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# MEMORANDUM

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Date: February 19, 2019

To: The Honorable Chairman and Members  
Pima County Board of Supervisors

From: C.H. Huckelberry  
County Administrator

A handwritten signature in black ink, appearing to be "CH Huckelberry", is written over the typed name and title.

Re: **Sheriff Deputy Compensation**

As the Board knows, I directed that the starting salary of Corrections Officers (COs) be increased \$2 per hour in an effort to attract qualified candidates to the competitive application process to become a CO in Pima County. We should begin recruiting additional COs in a new academy in the near future and this increase in salary will place starting COs in Pima County at the highest paid in the State among all counties and higher than the beginning salary of State of Arizona COs. It is important that we attract and retain COs to provide safe and secure custody of individuals in the Pima County Adult Detention Complex.

I also inquired as to whether or not the starting salary of Law Enforcement Officers be increased by this same amount and requested Human Resources to perform an analysis of such. This analysis is attached for the Board's information and, also contains the analysis associated with the action to increase COs starting pay \$2 per hour. I have forwarded the most recent memorandum from the Human Resources Director to the Sheriff for consideration. Increasing this starting pay will place Pima County Sheriff's Deputies (PCSD) who enter the academy and successfully complete probation, the highest paid in any county in Arizona including Maricopa County. The cost of doing so will also require additional pay adjustments to newly hired deputies, which is appropriate. This adjustment at the bottom of the range will result in approximately 145 law enforcement officers receiving a pay adjustment. It is the only special compensation adjustment I will consider in the upcoming FY 2019/20 Budget for the Sheriff. However, if there is a general cost of living adjustment provided by the Board to County employees, all employees including PCSD will receive the same pay adjustment.

I will await the recommendation of the Sheriff before acting on these specific proposals to increase the starting pay of Deputy Sheriff's by \$2 per hour and before doing so or recommending that this special pay adjustment for the Deputy Sheriff classification be made when considering the Budget for FY 2019/20.

Attachment

c: The Honorable Mark Napier, Pima County Sheriff  
Tom Burke, Deputy County Administrator for Administration  
Cathy Bohland, Director, Human Resources  
Michelle Campagne, Director, Finance and Risk Management  
Robert W. Johnson, Deputy Director, Finance and Risk Management  
Patrick McGee, Budget Manager, Finance and Risk Management

Date: February 13, 2019

To: C. H. Huckelberry  
County Administrator

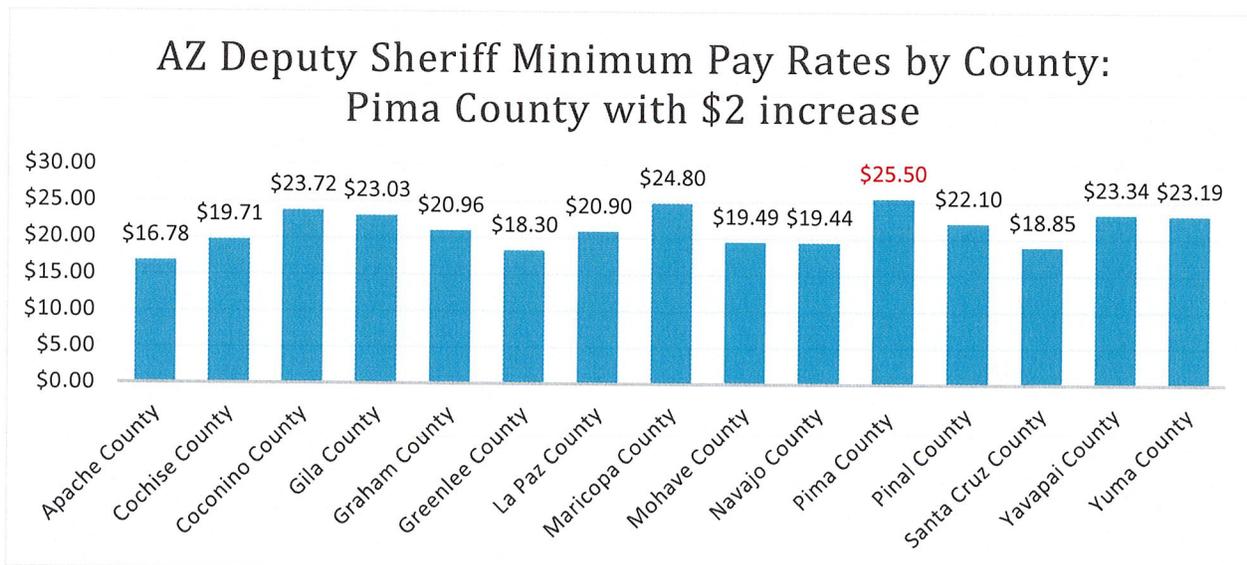
From: Cathy Bohland   
Director  
Human Resources

