ 39,625	\$ 63,367
Investigator I	\$ 47,059	\$ 58,999
Investigator II	\$ 34,330	\$ 57,645
Corporal	\$ 34,330	\$ 57,645
Sr. Officer	\$ 37,904	\$ 56,355
Master Officer	\$ 37,034	\$ 55,061
1st Class Officer	\$ 32,839	\$ 52,515
Officer	\$ 30,611	\$ 50,087

Arlington TX	Low	High
Chief	\$ 95,208	\$ 124,956
Deputy Chief	\$ 79,068	\$ 103,776
Lt.	\$ 69,840	\$ 73,332
Sgt.(1st Line Supervisor)	\$ 58,116	\$ 64,080
Officer	\$ 41,772	\$ 56,016
Recruit	\$ 39,792	n/a

San Diego CA	Low	High
Chief	Not Avail.	Not Avail.
Deputy Chief	Not Avail.	Not Avail.
Capt. (Precinct)	\$ 107,432	\$ 112,424
Lt.	\$ 90,459	\$ 94,640
Agent	\$ 53,352	\$ 64,522
Sgt.(1st Line Supervisor)	\$ 71,302	\$ 74,693
Officer II	\$ 55,910	\$ 61,506
Officer	\$ 39,915	\$ 48,173

Note: Some Cities Begin Recruits at Minimum Officer Pay Range rather than as part of separate Recruit Title
 "n/a" for some positions means no position by that title is on the cities' pay plan

Tables not corrected for COLI.

