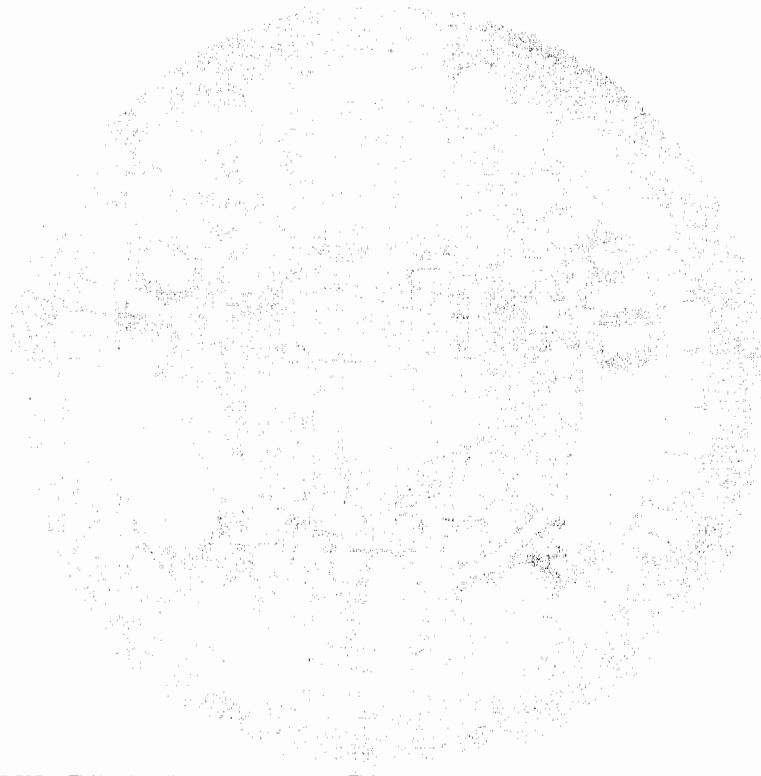


**JONESBORO
POLICE
DEPARTMENT**



**OFFICER RECRUITING AND
RETENTION CRISIS**

JUNE 2007

OFFICER RECRUITMENT AND RETENTION CRISIS

- I. Introduction
 - a. The Problems Identified
 - b. The Cost of Maintaining the Status Quo
 - c. Changing the Mindset Regarding Police Employees
- II. The Effects of the "Crisis"
 - a. On Providing Service
 - b. On Employees
 - c. Financially
 - d. Military Deployment
- III. Re-Thinking the Situation
 - a. Generation X and Y Employees
 - b. Challenges for Management
 - c. Crime Trends
- IV. Recommendations
 - a. Becoming More Competitive
 - b. Compensation Strategies
 - c. Changing Recruiting Methods
- V. Conclusion

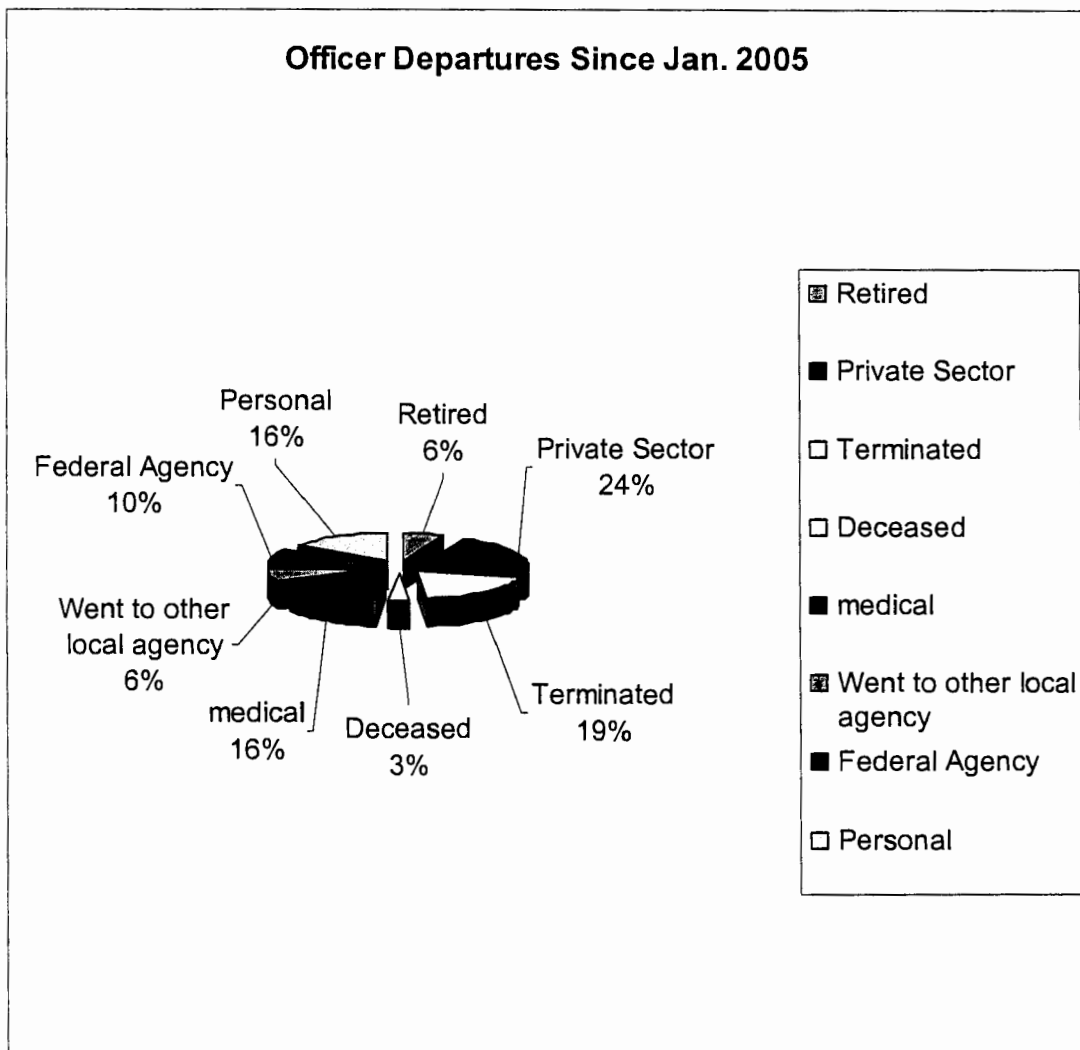
INTRODUCTION

Nationwide, with hardly any exception, local law enforcement agencies are in crisis regarding their ability to attract qualified employees and retain those of value they already have. We (law enforcement) are facing a convergence of issues that all impact and exasperate the issue. We are facing a retirement "boom" as the "Baby-Boomers" begin to reach retirement age, we are beginning to experience generation X and Y employees, competition from the Federal Agencies (due to homeland security issues) and the private sector is extraordinary. Each of these facets uniquely impacts our situation and when combined with an upward trend in crime (our age cohort of 14-25 year olds is increasing dramatically) places us in a true "Crisis".

As you may recall I provided you with a manpower and deployment study in May of 2006. The results of this study indicated that the department was essentially understaffed by somewhere between 19 and 29 officers given our population. While I still hold to this premise, this figure was calculated in a sort of a "vacuum". The premise was essentially that we needed around 150 officers "deployed", meaning we need 150 positions "filled" in order to provide the level of service required to be more than a passive response agency. I make this point to say there is a significant difference between having 150 positions funded and having 150 officers deployed. The reality is, given our current state of affairs, we would need to have upwards of 160 authorized positions in order to keep 150 filled provided we don't make some significant changes in the way we do business.

The Problems Identified

We have studied our retention and recruiting situation in detail for a period spanning the past 5 years with a detailed study of the same for the last two (since Jan. of 2005). While disturbing, I do not believe we are in a position all that different from most local agencies. What we have found is as follows as it applies to the "why" our officers have left:



After reviewing this data I find two interesting anomalies. First, I find it interesting that medical retirements equate to 16% of our officer departures over the past two years while terminations (resignations in lieu of termination and actual

terminations are treated as the same event) make up 19%. Both of these areas seem high to me and I can only speculate that the reasons for such, in the case of medicals, is the fact that it is quite easy for a law enforcement officer to get a "medical out" in Arkansas (my opinion). I suspect that you will see this change as the State retirement system matures. Secondly, in the case of terminations, I suspect strongly that I inherited a number of individuals that should have been terminated in years past for various performance issues and acts. This "inheritance" caused a spike in the number of terminations during this time period as new expectations and requirements for performance were implemented. It should also be noted that "terminations" also include those incidents where recruits could not pass the academy and/or field training which is fairly common (about 5% fail). We are already seeing a "leveling off" of this factor but never the less it was a factor to be considered.

