MEMORANDUM

Date: January 9, 2019

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

From: C.H. Huckelberry
County Administrator

Re: **Sheriff Deputy Pay Increase**

In the first pay period of 2019, a number of deputies and corrections officers will receive a five percent pay increase as a retention incentive. This plan was proposed by the Sheriff and detailed in my May 9, 2018 memorandum and was included in adoption of the budget.

This retention incentive is effective in the pay period beginning January 6, 2019. The impacted 146 deputies and 222 corrections officers will see this five percent retention incentive pay increase reflected in their January 25, 2019 paycheck.

CHH/anc

Attachment

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

MEMORANDUM

Date: May 9, 2018

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

From: C.H. Huckelberry
County Administrator

Re: **Information Related to the Sheriff's Pay Proposal**

On Pages 10, 11 and 12 of the Budget transmittal, there are items related to employee compensation. Within this discussion is the Sheriff's proposal I have recommended regarding pay adjustments and pay system modifications for corrections officers and Sheriff's deputies. The plan has several major components.

Trainee Program

The first component is to establish a trainee program for both Sheriff's deputies and corrections officers. In reviewing the pay plans of a number of counties, some counties designate entry-level deputies and correction officers as trainees. This trainee designation lasts through the employee's probationary period - for Sheriff's deputies, 18 months, for corrections officers, 12 months. Under the proposed trainee program, a trainee would be paid the current entry salary during the time of training. When the employee passes probation, his or her pay would be adjusted to the minimum new grade for a fully qualified Sheriff's deputy or correction officer, moving from the current $20.85 to 23.50 for a deputy and $17.52 to $19.50 for a corrections officer. This is a 12.7 percent increase for the deputy trainee and an 11.3 percent increase for the corrections officer trainee. Because this increase would be greater than some current deputies who recently passed probation or have less than a three year longevity with the County as a fully qualified deputy or corrections officer, pay adjustments would also be necessary for these employee so as to not have a newly promoted employee be compensated more than one hired a year or two earlier.

Implementation of the trainee classification will substantially increase both the starting pay of non-probationary deputies and corrections officers. Such is appropriate to create a financial incentive for the attraction of new personnel to these critical positions. Our past system did not differentiate between trainees and personnel who passed probationary periods. I believe this modification is warranted to primarily provide an incentive to attract new employees into these classifications. In addition, creation of a trainee classification will substantially raise our advertised beginning pay for these employees as a market incentive for their attraction.

As you can see in the attached worksheet (Attachment 1), 116 deputies will receive a pay increase when the trainee programs are implemented. In addition 138 correction officers will also see a pay increase with the trainee program. Because of this large increase, those employees who have already completed probation and in the early stages of their career will also receive significant increases.

Retention Incentive

The Sheriff has also been concerned about retaining experienced personnel, particularly since the Tucson Police Department has recently approved retention incentive pay for their officers. Retention pay would be awarded as an additional five percent of salary for employees shown in red in Attachment 2. This attachment indicates which employees, the number of employees, their five percent retention incentive pay and the resulting pay for each deputy or correction officer in the retention pay category. A total of 146 deputies would receive retention pay. A total of 222 correction officers will receive retention pay.

Regarding retention incentive, I have consented to a five percent additional increase. Only on the condition it be effective the first pay period in January 2019.

To ensure there remains equity with other County employees, I will not propose or accept any compensation adjustment for deputies or corrections officers in FY 2019/2020 although I will recommend an employee pay adjustment in this fiscal year for all other employees. Hence, any pay inequity associated with the five percent longevity payment to certain deputies and corrections officers will be either be eliminated or mitigated.

New Pay Range, Mid Points, and Actual Weighted Average Pay

With these new pay ranges, the deputy pay would range will be from ($23.50 to $31.51 per hour, with a mid-point of $27.51 per hour. For a corrections officer the range would be $19.50 to $25.93 with a mid-point of $22.72 (Attachment 3).

Comparing the mid-point salaries with the County's salary survey for all counties for deputies and corrections officers, these mid-points place Pima County just below Maricopa County (Attachment 4).

Using weighted averages, which would be the average pay for an actual deputy occupying a specific pa range, yields an average pay range of $28.11, which is 2 percent above the midpoint. The same calculation for a corrections officer yields an average pay range of $21.75, which is 5 percent below the midpoint.

