



SPECIAL EXAMINATION • REPORT NUMBER 21-16 • JANUARY 2022

Cost of Training DPS Troopers Requested Information

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Why we did this review

The House Appropriations Committee requested this special examination of the cost of Trooper Schools. Based on the request, we reviewed: (1) how much it costs to train state troopers and (2) how expenditures for trooper schools compare to the amounts appropriated specifically for this purpose between fiscal years 2017 and 2021.

About Trooper Schools

Statute establishes the Department of Public Safety's (DPS) Uniform Division, in which members are designated as the "Georgia State Patrol" (GSP). To become a GSP trooper, candidates must successfully complete the application, testing, and interview screening process. Those selected become full-time DPS employees, at the cadet rank, when trooper school begins.

Trooper schools are 34-week programs that are a combination of classroom training, critical skills training, and field training. The first 21 weeks are spent in residence at the Georgia Public Safety Training Center (GPSTC) in Forsyth, Georgia. The next 12 weeks are spent at post locations, where field training is overseen by assigned troopers. The final week is in residence at GPSTC. Attrition rates by class varied from 23% to 69% from 2017 to 2021.

Historically, at least two to three trooper school classes have been held each fiscal year.

Cost of Training DPS Troopers

Requested Information

What we found

Between fiscal years 2017-2021, the Georgia Department of Public Safety (DPS) expended an estimated average of \$7.8 million annually to recruit, screen, and train troopers. During this period, 13 trooper schools were in operation. A total of 313 cadets successfully graduated to become troopers.

Because trooper schools are not a separate budget program within DPS, it is not possible to isolate exactly how much was spent to support trooper schools. However, we constructed estimates by trooper, trooper school, and year for purposes of this report.

From fiscal year 2017 to 2021, DPS expended an estimated average of \$7.8 million per year, or \$3.3 million per graduating class, to train new state troopers.

While each trooper school lasts eight months, cadets must first successfully complete lengthy application and screening processes. Estimated costs in each phase were driven by salary and benefits allocated for the cadets and DPS staff.

- Between fiscal years 2017 and 2021, we estimate that DPS expended between \$6.3 and \$9.4 million per year to recruit, screen, and train troopers—an average of \$7.8 million per year. The majority of costs (70%) were incurred during training.
- The estimated "weighted" cost per graduate is \$125,000. This estimate includes costs DPS incurs for all candidates and cadets—regardless of whether they complete the process. Approximately 97% of applicants are eliminated prior to entering trooper school, during the application and screening processes. Approximately 45% of cadets who start trooper school do not complete it. However, costs are incurred as these individuals move through the various steps in the process and are included in the estimated weighted cost of a successful graduate.

- The estimated weighted cost per trooper school is \$3.3 million.

In fiscal years 2017 to 2021, we estimate that DPS spent the annual line-item appropriation designated for trooper schools, plus funds from the Field Ops budget to recruit and train troopers.

The estimated \$7.8 million spent each year to recruit and train troopers is more than the General Assembly's annual line-item appropriations for trooper schools. Over the period reviewed, line-item increases have added approximately \$10.7 million to DPS's Field Offices and Services (Field Ops) program budget, of which trooper schools are a part. Each line-item appropriation has increased DPS's annual operating budget (rather than serving as a one-time allocation). Theoretically, this amount would cover the costs estimated for annual operations of trooper schools if the number of applicants, cadets, and graduates remained relatively constant. However, under Program Based Budgeting, once the prior years' line-item increases are absorbed into the larger Field Ops budget, DPS can spend those funds on trooper schools and other expenses related to the Fields Ops program.

What we recommend

This report is primarily intended to answer questions posed by the House Appropriations Committee and to help inform policy decisions.

Should the General Assembly wish to track and account for trooper school expenditures separately from other Field Ops expenditures, it could establish a separate budget program for this purpose.

See **Appendix A** for a detailed listing of recommendations.

Agency Response: According to its response, “[o]verall, the Georgia Department of Public Safety is in agreement with the conclusion of this report. The creation of a separate [budget] program is at the discretion of the General Assembly. Should Trooper School become its own [budget] program, the estimated ‘weighted’ cost of \$125,000 per graduated Trooper would need to be revised each fiscal year during the budget process due to the fluctuation of costs and attritions of trooper school.”

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Purpose of the Special Examination

This review of Trooper Schools at the Department of Public Safety (DPS) was conducted at the request of the House Appropriations Committee. Our review focuses on the following questions:

1. What is the cost to train state troopers?
2. How do expenditures for trooper schools compare to the amounts appropriated specifically for this purpose between fiscal years 2017 and 2021?

A description of the objectives, scope, and methodology used in this review is included in **Appendix B**. A draft of the report was provided to DPS for its review, and pertinent responses were incorporated into the report.

Background

Department of Public Safety

The Department of Public Safety (DPS) houses multiple public safety programs including Capitol Police, Motor Carrier Compliance, and Aviation, as well as several attached agencies.¹ O.C.G.A § 35-2-30 establishes DPS's Uniform Division, in which members are designated as the "Georgia State Patrol" (GSP). According to statute, GSP's primary responsibility is to "patrol the public roads and highways of the state, including interstate and state-maintained highways, and to safeguard the lives and property of the public."

GSP is largely composed of sworn² peace officers known as troopers. It has divided the state into districts known as troops, and each troop is further divided into posts to which troopers are assigned. Currently there are 9 troops and 52 posts.

Recruitment and Training

To become a GSP trooper, candidates must be selected into and graduate from DPS's trooper school training program (trooper school). Historically, at least two to three trooper school classes have been held each fiscal year.

Applicant Selection

DPS advertises openings for a trooper school class on multiple websites and social media platforms. All advertisements include a link to the application on the Team Georgia website. Additionally, DPS employs at least one recruiter within each troop who may direct candidates to the application. It should be noted that DPS has reviewed and revised its requirements over time to increase the number

Georgia State Patrol only hires troopers who have successfully graduated from its trooper school, regardless of prior experience.

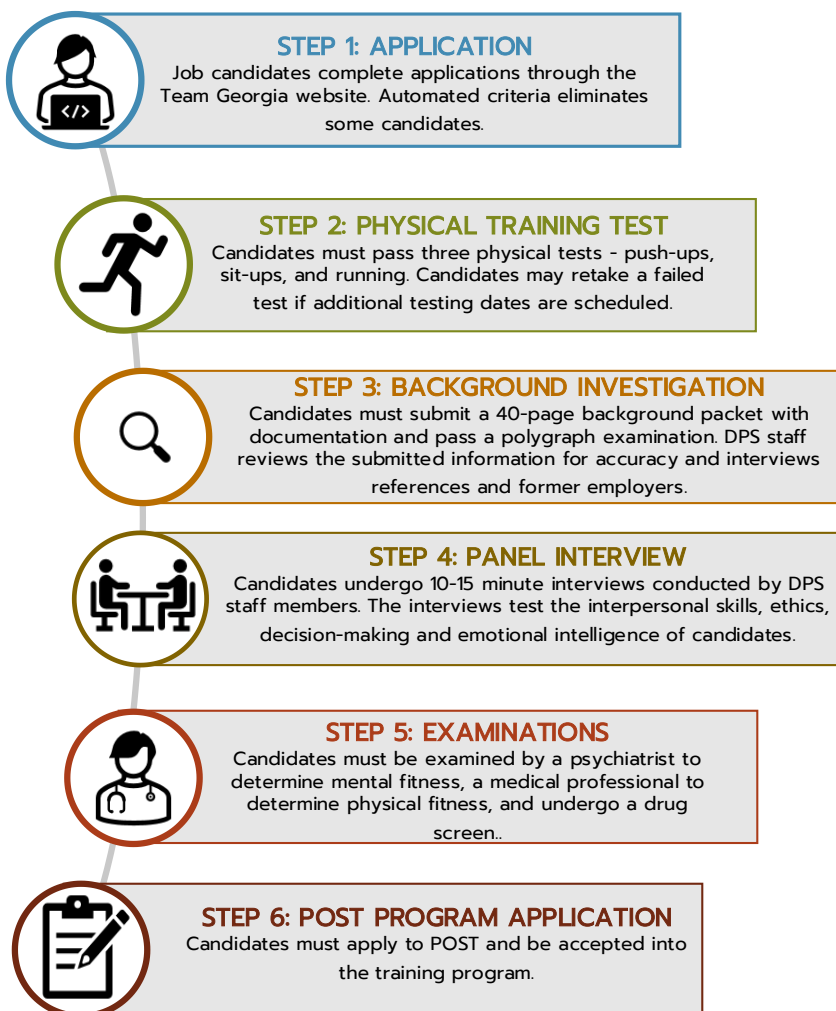
¹ Attached agencies include The Governor's Office of Highway Safety, Georgia Public Safety Training Center, Office of Public Safety Officer Support, Georgia Peace Officer Standards and Training Council (POST), and the Georgia Firefighters Standards and Training Council.