Jurisdiction	State	2000 Population		Corporal		Sergeant		Police Lieutenant		Police Captain		Deputy Chief		Police Chief	
		Minimum \$	Maximum \$	Minimum \$	Maximum \$	Minimum \$	Maximum \$	Minimum \$	Maximum \$	Minimum \$	Maximum \$	Minimum \$	Maximum \$	Minimum \$	Maximum \$
City of Los Angeles	CA	3,694,820		73,915	86,986	86,986	102,270	102,270	134,133	134,133	201,805	201,805	243,816	243,816	
City of Philadelphia	PA	1,517,550	47,904	49,981	51,798	56,996	59,060	59,060	68,498	68,498	100,183	104,527	140,000	140,000	
City of Phoenix	AZ	1,321,045		45,822	66,830	66,830	81,016	81,016	108,701	108,701	80,288	126,443	102,710	161,845	
City of San Diego	CA	1,223,400		70,149	73,488	88,995	93,107	93,107	110,597	110,597	123,755	123,755	162,034	162,034	
City of Dallas	TX	1,188,580		53,484	54,552	60,156	61,356	61,356	70,536	70,536	95,712	95,712	84,804	122,112	
City of San Antonio	TX	1,144,646		73,507	89,336	85,093	103,459	103,459	119,725	119,725	138,611	138,611	131,206	199,326	
City of Detroit	MI	951,270													
City of San Jose	CA	894,943													
City and County of Honolulu	HI	836,231													
City of Austin	TX	656,562													
City of Memphis	TN	650,100		51,018	51,018	55,730	55,730	55,730	63,550	63,550	94,841	94,841	110,251	110,251	
City of El Paso	TX	563,662	28,515	43,872	51,218	50,712	57,385	57,385	58,631	66,685	70,185	77,329	87,545	136,501	
City of Seattle	WA	563,374		62,202	69,510	73,414	82,747	82,747	84,355	95,067	117,429	136,639	108,659	162,989	
City and County of Denver	CO	554,636		69,132					89,316				123,888	133,176	
City of Charlotte	NC	540,828		59,196	65,263										
City of Fort Worth	TX	534,694													
City of Portland	OR	529,121													
Average			46,697	45,054	66,000	69,267	77,347	80,617	83,055	97,868	105,984	122,185	130,420	159,876	
City of Tucson	AZ	486,699		54,998	63,667	70,194	83,671	83,671	70,649	97,868	77,937	111,941	117,450	153,065	
City of Las Vegas	NV	478,434		53,408	53,908	62,034	62,534	62,534	72,034	72,534	63,966	125,321	69,682	148,751	
City of Cleveland	OH	478,403		68,672	68,372	79,749	74,322	91,728	62,857	76,419	125,253	138,645	161,565	161,565	
City of Long Beach	CA	461,522													
City of Albuquerque	NM	448,607		42,141	53,248	51,210	62,254	62,254	62,857	76,419					
City of Virginia Beach	VA	425,257		47,573	68,982	52,512	78,769	78,769	57,963	86,945	67,139	100,709	81,608	122,412	
City of Atlanta	GA	416,474		39,859	45,371	45,520	62,458	62,458	49,767	68,524	63,252	87,503	73,939	113,166	
City of Tulsa	OK	393,049	42,363	50,281	56,568				57,692	65,208	80,330	89,407	73,999	120,248	
City of Omaha	NE	390,007		58,322	62,935	70,148	75,864	75,864	78,148	82,898					
City of Minneapolis	MN	382,618		69,336	69,336	79,740	79,740	79,740	67,696	87,696	81,828	102,288	96,816	121,020	
City of Colorado Springs	CO	360,890		48,095	59,039	56,276	64,522	64,522	66,443	69,953	79,038	84,426	93,704	99,720	
City of St. Louis	MO	348,189							123,798	143,314					
City of Santa Ana	CA	337,977		72,725	76,352	104,848	121,385	121,385	76,136	77,812	87,636	102,240	105,516	123,096	
City of Arlington	TX	332,969		57,252	63,132	68,808	72,252	72,252	67,079	76,136	88,316	90,261	82,518	114,721	
City of Cincinnati	OH	331,285		56,107	59,024	65,360	67,879	67,879	73,857	76,702	81,981	85,139	91,000	91,000	
City of Toledo	OH	313,619		82,855	59,024	60,743	58,880	73,331	64,272	68,556	75,069	96,805	88,438	114,468	
City of St. Paul	MN	287,151		49,223	60,743	62,495	72,495	72,495	77,446	82,092	85,347	112,292	93,575	143,520	
City of Corpus Christi	TX	277,454		66,391	72,495				85,347	90,467	74,460	112,292	93,575	143,520	
City of Aurora	CO	276,393	62,930	66,706											
Municipality of Anchorage	AK	260,283													
City of Riverside	CA	255,166		58,064	61,822	82,536	79,404	103,884	91,932	120,240	91,932	120,240	147,144	176,904	
Average				58,207	65,265	66,730	76,890	76,890	74,573	85,678	81,296	103,373	99,968	131,777	
City of Stockton	CA	243,771		53,726	68,978	70,442	88,216	88,216	81,352	101,867	89,554	112,238	106,703	137,637	
City of Jersey City	NJ	240,055		82,325	90,887	90,887	99,244	99,244	86,520	84,710	107,997	114,131	114,131	126,601	
City of Norfolk	VA	234,403	37,389	56,892	66,609	59,740	72,788	72,788	69,525	84,710	86,520	105,415	73,210	83,542	
Baton Rouge-East Baton Rouge Parish	LA	227,818		35,096	37,928	38,731	40,780	40,780	41,594	43,793	48,634	58,916	61,436	83,542	
City of Lincoln	NE	225,581		46,532	60,952	60,952	66,730	66,730	48,886	78,218	54,020	86,432	50,054	10,500	
City of Akron	OH	217,074		48,588	54,122	56,347	62,858	62,858	65,354	72,946	75,795	84,635	87,880	96,259	
City of Garland	TX	215,768													
City of Fort Wayne	IN	205,727		49,243	69,245	72,717	84,094	84,094	59,154	102,690	83,866	113,090	99,362	134,160	
City of Scottsdale	AZ	202,705		61,152	57,088	65,982	61,959	61,959	74,508	79,996	78,859	92,150	100,821	113,410	
City of Lubbock	TX	199,564	50,292	52,252	63,149	63,149	74,037	74,037	58,441	79,996	67,214	100,821	75,607	113,410	
City of Chesapeake	VA	199,184		42,965	63,149	63,149	74,037	74,037	58,441	79,996	67,214	100,821	75,607	113,410	