It is important that any compensation given to specific classes of employees be somewhat comparable to all other employees. For this reason, in discussing this matter with the Sheriff, I insisted all employees, including deputies and corrections officers receive the same 2.5 percent salary increase as all other County employees in July 2018 and the incentive pay be postponed by six months. The Sheriff has also agreed there would be no requested or recommended pay adjustment for corrections officers and law enforcement in Fiscal Year 2019/20, as I intend to recommend a pay adjustment to all employees in that fiscal year. This recommendation would restore the basic parallel of pay adjustment compensation equity among all classes of County employees.

Finally, the Sheriff has proposed that future pay adjustments will be based on a merit pay system. This system should be based on merit and qualifications rather than longevity. This new merit pay system will be developed with the consent and advice of all of the affected employees, employee organizations, my office, and the Law Enforcement Merit System Council.

CHH/mp

Attachment 1 Sheriff's Department Salary Adjustment for Increased Minimum Salary
Attachment 2 Alternative Compensation Plan with Retention Incentive Included
Attachment 3 Average Midpoint Pay as of January 2019 for Deputy and Correction Officers
Attachment 4 Comparison of Deputy and Correction Officer pay for Counties Responding to Salary Survey

c: The Honorable Mark Napier, Pima County Sheriff

ATTACHMENT 1

Sheriff's Department Salary Adjustment for Increased Minimum Salary

Deputy Placement: Effective July 1, 2018

Current Hourly	Proposed Hourly	% Increase	# of Employees
$20.85	$23.50	12.71%	72
$21.89	$23.50	7.35%	26
$22.42	$23.50	4.82%	18

Corrections Officer Placement: Effective July 1, 2018

Current Hourly	Proposed Hourly	% Increase	# of Employees
$17.52	$19.50	12.71%	116
$18.02	$19.50	8.21%	1
$18.36	$19.50	6.21%	1
$18.39	$19.50	6.04%	20

Note: The tables reflect Deputies and Corrections Officers who have successfully completed probation and are eligible July 1, 2018, for a salary increase to the proposed minimum salary for their respective classfications. An additional 18 Deputies and 28 Corrections Officers will become eligible for the salary increase during FY 2018/2019 when they also complete probation.

ATTACHMENT 2

Alternative Compensation Plan with Retention Incentive Included

Total Costs of Retention Incentive Implementation (inclusive of ERE's) $ 716,150.00

Deputy

Additional Costs of Deputy Retention Incentive Implementation $ 354,195.00

# of Employees	Current Hourly	New Hourly	Effective July 1, 2018 Increase	Prior Annual	Effective July 1, 2018 Annual	Annual July 1, 2018 Difference	5% Retention Incentive Applied Effective Jan. 1, 2019 (red) Hourly Rate	Retention Incentive Applied (red) Annual	Additional Annual Jan. 1, 2019 Difference	Total FY 19 Adjustment Difference	
32	$ 20.85	$ 20.85	0.0%	$ 43,368.00	$ 43,368.00	$ -	$ 20.85	$ 43,368.00	$ -	$ -	Trainee
40	$ 20.85	$ 23.50	12.7%	$ 43,368.00	$ 48,880.00	$ 5,512.00	$ 23.50	$ 48,880.00	$ -	$ 5,512.00	
26	$ 21.89	$ 23.50	7.4%	$ 45,531.20	$ 48,880.00	$ 3,348.80	$ 23.50	$ 48,880.00	$ -	$ 3,348.80	
18	$ 22.42	$ 23.50	4.8%	$ 46,633.60	$ 48,880.00	$ 2,246.40	$ 23.50	$ 48,880.00	$ -	$ 2,246.40	
28	$ 22.98	$ 23.55	2.5%	$ 47,798.40	$ 48,993.36	$ 1,194.96	$ 24.73	$ 51,443.03	$ 2,449.67	$ 3,644.63	Retention
23	$ 24.13	$ 24.73	2.5%	$ 50,190.40	$ 51,445.16	$ 1,254.76	$ 25.97	$ 54,017.42	$ 2,572.26	$ 3,827.02	Incentive
43	$ 25.34	$ 25.97	2.5%	$ 52,707.20	$ 54,024.88	$ 1,317.68	$ 27.27	$ 56,726.12	$ 2,701.24	$ 4,018.92	↓
17	$ 26.61	$ 27.28	2.5%	$ 55,348.80	$ 56,732.52	$ 1,383.72	$ 28.64	$ 59,569.15	$ 2,836.63	$ 4,220.35	146
35	$ 27.93	$ 28.63	2.5%	$ 58,094.40	$ 59,546.76	$ 1,452.36	$ 30.06	$ 62,524.10	$ 2,977.34	$ 4,429.70	Deputies
27	$ 29.84	$ 30.59	2.5%	$ 62,067.20	$ 63,627.20	$ 1,560.00	$ 30.59	$ 63,627.20	$ -	$ 1,560.00	
11	$ 30.15	$ 30.90	2.5%	$ 62,712.00	$ 64,272.00	$ 1,560.00	$ 30.90	$ 64,272.00	$ -	$ 1,560.00	
112	$ 30.74	$ 31.51	2.5%	$ 63,939.20	$ 65,540.80	$ 1,601.60	$ 31.51	$ 65,540.80	$ -	$ 1,601.60	