² A "sworn" officer has arrest authority.

of eligible candidates. For example, DPS had a policy that no visible tattoos were allowed. However, it recently changed requirements to allow long-sleeved uniform shirts to be worn year-round, which allows candidates to cover arm tattoos.³

To be selected into trooper school, candidates must successfully complete the application, testing, and interview screening processes described in **Exhibit 1**. The selection process—from posting the application to the beginning of trooper school—can take multiple months. For example, in 2019, the application process for the 108th class lasted nine months; it was posted on January 7 and the school started September 29. The process is linear, with successful candidates moving to the next step.

Exhibit 1
Candidate Screening is a Multi-Step Process



Source: DOAA analysis of DPS documents

³ According to GSP policy certain tattoos are still prohibited, such as profanity and tattoos that support criminal behavior.

Once selected, applicants become full-time DPS employees—at the cadet rank—when the trooper school begins. In some circumstances, existing DPS employees have applied for and been accepted into trooper school. These employees retain their regular position until class begins. Similarly, DPS may elect to bring a cadet into a temporary position while waiting for the class to start. For example, if DPS has a vacancy in headquarters security, the cadet may fill the position until they start trooper school. These individuals hold the rank of cadet-out-of-school (which is a lower rank with lower pay than cadet) until they start school.

Trooper School

Trooper schools are 34-week programs⁴ that are a combination of classroom, critical skills training, and field training. The first 21 weeks are spent in residence at the Georgia Public Safety Training Center (GPSTC) in Forsyth, Georgia. The next 12 weeks are spent at post locations, where field training is overseen by assigned troopers. The last week of trooper school is held in residence at GPSTC to complete paperwork and any remaining administrative tasks.

Residential Trooper School

The residential portion of trooper school includes classroom instruction and critical skills training. According to DPS staff, the training is both physically and mentally challenging. Training is provided by approximately 10 full-time GSP training staff as well as adjunct staff—experienced troopers who hold specific certifications required to teach certain segments of the training.

While the same training is provided at each trooper school, the schedule may vary based on the availability within the GPSTC facilities. Even with the variation, the training tends to be grouped into classroom training (e.g., Georgia law) and critical skills training (e.g., how to drive safely at high speed). An example class schedule is shown in **Appendix C**.

Field Training

Beginning with the 22nd week, cadets are assigned to a rotation at three posts for field training. Each rotation lasts one month. At each post, the cadet is paired with a Field Training Officer (FTO)⁵ for on-the-job training. During field training, cadets patrol with the FTO on a variety of shifts to gain exposure to various patrol techniques and types of activities.

FTOs complete daily observational reports on the cadets' performance, which rate the cadet's skills and capabilities in areas such as driving, observation, and application of state law among others. These reports are sent to the trooper school trainers. FTOs receive a 10% salary stipend for the weeks they are performing these duties.

⁴ In fiscal year 2021, DPS increased trooper schools from 32 to 34 weeks.

⁵ To serve as a FTO, troopers must hold the rank of Trooper First Class (TFC), Trooper First Class 2, or Trooper First Class 3 and receive a minimum of forty hours of classroom training that meets POST standards.

Other state and local public safety agencies also use GPSTC facilities for training.

An Accelerated Trooper School Began in January 2022

The 112th trooper school is an accelerated class open only to individuals who are POST certified and have at least two years of verified road/patrol experience. The program is designed to attract more experienced applicants, which will result in more successful graduates. According to staff, other states have successfully implemented similar programs.

The training includes 13 residential weeks at GPTSC. Upon graduation, cadets will be sworn officers at the Trooper rank. The new troopers will be assigned to a post, where they will complete field training.

Salaries of Cadets and Troopers

As noted earlier, individuals are hired into trooper school at the rank of cadet and, if DPS deems it necessary, may be placed in a position (cadet-out-of-school) prior to the start of trooper school. The trooper cadet starting salary is \$36,832 (see **Exhibit 2**). Upon graduation, cadets are automatically promoted to trooper at a salary of \$47,350. For rank-and-file troopers, five promotions occur at specified intervals assuming successful performance.

After serving as a Trooper First Class 1 for 12 months, troopers may apply for Corporal, a competitive position. Those who do not apply for a competitive position can remain a trooper, moving through the five ranks (Trooper to Master Trooper). Troopers at the first four levels of the competitive ranks (Corporal through Lieutenant) are non-commissioned officers. Commissioned officer ranks begin with Captain and are appointed by the commissioner. These officers serve as members of the commissioner's staff.

Exhibit 2

Trooper Cadets are Promoted to Trooper upon Graduation from School

Rank	Promotion eligibility	Salary¹
Trooper Cadet (out of school)	Moved from trooper school into another position	\$35,080
Trooper Cadet (in school)	Begin trooper school	\$36,832
Trooper	Graduate from Trooper School	\$47,350
Trooper First Class (TFC) 1	18 months of successful service following graduation	\$52,583
TFC 2	3 years of successful service as a TFC 1	\$57,841
TFC 3	3 years of successful service as a TFC 2	\$63,062
Senior Trooper²	12 years of successful service as a Trooper and training in leadership/mentorship	\$66,215
Master Trooper	6 years of successful service as a Senior Trooper and leadership/mentorship	\$69,525
Corporal	Competitive promotion based on application	\$69,367
Sergeant	Competitive promotion based on application	\$76,304
Sergeant First Class	Competitive promotion based on application	\$83,935
Lieutenant	Competitive promotion based on application	\$92,328
Captain	Appointment at Commissioner’s discretion	\$114,207
Major	Appointment at Commissioner’s discretion	\$126,897

¹ Salary data is as of July 2021.

² Requires prior promotion to Trooper First Class 3.

Source: DPS records

Historical Class Timelines and Graduation Rates

Since the beginning of fiscal year 2017, at least one trooper school has been held each year. DPS schedules trooper schools well in advance of their actual start dates. DPS works with GPSTC to schedule the trooper schools to ensure availability of classroom and dormitory space. As a result, multiple schools may operate in any given fiscal year. Historically, schools have also crossed fiscal years.⁶ For example, five trooper schools were held in fiscal year 2018. The 102nd was held in its entirety, while portions of the other four trooper schools were held during the prior or subsequent fiscal year (see **Exhibit 3**).

⁶ The state’s fiscal year is from July 1 to June 30.