Via: Tom Burke, Deputy County Administrator 

**Re: Response to January 9, 2019 Analysis of Deputy Sheriff Classification Memorandum**

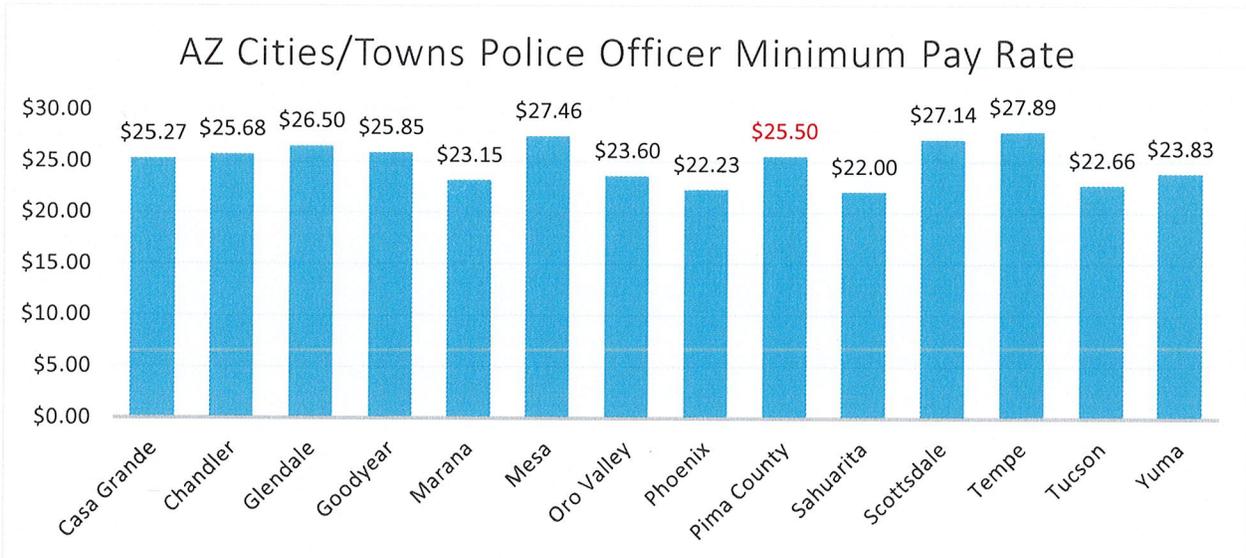
As requested in your January 9, 2019 Memorandum, Human Resources staff have reviewed the potential impact of raising the minimum salary \$2.00 per hour from \$23.50 to \$25.50 for the compensation salary grade S1 assigned to the Deputy Sheriff job classification. Based on the premise that we would not adjust the maximum of the S1 range from its current \$29.84 per hour, the following information is provided:

- The estimated annualized cost to increase the minimum of the salary range \$2.00 per hour would be approximately \$950,713. This includes the additional salary and variable benefits costs<sup>1</sup>.
- Approximately 219 regular employees would be eligible to receive salary increases to the new minimum of the range (\$25.50) and 14 trainees would be eligible to receive salary increases to \$22.62 per hour which is the trainee rate of 10.15% below the new minimum in accordance with Administrative Procedure (“AP”) 23-50, *Law Enforcement and Corrections Trainee Program*.
- With a minimum salary of \$25.50 per hour, Pima County Sheriff Deputies would have the highest minimum salary of any of the other 14 Counties in Arizona.