THE POLICEPAY INDEX

October 1, 2004

Sorted by Rank			Sorted Alphabetically		
1	Pittsburgh, PA (51)	144	151	Abilene, TX (192)	88
2	North Las Vegas, NV (193)	141	80	Akron, OH (80)	103
3	Henderson, NV (115)	137	160	Albuquerque, NM (35)	85
4	Columbus, OH (15)	134	40	Alexandria, VA (165)	112
5	Austin, TX (16)	134	104	Amarillo, TX (117)	99
6	Peoria, IL (198)	133	89	Anaheim, CA (54)	101
7	Las Vegas, NV (32)	133	133	Anchorage, AK (64)	93
8	Orlando, FL (103)	130	114	Ann Arbor, MI (194)	97
9	Reno, NV (111)	130	31	Arlington, TX (52)	114
10	Ontario, CA (127)	128	128	Atlanta, GA (39)	94
11	Elizabeth, NJ (181)	125	194	Augusta, GA (96)	72
12	San Antonio, TX (9)	124	39	Aurora, CO (60)	112
13	Fort Wayne, IN (83)	123	32	Aurora, IL (146)	114
14	Cincinnati, OH (53)	122	5	Austin, TX (16)	134
15	Omaha, NE (44)	122	147	Bakersfield, CA (68)	89
16	Warren, MI (153)	121	102	Baltimore, MD (17)	100
17	Naperville, IL (164)	119	167	Baton Rouge, LA (73)	84
18	Buffalo, NY (57)	119	111	Beaumont, TX (195)	98
19	Fort Lauderdale, FL (129)	119	196	Birmingham, AL (70)	N/A
20	Dallas, TX (8)	119	132	Boise, ID (104)	93
21	Portland, OR (28)	118	171	Boston, MA (20)	83
22	Hayward, CA (149)	118	100	Bridgeport, CT (151)	100
23	St. Petersburg, FL (67)	117	78	Brownsville, TX (150)	104
24	Oklahoma City, OK (29)	117	18	Buffalo, NY (57)	119
25	Tacoma, WA (98)	116	67	Cedar Rapids, IA (180)	105
26	Toledo, OH (55)	115	90	Chandler, AZ (113)	101
27	Riverside, CA (66)	115	149	Charlotte, NC (26)	88
28	Tampa, FL (56)	115	178	Chattanooga, TN (128)	79
29	Plano, TX (77)	114	112	Chesapeake, VA (89)	98
30	Spokane, WA (95)	114	99	Chicago, IL (3)	100
31	Arlington, TX (52)	114	143	Chula Vista, CA (119)	89
32	Aurora, IL (146)	114	14	Cincinnati, OH (53)	122
33	San Bernardino, CA (107)	113	83	Cleveland, OH (33)	102
34	Des Moines, IA (91)	113	70	Colorado Springs, CO (47)	105
35	Sterling Heights, MI (172)	113	188	Columbia, SC (190)	76
36	Rochester, NY (78)	113	170	Columbus, GA (105)	83
37	Dayton, OH (122)	113	4	Columbus, OH (15)	134
38	Lubbock, TX (88)	112	140	Concord, CA (176)	90
39	Aurora, CO (60)	112	58	Coral Springs, FL (185)	107
40	Alexandria, VA (165)	112	162	Corona, CA (169)	85
41	Lansing, MI (182)	111	69	Corpus Christi, TX (59)	105
42	Sunnyvale, CA (160)	111	20	Dallas, TX (8)	119
43	Salt Lake City, UT (110)	111	37	Dayton, OH (122)	113
44	Denver, CO (24)	111	44	Denver, CO (24)	111
45	Overland Park, KS (138)	111	34	Des Moines, IA (91)	113
46	Irving, TX (99)	110	64	Detroit, MI (10)	106
47	Sioux Falls, SD (173)	110	186	Durham, NC (102)	77
48	Yonkers, NY (94)	110	121	El Monte, CA (191)	95
49	Pasadena, TX (148)	110	117	El Paso, TX (22)	96
50	Syracuse, NY (140)	110	11	Elizabeth, NJ (181)	125