Exhibit 3 During Fiscal Year 2018, Five Trooper School Classes were in Progress

July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
100th	100th										
101st	101st	101st	101st	101st	101st						
			102nd	102nd	102nd	102nd	102nd	102nd	102nd	102nd	
							103rd	103rd	103rd	103rd	103rd
											104th

Source: DPS records

DPS began 12 trooper schools between fiscal year 2017 and fiscal year 2021 (see **Appendix D** for a list of trooper schools that started during this period). Another class was in progress at the beginning of fiscal year 2017 and graduated during the year. During the five-year period, 599 cadets started trooper school; during the same period, 313 graduated.⁷

It should be noted that two trooper school classes (109th and 110th) were impacted by delays related to COVID-19. The 109th class started in February 2020; however, school was suspended in March because of the pandemic. Cadets were “detached” from school and assigned to posts where they were assigned tasks as needed until trooper school resumed in May 2020. The 110th class was shut down for three weeks in January 2021 due to a COVID-19 outbreak.⁸ In this case, the cadets were sent home until class resumed. As a result, the timelines for these two classes appear longer than normal.

According to DPS management, beginning in fiscal year 2022, they will hold two trooper schools per fiscal year, with all training completed in that same year. The current plan is that one class will be a traditional trooper school, while the other will be an accelerated class (see text box on page 4 for a description).⁹

Trooper school attrition rates varied from 23% to 69% over the period. DPS staff indicated attrition is expected to be high. According to management, given the liability associated with the position, the requirements are stringent; therefore, applicants may not be able to meet the minimum criteria for consideration. Staff stated attrition during training is also expected because cadets are unprepared for the physical requirements and/or the style of training.

Our review indicated that many applicants are eliminated from consideration immediately, because they do not meet the established minimum criteria. Most attrition occurs during pre-employment; applicants fail to show up for physical

⁷ Our review period was fiscal years 2017-2021. The 110th trooper school began in January 2021 and ended in fiscal year 2022. As a result, the 34 graduates from the 110th are not included in this total. By contrast, we are including 24 graduates from the 98th trooper school which began in April 2016 but ended in fiscal year 2017.

⁸ According to staff, the cadets were paid during these interruptions at the Trooper Cadet rate of \$36,832.

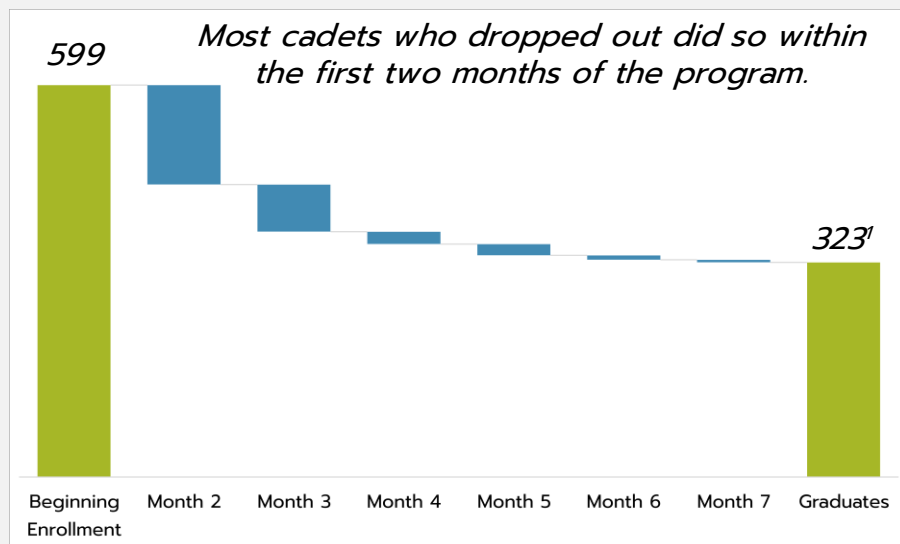
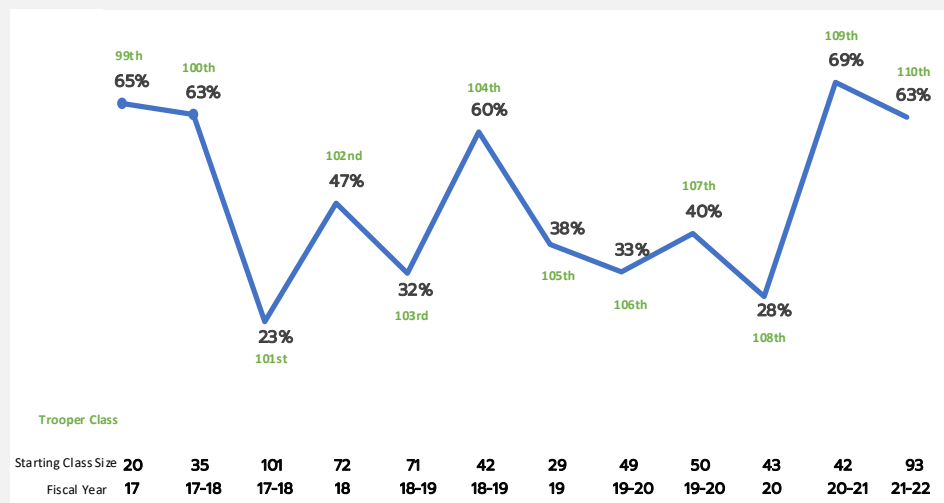
⁹ According to DPS, it will measure the success of the accelerated school and will determine whether to adopt the new model based on those results.

training or are eliminated during polygraph and background checks. As shown in **Exhibit 4**, during the training portion, the highest attrition occurs within the first month, which is generally when firearms and driving training is conducted.

Exhibit 4

Attrition Rates for the 99th-110th Trooper Schools Fluctuated, With Most Attrition Occurring Within the First Two Months of Training

*For classes that began during fiscal years 2017 - 2021, attrition rates ranged from **23%** to **69%** with an overall average of **46%**.*



¹All 599 cadets that began trooper school were enrolled in one of the 12 trooper schools that started during fiscal years 2017-2021. Of the 599 cadets, 323 (54%) graduated, including 34 troopers who graduated from the 110th trooper school, which ended in fiscal year 2022.
Source: DOAA analysis

Staff noted that some cadets who leave trooper school may have the opportunity to remain employed at DPS. For example, if DPS determines that a cadet may be successful in a future class, it can place them in a temporary position as a cadet-out-of-school to await the next trooper school class. This allows DPS to fill a needed position and avoid costly hiring processes. The cadet can attend trooper school at a later date without having to repeat most of the application process.

Other cadets who leave school have been hired into open DPS positions, such as Capitol Police Officers, Motor Carrier Compliance Division Officers, and communications officers. Similar to the previous scenario, DPS does not incur additional costs because these individuals have already been vetted through the background and hiring process. It should be noted that, over the period reviewed, DPS staff has not increased; rather, graduating trooper classes have replaced retiring and resigning officers (see **Appendix E** for detail).

Financial Information

DPS's total budget for fiscal year 2021 was \$288 million, of which \$163 million (57%) was for Field Offices and Services (Field Ops). Over the past five years, Field Ops has accounted for at least 54% of DPS's appropriations. Trooper schools are primarily funded through the Field Ops budget program.

As shown in **Exhibit 5**, the Field Ops budget has fluctuated over the period, increasing a total of 11%. However, expenditures have only increased by approximately 8% over the period. Field Ops is primarily funded through state appropriations; on average accounting for about 88% of the total budget. In fiscal year 2020, the program received approximately \$16 million in COVID-19 funds.