In my opinion, and as you can see from our data, our greatest competition is the private sector. Police officers, especially those with a good record, are in high demand for integrity sensitive positions. Pharmaceutical companies, insurance companies, corporate security and higher education heavily recruit officers and the officers leave because they can ; in many cases they double their compensation and improve their benefits overnight. More importantly, in many cases, the officers we loose are not the ones that we want to go; we loose the cream of the crop which further amplifies the impact of the problem. As long as the economy is strong and we do not change our compensation packages to be more competitive in the market this situation will probably only get worse. We have had some limited success which has helped this situation as we have managed to retain the services of a few of these

officers on a limited part-time basis by keeping them on as Part-Time II officers. This has only been possible in a few cases however.

Based upon the data our next most common reason for departure is one we titled as "Personal" for lack of a more accurate descriptive. This category, will probably remain relatively constant as it covers such causal factors as the relocation (work) of a spouse, a return to college, leaving to care for an elderly parent, not cut out for the job psychologically (we usually find this during or shortly after field training) etc.. While this area is pretty broad normal life experiences will have an effect on the losses of officers due to such factors and there probably is not much we can do about it.

The next causal factor affecting our retention is our loss of officers to Federal agencies. I think it is extraordinary that this accounts for only 10% of our losses over the last two years and I expect this to change in the future as emphasis develops nationally toward the borders and homeland security. I suspect that we have managed to stay in the 10% range only because of some hiring freezes with certain Federal agencies (namely DEA). Once again, as long as the economy is strong and we do not change our compensation packages to be more competitive in the market this situation will probably only get worse.

The last three causal factors for officer departure are somewhat insignificant statistically but are worth mentioning. Retirements are likely to increase as "us" "Baby-Boomers" start reaching retirement age. Deaths will likely remain relatively constant but we may be able to offset some of this by instituting a physical fitness program (over time). The last factor, is the loss of officers to other local agencies, (which in our case, over the last two years), HAS BEEN very low (only 1). This one

is pretty dynamic however and may change drastically due to changes beyond our control (another local agency could go to a lateral entry program surpassing our pay scale which would attract out rookie officers [*Officers with less than three years are especially vulnerable to this*] or you could have an agency organizational change that would attract or repel officers [*a new Sheriff might attract officers from JPD or the departure of a well-liked Police Chief might repel officers *just examples*].

The Cost of Maintaining the Status Quo

Having identified the causal factors and looking at the situation in some depth it is time to look at the issue comprehensively and change the "status quo". It will become obvious to you that we must change the way we do business in the future. We must be willing to "change on the inside as fast as things are changing on the outside". In the last two and one half years the department has turned over 24% of its total personnel. This is a turnover of nearly 1/4 of our total investment at a rate of 10%-12% per year and remember, in many cases as it relates to our losses to the Federal agencies and the private sector, we have lost our best personnel. I am told that since 2002 we have lost 53 officers or 40% of our total personnel which is extraordinary in my opinion (we did have a considerable number of retirements but the same thing could happen en masse again). These factors and anomalies are crippling our ability to function as a proactive agency. Our goal, or at least mine, is to relegate this attrition rate to less than 5% annually.

Having stated the obvious let me expand on the not so obvious. A single police officer, from the recruiting stage to the point in time where the officer is fully

independent (and contributing/pulling their weight) cost us (City) no less than \$30,000 and perhaps as much as \$45,000 depending on the training cycle (when the academy starts and finishes). So, at a minimum, for each inexperienced rookie we lose, we are out of pocket approximately \$35,000, wasted, with little or no return for our investment. I have no way of calculating the benefits or value/costs of tenured officers as there is great variance. We sink training dollars in them each year while their ability to perform is enhanced over time. Given this fact I will use the entry level or rookie figure for calculation purposes. In the last two and one half years we have "Lost" or expended \$1,120,000 due to attrition. Given our review of the causal factors I would submit to you that we can actually "do something about" 50% of it or \$560,000 (we can affect losses to the private sector, federal agencies and other local agencies). When we look at these figures on an annual basis, and compensate for those areas of which we may be able to exercise some control we are essentially throwing away \$224,000 a year for turn over in areas where we should be or should I say could be much more competitive (private sector, federal agencies and other local agencies). After showing the basic economics of the situation a "not so rosy" picture emerges. While it is true that we must invest a certain amount in every new employee that we will never recover and it is impossible to determine when the employee's efforts "repay" that investment, common sense and reason indicate that we are in many ways "spinning our wheels".

There is a flip side to this equation also, one that potentially benefits us (City/Police Department). This "flip side", from an operational and economic sense, occurs when we "steal" a competent, qualified certified officer from another agency.

We save our initial investment and reduce cost due to training time. Our new "stolen" officer starts "contributing" within weeks instead of years. We have managed to pull this off successfully a few times over the last year or so (no, I am not proud to admit stealing other employees, it is a "Dog Eat Dog" business) based more on our reputation for being a "Good" department than for our compensation package. It is my premise that IF we were to enhance our position in the market place we could potentially reduce our turn-over very significantly AND steal from other agencies further enhancing our operation and reducing our "waste" of funds and resources.

Changing the Mindset Regarding Police Employees

As we begin to find some answers to this "crisis" we must find a starting point to see the situation clearly which will require a less than traditional view of police employees. Traditionally, police employees have been and to some degree still are being viewed in the same frame-work as other city employees - city workers. While true, we are employees of the City of Jonesboro the similarity ends there. While I have never been accused of being particularly "delicate" in my words let me say the following:

I have the utmost concern and care for all other city employees. Their jobs are important and many are difficult and they all, for the most part, work hard. But the plain and simple truth is ONLY the police have a realistic expectation that they may be killed or seriously injured when they go to work each day. ONLY the police work the shift work 24/7 where they are actually deployed, working, in a high risk environment. Yes, the Firemen's job is dangerous but ONE police officer will answer

more calls for service in one year than a good portion of the entire Fire Department. Additionally, firemen rarely are exposed to a law suit. (It is in no way my intention to diminish the value of the Fire Department but it is my intention to point out that they are NOT the same animal). The shift structure of the fire department lends itself to considerable time off with opportunity for the fire personnel to engage in secondary employment. Additionally, as a general rule, the requirements to be a police officer are far, far more restrictive than for any other city employee which limits our applicant pool substantially. I submit to you IF we were to put all the other department's employees to the same scrutiny that the officers are put to before employment our labor force would probably be considerably reduced. No other department must pass a physical, physical fitness test, psychological exam, BACKGROUND investigation, written test and polygraph. Additionally, our life expectancy is 10-15 years shorter than the general public and our suicide rate is six times that of the general public. All these factors are related to the stress of the job and the physical demands. No other employee in the City requires the investment in time and training that the Police Officer does (up to two years before fully independent). Yes, the sanitation workers, the street department, parks and recreation workers work hard but (with the exception of some heavy equipment operators [still try the background and polygraph]) they are not skilled labor and can be replaced easily given the job market for which they are qualified.

Based on the above I ask that you make your decisions based on comparing "Apples to Apples" and not lump the police officers in with other employees. We are the only apples in this basket and the market demands that we look at these

employees differently. As I said earlier I am not so "delicate" and it is not my intent to be demeaning or rude but to be accurate. We cannot stop the cycle of wasting our resources unless we start looking at the situation through the proper set of glasses. Addressing this problem CANNOT be accomplished with the mentality that "if the Police get something (compensation), then what about the other departments?". The resources aren't there and neither is the accuracy required to make logical decisions. I know it can be political and difficult but this cycle cannot be broken otherwise and I ask that you review this situation in the proper perspective, based on logic and reason, independent of other departments or employees.

The Effects of the "Crisis"

The causal effects of our current situation manifest themselves in many ways with our service delivery. Due to this constant attrition that has been occurring over the last five years we are actually "fielding" fewer officers than we have in the past in spite of the fact that we have increased our size by a few positions. This may be hard to get a mental picture of but it is simplified by making sure that we don't picture a "Police Officer Position" as a police officer on the street. There have been times, rather recently where as much as 18% of our force has been "non-deployable", meaning they are not doing us any good when it comes to providing service. This happens when we have officers deployed to Iraq, out on medical leave, in training and have vacant positions. Additionally, when we hire raw recruits there is a delay of about a year from their date of hire that exists where they do not contribute much to the agency nor the delivery of service. With a continuing attrition rate and

this delay factor I do not see a positive outcome nor a solution to break this cycle without some major change.

Having painted this "not so rosy picture" lets look at service delivery. The Uniformed patrol component of the department makes up about 54% of our agency. All of our new officers go to UPD to begin with and all other officers come from UPD as they are assigned to specialized assignments. Because of this reality, as we carry vacancies, there is a disproportionate impact on our core service delivery, meaning we can't reach our minimum staffing levels without having officers work over or calling them in to work one or more of their off days. This is great for the officer for a little while as they get some overtime but over time but it becomes very expensive and they become fatigued. This also has a tendency to negate the benefits of the 10 hour shifts as the officers loose their third off day. This wear and tear cycle is beginning to work against us and may well manifest itself in more attrition eventually. Lastly, when UPD is understaffed there is no "pool" to pull from for detectives, traffic and DTF so those units remain understaffed.