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51	Kansas City, MO (36)	109	145	Escondido, CA (159)	89
52	Oakland, CA (41)	109	66	Eugene, OR (155)	106
53	Mesquite, TX (171)	109	105	Evansville, IN (177)	99
54	Vallejo, CA (188)	108	148	Fayetteville, NC (179)	89
55	Laredo, TX (114)	108	174	Flint, MI (170)	82
56	Grand Rapids, MI (92)	108	164	Fontana, CA (162)	85
57	Hollywood, FL (152)	107	61	Fort Collins, CO (184)	106
58	Coral Springs, FL (185)	107	19	Fort Lauderdale, FL (129)	119
59	Fort Worth, TX (27)	106	13	Fort Wayne, IN (83)	123
60	Jacksonville, FL (14)	106	59	Fort Worth, TX (27)	106
61	Fort Collins, CO (184)	106	74	Fremont, CA (84)	104
62	Stockton, CA (69)	106	95	Fresno, CA (37)	101
63	San Jose, CA (11)	106	158	Fullerton, CA (168)	86
64	Detroit, MI (10)	106	172	Garden Grove, CA (123)	82
65	Milwaukee, WI (19)	106	73	Garland, TX (81)	105
66	Eugene, OR (155)	106	118	Glendale, AZ (79)	96
67	Cedar Rapids, IA (180)	105	184	Glendale, CA (97)	77
68	Tulsa, OK (43)	105	101	Grand Prairie, TX (167)	100
69	Corpus Christi, TX (59)	105	56	Grand Rapids, MI (92)	108
70	Colo Springs, CO (47)	105	144	Greensboro, NC (76)	89
71	Rockford, IL (135)	105	124	Hampton, VA (142)	95
72	Springfield, MO (131)	105	180	Hartford, CT (178)	79
73	Garland, TX (81)	105	22	Hayward, CA (149)	118
74	Fremont, CA (84)	104	3	Henderson, NV (115)	137
75	Louisville, KY (65)	104	159	Hialeah, FL (74)	86
76	Vancouver, WA (144)	104	57	Hollywood, FL (152)	107
77	Virginia Beach, VA (38)	104	86	Houston, TX (4)	102
78	Brownsville, TX (150)	104	173	Huntington Bch, CA (100)	82
79	Tucson, AZ (30)	104	152	Huntsville, AL (126)	88
80	Akron, OH (80)	103	137	Independence, MO (197)	90
81	Kansas City, KS (141)	103	84	Indianapolis, IN (12)	102
82	Mesa, AZ (42)	102	190	Inglewood, CA (199)	74
83	Cleveland, OH (33)	102	85	Irvine, CA (145)	102
84	Indianapolis, IN (12)	102	46	Irving, TX (99)	110
85	Irvine, CA (145)	102	197	Jackson, MS (108)	N/A
86	Houston, TX (4)	102	60	Jacksonville, FL (14)	106
87	Salem, OR (157)	102	97	Jersey City, NJ (71)	101
88	Lincoln, NE (75)	101	81	Kansas City, KS (141)	103
89	Anaheim, CA (54)	101	51	Kansas City, MO (36)	109
90	Chandler, AZ (113)	101	161	Knoxville, TN (116)	85
91	Pembroke Pines, FL (156)	101	108	Lakewood, CO (143)	99
92	Nashville, TN (25)	101	177	Lancaster, CA (183)	80
93	Washington, DC (21)	101	41	Lansing, MI (182)	111
94	San Francisco, CA (13)	101	55	Laredo, TX (114)	108
95	Fresno, CA (37)	101	7	Las Vegas, NV (32)	133
96	Raleigh, NC (61)	101	146	Lexington, KY (63)	89
97	Jersey City, NJ (71)	101	88	Lincoln, NE (75)	101
98	Moreno Valley, CA (147)	100	157	Little Rock, AR (109)	86
99	Chicago, IL (3)	100	195	Long Beach, CA (34)	71
100	Bridgeport, CT (151)	100	141	Los Angeles, CA (2)	90