Exhibit 5
Field Offices and Services Budget has Increased Over the Review Period
(Fiscal Years 2017-2021)

	2017	2018	2019	2020	2021
Budget					
State	\$129,504,033	\$130,630,983	\$130,070,912	\$127,490,689	\$140,018,886
Federal	7,039,353	5,154,450	5,109,426	3,327,814	8,591,232
Other	10,673,885	4,473,253	5,176,557	12,025,220	9,206,701
Gov’s Emergency Fund	0	0	0	1,051,046	5,642,480
COVID 19 Fund	0	0	0	16,091,605	26,071
Total Revenues	<u>\$147,217,271</u>	<u>\$140,258,686</u>	<u>\$140,356,895</u>	<u>\$159,986,374</u>	<u>\$163,485,370</u>
Expenditures					
Personal Services	\$92,763,301	\$106,182,608	\$107,594,183	\$111,012,506	\$107,893,382
Regular Operating	16,901,601	16,790,307	16,760,298	16,210,298	19,623,144
Motor Vehicle	12,759,478	3,562,623	1,009,367	6,679,801	10,558,943
Equipment	2,478,983	1,098,839	3,000,741	326,086	2,128,823
Computer Charges	12,380,007	4,871,349	3,019,809	3,010,602	9,594,912
Real Estate	112,124	120,113	102,075	102,776	74,775
Telecommunications	2,854,658	2,753,907	2,424,844	2,989,101	2,787,807
Capital Outlay	0	37,000	7,829	0	16,096
Contracts	1,255,932	1,363,131	1,374,089	519,281	1,166,702
Other	0	0	9,821	0	0
Repairs and Maintenance	<u>3,185,495</u>	<u>2,179,533</u>	<u>1,557,770</u>	<u>566,691</u>	<u>1,932,918</u>
Total Expenditures	<u>\$144,691,579</u>	<u>\$138,959,410</u>	<u>\$136,860,826</u>	<u>\$141,417,142</u>	<u>\$155,777,502</u>

Source: Budgetary Compliance Reports

While trooper schools are not a separate budget program, the General Assembly has made separate line-item appropriations for trooper schools over the period (See **Appendix F** for detail). These appropriations and trooper school expenditures are discussed in the following section.

Requested Information

Finding 1: From fiscal year 2017 to 2021, DPS expended an estimated average of \$7.8 million per year, or \$3.3 million per graduating class, to train new state troopers.

Over the past five years, we estimate DPS has expended an average of \$7.8 million per year to operate multiple trooper schools. While each trooper school lasts eight months, cadets must first successfully complete a lengthy application and screening process. Estimated costs associated with each phase are primarily driven by the salaries and benefits paid to DPS cadets and staff. We estimate each successful trooper school graduate costs DPS approximately \$125,000 (which includes the costs of those who did not complete the process). Using this estimate, a trooper school of 26 graduates costs approximately \$3.3 million.

As noted earlier, trooper school costs are part of the larger Field Ops budget program. As a result, there is no way to easily separate or identify expenditures specific to trooper schools because they are not tracked separately. To construct the estimates discussed below, we reviewed expenditure reports and manually identified costs for each year reviewed (see **Appendix B** for discussion of the methodology for constructing expenditure estimates).

To estimate the total cost to train new state troopers, we reviewed DPS's expenditures for fiscal years 2017-2021. We identified costs related to recruitment, pre-employment and training, described below. Estimated costs in each phase are primarily driven by the salary and benefits allocated for the cadets as well as involved DPS staff (DPS staff costs remain fixed regardless of the starting size of the trooper school or how many trooper schools are offered).

- **Recruitment** – Estimated recruitment costs primarily include the salary and benefits of 10 full-time recruiters based at patrol posts throughout the state, as well as salary and benefits of one recruitment coordinator based out of the DPS headquarters in Atlanta. We also include miscellaneous promotional expenses for recruiters.
- **Application and Screening** – During this phase, applicants must undergo a variety of tests to ensure fitness, including psychological evaluations, medical evaluations, physical fitness tests, and drug screenings. Several of these costs are set under contract with various vendors. Additional estimated costs (which comprise the majority of total costs in this phase) include the salary and benefits for DPS staff who process applications, administer polygraph evaluations, and conduct background investigations.
- **Training** – Cadets' 34-week training comprises the majority of estimated costs, which vary based on the number of cadets participating. Most are associated with cadets' salary and benefits, as well as those of the approximately 10 full-time DPS trainers as well as adjunct instructors. We also include general expenses such as cadets'

and instructors’ room and board, ammunition, uniforms¹⁰, weapons, vehicle repairs, and miscellaneous items. Finally, supervisors who assist with cadets’ field training receive a 10% salary stipend.

The cost components we reviewed differ from those included in prior DPS estimates. For example, we included staff salaries and benefits for approximately 10 trainers and 10 recruiters, 10% salary stipends received by Field Training Officers for their three months of cadet supervision, cadet drug screenings, and miscellaneous expenses.¹¹ However, we did not include post-graduation expenses such as vehicle maintenance and trooper fuel, which DPS has historically included as part of its trooper school cost estimate.

Estimated Expenditures

Between fiscal years 2017 and 2021, we estimate DPS expended between \$6.3 and \$9.4 million per year to recruit and train troopers—an average of \$7.8 million per year (see **Exhibit 6**). The majority of costs (approximately 70%) are incurred during training, which can occur for multiple trooper schools within and across fiscal years. As a result, the annual cost to recruit and train troopers is driven by when a trooper school begins and ends within that year. Additionally, DPS may purchase supplies or equipment to be used in future years.

Exhibit 6

Estimated Expenditures Ranged from \$6.3 million to \$9.4 million (Fiscal Years 2017-2021)

	2017	2018 ¹	2019	2020	2021	5-year Average
Recruitment	\$1,071,838	\$1,389,884	\$1,532,061	\$1,516,382	\$1,220,815	\$1,346,196
Pre-employment	838,898	1,033,518	1,016,805	990,460	994,175	974,771
Training	4,391,776	6,995,385	6,387,919	5,317,230	4,422,595	5,502,981
Total	\$6,302,512	\$9,418,789	\$8,936,786	\$7,824,073	\$6,637,585	\$7,823,948

Classes in

Session Each

Year

3	5	5	3	2
(98 th -101 st)	(101 st -104 th)	(103 rd -107 th)	(107 th -109 th)	(109 th -110 th)

¹ All law enforcement officers, including recruiters and trainers, received a 20% salary increase.

Source: TeamWorks Financial System; DPS trooper school calendars; and DOAA estimates based on DPS documents and staff interviews

¹⁰ This includes uniforms for training as well as the uniform a graduate receives. Training uniforms are relatively inexpensive; however, DPS estimates it costs approximately \$13,000 to outfit a trooper.

¹¹ While POST applications and physical training tests occur during screening, costs associated with staff time are included in the training costs as they could not be separated out.

For cost purposes, Trooper School encompasses all pre-employment and training expenditures.

Estimated costs increased between fiscal years 2017 and 2018 by approximately 50%—from approximately \$6.3 million to \$9.4 million. This is likely due to the 20% salary increase that all law enforcement officers received, as well as offering more—and larger—trooper schools. Estimated costs decreased in subsequent years—particularly in fiscal years 2020 and 2021—likely because fewer trooper schools were offered. In fiscal year 2021, which only offered two trooper schools, estimated expenditures were similar to fiscal year 2017.

Cost per Graduate and Trooper School

We estimated the cost to train a trooper in two ways. The first method—a “weighted” estimate—attributes the costs DPS incurs for all candidates and cadets, regardless of whether they complete the process, to those who successfully graduate. The second method—a “unit cost” estimate—considers only the costs directly associated with a successful graduate. There are costs associated with those who do not successfully move through the application, selection, and training processes required to become a trooper. Therefore, when estimating the cost of operating a trooper school, the weighted estimate was used to include those expenses.