Corrections Officer

Additional Costs of CO Retention Incentive Implementation $ 361,955.00

# of Employees	Current Hourly	New Hourly	Effective July 1, 2018 Increase	Prior Annual	Effective July 1, 2018 Annual	Annual July 1, 2018 Difference	5% Retention Incentive Applied Effective Jan. 1, 2019 (red) Hourly Rate	Retention Incentive Applied (red) Annual	Additional Annual Jan. 1, 2019 Difference	Total FY 19 Adjustment Difference	
43	$ 17.52	$ 17.52	0.0%	$ 36,441.60	$ 36,441.60	$ -	$ 17.52	$ 36,441.60	$ -	$ -	Trainee
101	$ 17.52	$ 19.50	11.3%	$ 36,441.60	$ 40,560.00	$ 4,118.40	$ 19.50	$ 40,560.00	$ -	$ 4,118.40	
1	$ 18.02	$ 19.50	8.2%	$ 37,481.60	$ 40,560.00	$ 3,078.40	$ 19.50	$ 40,560.00	$ -	$ 3,078.40	
1	$ 18.36	$ 18.82	2.5%	$ 38,188.80	$ 39,143.52	$ 954.72	$ 19.50	$ 40,560.00	$ -	$ 954.72	
20	$ 18.39	$ 19.50	6.0%	$ 38,251.20	$ 40,560.00	$ 2,308.80	$ 19.50	$ 40,560.00	$ -	$ 2,308.80	
41	$ 18.92	$ 19.50	3.1%	$ 39,353.60	$ 40,560.00	$ 1,206.40	$ 20.48	$ 42,588.00	$ 2,028.00	$ 3,234.40	Retention
33	$ 19.31	$ 19.79	2.5%	$ 40,164.80	$ 41,163.20	$ 998.40	$ 20.78	$ 43,221.36	$ 2,058.16	$ 3,056.56	Incentive
27	$ 20.28	$ 20.79	2.5%	$ 42,182.40	$ 43,243.20	$ 1,060.80	$ 21.83	$ 45,405.36	$ 2,162.16	$ 3,222.96	
18	$ 21.29	$ 21.82	2.5%	$ 44,283.20	$ 45,385.60	$ 1,102.40	$ 22.91	$ 47,654.88	$ 2,269.28	$ 3,371.68	
1	$ 21.52	$ 22.06	2.5%	$ 44,761.60	$ 45,880.64	$ 1,119.04	$ 23.16	$ 48,174.67	$ 2,294.03	$ 3,413.07	
48	$ 22.35	$ 22.91	2.5%	$ 46,488.00	$ 47,652.80	$ 1,164.80	$ 24.06	$ 50,035.44	$ 2,382.64	$ 3,547.44	↓
12	$ 23.12	$ 23.70	2.5%	$ 48,089.60	$ 49,296.00	$ 1,206.40	$ 24.89	$ 51,760.80	$ 2,464.80	$ 3,671.20	222
4	$ 23.55	$ 24.14	2.5%	$ 48,984.00	$ 50,211.20	$ 1,227.20	$ 25.35	$ 52,721.76	$ 2,510.56	$ 3,737.76	Corrections
38	$ 24.10	$ 24.70	2.5%	$ 50,128.00	$ 51,376.00	$ 1,248.00	$ 25.93(*)	$ 53,934.40	$ 2,558.40	$ 3,806.40	Officers
6	$ 25.30	$ 25.93	2.5%	$ 52,624.00	$ 53,934.40	$ 1,310.40	$ 25.93	$ 53,934.40	$ -	$ 1,310.40	