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101 Grand Prairie, TX (167)	100	75 Louisville, KY (65)	104
102 Baltimore, MD (17)	100	38 Lubbock, TX (88)	112
103 Phoenix, AZ (6)	100	115 Madison, WI (82)	97
104 Amarillo, TX (117)	99	116 Memphis, TN (18)	96
105 Evansville, IN (177)	99	82 Mesa, AZ (42)	102
106 Seattle, WA (23)	99	53 Mesquite, TX (171)	109
107 Tempe, AZ (125)	99	131 Miami, FL (46)	93
108 Lakewood, CO (143)	99	65 Milwaukee, WI (19)	106
109 Scottsdale, AZ (85)	99	126 Minneapolis, MN (45)	94
110 Waco, TX (196)	98	135 Mobile, AL (90)	92
111 Beaumont, TX (195)	98	123 Modesto, CA (101)	95
112 Chesapeake, VA (89)	98	191 Montgomery, AL (86)	73
113 Topeka, KS (175)	97	98 Moreno Valley, CA (147)	100
114 Ann Arbor, MI (194)	97	17 Naperville, IL (164)	119
115 Madison, WI (82)	97	92 Nashville, TN (25)	101
116 Memphis, TN (18)	96	127 New Haven, CT (174)	94
117 El Paso, TX (22)	96	165 New Orleans, LA (31)	84
118 Glendale, AZ (79)	96	139 New York, NY (1)	90
119 Newark, NJ (62)	95	119 Newark, NJ (62)	95
120 Richmond, VA (93)	95	138 Newport News, VA (112)	90
121 El Monte, CA (191)	95	134 Norfolk, VA (72)	93
122 St. Paul, MN (58)	95	2 North Las Vegas, NV (193)	141
123 Modesto, CA (101)	95	52 Oakland, CA (41)	109
124 Hampton, VA (142)	95	185 Oceanside, CA (124)	77
125 Torrance, CA (154)	94	24 Oklahoma City, OK (29)	117
126 Minneapolis, MN (45)	94	15 Omaha, NE (44)	122
127 New Haven, CT (174)	94	10 Ontario, CA (127)	128
128 Atlanta, GA (39)	94	181 Orange, CA (163)	78
129 Wichita, KS (49)	94	8 Orlando, FL (103)	130
130 Tallahassee, FL (134)	93	45 Overland Park, KS (138)	111
131 Miami, FL (46)	93	136 Oxnard, CA (121)	92
132 Boise, ID (104)	93	175 Palmdale, CA (189)	80
133 Anchorage, AK (64)	93	198 Pasadena, CA (158)	N/A
134 Norfolk, VA (72)	93	49 Pasadena, TX (148)	110
135 Mobile, AL (90)	92	142 Paterson, NJ (137)	89
136 Oxnard, CA (121)	92	91 Pembroke Pines, FL (156)	101
137 Independence, MO (197)	90	6 Peoria, IL (198)	133
138 Newport News, VA (112)	90	187 Philadelphia, PA (5)	77
139 New York, NY (1)	90	103 Phoenix, AZ (6)	100
140 Concord, CA (176)	90	1 Pittsburgh, PA (51)	144
141 Los Angeles, CA (2)	90	29 Plano, TX (77)	114
142 Paterson, NJ (137)	89	154 Pomona, CA (136)	87
143 Chula Vista, CA (119)	89	21 Portland, OR (28)	118
144 Greensboro, NC (76)	89	153 Providence, RI (118)	88
145 Escondido, CA (159)	89	96 Raleigh, NC (61)	101
146 Lexington, KY (63)	89	193 Rancho Cucamonga, CA (166)	72
147 Bakersfield, CA (68)	89	9 Reno, NV (111)	130
148 Fayetteville, NC (179)	89	120 Richmond, VA (93)	95
149 Charlotte, NC (26)	88	27 Riverside, CA (66)	115
150 Salinas, CA (133)	88	36 Rochester, NY (78)	113