To construct the “weighted estimate” per graduate, we allocated the costs to recruit, screen, and train all trooper candidates (regardless of their completion) to the 313 troopers who graduated within the time period reviewed. This includes estimated overhead costs related to DPS staff salaries as well as screening tests, training expenses, and cadet salaries during trooper schools. As shown on **Exhibit 7**, we estimate approximately \$37,000 for recruitment, application, and screening and approximately \$88,000 for each trooper to graduate from the 34-week trooper school. It should be noted that using this calculation, as the percentage of graduates increases, the estimated cost per graduate would go down.¹²

¹² For example, we estimate that approximately \$1.3 million is spent per year on DPS staff whose full-time work relates to recruitment activities. Allocating this to 100 trooper graduates within the year would equal an estimated \$13,000 per graduate; however, if the graduating class decreased to 50, the estimated per graduate cost would increase to \$26,000.

Exhibit 7

Estimated Cost per Graduate is \$125,000 for Fiscal Years 2017-2021

Cost Component	Estimated Cost Per Graduate
Recruitment	\$21,000
Application & Screening	
Testing (medical, psychological, drug, physical training, interviews)	\$2,000
Polygraph and Background	\$11,000
Human Resources Overhead	<u>\$3,000</u>
Pre-Employment Subtotal	\$37,000
Trooper School Training	
Salary and Benefits of Cadet	\$46,000
Salary and Benefits of Trainers ¹	\$26,000
Equipment and Supplies ²	<u>\$16,000</u>
Trooper School Training Subtotal	\$88,000
Total Cost for a Graduate	<u>\$125,000</u>

¹ Includes salary and benefits of training staff and stipends for Field Training Officers.

² Includes costs for room, meals, weapons, ammunition, fuel, uniforms, and other general supplies.

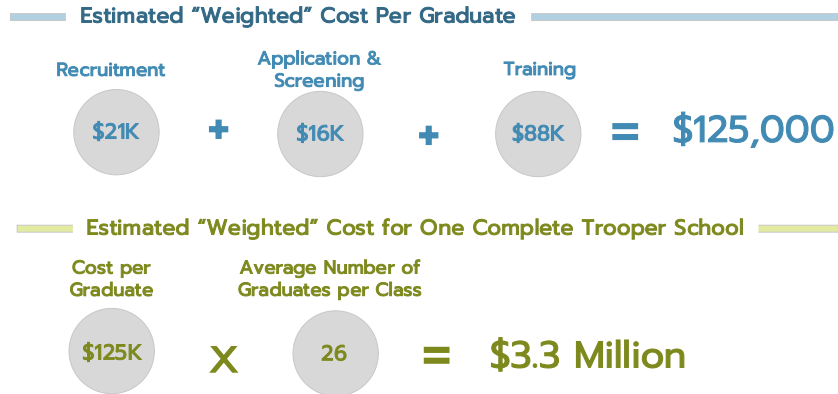
Source: DOAA estimates based on DPS documents, interviews, and financial reports

When examining the estimated cost per graduate, we included the costs related to candidates who do not make it through pre-employment and cadets who do not complete trooper school. These represent costs that are incurred as part of the overall process of recruiting, screening, and training individuals to become state troopers. As such, this estimated “weighted cost” includes the cost incurred for non-completers. Of the total applicants for the 103rd through the 107th trooper school classes, about 97% were eliminated from consideration during the pre-employment phase. Additionally, on average, approximately 45% of cadets do not complete trooper school training—typically leaving within the first month (see **Appendix D** for trooper school class sizes). However, costs are incurred for these individuals as they move through the various steps in the process. As noted earlier, DPS staff indicated this level of attrition is expected due to the rigor of the application and training process.

When applying the estimated weighted cost per graduate to the 11 trooper schools that began and graduated in fiscal years 2017-2021, the average cost per graduating trooper school class is approximately \$3.3 million (see **Exhibit 8**). On average, 26 troopers have graduated each trooper school (ranging from 7 to 48).

Exhibit 8

Estimated Average Cost per Trooper School is \$3.3 million



Source: DOAA estimates and DPS documents

Alternatively, we estimate a graduate’s “unit cost” at \$67,000—approximately \$65,000 for training and \$2,000 for pre-employment. This estimate removes the costs associated with non-completers and instead considers only those connected to an individual graduate. For example, the contracted per unit cost for a medical exam is \$155; however, the estimated weighted cost that considers attrition is \$430. This primarily impacts the pre-employment cost estimates because attrition is significantly higher during this phase.

Finding 2: In fiscal years 2017 to 2021, we estimate that DPS spent the annual line-item appropriation designated for trooper schools, plus funds from the Field Ops budget to recruit and train troopers.

Because Trooper Schools is not its own program under Program Based Budgeting, expenses are not tracked separately.

The estimated \$7.8 million spent each year to recruit and train troopers is more than the General Assembly’s annual line-item appropriations for trooper schools. Over the period reviewed, line-item increases have added approximately \$10.7 million to DPS’s Field Ops program budget, of which trooper schools are a part. Theoretically, this amount would cover the costs estimated for annual operations of future trooper schools if the number of applicants, cadets, and graduates remained relatively constant. However, under Program Based Budgeting, once the prior years’ line-item increases are absorbed into the larger Field Ops budget, DPS can spend those funds on trooper schools and other expenses related to the Fields Ops program.

Between 2017 and 2021, the General Assembly has included a line-item appropriation for trooper schools in each year’s general and/or amended budgets. As shown in **Exhibit 9**, DPS’s estimated expenditures (\$7.8 million¹³) have exceeded the line-item amount each year. For example, in fiscal year 2019 general appropriations, the General Assembly appropriated \$3.2 million for a 75-

¹³ As discussed in the prior finding, this estimate had to be constructed from available data within the larger Field Ops budget program.

person trooper school. During that same year, DPS operated five schools and graduated 83 troopers, costing an estimated \$5.3 million.¹⁴

Exhibit 9

Appropriations Specified for Trooper Schools Were Less Than Estimated Expenditures Each Year (Fiscal Years 2017-2021)

Fiscal Year	Appropriations			Estimated Expenditures ¹	Estimated Difference
	General	Amended	Total		
2017	\$2,844,172	\$0	\$2,844,172	\$6,302,512	(\$3,458,000)
2018	\$0	\$1,004,855	\$1,004,855	\$9,418,788	(\$8,414,000)
2019	\$3,247,270	\$349,910	\$3,597,180	\$8,936,786	(\$5,340,000)
2020	\$2,183,374	(\$1,073,890)	\$1,109,484	\$7,824,073	(\$6,715,000)
2021	\$2,469,073	(\$1,500,000)	\$969,073	\$6,637,585	(\$5,669,000)
(Total)	\$10,743,889				

¹ The average estimated expenditures over the period reviewed is \$7.8 million. See Exhibit 6 for more detail.

Source: Appropriations documents and DOAA Analysis

In fiscal year 2021, the Field Ops program expended approximately \$156 million. We estimate trooper schools account for 4%.

Each general line-item appropriation has incrementally increased DPS’s annual operating budget in the following year’s appropriations (rather than serving as a one-time allocation).¹⁵ For example, in fiscal year 2020, the starting budget of \$140.3 million for Field Ops reflected the \$3.2 million increase received for trooper schools in fiscal year 2019. The incremental increases since 2017 were not sufficient to cover the estimated total cost of trooper schools until 2021,¹⁶ when incremental increases from the previous four years totaled approximately \$8.3 million. That same year, DPS received \$970,000 specified for trooper schools, and we estimate it spent approximately \$6.6 million.