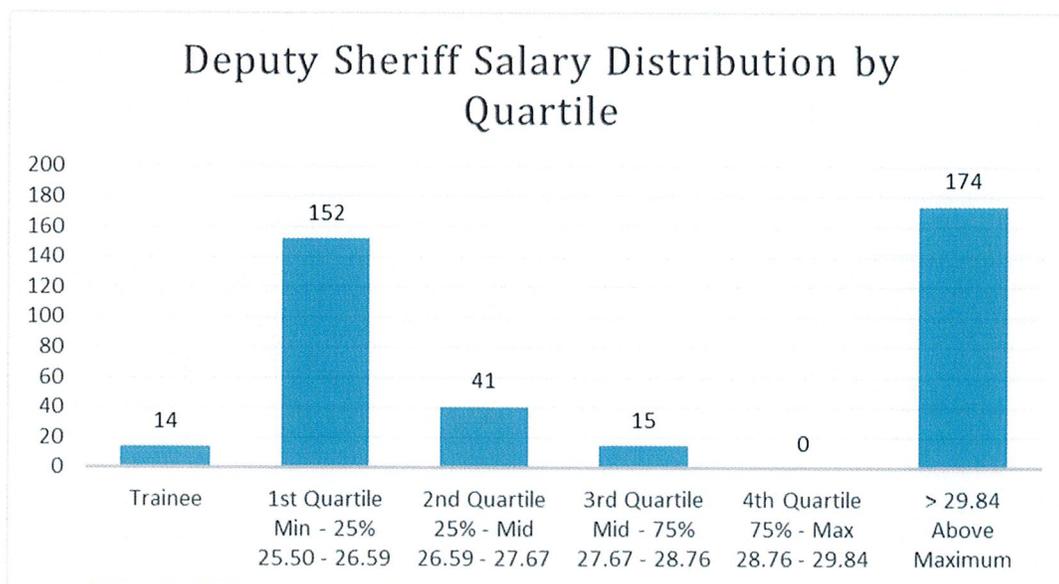
<sup>1</sup> Estimated average variable costs (i.e. PSRS, workman’s comp, unemployment insurance, FICA, etc.), of 79.39% obtained from Finance/Budget Unit.

- With a minimum salary of \$25.50 per hour, Pima County Sheriff Deputies would be ninth in ranking of minimum salaries of the following 13 Cities or Towns in Arizona.



The current S1 salary range spread (\$23.50 - \$29.84) is approximately 27%. Raising the minimum salary of the S1 salary range from \$23.50 to \$25.50 per hour without a corresponding raise to the maximum of the range will reduce the S1 salary range spread to approximately 17% (a significantly narrower salary range spread). The average salary range spread for other surveyed County agencies for the Deputy Sheriff classification was approximately 43%.

The following chart shows what the employee salary dispersion will look like if a \$2.00 per hour increase to the S1 salary grade minimum is approved:



Approximately 38% or 152 out of 396 employees, will fall within the 1<sup>st</sup> quartile of the salary range. Approximately 10% (41 employees) will fall within the 2<sup>nd</sup> quartile and 3% (15 employees)

C. H. Huckelberry, County Administrator

Re: **Proposed Increase to Minimum Salary for Deputy Sheriff positions (Salary Grade S1)**

February 13, 2019

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will fall within the 3<sup>rd</sup> quartile. We also have 174 employees (approximately 43%) whose current salaries exceed the salary range maximum.

Please note, the next higher salary grade (S3), assigned to Sergeants has a minimum/entrance salary of \$33.96 per hour. Currently 6 of the 65 Sergeants earn \$33.96 per hour. As there is a \$4.12 difference between the maximum of the S1 salary grade and the minimum of the S2 salary grade, any significant increase to the maximum of the S1 salary grade may necessitate an increase to the minimum of the S2 salary grade to avoid an overlap.

Please advise if you have any questions or require any additional information.



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# MEMORANDUM

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Date: January 9, 2019

To: Cathy Bohland, Director  
Human Resources Department

From: C.H. Huckelberry  
County Administrator

A handwritten signature in black ink, appearing to be "CHH", is written over the printed name "C.H. Huckelberry".

Re: **Analysis of Deputy Sheriff Classification**

I found the analysis and information you provided in your January 3, 2019 memorandum regarding the Corrections Officer job classification very informative and would like you to perform a similar analysis on the Deputy Sheriff classification, where the base pay for new deputies would be increased \$2 per hour. Such is appropriate since new deputies have a significantly different burden with regard to paying into the Public Safety Personnel Retirement System (PSPRS); as opposed to most all or a very large percentage of our existing deputies pay nothing into the Arizona State Retirement System (ASRS).

I would appreciate an analysis of this law enforcement classification similar to the recently completed Corrections Officer classification.

CHH/lab

Attachment

c: Tom Burke, Deputy County Administrator for Administration

Date: January 3, 2019

To: C. H. Huckelberry  
County Administrator

From: Cathy Bohland, Director  
Human Resources

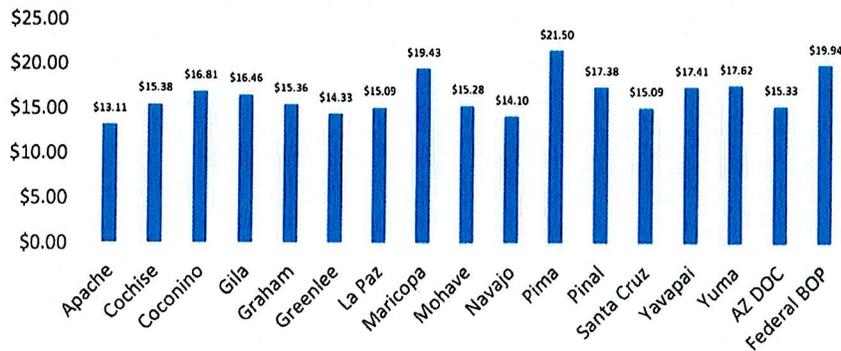
Via: Tom Burke, Deputy County  
Administrator