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ATTACHMENT 3

Average Midpoint pay as of January 2019 5/4/2018

Sheriff Deputy			
Count	New rate as of January 2019	Count x Rate	5 percent raise
84	23.5	1974	
28	24.7	691.6	5%
23	25.94	596.62	5%
43	27.24	1171.32	5%
17	28.61	486.37	5%
35	30.02	1050.7	5%
27	30.59	825.93	
11	30.9	339.9	
112	31.51	3529.12	
380		10665.56	
	Weighted Avgerage	28.07	
	Average min to max	27.51	
	Average of rates	28.11	

Correction Officers			
Count	New rate as of January 2019	Count x Rate	5 percent raise
123	19.5	2398.5	
41	20.34	833.94	5%
33	20.76	685.08	5%
27	21.8	588.6	5%
18	22.89	412.02	5%
1	23.13	23.13	5%
48	24.03	1153.44	5%
12	24.85	298.2	5%
4	25.32	101.28	5%
38	25.91	984.58	5%
6	25.93	155.58	
351		7634.35	
	Weighted Average	21.75	
	Average min to max	22.72	
	Average of rates	23.13	

Notes: The Sheriff Deputy count excludes 32 Trainee Deputies.
The Correction Officers count excludes 43 Trainee Officers.
Rates listed with 5% include the 5% in the rate.

ATTACHMENT 4

Agency	Job Title	Minimum Hourly	Midpoint	Maximum Hourly	Average Actual
Coconino	Deputy Recruit	$21.87	n/a	-	$21.87
	Deputy Sheriff	$22.91	$28.30	$33.68	$25.20
Gila	Deputy Sheriff	$21.52	$30.15	$38.78	$23.28
Graham	Deputy Recruit	$14.26	$14.26	$14.26	$14.26
	Deputy Sheriff	$20.96	$24.70	$28.44	$23.32
La Paz	Deputy	$20.29	$24.76	$29.23	$22.36
Maricopa	Law Enforcement Officer Trainee	$22.28	$22.28	$22.28	N/A
	Deputy Sheriff	$24.80	$30.49	$36.18	$29.72
Mohave	Deputy Sheriff Recruit	$18.56	$23.63	$28.69	$19.49
	Deputy Sheriff	$19.49	$24.86	$30.22	$23.68
Navajo	Deputy Sheriff I	$19.44	$21.87	$24.30	not provided
	Deputy Sheriff II	$20.94	$23.56	$26.17	not provided
Pinal	Cadet Officer	$20.46	$26.09	$31.72	$22.29
	Deputy Sheriff	$22.10	$28.18	$34.26	$26.19
Santa Cruz	Deputy Sheriff	$18.85	$22.15	$25.45	$19.44
	Deputy Sheriff II	$20.30	$23.85	$27.41	$22.35
Yavapai	Deputy Sheriff Recruit	$20.78	$24.54	$28.29	$22.71
	Deputy Sheriff	$22.86	$26.99	$31.12	$25.14
Yuma	Deputy Sheriff	$22.74	$28.60	$34.46	$24.00

Current Pima	Deputy Sheriff	$20.85	$25.35	$29.84	$26.14

Proposed Pima	Deputy Sheriff Trainee	$20.85		
	Deputy Sheriff	$23.50	$26.67	$29.84

Agency	Job Title	Minimum Hourly	Midpoint	Maximum Hourly	Average Actual
Coconino	Detention Officer I	$16.24	$20.06	$23.87	$17.54
	Detention Officer II	$18.62	$23.00	$27.37	$21.07
Gila	Detention Officer	$15.57	$21.43	$27.28	$23.28
Graham	Detention Officer	$15.36	$20.22	$25.07	$15.91
Maricopa	Detention Officer Trainee	$19.43	$23.65	$27.86	$19.52
	Detention Officer	$19.43	$23.86	$28.28	$20.60
Mohave	Detention Officer I	$15.28	$19.48	$23.68	$16.97
	Detention Officer II	$16.84	$21.47	$26.10	$17.90
Pinal	Detention Officer	$17.38	$21.73	$26.08	$23.32
Santa Cruz	Detention Officer	$14.73	$17.30	$19.88	$15.24
Yavapai	Detention Officer Recruit	$15.61	$18.43	$21.25	$17.03
	Detention Officer I	$17.17	$20.28	$23.38	$17.71
	Detention Officer II	$18.89	$22.31	$25.72	$20.66
Yuma	Detention Officer	$17.27	$22.11	$26.94	$18.19

Current Pima	Corrections Officer	$17.52	$21.77	$26.02	$19.81

Proposed	Corrections Officer Trainee	$17.52	$18.18	$18.84
Pima	Corrections Officer	$19.50	$22.76	$26.02