The phenomena mentioned above are all occurring at a time when our calls for service are increasing and crime is rising (about 9% YTD compared to 2006 YTD). (Calls for service have leveled off and even decreased some recently but are as much as 10%-15% higher than previous years). Given these factors, our ability to be proactive has been significantly reduced. As mentioned earlier, we can't staff the specialized units like the Drug Task Force because we cannot pull from an already understaffed UPD. This seriously weakens our ability to proactively deal with our drug problem which I would call, well, overwhelming. We have made more arrests,

seizures and confiscations in the last year than in the last several combined with a unit that is understaffed. We have made "bigger" drug arrests with more complex organizations dismantled than ever before but the problem is just as pervasive if not more so than years previous. The same issue exists in CID where two of our investigators have been almost totally consumed by the internet predator problem. They can't work general investigations anymore and I have no bodies to send to CID to replace them. I am sure that this is a growing problem also. We will pay for this dearly in the future if we don't break this cycle.

We have already addressed the financial impact of our current situation and I think it shows that we must break the cycle. In a nutshell we are paying officers at a rate of time and a half to help fill voids that we could fill at a regular time rate if we could improve our situation in the market place. We are also throwing about 50% of our training and recruiting costs out the window. If we can make an investment in our future and break this cycle by repositioning our self in the market it will be in our best interest both financially and operationally. If we can improve our position we can start "stealing" officers from other agencies. This is the best thing we can do to save money and rapidly increase service delivery. A new recruit costs us about \$35,000 to make him/her an asset and about 12 months. A competent certified officer costs us about \$5000 and can hit the streets as an asset in about two months. Given this fact it is pretty obvious what we need to do...steal 'em if we can. In order to do this we have to re-position ourselves in the market place and the only way we can effectively do this is to improve our working conditions and compensation packages.

Re-thinking the Situation

As you can see by now, we have a very difficult and complex situation to deal with. The law enforcement job is changing, the environment and demands are changing and the types of employees we have to recruit are changing. By nature, we as police officers do not do "change" well. We are somewhat tradition bound and rigid. It is very difficult for us to change rapidly and adapt this situation but we must. To go further and successfully adapt (and perhaps exasperate the situation further) we need to examine our "employees" and our recruiting pool. The times they are a changing.

Most of our new employees are generation x with the generation y employees beginning to arrive on the scene. This poses some new challenges to us that we must deal with. First, let's just say they are truly "different", not necessarily in a bad way. The generation x'ers and the y's have different motivations for seeking employment in our field. We, the baby-boomers, came to the job for the stability of a government job with a desire to serve or "do good" with a touch of craving for the adrenaline rush. Most of the "boomers" had a high school diploma, some life experience (previous job, married/divorced, military experience) which tended to indicate responsibility and commitment. We were concerned about compensation to a degree so long as it was adequate but not so much as we liked the job. The boomers were/are more likely to have participated in team sports and less likely than others to have used drugs or run afoul of the law. This scenario has changed drastically.

Generation x'ers (and the y's) come to us with more education, less life experience (i.e. less maturity) and greater technical skills especially in the computer

related abilities. They are more concerned with "instant gratification" and compensation and less "loyalty" and with less commitment to the job. They are more likely to have experimented with drugs and more likely to have had skirmishes with the law. They also tend to be more articulate and in many ways more intelligent than what we have had in the past. They view the position of police officer as more of a "job" than a career. The point to this is not to bash them but to point out the fact that their motivations are different. With these facts and circumstances in mind we have to change the way we do things to be effective.

The generation x and y employees are what we have to pull from now (unless we steal a more mature officer) and that is it, so we must adapt. In order to be effective we will have to change our recruiting strategy, making the process shorter, and we will have to make our jobs more rewarding and attractive. There simply is no other way around this and we can't go back. As management, we will have to learn to handle these employees differently which will be another challenge for us. Our traditional disciplinary systems must change as must our vigilance. The "new" guys will make more errors in their operations given their typical maturity levels which generally do not match their chronological ages (in the traditional sense). They will have reduced life experiences which will affect their interpersonal skills with the public. It will probably require more training in a different format than we have used traditionally. I feel confident that we can meet these challenges once we overcome the recruiting and retention crisis.

As I mentioned earlier, all of these challenges are occurring at a point in time where crime is rising. Violent crime is on the rise nationwide for the first time in 10

years. We are also experiencing an increase in drug related crime and a wave of white collar and internet based crime (the X'ers and Y'er's will be a lot better at this than we boomers) which will require a new skill set for officers. For the first time we will begin to see a new kind of criminal, the geriatric offender. This will occur as our age cohort changes (a greater portion of the population will be over 55 years of age). Juvenile and gang related violence will also increase (which is probably what has caused the increase in violent crime overall) as the age cohort group of 14 to 25 year olds increases to it largest percentage in 20 years. Add to this scenario the changes in demography related to national origin and language barriers. As you can see the future holds some difficult challenges.

Recommendations

Since I have painted a "not so rosy" picture for you I have attempted to develop some solutions. I don't have all the answers but I think I have a good plan, it will be tough and not so palatable for some but we can not afford "not to do it" and we have to do it soon. Our goal is to position ourselves in a superior position in the market place so we can accomplish the following:

- 1) We want certified, experienced mature cops
- 2) We want to attract a better (and more) quality generation X and Y recruit
- 3) We want to reduce attrition and retain what we have.
- 4) We want to get fully staffed and stay that way

5) We want to reduce "wasted" training costs

What have we done so far to help the situation?

1) Take Home cars

2) 10 Hour shifts

3) More training opportunities for advanced operations

Now, having stated our goals, what do we do? First, we have to address the compensation situation and quite frankly we are not competitive in the market when it comes to pay. Remember, we are not competing with other local law enforcement agencies so much as we are competing with the private sector so there is little value in comparing ourselves with them except in the spectrum of competition of certified officers. Even when we do this comparison we are still not so competitive.

Consider the following comparison of like agencies and their pay scales:

	Pop	# ofc	Starting Uncert	Certified	5 yr ofc	Ed Inc
Jonesboro	61,000	132	27,735	29,140	33,720	
Conway	52,430	97	28,434			
Fayetteville	62,691	117	33,306			No
North Little Rock	60,433	203	27,627	29,220	40,635	
Fort Smith	81,849		33,009	34,049		Yes
College Sta, TX	67,000	140	34,840	38,272		Yes
Plano, TX	250,000	351	48,986	52,867		Yes
Grand Prairie, TX			46,325			
El Paso, TX			33,116	34,772		
Shenandoah, TX			42,034			Yes
Amarillo, TX			37,254			
Gainesville, TX			28,968			Yes
Corpus Christi			34,272	39,816		Yes
Univ Police, TX			44,604			Yes
Killeen, TX			35,568			Yes
Rochelle, IL	10,000		34,900			
Island Lake, IL	8,154		36,379			
Harvard, IL	9,100		38,838			

Given this comparison, how do we get competitive in a manner that is fair, doesn't cause turmoil within the ranks of City government, and helps us attract certified officer? Well, an across the board adjustment is out, in my mind anyway as is a lateral transfer program. It is too expensive and causes turmoil both inside the police department and within city government. What we can do is reinstitute certificate pay and other incentives. When I say certificate pay I mean a narrowly defined window for only those certificates that are recognized by the State (General, Intermediate, Advanced and Senior) not certificates for an underwater basket-weaving class. The "other" incentives would be for genuine college degrees (personally it matters not to me whether they are Criminal Justice related or not because, remember we are competing in the market with the private sector and ANY college degree indicates a certain level of commitment, ability to communicate and skill) and an incentive for physical fitness which should, over time help us reduce medical related retirements. I recommend that we take this route because it is fair. All of our employees have equal opportunity to achieve and, the average mature, experienced cop elsewhere, who has some time under his/her belt, will have some of the requirements to come into the department at a point above base pay which puts us in a superior position.