**Re: Impact of Proposed Increase to Minimum Salary for Corrections Officers  
(Compensation Salary Grade G1)**

As requested in your December 3, 2018, memorandum to Sheriff Napier Re: November 26, 2018 Memorandum from Human Resources Regarding Attraction of Corrections Officers and Recruitment Incentive, Human Resources staff have reviewed the potential impact of raising the base minimum salary \$2.00 per hour from \$19.50 to \$21.50 for the compensation salary grade G1 assigned to the Corrections Officer job classification. The following information is provided:

- The estimated annualized cost to increase the minimum of the salary range by \$2.00 per hour would be approximately \$767,312. This includes the additional salary and variable benefits costs.
- Approximately 219 regular employees would be eligible to receive salary increases to the new minimum of the range (\$21.50) and 25 trainees would be eligible to receive salary increases to \$19.32 per hour which is the trainee rate of 10.15% below the new minimum in accordance with Admin Procedure 23-50, *Law Enforcement and Corrections Trainee Program*.
- With a minimum salary of \$21.50 per hour, Pima County Corrections Officers would have the highest minimum salary of any of the other 14 Counties in Arizona, the Arizona Department of Corrections and the Federal Bureau of Prisons.

Proposed Hourly Minimum - \$21.50



C. H. Huckelberry, County Administrator

Re: **Proposed Increase to Minimum Salary for Corrections Officers (Salary Grade G1)**

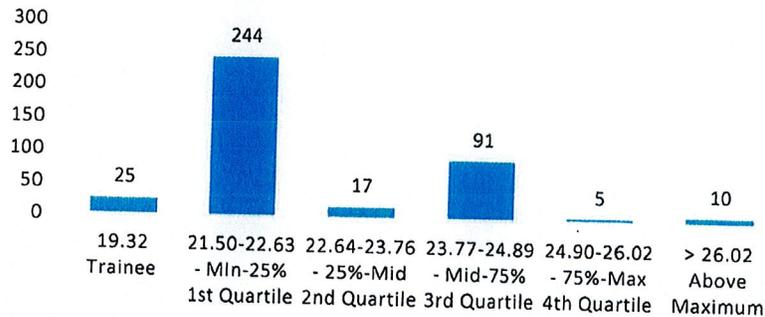
January 3, 2010

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Based on the premise that we would not adjust the maximum of the G1 range from its current \$26.02 per hour (as stipulated in the attached handwritten note dated November 20, 2018), the G1 salary range spread will go from approximately 33.4% to approximately 21.02%, resulting in a higher number of employees within a narrower salary band. In regards to compression,<sup>1</sup> this is not a major concern since most of the newly hired Corrections Officers come into the job classification as Trainees at a rate of pay 10.15% below the minimum of the grade/range, here, \$19.32.

The following chart shows the employee salary dispersion of the BOS approved 5% retention incentive salary adjustment for eligible Corrections Officers (effective January 6, 2019), combined with the proposed \$2.00 per hour increase to the G1 salary grade minimum:

### Corrections Officers Salary Distribution by Quartile



The overwhelming majority of employees, 244 out of 392 employees or approximately 62%, will fall within the 1<sup>st</sup> quartile of the salary range. Approximately 23% (91 employees) will fall within the 3<sup>rd</sup> quartile. We also have 10 employees whose current salaries exceed the salary range maximum.

Of import, the next higher salary grade (G3), assigned to Corrections Sergeants has a minimum/entrance salary of \$27.32 per hour. Currently 35 of the 46 Corrections Sergeants earn \$27.32 per hour. With the difference between the maximum of the G1 salary grade and the minimum of the G3 salary grade at only \$1.30, any potential increase to the maximum of the G1 salary grade may necessitate an increase to the minimum of the G3 salary grade to avoid any overlap.

Please advise if you have any questions or require any additional information.

<sup>1</sup> Compression is when new employees are being hired into an organization at rates of pay close to or higher than employees who have been with the organization for longer periods of time. This is generally seen where employees' salaries within the organization are not increasing upward through the salary range at a pace similar to equivalent jobs outside of the organization.