However, as currently structured, the \$10.7 million in state funds that has been added to the Field Ops budget over time cannot be easily traced to expenditures for trooper schools (see **Exhibit 10**). This is because trooper training and recruitment is part of DPS’s larger Field Ops program, which also includes Georgia State Patrol personnel, patrol posts, specialty units, and training staff. DPS is required to manage to the legal level of budgetary control, which is the Field Ops program.¹⁷

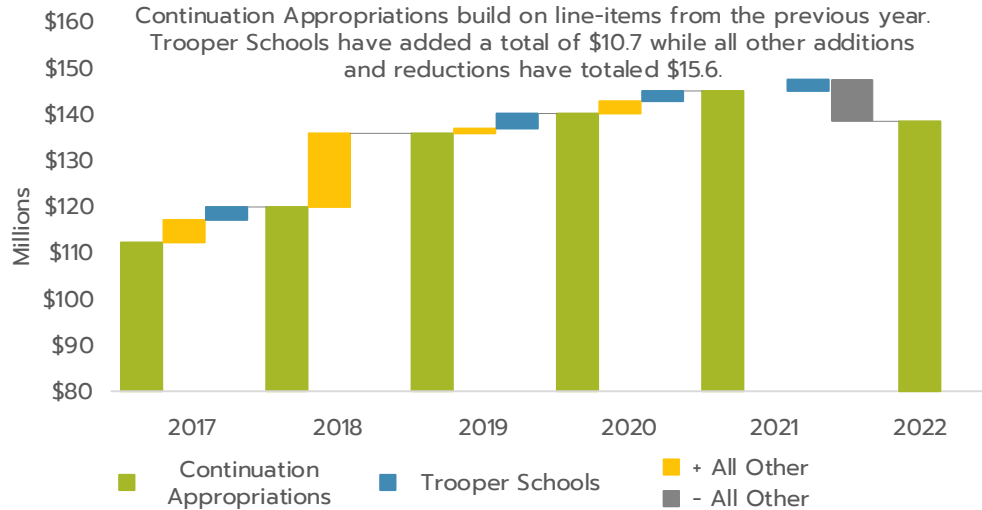
¹⁴ These estimates include “weighted costs” as discussed in the prior finding.

¹⁵ The line-item increases in the general appropriations specified for Trooper Schools were incorporated into the subsequent year’s Field Ops Program appropriations amount. Amended appropriations were not.

¹⁶ Our scope was limited to fiscal years 2017-2021. Incremental increases from earlier years may have been sufficient to cover total expenses before fiscal year 2021.

¹⁷ According to O.C.G.A. § 45-12-71, a program is a discrete set of activities undertaken to carry out an agency’s core business, which is defined as broad policy areas that a budget unit was created to address.

Exhibit 10
Trooper Schools Line-Items have Increased the Field Ops Budget by Approximately \$10.7 million (Fiscal Years 2017-2021)¹



¹ Increases in the general appropriations were incorporated in subsequent years' appropriations amounts. Amended appropriations were not.

Source: Appropriations Acts and DOAA analysis

While DPS's Field Ops program expenditures have fluctuated between fiscal years 2017 and 2021, overall expenditures have increased by approximately 8% (from \$144.7 million to \$155.7 million as shown in **Exhibit 5** on page 9). The largest increase occurred in personal services, primarily due to a 20% pay increase received by all law enforcement officers in fiscal year 2018. This increased expenditures by approximately \$13.4 million between fiscal year 2017 and 2018.¹⁸ DPS staff reported additional cost increases were due in part to a large number of terminations and retirements during the five-year period. The payments for compensated absences¹⁹ associated with these terminations and retirements increased expenditures by approximately \$3 million. However, we did not identify any obvious recurring expenses within the Field Ops expenditures that were equivalent to trooper school line-item appropriations.

RECOMMENDATION

1. Should the General Assembly wish to track and account for trooper school expenditures separately from other Field Ops expenditures, it could establish a separate budgetary program for trooper schools and define the related costs to ensure revenues and expenditures are accounted for at this level.

¹⁸ While Personal Services expenditures increased, there was an overall decrease of approximately \$5.7 million in Field Ops expenditures between fiscal years 2017 and 2018 because all other object classes categories were cut.

¹⁹ Employees with large balances of sick and forfeited leave can apply that time to their years of service, which requires DPS to make additional payments to the Employees' Retirement System. Additionally, DPS must pay terminating and retiring employees for any unused annual leave.

Appendix A: Table of Recommendations

From fiscal year 2017 to 2021, DPS expended an estimated average of \$7.8 million per year, or \$3.3 million per graduating class, to train new state troopers. (p. 10)
No recommendations included
In fiscal years 2017 to 2021, we estimate that DPS spent the annual line-item appropriation designated for trooper schools, plus funds from the Field Ops budget to recruit and train troopers. (p. 14)
1. Should the General Assembly wish to track and account for trooper school expenditures separately from other Field Ops expenditures, it could establish a separate budgetary program for trooper schools and define the related costs to ensure revenues and expenditures are accounted for at this level.

Appendix B: Objectives, Scope, and Methodology

Objectives

This report examines Georgia State Patrol's (GSP) trooper school training program. Specifically, our examination set out to determine the following:

1. What is the cost to train state troopers?
2. How do expenditures for trooper schools compare to the amounts appropriated specifically for this purpose between fiscal years 2017 and 2021?

Scope

This special examination generally covered activity related to GSP trooper schools that occurred during fiscal years 2017 to 2021, with consideration of earlier or later periods when relevant. Information used in this report was obtained by reviewing relevant laws, policies, and regulations; reviewing agency documents and budget estimates; interviewing agency officials and staff; analyzing appropriations bills; conducting a site visit of training facilities; and analyzing TeamWorks Financial and Human Capital Management (HCM) data.

We analyzed rosters provided by DPS for the 98th-110th trooper school classes held during fiscal years 2017-2021 and determined they were not sufficiently reliable on their own to determine graduation and attrition rates. Therefore, we used data obtained from a query of the TeamWorks HCM system and a supplemental query from the TeamWorks Financial system, compared this to DPS class rosters and schedules, and we constructed complete class rosters. We concluded that the HCM and payroll information were sufficiently reliable for the purposes of generating attrition and graduation information as these systems are the sole sources of statewide personnel information. We did not independently verify the data.

To generate a large portion of the actual expenses identified in the first objective, we utilized general ledger queries from the TeamWorks Financial system for various DPS budget programs and departments. We concluded that the information was sufficiently reliable for the purposes of our review as this system is the sole source of statewide financial information. We did not independently verify the data.

Government auditing standards require that we also report the scope of our work on internal control that is significant within the context of the objectives. While we did not assess agency level internal controls over expenditures, as it was not part of the project scope, we did review the expenditure information for reasonableness. We analyzed expenditures associated with recruiting, screening, and training troopers and compared across years to determine that they were reasonable. We deemed this information reliable for use in our estimates.

Methodology

We identified phases of the applicant pre-employment screening and cadet training through interviews with DPS staff in the offices of human resources, training, and professional standards. In addition, we reviewed the websites for DPS and for trooper school recruitment as well as class schedules, rosters,

and other documents provided by DPS to construct a list of specific phases of the pre-employment and training processes that were associated with a significant drop off in applicants/cadets, cost, or specific transition (e.g., field training transitions cadets from the classroom to the patrol car).