Based on my financial calculations and the fact that we can only do something to affect about 50% of our attrition I have calculated we can, if positioned properly in the market, prevent the waste of about \$200,000 per year in training cost. I say this because I doubt that anything we do will change losses of officers due to personal reasons, and retirements. We may be able to reduce medicals (with a physical fitness program - reach the 90% percentile in the Cooper Clinic Physical Fitness Assessment

which is a standard model for law enforcement) and should be able to reduce terminations (by recruiting a better class of employee). I have devised a plan to accomplish this that I think is economical and effective. This plan essentially gives a 3% increase for each incentive that an officer has or obtains (if you include me in the proposed plan it will also put me almost exactly in the middle salary range calculated in our department head salary study - but that is less important to me than the program). I took all of our employees base salaries, investigated their files to determine what they had and estimated what it would cost to put the plan in place right now and found that the cost is less than what we "waste" on training each year. If instituted, we would be in a very good position to accomplish our goals (above). The plan would cost us \$191,261 to put it in place. While it is true that the cost would grow over time and would be with us from now on only a percentage of the employees will ever take full advantage of it, yet its value cannot be undersold. (See Attachment "A" for the full plan.

Aside from addressing the most important component, compensation, we must also adapt our recruiting strategy. We must (and we are already doing some of this):

- 1) Reduce the time it takes to go through the hiring process without sacrificing quality
- 2) Aggressively recruit with job fairs and recruiting bonuses
- 3) Have a web based application process (already working on this)

* Number "2" above mentions a "Recruiting Bonus" which is a program I have used with some good results before. Most certified cops are recruited by "word of mouth" from other officers. It is the most effective way. A recruiting bonus is a program where an existing Jonesboro Police Officer gets \$1000 when ever an officer he recruits to

the agency finishes his probation period with the agency. It reduces "bad-mouthing" the agency and creates a mentor relationship between the existing officer and the recruit which increases the likelihood of success on the part of the new officer. It can be done where the bonus is received only for recruiting certified officers or for any person recruited. It is a rare program but one that has been used by other agencies.

Conclusion

I have researched the aforementioned issues thoroughly but there is still a lot of work to do. Ladies and gentlemen, I am looking down the road a few years and I feel confident that I am correct. Every agency in the country is experiencing the same problems and I for one want to produce some solutions. I ask for your input, wisdom and support on this program and I know it is a tough pill to swallow but we have been throwing good money after bad spinning our wheels all the while. I ask you to consider my proposal based upon what I have presented to you using an "apples to apples" comparison of police officers to police officers, separating them from other city employees because they are not the same. Please provide me your insight so I can make our department the very best. We have got to change the way we do business.

..title

AN ORDINANCE TO INSTITUTE A SUPPLEMENTAL PAY INCENTIVE PLAN FOR SWORN OFFICERS OF THE JONESBORO POLICE DEPARTMENT

..body

WHEREAS, there exist a need to attract qualified applicants to the Jonesboro Police Department and retain qualified officers who are currently employed by the Jonesboro Police Department ; and

WHEREAS, the Mayor and City Council of the City of Jonesboro recognize that a large investment of public funds is made to train and equip each new police officer and that experienced officers are more skilled and efficient at providing the law enforcement mission it is in the best interest of the City of Jonesboro, the citizens of Jonesboro and the Police Department to institute certain financial incentives for existing and future sworn personnel of the police department in order that their skills and services shall be retained and so that the financial investment of the City training and equipping these personnel should also be retained.

NOW, THEREFORE, be it ordained by the City Council of Jonesboro, Arkansas, that:

SECTION 1: The City of Jonesboro, Arkansas, hereby institutes the Supplemental Pay Incentive Plan for police officers which shall grant additional pay, on a percentage basis, to each officer who shall obtain certain levels of training, education, fitness and special skills.

SECTION 2: The City of Jonesboro, Arkansas recognizes the value of professional development and advanced training for law enforcement and for the purposes of awarding supplemental compensation to sworn officers of the Jonesboro Police Department recognizes State Law Enforcement Certifications of General, Intermediate, Advanced and Senior (as specified in appendix "A") or equivalent law enforcement certification recognized by another state, and shall award an amount equal to 3% of their annual salary for each of the aforementioned state certifications obtained by each sworn officer of the Jonesboro Police Department.

SECTION 3: The City of Jonesboro, Arkansas recognizes the value of formal education for law enforcement officers and the benefits to the public that well educated officers provide. Based upon this the City of Jonesboro recognizes that;

Sworn officers of the Jonesboro Police Department who obtain an Associate degree from a nationally accredited college or university shall receive an amount equal to 3% of their annual salary.

Sworn officers of the Jonesboro Police Department who obtain a Bachelor degree from a nationally accredited college or university shall receive an amount equal to 3% of their annual salary.

Sworn officers of the Jonesboro Police Department who obtain a Graduate degree from a nationally accredited college or university shall receive an amount equal to 4% of their annual salary.

Sworn officers of the Jonesboro Police Department shall be limited to recognition of only two degrees in any curriculum, identified and approved as being related to law enforcement in some manner or of specific benefit to the operations of the police department, approved for the purposes of this education incentive program as recognized and approved (as defined by Appendix "B") by passage of this ordinance.

SECTION 4: The City of Jonesboro, Arkansas recognizes the value of physical fitness for law enforcement officers and the benefits to the public that fit and healthy officers provide. Based upon this the City of Jonesboro recognizes that upon successfully completing a bi-annual fitness test that;

Sworn officers of the Jonesboro Police Department who obtain a fitness level of the 90th Percentile or above in the Cooper Clinic (as defined by Appendix "C") shall receive an amount equal to 5% of their annual salary.

Sworn officers of the Jonesboro Police Department who obtain a fitness level of the 80th percentile but below the 90th Percentile in the Cooper Clinic (as defined by Appendix "C") shall receive an amount equal to 4% of their annual salary.

Sworn officers of the Jonesboro Police Department who obtain a fitness level of the 70th percentile but below the 80th Percentile in the Cooper Clinic (as defined by Appendix "C") shall receive an amount equal to 3% of their annual salary.

SECTION 5: The City of Jonesboro, Arkansas recognizes the value of fluency in certain foreign languages for law enforcement officers and the benefits to the public that such fluency provides. Based upon this knowledge the City of Jonesboro recognizes that;

Fluency in the Spanish language, at a conversational level, as determined by a recognized high school or college Spanish instructor is of significant value for law enforcement officers in the field, thus, sworn officers who demonstrate conversational fluency in the Spanish language shall receive an amount equal to 3% of their annual salary.

Fluency in certain other languages, approved by the City of Jonesboro Public Safety Committee, at a conversational level, as determined by a recognized high school or college foreign language instructor is of significant value for law enforcement officers in the field, thus, sworn officers

who demonstrate conversational fluency in these certain other approved foreign languages shall receive an amount equal to 3% of their annual salary.

SECTION 6: The appropriation of additional funds is not necessary as sufficient funds exist in the 2007 Police Budget having been unused due to vacancies carried throughout the year but recognizing the potential financial liabilities of the institution of the Supplemental Pay Incentive Plan, no sworn officer of the Jonesboro Police Department shall be eligible to receive more than a total of 12% of their salary under this plan within any single 24 month period.

SECTION 7: The City of Jonesboro, Arkansas further recognizes that the institution of the Supplemental Pay Incentive Plan is a supplemental addition to sworn officer's pay and in no way is related to or supersedes the City of Jonesboro's Pay and Classification Plan having no effect or relationship to any cost of living or longevity increases or changes made city wide to said plan.

SECTION 8: The City of Jonesboro, Arkansas recognizes that this plan may need to be amended or interpreted from time to time to insure fairness in its implementation, to determine applicability of certain testing procedures and to insure that the Police Department remains competitive in the market place. Should any question arise as to applicability of any certain section or the interpretation of any certain element of the plan a majority vote of the public safety committee of the City of Jonesboro shall decide.

SECTION 9: The City Council of the City of Jonesboro, Arkansas, finds and declares that the above Supplemental Pay Incentive Plan is necessary for the general benefit and welfare of the public; that it is necessary for the recruitment of potential officers and the retention of existing officers and that unfilled police officer positions in the Police Department adversely impact law enforcement services; therefore an emergency is declared to exist and this ordinance shall be in full force and effect from and after its passage and approval.

