Campus Police Retention: Comparing Salaries, Benefits and Performance Outputs

Capstone Project Description
This capstone project answers the question, does salary, benefits and performance outputs impact recruitment and retention for the University of Colorado Colorado Springs (UCCS) Police Department?

This research demonstrates the similarities between the three campus police departments (UCCS PD, CU Boulder PD and CU Anschutz PD) along with, municipal police in Colorado Springs, CO, (CSPD) with proportion of sworn personnel, performance output, salaries and benefits.

Scholarly Background
Some of the research found:

- Higher salaries were significantly associated with lower turnover, both voluntary and involuntary
- Municipal agencies pay more than campus agencies
- Municipal and campus agencies have many similarities in their job duties
- One study found there were a positive relationship between voluntary turnover and violent crimes

Organizational Context

<table>
<thead>
<tr>
<th></th>
<th>UCCS PD</th>
<th>CU Boulder PD</th>
<th>CU Anschutz PD</th>
<th>CSPD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary w/1yr experience</td>
<td>$54,492</td>
<td>$65,412</td>
<td>$60,300</td>
<td>$62,244</td>
</tr>
<tr>
<td># of students, staff &amp; faculty</td>
<td>Over 13,800</td>
<td>Around 36,000 students</td>
<td>Over 4,000 students</td>
<td>Over 467,000 citizens</td>
</tr>
<tr>
<td># of sworn employees</td>
<td>20</td>
<td>Around 30</td>
<td>24</td>
<td>900</td>
</tr>
</tbody>
</table>

Method of Study
The data that were collected from all agencies from 2016-2019 were, annual budgets, police officer salaries, calls for service, Clery crime data, annual crime data (CSPD), and number of officers within the department.

The crime data was divided into three categories:

- Part 1 violent (P1V) crimes
- Part 1 property (P1P) crimes
- Other Clery crimes (only campus agencies)

Findings

Findings cont.
- Boulder and Anschutz both saw a steady decrease. This is a good trend, showing an effective job mitigating violent crimes. For both of these campuses, this decrease represent a strong workforce where they are staff appropriately.
- As for UCCS and CSPD, both agencies saw a slight decrease in 2017 and both experienced an increase from 2017 to 2018. There are many unknown factors that could be impacting these numbers, but one factor could be that they are understaffed, and as a result, the violent crimes have increased.

Takeaways & Recommendations
The information that was presented in the findings section shows:

- There is a need for more officers within the UCCS PD.
- Retention is still an issue because of the significant gap in pay when comparing UCCS PD to CU Boulder PD, Anschutz PD and CSPD.
- It is recommended that UCCS PD increase their police officer salaries so that they can increase their chances of getting qualified applicants.

Recommendations moving forward:
- Continue tracking this information to see if the trends change or stay the same when the current economic uncertainty has become more stable.
- This information can be used to help get the UCCS PD salaries at a more appropriate level.