DPS provided internally collected pre-employment data for the 88th-108th classes, which tracked the number of job applicants passing through each step of pre-employment. According to DPS staff, records were not kept after that period and DPS experienced a data breach in 2019 that damaged some records. Based on the information available, the audit team generated the average number of applicants passing through each pre-employment phase for the 98th-107th classes and the attrition of persons applying for each class who make it through each phase.²⁰ While we concluded that the information was sufficiently reliable for the purposes of our review, we did not independently verify the data.

Through our construction of cadet training rosters and classes, we were able to analyze the number of non-completers who left trooper school at various points against the related training phases. Although this allowed us to run averages across multiple classes, it required us to account for COVID-19 related delays in the 109th and 110th classes, as reported by DPS staff and documented in class schedules.

To estimate the cost to train state troopers, we estimated the total expenditures for trooper schools for each year reviewed and calculated a cost per successful graduate. To obtain information on how much was expended for trooper schools each year, we interviewed staff from DPS and the Governor's Office of Planning and Budget (OPB) about assumptions and cost components used in their estimated cost of each trooper school. We identified cost components and determined the amount of staff time associated with each through interviews with DPS staff in the human resources, professional standards, recruitment, and training departments as well as touring the cadet training facilities at the Georgia Public Safety Training Center (GPSTC).

We identified actual costs expended by DPS in the administering of trooper schools through an analysis of financial information obtained through our queries of the Field Ops program in the TeamWorks Financial System. Based on this analysis and staff interviews, we identified salary and benefits, and equipment and supplies expenses, related to training cadets. While we concluded the majority of these expenses were for training cadets, we could not confirm each individual expense (i.e., some purchase of ammunition may have been for cadets or a full-time trooper). We also used these queries to identify expenses related to the recruitment division personal services and general expenses. To determine pre-employment actual expenses associated with medical, psychological, and drug testing examinations, we performed similar financial queries of DPS' Administrative budget program and filtered all data by account codes related to the specified activities.

To estimate the costs associated with the 10% salary stipends received by Field Training Officers (FTO) for each fiscal year, the audit team reviewed trooper school training schedules and interviewed DPS staff to determine that FTOs supervised cadets for a total of three months. Based on a review of the ranks of the FTOs assigned to the 106th-110th trooper school classes, we assumed FTOs are at the rank of Trooper First Class (TFC). We then applied a salary and fringe benefit calculation of 10% increase over three months to a Trooper First Class and multiplied the product by the actual number of cadets graduating in each fiscal year, as determined by the previously discussed analysis of DPS attrition information.

Finally, for each fiscal year, we applied the same calculated salary and benefits cost estimate of DPS staff time devoted to the administration of polygraph examinations, oral interviews, background

²⁰ The 98th class was the first trooper school to graduate during fiscal year 2017, and the 108th class was not used because records were incomplete.

investigations, recruitment, and human resources review of applications.²¹ For all estimated cost components, we increased the salaries by the fiscal year 2021 fringe benefits rate of 60.924%.

To estimate the salary and benefits of recruiters based at patrol posts, we interviewed DPS staff and determined that DPS had historically employed 10 full-time recruiters. Our review of recruiter lists provided by DPS showed that its 10 current recruiters held the ranks of TFC (4), TFC 3 (4), and Corporal (2).

To estimate the cost of DPS staff time spent conducting panel interviews of applicants, we interviewed staff to identify a range of the number of cadets interviewed for each class and the duration of each interview conducted. We took the highest ranges of these estimates (120 cadets per class at 15 minutes per interview). We assumed the number and ranks of panelists based on interviews with DPS staff and applied the panelists' hourly salary rates to the time needed to interview applicants for each incoming class. We applied the cost of each incoming class to the number of classes that started and ended between fiscal years 2017-2021 (11) and generated an average estimated cost.

To estimate the cost of conducting polygraph examinations, we calculated the polygrapher's average hourly salary based on an average of the ranks held by the current DPS polygraphers. DPS does not track the number of hours spent conducting polygraph exams; therefore, we used a published estimate to calculate the average number of hours required.²² We applied this rate to our calculation of the average number of applicants entering the polygraph phase of the pre-employment process for the 98th-107th classes. This average cost per class estimate was applied to the number of classes starting between fiscal years 2017-2021 and generated an average estimated cost per year.

To estimate the cost of conducting background investigations, we interviewed DPS staff to determine the ranks of individuals conducting background investigations and the estimated time investigations take. We calculated the average hourly salary and benefits rate of the three positions (Corporal, Sergeant, and Sergeant First Class) typically conducting background investigations and used 24 hours as the estimated time to conduct one background investigation for one applicant. We then calculated the estimated total cost per class by applying the per applicant rate to an average of the number of background investigations DPS professional standards reported conducting for the three most recent trooper schools (the 110th, 111th, and 112th classes). The estimated total rate per class was then applied to the number of classes starting between fiscal years 2017-2021 and generated an estimated average cost per year.

To estimate the cost of managing and processing trooper school applications, we interviewed human resources staff to determine an estimated number of hours devoted for each incoming class. Using data obtained from the TeamWorks HCM system, we identified the average hourly salary of DPS Human Resources staff and multiplied it by an estimated percent of time expended per year by three employees. We then applied this annual cost to the number graduates (for "weighted") and cadets starting (for "unweighted") between fiscal years 2017-2021.

Although we noted that DPS included costs related to fuel, vehicle maintenance and software in prior budget estimates, we did not include these costs in our cost estimate of recruitment, screening, and training of troopers because they are generated either after graduation or as part of regular DPS

²¹ We applied a 20% reduction to our calculations of each cost component to fiscal year 2017 (the year prior to the 20% salary increase for all DPS law enforcement officers) because we utilized fiscal year 2021 salaries in these calculations (HR staff time was not reduced for 2017 because they are not law enforcement officers).

²² According to the U.S. Customs and Border Patrol (CBP) website, candidates for CBP law enforcement officers undergo polygraph examination for an average of four hours.

operations.

To estimate the cost to successfully graduate a state trooper, we calculated per graduate “weighted” and per unit “unweighted” estimates utilizing information from the calculation of total trooper school expenses per year. For the “weighted” per graduate cost estimates, we calculated most cost components based on a five-year average of each cost component divided by 313, the number of individuals who graduated from a trooper school between fiscal years 2017-2021 as determined by our analysis of DPS payroll data and class rosters. The 98th-109th classes graduated during this period, with the 98th starting in fiscal year 2016 and the 110th class starting in fiscal year 2021, but not graduating until fiscal year 2022. Costs associated with all classes were included in the analysis and contribute to the “weighted” per graduate cost estimate, including estimated costs associated with non-completers and estimated costs associated with the 110th class (which was still in session).

To estimate a “weighted” per graduate cost, we divided the total estimated cost of the 11 classes held during fiscal year 2017-2021 for polygraphs, panel interviews, and background investigations by the total number of cadets graduating in that same period.

To estimate a unit cost we multiplied the hourly rate calculated for polygraphs, panel interviews, and background investigations by the respective number of hours estimated for one applicant. For human resources time, we divided the total estimated cost of the 11 classes by the total number of applicants who passed through the baseline criteria questions set by the DPS job application. We calculated the total number of applicants by using the DPS figures for the 98th-107th classes to determine the actual number of applicants and an estimate for the 108th-110th classes by using an average from the prior classes.