APPENDIX "B"

RECOGNIZED EDUCATION INCENTIVE DEGREES

Bachelor, Associate

Accounting
Anthropology

Biology
Business -- general
Business Information Systems
Business Administration
Business Technology
Business Economics

Chemistry
Clinical Lab Science
Cognitive Science
Communication Studies
Community & Regional Economic
Development

Computer Applications
Computer & Information
Technology
Computer Programming
Computer Science (BA, BS)

Criminal Justice
Criminology

Digital Electronics Technology
Digital Media and Design

Early Childhood Education
Economics
English
English Education
Exercise Science

Finance
Foreign Languages
Forensic Science

General Studies (AA, AS, BA, BS)
Graphic Design

Human Resource Management

Information Science
Information Systems
Information Technology
Interdisciplinary Family Studies

Journalism

Law Enforcement
Legal Studies

Management
Marketing
Mathematics
Military Science

Paramedics

Photojournalism
Physical Education (BS)
emphasis on:
- Exercise Science
- Science/Research
Physics
Political Science
Professional and Technical Writing
Psychology
Public Administration
Public Relations

Radio-TV
emphasis on:
- Broadcast Journalism
- Electronic Media Sales and
Promotion
- Production-New Media Option
- Production-Video/Audio Option

Science - General Science
or emphasis on:
- Biology
- Chemistry
- Physics
Sign Language Studies
Social Science
Social Work (BS, BSW)
Sociology
Spanish
Spanish Education (BA, BSE)
Speech Communication
Systems Engineering

Technology
emphasis on:
- Computer Aided Drafting and
Design
- Computer Systems

Master's Degree Programs

Accounting

Biology
Business Administration
Business Technology
Chemistry
Clinton School of Public Service
Communication Disorders
Computer Science
Conflict Mediation
Counselor Education
English (MA & MS)
Environmental Science
Executive Master of Business
Administration
Health Science
History
Mathematics (MA & MSE)
Physical Education (MS)
— Exercise Science
— Sports Studies
Physical Education (MSE)

Political Science
Public Administration

Radio-Television
Biology
Chemistry
Social Science
Sociology

** Above information is based on the
degree programs offered by
recognized colleges and universities
within Arkansas: Arkansas State
University, Black River Community
College, University of Arkansas at
the University of Arkansas at Little
Rock*

** This list is not exclusive. Other
recognized degrees may be
considered for recognition on a case
by case basis upon the majority
approval of the City of Jonesboro's
Public Safety Committee or other
entity so designated by the Mayor
and City Council of the City of
Jonesboro*

APPENDIX "A" POLICE OFFICER CERTIFICATIONS

Defining the Parameters for the Proposed Officer Incentive Plan:

"Certificate Pay" applies only to the General, Intermediate, Advanced and Senior Certificates recognized and defined by the State of Arkansas Commission On Law Enforcement Standards and Training or to those certificates or certifications recognized by another State's board or commission whose responsibility is the management and direction of law enforcement standards and training so long as the requirements for such certifications are equal to or exceed the requirements for those recognized in Arkansas.

Requirements

1. General Provisions

- a. To be eligible for the award of a certificate, each applicant must be a law enforcement officer appointed by a law enforcement unit located within the State of Arkansas, (Refer to Regulation 1001(9)).
- b. Each applicant shall meet the Commission's prescribed minimum standards for employment established pursuant to Regulation 1002 except those Full-Time law enforcement officers who were employed before January 1, 1978. Those persons are "grandfathered" and exempt from meeting any selection or training requirements, provided they have been continually employed by the same agency since December 31, 1977. (See Act 1472 dated July 1, 1999 for changes relating to grandfathered officers)
- c. Each applicant should attest that he subscribes to the Law Enforcement Code of Ethics.
- d. All applications for an award of the Basic, General, Intermediate, Advanced or Senior Certificates shall be completed on the Form F-7, Application for Award of Law Enforcement Officer Certificate.
- e. In addition to the requirements set forth above for the award of a General, Intermediate, Advanced or Senior Certificate, each applicant shall have completed the designated education and training combined with the prescribed law enforcement experience.
- f. Education and training must be supported by copies of transcripts, certificates, diplomas, or other verifying documents attached to the application. Each training document must verify the number of classroom hours claimed.

2. Educations Points

- a. Each semester credit unit granted by a college or university, approved in accordance Specification S-8, paragraph (a), operating on a semester schedule, shall equal one education point.
- b. Each quarter credit unit granted by a college or university, approved in accordance with Specification S-8, paragraph (a), operating on a quarter schedule, shall equal .75 education point.

3. Training Points

Twenty (20) classroom hours of police training approved by the Commission shall equal one training point.

- a. Basic, Refresher, Supervisory, Middle Management, Executive, or Specialized courses certified, sponsored, or presented by the Commission will be acceptable for training credit.

- b. The Commission may approve departmental or other in-service training which is recorded and documented in the personnel files of the trainee's department. These records must confirm successful completion and must include the date completed, course or subject title, sponsoring agency, classroom training hours and/or college credit hours. (See Form F-10 for sample training log form.)
- c. Training completed in other states, military police training, and other specialized training, if properly documented and approved by the Commission as being required and/or useful to the department, may be allowed.
- d. With proper documentation Certified Instructors may claim course completion credit for the first time the law enforcement class is instructed.
- e. College credits earned in law enforcement related subjects may be counted for either training points or education points, whichever is to the advantage of the applicant.

4. Law Enforcement Experience

Experience acquired as a sworn law enforcement officer employed full-time and having statutory authority to enforce state or federal criminal, traffic or highway laws may be approved. Experience acquired with a police agency whose standards are lower than minimum standards established by the Commission will be rejected.

Law Enforcement experience claimed is subject to staff evaluation and final approval of the Commission.

5. The General Certificate

In addition to the requirements set forth in Section 1 of this specification, the following are required for the award of the General Certificate:

- a. Shall possess the Basic Certificate.
- b. Shall have satisfactorily completed the Basic Police Training Course approved by the Commission and have acquired the following combinations of education and training points combined with the prescribed years of law enforcement experience:

Education Points and/or Training Points	15	23	30	38
AND	&	&	&	&
Years of Experience	5	4	3	2

6. The Intermediate Certificate

In addition to the requirements set forth in Section 1 of this specification, the following are required for the award of the Intermediate Certificate:

- c. Shall possess or be eligible to possess a General Certificate.
- d. Shall have satisfactorily completed six (6) hours of College English or its equivalent from a college or university, approved in accordance with Specification S-8, paragraph (a) with at least a 2.0 grade average on a 4.0 point scale. (Note: Equivalency will be determined in writing from the English Department Head of the college or university granting credit for the course).
- e. Shall have acquired the following combinations of education and training points combined with the prescribed years of law enforcement experience:

Education Points and/or Training Points	30	45	60	75	Associate Degree
AND	&	&	&	&	&
Years of Experience	8	7	6	5	4

7. The Advanced Certificate

In addition to the requirements set forth in Section 1 of this specification, the following are required for the award of the Advanced Certificate:

- f. Shall possess or be eligible to possess the Intermediate Certificate.
- g. Shall have acquired the following combinations of education and training points combined with the prescribed years of law enforcement experience and have attained the college level indicated with an overall grade average of at least 2.0:

Semester Hours	6	15	30	45	Associate Degree	Bachelor's Degree
Training Hours	420	360	300	240	210	210
Years of Experience	16	14	12	10	8	6

8. The Senior Certificate

In addition to the requirements set forth in Section 1 of this specification, the following are required for the award of the Senior Certificate:

- h. Shall possess or be eligible to possess the Advanced Certificate.
- i. Shall have acquired the following combinations of education and training points combined with the prescribed years of law enforcement experience and have attained the college level indicated with an overall grade average of at least 2.0:

Semester Hours	30	45	Associate Degree	Bachelor's Degree	Master's Degree
Training Hours	720	600	480	360	240
Years of Experience	18	15	12	9	6

** This list is not exclusive. Other certifications recognized by other state law enforcement certification entities that are substantially similar to or exceed the requirements of Arkansas law enforcement certifications shall also be recognized. Actual course curriculum and hours must be provided to document such certifications before same shall be accepted.*

	New Incentive	New Pay
\$	1,038.78	\$ 38,684.79
\$	9,185.20	\$ 70,266.53
\$		\$ 28,419.21
\$	3,116.24	\$ 37,742.56
\$	852.58	\$ 29,271.73
\$	4,890.42	\$ 58,865.18
\$		\$ 30,804.20
\$		\$ 30,804.20
\$		\$ 36,491.62
\$		\$ 33,281.85
\$	1,882.17	\$ 33,281.85
\$	1,038.78	\$ 36,894.79
\$	852.68	\$ 29,271.78
\$	852.48	\$ 26,271.78
\$	1,038.78	\$ 35,684.79
\$	852.68	\$ 29,271.78
\$	4,403.30	\$ 53,328.90
\$		\$ 31,369.48
\$		\$ 38,491.62
\$	6,480.56	\$ 60,486.27
\$		\$ 28,419.21
\$		\$ 28,419.21
\$		\$ 28,419.21
\$	1,064.76	\$ 36,558.37
\$	852.54	\$ 29,270.71
\$	3,525.86	\$ 42,702.08
\$	1,836.25	\$ 32,440.46
\$	8,093.33	\$ 75,537.75
\$		\$ 36,491.62
\$	1,204.66	\$ 41,380.06
\$	1,542.07	\$ 52,944.45
\$		\$ 30,604.20
\$	852.58	\$ 29,271.78
\$		\$ 38,220.50
\$	1,091.37	\$ 37,470.32
\$		\$ 35,491.62
\$	1,204.66	\$ 41,360.06