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151	Abilene, TX (192)	88	71	Rockford, IL (135)	105
152	Huntsville, AL (126)	88	183	Sacramento, CA (40)	78
153	Providence, RI (118)	88	87	Salem, OR (157)	102
154	Pomona, CA (136)	87	150	Salinas, CA (133)	88
155	Springfield, MA (130)	87	43	Salt Lake City, UT (110)	111
156	San Diego, CA (7)	87	12	San Antonio, TX (9)	124
157	Little Rock, AR (109)	86	33	San Bernardino, CA (107)	113
158	Fullerton, CA (168)	86	156	San Diego, CA (7)	87
159	Hialeah, FL (74)	86	94	San Francisco, CA (13)	101
160	Albuquerque, NM (35)	85	63	San Jose, CA (11)	106
161	Knoxville, TN (116)	85	169	Santa Ana, CA (50)	84
162	Corona, CA (169)	85	176	Santa Clarita, CA (132)	80
163	Thousand Oaks, CA (187)	85	166	Santa Rosa, CA (139)	84
164	Fontana, CA (162)	85	192	Savannah, GA (161)	73
165	New Orleans, LA (31)	84	109	Scottsdale, AZ (85)	99
166	Santa Rosa, CA (139)	84	106	Seattle, WA (23)	99
167	Baton Rouge, LA (73)	84	182	Shreveport, LA (87)	78
168	Worcester, MA (120)	84	47	Sioux Falls, SD (173)	110
169	Santa Ana, CA (50)	84	30	Spokane, WA (95)	114
170	Columbus, GA (105)	83	199	Springfield, IL (200)	N/A
171	Boston, MA (20)	83	155	Springfield, MA (130)	87
172	Garden Grove, CA (123)	82	72	Springfield, MO (131)	105
173	Huntington Bch, CA (100)	82	179	St. Louis, MO (48)	79
174	Flint, MI (170)	82	122	St. Paul, MN (58)	95
175	Palmdale, CA (189)	80	23	St. Petersburg, FL (67)	117
176	Santa Clarita, CA (132)	80	200	Stamford, CT (186)	N/A
177	Lancaster, CA (183)	80	35	Sterling Heights, MI (172)	113
178	Chattanooga, TN (128)	79	62	Stockton, CA (69)	106
179	St. Louis, MO (48)	79	42	Sunnyvale, CA (160)	111
180	Hartford, CT (178)	79	50	Syracuse, NY (140)	110
181	Orange, CA (163)	78	25	Tacoma, WA (98)	116
182	Shreveport, LA (87)	78	130	Tallahassee, FL (134)	93
183	Sacramento, CA (40)	78	28	Tampa, FL (56)	115
184	Glendale, CA (97)	77	107	Tempe, AZ (125)	99
185	Oceanside, CA (124)	77	163	Thousand Oaks, CA (187)	85
186	Durham, NC (102)	77	26	Toledo, OH (55)	115
187	Philadelphia, PA (5)	77	113	Topeka, KS (175)	97
188	Columbia, SC (190)	76	125	Torrance, CA (154)	94
189	Winston-Salem (106)	76	79	Tucson, AZ (30)	104
190	Inglewood, CA (199)	74	68	Tulsa, OK (43)	105
191	Montgomery, AL (86)	73	54	Vallejo, CA (188)	108
192	Savannah, GA (161)	73	76	Vancouver, WA (144)	104
193	Rancho Cucamonga, CA (166)	72	77	Virginia Beach, VA (38)	104
194	Augusta, GA (96)	72	110	Waco, TX (196)	98
195	Long Beach, CA (34)	71	16	Warren, MI (153)	121
196	Birmingham, AL (70)	N/A	93	Washington, DC (21)	101
197	Jackson, MS (108)	N/A	129	Wichita, KS (49)	94
198	Pasadena, CA (158)	N/A	189	Winston-Salem (106)	76
199	Springfield, IL (200)	N/A	168	Worcester, MA (120)	84
200	Stamford, CT (186)	N/A	48	Yonkers, NY (94)	110

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**2004 CHARLOTTESVILLE PAY SURVEY
(Salaries effective July 2004)**

Comparison of Actual Pay Rates for Virginia Beach Officer versus Norfolk Officer:

	Virginia Beach	Norfolk
Upon Acad Grad	36,622 (PO)	31,833 (PO I)
5 Years	39,330 (PO)	39,859 (PO II)
10 Years	44,925 (MPO)	45,098 (PO II)
15 Years	48,666 (MPO)	51,024 (PO II)
20 Years	55,019 (MPO)	53,607 (max for PO II)
25 Years	56,699 (MPO)	53,607 (max for PO II)
No. Positions	817	746
Total Budget	\$73,210,000	\$54,458,100
Training Budget	\$220,435	\$64,556
	Market-Based; Open Range System	Traditional Step System

Illustration of 10-year Officer's Salary History:

Hire Date	5/16/94	\$22,116
Acad Grad	10/1/94	\$23,701
MPO	6/1/00	\$35,530
	7/1/04	\$44,925

Growth Rate from Hire to 7/1/04: 103%

Difference between 7/1/04 salary & recruit entry (\$34,857): 29%