To estimate the “weighted” per graduate cost for drug screenings, psychological examinations, and medical evaluations, we divided the respective actual total expenses for all five fiscal years (2017-2021) by the total number of graduates. For unit cost estimates of drug screenings, we divided the five-year total by the number of cadets starting a class between fiscal years 2017-2021 (the 99th-110th classes). For the unit cost estimate of medical and psychological evaluations, we used the group rates set in DPS contracts with their private vendors.²³

To estimate the “weighted” per graduate cost of recruitment, we divided the total estimated recruitment expenses for all five fiscal years by the total number of graduates. For the unit cost, we divided by the total number of people applying to trooper school for the same period. We calculated the total number of applicants by using the DPS figures for the 98th-107th classes to determine the actual number of applicants and an estimate for the 108th-110th classes by using an average from the prior classes. Based on a review of the recruitment website and interviews with DPS staff, we concluded estimates of recruitment costs would include the cost of physical training tests administered by recruiters as part of the pre-employment process.

We used the FTO stipend amount (see earlier discussion of calculation) for both the “weighted” per graduate and unit cost estimates. Our analysis of TeamWorks HCM data showed that non-completers infrequently left trooper school during or after field training, so we assumed there would be no difference in the number of “weighted” or “unweighted” cadets entering field training.

To estimate the “weighted” and unit cost of training expenses, we took the actual expenses for all five fiscal years (2017-2021) from our analysis of Field Ops financial information and separated personal services from all other expenses. For “weighted” per graduate cost, we divided the remaining expenses

²³ According to DPS staff, these evaluations are generally performed in groups.

by the total number of graduates; for unit cost, we divided by the number of cadets starting the 99th-110th classes. Because this analysis separated out personal services, we used the five-year total of personal services for the Training Division and divided it by the same numbers. It should be noted that these expenses included fees paid to the Peace Officers Standards and Training Council for application to a certification program, which DPS identified as a pre-employment cost. However, we did not attribute these separately as they were very low costs and did not change the overall numbers.

To estimate the per unit cost of cadet salary and benefits, we calculated 8.5 months of a cadet's annual salary, which is the length of trooper school, and added the cost of benefits. To estimate the "weighted" per graduate cost of cadet salary and benefits, we added one month of salary and benefits to the unit cost for non-completers. Our analysis of school attrition indicated most non-completers leave within the first month of school. We estimated one month of cadet salary for cadets starting trooper school (99th-110th classes) and subtracted the number of total graduates (98th-109th classes) between fiscal years 2017-2021. That total was then divided by the actual number of graduates to generate an estimated sunk cost per graduate to be added to the per unit cost.

To determine how expenditures for trooper schools compare to the amounts appropriated specifically for trooper schools between fiscal years 2017 and 2021, we reviewed appropriations acts to identify increases or decreases specified for trooper schools. To identify the differences between annual fiscal year appropriations and budget requests, we interviewed DPS and OPB staff and reviewed budget documents. We also reviewed state law and policy set by the State Accounting Office relating to program-based budgeting and restrictions on agencies' use of appropriated funds.

We then compared the annual appropriations to our estimates of trooper schools' expenditures per year (as determined in the first objective) and calculated the difference, noting where we had identified additional costs that had not been previously part of the DPS appropriations requests. Notable areas for increased expenditures and appropriations were identified through discussions with DPS staff and comparisons to actual appropriations language and expenditures identified through our analysis of TeamWorks Financial information.

We conducted this special examination in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix C: Class Schedule for the 110th Trooper School

Week	Description
Week 1	Introduction / Admin work / Classroom Training
Week 2	Firearms training / Driving training
Week 3	Firearms training / Driving training
Week 4	Firearms training / Driving training
Week 5	Firearms training / Driving training, Classroom training on ethics and professionalism, the criminal justice system, and public speaking
Week 6	Classroom training on criminal law, liability, mental health/special needs, and substance abuse
Week 7	Classroom training on crime scene preservation, investigative techniques, arrest and booking, community policing
Week 8	Defensive tactics
Week 9	Classroom training on various investigative techniques, domestic violence, explosives and arson, report writing, fingerprinting,
Week 10	Classroom training on motor vehicle law, traffic enforcement, traffic direction and control, incident writing
Week 11	Classroom training on standardized field sobriety testing, impaired driving, and courtrooms
Week 12	Classroom training on first aid and CPR, patrol and observations, and traffic stops
Week 13	Tactical week
Week 14	Classroom training on traffic stops, interviews, and interrogations
Week 15	PIT (Precision Immobilization Techniques), MFF (Mobile Field Force)
Week 16	Taser, Speed Detection, Patrol Rifle, A.L.E.R.R.T. (Advanced Law Enforcement Rapid Response Training), Intox (Breath Alcohol Test)
Week 17	Patrol Rifle, A.L.E.R.R.T., Intox
Week 18	SOAR (State Opioid Adaptive Response), Criminal Procedure
Week 19	On Scene Training
Week 20	On Scene Training, Accident Reporting
Week 21	On Scene Training, Accident Reporting
Weeks 22-33	Cadets released to field training
Week 34	Wrap up and close out; graduation

¹In fiscal year 2021, trooper schools were expanded from 32 to 34 weeks. The two additional weeks occur in the classroom training phase. According to staff, the two weeks were added to reduce the amount of training new troopers had to take once starting the job and to reduce the amount of overtime previously required to complete training.

Source: DPS documents

Appendix D: Trooper School Class Sizes and Attrition 99th-110th Trooper Schools

Trooper School	Start Date	Cadets Starting	Graduation Date	Graduates	Graduation Rate	Non-Completers	Attrition Rate
99	8/14/2016	20	3/11/2017	7	35%	13	65%
100	1/8/2017	35	8/18/2017	13	37%	22	63%
101	5/21/2017	52	12/29/2017	40	77%	12	23%
102	10/1/2017	73	5/11/2018	39	53%	34	47%
103	2/11/2018	71	9/21/2018	48	68%	23	32%
104	6/24/2018	42	2/1/2019	17	40%	25	60%
105	8/5/2018	29	3/15/2019	18	62%	11	38%
106	1/6/2019	49	8/16/2019	33	67%	16	33%
107	5/19/2019	50	1/10/2020	30	60%	20	40%
108	9/29/2019	43	5/14/2020	31	72%	12	28%
109	2/16/2020	42	11/6/2020	13	31%	29	69%
110	1/3/2021	93	9/17/2021	34	37%	59	63%

Source: DPS records and DOAA Analysis

Appendix E: Georgia State Patrol Employment Separations Fiscal Years 2017-2021

Fiscal Year	Service Retirements	Disability Retirements	Other (Resign & Dismissed)	Total Separations	Trooper School Graduates
2017	3	20	18	41	31
2018	4	38	16	58	92
2019	11	36	24	71	83
2020 ¹	12	33	56	101	94
2021	10	53	24	87	13

¹A cheating scandal resulted in an unusually high number of dismissals, approximately 30 of which were later reinstated.

Source: DPS records and DOAA analysis

Appendix F: Line-Item Appropriations for Trooper Schools Fiscal Years 2017-2021

	Appropriations	
	General	Amended
Fiscal Year 2017		
Increase for 50-man trooper school	\$2,844,172	
Utilize existing \$4.1 million for roof repairs and 50-person trooper school		\$0
Fiscal Year 2018		
Utilize existing \$6.1 million for 3x50 person trooper school	\$0	
One-time cost associated with 75-person trooper school		\$1,004,855
Fiscal Year 2019		
Increase for 75-person trooper school	\$3,247,270	
One-time funds for equipment for 50-person trooper school		\$349,910
Fiscal Year 2020		
Increase for 50-person trooper school	\$2,183,374	
Reduction for trooper school attrition		(\$1,073,890)
Fiscal Year 2021		
Funds for one 50-person trooper school	\$2,469,073	
Utilize existing funds for 100-person school		\$0
Reduction for decrease in number of trooper schools for FY21		(\$1,500,000)
Fiscal Year 2022		
Increase funds for one 75-person school	\$1,567,575	

Source: Appropriation documents

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