\$	1,467.77	\$	50,393.66
\$	964.61	\$	35,178.33
\$	1,046.03	\$	35,613.66
\$	2,026.88	\$	36,491.62
\$	94,108	\$	36,808.24
\$		\$	29,857.90
\$		\$	32,810.66
\$		\$	28,219.71
\$		\$	36,491.62
\$		\$	28,419.21
\$		\$	28,418.77
\$		\$	42,188.39
\$		\$	38,781.66
\$		\$	28,419.71
\$		\$	29,867.90
\$	1,620.12	\$	55,023.66
\$	2,631.20	\$	44,719.69
\$		\$	28,419.21
\$	919.68	\$	31,570.53
\$		\$	32,153.72
\$		\$	35,491.62
\$	1,842.07	\$	52,844.45
\$		\$	40,156.40
\$	1,929.22	\$	34,082.94
\$		\$	40,156.40
\$	2,129.50	\$	37,621.12
\$	1,175.28	\$	40,661.50
\$	1,791.47	\$	31,649.37
\$	2,469.66	\$	43,628.86
\$	2,129.50	\$	37,621.12
\$	8,806.61	\$	57,732.20
\$		\$	36,491.62
\$	918.13	\$	31,622.33
\$		\$	28,419.21
\$	6,480.56	\$	60,486.27
\$	941.08	\$	32,310.56
\$		\$	44,324.22

\$	895.74	\$	30,753.84
\$	852.68	\$	46,432.19
\$	2,935.64	\$	29,271.78
\$	820.14	\$	51,861.13
\$	8023.31	\$	41,156.29
\$		\$	96,624.85
\$		\$	46,178.71
\$		\$	61,369.48
\$		\$	26,491.62
\$	1,064.76	\$	39,556.37
\$	2,199.60	\$	37,891.12
\$	1,062.76	\$	96,651.37
\$		\$	2,186.92
\$	2,053.78	\$	37,636.13
\$		\$	28,419.21
\$	1,467.77	\$	60,395.36
\$	3,082.14	\$	64,466.62
\$	9,185.20	\$	70,266.63
\$	1,929.22	\$	24,082.94
\$		\$	30,604.20
\$	1,836.26	\$	32,440.46
\$		\$	28,419.21
\$	2,469.68	\$	43,628.85
\$	1,064.76	\$	66,556.37
\$		\$	44,626.01
\$	941.08	\$	32,310.56
\$	9,394.33	\$	72,023.22
\$		\$	29,857.90
\$	1,013.44	\$	24,794.80
\$	964.61	\$	33,115.33
\$	3,194.26	\$	38,686.87
\$	852.68	\$	29,271.78
\$	2,129.60	\$	37,621.12
\$	2,935.64	\$	51,861.13
\$		\$	42,188.39
\$	852.68	\$	28,419.21
\$		\$	29,271.78



APPENDIX "B" PHYSICAL FITNESS REQUIREMENTS

PROTOCOL FOR ANAEROBIC POWER TESTING

300 Meter Run Test Purpose

Measure of anaerobic power. This test is recommended as part of the public safety fitness assessment battery.

Equipment

400 meter running track, or any measured 300 meter flat surface that provides good traction, running shoes. Irregular surfaces such as loose gravel are not acceptable.

Procedures

1. As with all physical tests, medical screening should precede testing.
2. As with all physical tests, warm up and stretching should precede testing.
3. If using a 400 meter track, client runs 3/4 of 1 lap (inside lane) at maximal level of effort. Time used to complete distance is recorded in seconds. Consult norms to determine fitness category.
4. Client should walk for 3-5 minutes immediately following test to cool down. This is an important safety consideration.

Percentil	Males				Females			
	20-29	30-39	40-49	50-59	20-29	30-39	40-49	50-59
99th	42.6	42.0	47.0	52.0	54.0	55.0	65.0	NA
95th	46.0	46.1	52.0	58.0	54.3	56.5	65.0	
90th	48.0	49.0	55.0	61.0	56.0	60.0	66.0	
85th	49.0	50.0	56.0	63.0	58.0	63.5	68.2	
80th	50.3	51.0	57.0	66.4	58.3	66.0	72.0	
75th	51.0	52.0	60.0	68.0	59.7	66.5	72.0	
70th	52.0	53.0	61.0	70.0	60.0	68.0	75.3	
65th	53.5	54.0	62.0	72.0	61.0	69.9	78.7	
60th	54.0	55.0	64.0	74.0	61.0	71.0	79.0	
55th	55.0	56.0	66.0	77.4	62.7	72.0	80.5	
50th	56.0	57.0	67.6	80.0	64.0	74.0	86.0	
45th	57.5	58.0	70.0	82.6	68.5	75.5	91.7	
40th	59.0	58.9	72.0	83.2	71.0	79.0	94.0	
35th	60.0	61.0	74.8	85.0	74.5	80.5	101.8	
30th	62.1	63.0	77.0	87.0	75.0	82.0	106.7	
25th	64.0	65.0	81.0	89.0	76.0	85.5	109.3	
20th	66.0	68.0	83.0	95.0	78.0	86.0	110.0	
15th	69.0	70.0	86.0	99.0	88.0	93.5	116.0	
10th	73.4	74.9	90.0	101.6	97.0	100.0	121.5	
5th	81.3	80.9	104.0	112.0	106.7	114.0	125.0	
1st	95.1	113.9	143.0	184.0	120.0	210.0	125.0	



CARDIORESPIRATORY FITNESS TESTS

Males

%	Age 20-29				Age 30-39				
	Balke Treadmill (time)	Max V _O ₂ (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)	Balke Treadmill (time)	Max V _O ₂ (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)	
99	32:00	61.2	2.02	8:22	30:00	58.3	1.94	8:49	
95	28:31	56.2	1.88	9:10	27:11	54.3	1.82	9:31	S
90	27:00	54.0	1.81	9:34	26:00	52.5	1.77	9:52	
85	26:00	52.5	1.77	9:52	24:45	50.7	1.72	10:14	
80	25:00	51.1	1.73	10:08	23:30	48.9	1.67	10:38	E
75	23:40	49.2	1.68	10:34	22:30	47.5	1.63	10:59	
70	23:00	48.2	1.65	10:49	22:00	46.8	1.61	11:09	
65	22:00	46.8	1.61	11:09	21:00	45.3	1.57	11:34	
60	21:15	45.7	1.58	11:27	20:20	44.4	1.55	11:49	G
55	21:00	45.3	1.57	11:34	20:00	43.9	1.53	11:58	
50	20:00	43.9	1.53	11:58	19:00	42.4	1.49	12:25	
45	19:26	43.1	1.51	12:11	18:15	41.4	1.46	12:44	
40	18:50	42.2	1.49	12:29	18:00	41.0	1.45	12:53	F
35	18:00	41.0	1.45	12:53	17:00	39.5	1.41	13:25	
30	17:30	40.3	1.43	13:08	16:15	38.5	1.38	13:48	
25	17:00	39.5	1.41	13:25	15:40	37.6'	1.36	14:10	
20	16:00	38.1	1.37	13:58	15:00	36.7	1.33	14:33	P
15	15:00	36.7	1.33	14:33	14:00	35.2	1.29	15:14	
10	14:00	35.2	1.29	15:14	13:00	33.8	1.25	15:56	
5	12:00	32.3	1.21	16:46	11:10	31.1	1.18	17:30	
1	8:00	26.6	1.05	20:55	8:00	26.6	1.05	20:55	VI

High
Mid
Low

n = 2,606

n = 13,158

Total n = 15,764

**CARDIORESPIRATORY FITNESS TESTS****Males**

%	Age 40-49				Age 50-59			
	Balke Treadmill (time)	Max VO ₂ (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)	Balke Treadmill (time)	Max VO ₂ (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)
99	29:06	57.0	1.90	9:02	27:15	54.3	1.82	9:30
95	26:16	52.9	1.79	9:47	24:00	49.7	1.69	10:27
90	25:00	51.1	1.73	10:09	22:00	46.8	1.61	11:09
85	23:14	48.5	1.66	10:44	20:31	44.6	1.55	11:45
80	22:00	46.8	1.61	11:09	19:35	43.3	1.52	12:08
75	21:02	45.4	1.58	11:32	18:32	41.8	1.47	12:37
70	20:15	44.2	1.54	11:52	18:00	41.0	1.45	12:53
65	20:00	43.9	1.53	11:58	17:00	39.5	1.41	13:25
60	19:00	42.4	1.49	12:25	16:10	38.3	1.38	13:53
55	18:02	41.0	1.45	12:53	16:00	38.1	1.37	13:58
50	17:34	40.4	1.44	13:05	15:02	36.7	1.33	14:33
45	17:00	39.5	1.41	13:25	14:56	36.6	1.33	14:35
40	16:12	38.4	1.38	13:50	14:00	35.2	1.29	15:14
35	15:38	37.6	1.36	14:10	13:05	33.9	1.26	15:53
30	15:00	36.7	1.33	14:33	12:38	33.2	1.24	16:16
25	14:20	35.7	1.31	15:00	12:00	32.3	1.21	16:46
20	13:35	34.6	1.28	15:32	11:10	31.1	1.18	17:30
15	12:45	33.4	1.24	16:09	10:15	29.8	1.14	18:22
10	11:40	31.8	1.20	17:04	9:15	28.4	1.10	19:24
5	10:00	29.4	1.13	18:39	7:30	25.8	1.03	21:40
1	7:00	25.1	1.01	22:22	4:20	21.3	0.90	27:08

n = 16,534

n = 9,102

Total n = 25,636



CARDIORESPIRATORY FITNESS TESTS

Males

Age
60-69

Age
70-79

%	Balke Treadmill (time)	Max VO ₂ , (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)	Balke Treadmill (time)	Max ^V O ₂ (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)	
99	25:02	51.1	1.74	10:09	24:00	49.7	1.69	10:27	
95	21:33	46.1	1.60	11:20	19:00	42.4	1.49	12:25	S
90	19:30	43.2	1.51	12:10	17:00	39.5	1.41	13:25	
85	18:00	41.0	1.45	12:53	16:00	38.1	1.37	13:57	
80	17:00	39.5	1.41	13:25	14:34	36.0	1.32	14:52	E
75	16:00	38.1	1.37	13:58	13:25	34.4	1.27	15:38	
70	15:00	36.7	1.33	14:33	12:27	33.0	1.23	16:22	
65	14:30	35.9	1.31	14:55	12:00	32.3	1.21	16:46	
60	13:51	35.0	1.29	15:20	11:00	30.9	1.17	17:37	G
55	13:04	33.9	1.26	15:53	10:30	30.2	1.15	18:05	
50	12:30	33.1	1.23	16:19	10:00	29.4	1.13	18:39	
45	12:00	32.3	1.21	16:46	9:20	28.5	1.11	19:19	
40	11:21	31.4	1.19	17:19	9:00	28.0	1.09	19:43	F
35	10:49	30.6	1.17	17:49	8:21	27.1	1.07	20:28	
30	10:00	29.4	1.13	18:39	7:38	26.0	1.04	21:28	
25	9:29	28.7	1.11	19:10	7:00	25.1	1.01	22:22	
20	8:37	27.4	1.08	20:13	6:00	23.7	0.97	23:55	P
15	7:33	25.9	1.03	21:34	5:00	22.2	0.93	25:49	
10	6:20	24.1	0.99	23:27	4:00	20.8	0.89	27:55	
5	4:55	22.1	0.93	25:58	3:00	19.3	0.85	30:34	
1	2:29	18.6	0.83	31:59	2:00	17.9	0.81	33:30	VP

n = 2,682

n = 467

Total n = 3,149



FLEXIBILITY
Sit and Reach

Males

AGE

	<20	20-29	30-39	40-49	50-59	60+
99	> 23.4	>23.0	>22.0	>21.3	>20.5	>20.0
95	23.4	23.0	22.0	21.3	20.5	20.0
90	22.6	21.8	21.0	20.0	19.0	19.0
85	22.4	21.0	20.0	19.3	18.3	18.0
80	21.7	20.5	19.5	18.5	17.5	17.3
75	21.4	20.0	19.0	18.0	17.0	16.5
70	20.7	19.5	18.5	17.5	16.5	15.5
65	19.8	19.0	18.0	17.0	16.0	15.0
60	19.0	18.5	17.5	16.3	15.5	14.5
55	18.7	18.0	17.0	16.0	15.0	14.0
50	18.0	17.5	16.5	15.3	14.5	13.5
45	17.3	17.0	16.0	15.0	14.0	13.0
40	16.5	16.5	15.5	14.3	13.3	12.5
35	16.0	16.0	15.0	14.0	12.5	12.0
30	15.5	15.5	14.5	13.3	12.0	11.3
25	14.1	15.0	13.8	12.5	11.2	10.5
20	13.2	14.4	13.0	12.0	10.5	10.0
15	11.9	13.5	12.0	11.0	9.7	9.0
10	10.5	12.3	11.0	10.0	8.5	8.0
5	9.4	10.5	9.3	8.3	7.0	5.8
1	<9.4	<10.5	<9.3	<8.3	<7.0	<5.8
n	56	422	1,906	2,090	1,278	344

Total n = 6,096



DYNAMIC STRENGTH
1 Minute Sit Up

Males

AGE

%	<20	20-29	30-39	40-49	50-59	60+
99	>62.0	>55.0	>51.0	>47.0	>43.0	>39.0
95	62.0	55.0	51.0	47.0	43.0	39.0
90	55.0	52.0	48.0	43.0	39.0	35.0
85	53.0	49.0	45.0	40.0	36.0	31.0
80	51.0	47.0	43.0	39.0	35.0	30.0
75	50.0	46.0	42.0	37.0	33.0	28.0
70	48.0	45.0	41.0	36.0	31.0	26.0
65	48.0	44.0	40.0	35.0	30.0	24.0
60	47.0	42.0	39.0	34.0	28.0	22.0
55	46.0	41.0	37.0	32.0	27.0	21.0
50	45.0	40.0	36.0	31.0	26.0	20.0
45	42.0	39.0	36.0	30.0	25.0	19.0
40	41.0	38.0	35.0	29.0	24.0	19.0
35	39.0	37.0	33.0	28.0	22.0	18.0
30	38.0	35.0	32.0	27.0	21.0	17.0
25	37.0	35.0	31.0	26.0	20.0	16.0
20	36.0	33.0	30.0	24.0	19.0	15.0
15	34.0	32.0	28.0	22.0	17.0	13.0
10	33.0	30.0	26.0	22.0	15.0	10.0
5	27.0	27.0	23.0	17.0	12.0	7.0
1	<27.0	<27.0	<23.0	<17.0	<12.0	<7.0
n	46	312	1,431	1,558	919	205

Total n = 4,471



DYNAMIC STRENGTH
Push Up

Males

AGE

%	20-29	30-39	40-49	50-59	60+	
99	100	86	64	51	39	
95	62	52	40	39	28	S
90	57	46	36	30	26	
85	51	41	34	28	24	
80	47	39	30	25	23	E
75	44	36	29	24	22	
70	41	34	26	21	21	
65	39	31	25	20	20	
60	37	30	24	19	18	G
55	35	29	22	17	16	
50	33	27	21	15	15	
45	31	25	19	14	12	
40	29	24	18	13	10	F
35	27	21	16	11	9	
30	26	20	15	10	8	
25	24	19	13	9.5	7	
20	22	17	11	9	6	P
15	19	15	10	7	5	
10	18	13	9	6	4	
5	13	9	5	3	2	VP
n	1,045	790	364	172	26	

Total n = 2,397



Cardiorespiratory Fitness Tests

Females

Age

Age

20-29

30-39

%	Balke Treadmill (time)	Max $\dot{V}O_2$ (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)	Balke Treadmill (time)	Max $\dot{V}O_2$ (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)
99	27:43	55.0	1.84	9:23	26:00	52.5	1.77	9:52
95	24:24	50.2	1.71	10:20	22:06	46.9	1.62	11:08
90	22:30	47.5	1.63	10:59	20:34	44.7	1.56	11:43
85	21:00	45.3	1.57	11:34	19:03	42.5	1.50	12:23
80	20:04	44.0	1.54	11:56	18:00	41.0	1.45	12:53
75	19:42	43.4	1.52	12:07	17:30	40.3	1.43	13:08
70	18:06	41.1	1.46	12:51	16:30	38.8	1.39	13:41
65	17:45	40.6	1.44	13:01	16:00	38.1	1.37	13:58
60	17:00	39.5	1.41	13:25	15:02	36.7	1.33	14:33
55	16:00	38.1	1.37	13:58	15:00	36.7	1.33	14:33
50	15:30	37.4	1.35	14:15	14:00	35.2	1.29	15:14
45	15:00	36.7	1.33	14:33	13:30	34.5	1.27	15:35
40	14:11	35.5	1.30	15:05	13:00	33.8	1.25	15:56
35	13:36	34.6	1.27	15:32	12:03	32.4	1.21	16:43
30	13:00	33.8	1.25	15:56	12:00	32.3	1.21	16:46
25	12:04	32.4	1.22	16:43	11:00	30.9	1.17	17:38
20	11:30	31.6	1.19	17:11	10:20	29.9	1.15	18:18
15	10:42	30.5	1.16	17:53	9:39	28.9	1.12	19:01
10	10:00	29.4	1.13	18:39	8:36	27.4	1.08	20:13
5	7:54	26.4	1.05	21:05	7:16	25.5	1.02	21:57
1	5:14	22.6	0.94	25:17	5:20	22.7	0.94	25:10

n = 1,350

n = 4,394

Total n = 5,744



Cardiorespiratory Fitness Tests

Females

Age

Age

40-49

50-59

%	Balke Treadmill (time)	Max VO ₂ , (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)	Balke Treadmill (time)	Max VO ₂ (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)
99	25:00	51.1	1.74	10:09	21:00	45.3	1.57	11:34
95	20:56	45.2	1.57	11:35	17:16	39.9	1.42	13:16
90	19:00	42.4	1.49	12:25	16:00	38.1	1.37	13:58
85	17:20	40.0	1.43	13:14	15:00	36.7	1.33	14:33
80	16:34	38.9	1.40	13:38	14:00	35.2	1.29	15:14
75	16:00	38.1	1.37	13:58	13:15	34.1	1.26	15:47
70	15:00	36.7	1.33	14:33	12:23	32.9	1.23	16:26
65	14:14	35.6	1.30	15:03	12:00	32.3	1.21	16:46
60	13:56	35.1	1.29	15:17	11:23	31.4	1.19	17:19
55	13:02	33.8	1.25	15:56	11:00	30.9	1.17	17:38
50	12:39	33.3	1.24	16:13	10:30	30.2	1.15	18:05
45	12:00	32.3	1.21	16:46	10:00	29.4	1.13	18:39
40	11:30	31.6	1.19	17:11	9:30	28.7	1.11	19:10
35	11:00	30.9	1.17	17:38	9:00	28.0	1.09	19:43
30	10:10	29.7	1.14	18:26	8:30	27.3	1.07	20:17
25	10:00	29.4	1.13	18:39	8:00	26.6	1.05	20:55
20	9:00	28.0	1.09	19:43	7:15	25.5	1.02	21:57
15	8:07	26.7	1.06	20:49	6:40	24.6	1.00	22:53
10	7:21	25.6	1.03	21:52	6:00	23.7	0.97	23:55
5	6:17	24.1	0.98	23:27	4:48	21.9	0.92	26:15
1	4:00	20.8	0.89	27:55	3:00	19.3	0.85	30:34

n = 4,834

n = 3,103

Total n = 7,937



CARDIORESPIRATORY FITNESS TESTS

Females

%	Age 60-69				Age 70-79			
	Balke Treadmill (time)	Max V ^O ₂ (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)	Balke Treadmill (time)	Max V ^O ₂ (ml/kg/min)	12 min. Run (miles)	1.5 Mile Run (time)
99	19:00	42.4	1.49	12:25	19:00	42.4	1.49	12:25
95	15:09	36.9	1.34	14:28	15:00	36.7	1.33	14:33
90	13:33	34.6	1.27	15:32	12:50	33.5	1.25	16:06
85	12:28	33.0	1.23	16:22	11:46	32.0	1.20	16:57
80	12:00	32.3	1.21	16:46	10:30	30.2	1.15	18:05
75	11:04	31.0	1.18	17:34	10:00	29.4	1.13	18:39
70	10:30	30.2	1.15	18:05	9:15	28.4	1.10	19:24
65	10:00	29.4	1.13	18:39	8:43	27.6	1.08	20:02
60	9:44	29.1	1.12	18:52	8:00	26.6	1.05	20:54
55	9:11	28.3	1.10	19:29	7:37	26.0	1.04	21:45
50	8:40	27.5	1.08	20:08	7:00	25.1	1.01	22:22
45	8:15	26.9	1.06	20:38	6:39	24.6	1.00	22:54
40	8:00	26.6	1.05	20:55	6:05	23.8	0.98	23:47
35	7:14	25.4	1.02	22:03	5:28	22.9	0.95	24:54
30	6:52	24.9	1.01	22:34	5:00	22.2	0.93	25:49
25	6:21	24.2	0.99	23:20	4:45	21.9	0.92	26:15
20	6:00	23.7	0.97	23:55	4:16	21.2	0.90	27:17
15	5:25	22.8	0.95	25:02	4:00	20.8	0.89	27:55
10	4:40	21.7	0.92	26:32	3:00	19.3	0.85	30:34
5	3:30	20.1	0.87	29:06	2:00	17.9	0.81	33:32
1	2:10	18.1	0.82	33:05	1:00	16.4	0.77	37:26

n = 1,088

n = 209

Total n = 1,297



FLEXIBILITY - SIT AND REACH

Females

AGE

%	<20	20-29	30-39	40-49	50-59	60+
99	>24.3	>24.5	>24.0	>22.8	>23.0	>23.0
95	24.3	24.5	24.0	22.8	23.0	23.0
90	24.3	23.8	22.5	21.5	21.5	21.8
85	22.5	23.0	22.0	21.3	21.0	19.5
80	22.5	22.5	21.5	20.5	20.3	19.0
75	22.3	22.0	21.0	20.0	20.0	18.0
70	22.0	21.5	20.5	19.8	19.3	17.5
65	21.8	21.0	20.3	19.1	19.0	17.5
60	21.5	20.5	20.0	19.0	18.5	17.0
55	21.3	20.3	19.5	18.5	18.0	17.0
50	21.0	20.0	19.0	18.0	17.9	16.4
45	20.5	19.5	18.5	18.0	17.0	16.1
40	20.5	19.3	18.3	17.3	16.8	15.5
35	20.0	19.0	17.8	17.0	16.0	15.2
30	19.5	18.3	17.3	16.5	15.5	14.4
25	19.0	17.8	16.8	16.0	15.3	13.6
20	18.5	17.0	16.5	15.0	14.8	13.0
15	17.8	16.4	15.5	14.0	14.0	11.5
10	14.5	15.4	14.4	13.0	13.0	11.5
5	14.5	14.1	12.0	10.5	12.3	9.2
1	<14.5	<14.1	<12.0	<10.5	<12.3	<9.2
n	19	183	376	332	192	44

Total n = 1,146


**DYNAMIC STRENGTH 1 Minute Sit
Up**
Females
AGE

%	<20	20-29	30-39	40-49	50-59	60+
99	>55.0	>51.0	>42.0	>38.0	>30.0	>28.0
95	55.0	51.0	42.0	38.0	30.0	28.0
90	54.0	49.0	40.0	34.0	29.0	26.0
85	49.0	45.0	38.0	32.0	25.0	20.0
80	46.0	44.0	35.0	29.0	24.0	17.0
75	40.0	42.0	33.0	28.0	22.0	15.0
70	38.0	41.0	32.0	27.0	22.0	12.0
65	37.0	39.0	30.0	25.0	21.0	12.0
60	36.0	38.0	29.0	24.0	20.0	11.0
55	35.0	37.0	28.0	23.0	19.0	10.0
50	34.0	35.0	27.0	22.0	17.0	8.0
45	34.0	34.0	26.0	21.0	16.0	8.0
40	32.0	32.0	25.0	20.0	14.0	6.0
35	30.0	31.0	24.0	19.0	12.0	5.0
30	29.0	30.0	22.0	17.0	12.0	4.0
25	29.0	28.0	21.0	16.0	11.0	4.0
20	28.0	24.0	20.0	14.0	10.0	3.0
15	27.0	23.0	18.0	13.0	7.0	2.0
10	25.0	21.0	15.0	10.0	6.0	1.0
5	25.0	18.0	11.0	7.0	5.0	0.0
1	<25.0	<18.0	< 11.0	< 7.0	<5.0	0.0
n	15	144	289	249	137	26

Total n = 860



DYNAMIC STRENGTH
Full Body Push Up*

Females

AGE

%	20-29	30-39	40-49	
99	53.0	48.0	23.0	
95	42.0	39.5	20.0	S
90	37.0	33.0	18.0	
85	33.0	26.0	17.0	
80	28.0	23.0	15.0	E
75	27.0	19.0	15.0	
70	24.0	18.0	14.0	
65	23.0	16.0	13.0	
60	21.0	15.0	13.0	C
55	19.0	14.0	11.0	
50	18.0	14.0	11.0	
45	17.0	13.0	10.0	
40	15.0	11.0	9.0	F
35	14.0	10.0	8.0	
30	13.0	9.0	7.0	
25	11.0	9.0	7.0	
20	10.0	8.0	6.0	P
15	9.0	6.5	5.0	
10	8.0	6.0	4.0	
5	6.0	4.0	1.0	
1	3.0	1.0	0.0	V D

* Full body push ups are generally used by law enforcement and public safety organizations. These norms are based on >1000 female U.S. Army soldiers who were tested in the 1990's by the U.S. Army.

*Variations or updates to the cooper clinic may be considered for recognition on a case by case basis upon the majority approval of the City of Jonesboro's Public Safety Committee or other entity so designated by the Mayor and City Council of the City of Jonesboro.

* Participants shall be tested twice each year and no supplemental pay shall be awarded until passage of the tests at the appropriate level and failure of one or both test each year shall be due cause to revoke the incentive or reduce it to the proper level.