



# MEMORANDUM

Date: May 19, 2014

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

From: C.H. Huckelberry  
County Administrator

Re: Employee Compensation for Fiscal Year 2014/15

## Recommended Salary Increase

The Fiscal Year (FY) 2014/15 Recommended Budget included an across-the-board salary increase for all eligible employees of two percent, but not less than \$750. I also recommended the cost of this salary adjustment be absorbed by all County departments. Table 1 below shows the budgetary impact of a two percent, across-the-board, minimum \$750 annual increase.

**Table 1: Budgetary Impact of Two Percent, Across-the-Board,  
\$750 Minimum Salary Increase.**

Fund	Annual Salaries and Benefits	Partial Year Salaries and Benefits
General Fund	\$5,126,111	\$4,140,360
All Other Funds	2,357,950	1,904,516
<b>Totals</b>	<b>\$7,484,061</b>	<b>\$6,044,876</b>

## Constant Hourly Increase Option

There has also been discussion regarding adjusting the hourly compensation rate of all eligible employees by \$0.50 per hour. This increase would have the approximate same budgetary impact, which is shown in Table 2 below.

**Table 2: Budgetary Impact of a 50-cent Per Hour Salary  
Increase for Filled Positions Only.**

Fund	Annual Salaries and Benefits	Partial Year Salaries and Benefits
General Fund	\$5,257,866	\$4,246,778
All Other Funds	2,535,680	2,048,069
<b>Total</b>	<b>\$7,793,546</b>	<b>\$6,294,847</b>

The Honorable Chair and Members, Pima County Board of Supervisors  
Re: Employee Compensation for Fiscal Year 2014/15  
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Service Employees International Union (SEIU) Request

The Board of Supervisors has received, I believe, a copy of the communication from Ms. Maya Castillo, President of the Pima Chapter of SEIU Arizona. This correspondence is also Attachment 1 to this memorandum. Ms. Castillo's conclusion is that "We believe that a flat dollar amount increase applied across the board would be more impactful to our employees and to our County."

Pima County Probation Officers Association (PCPOA) Request

We have also received correspondence from the PCPOA (Attachment 2). PCPOA's letter, I believe, supports the market level salary adjustment for the Clerk of the Superior Court of \$268,019, the general salary adjustment for the Juvenile Court of \$594,039, and \$675,768 for the market level salary adjustment of the Superior Court. None of these supplemental requests have been recommended.

Sheriff's Department Request

The Board has also received a copy of a letter from Sheriff's Department Chief Deputy Christopher Nanos requesting a step increase in lieu of the two percent salary increase (Attachment 3A). The step increase is equivalent to five percent of salary. Also attached is joint correspondence from the Fraternal Order of Police Pima Lodge 20, the Pima County Deputy Sheriffs Association, and the Pima County Correctional Officers Association requesting a five-percent step increase (Attachment 3B).

Action Necessary

No specific decision is necessary with regard to employee compensation until Final Budget adoption. Upon Tentative Budget adoption, I will conduct a detailed survey and analysis of all County departments and agencies to determine how likely it is that each department can absorb whatever salary adjustment is awarded by the Board.

CHH/mjk

Attachments

c: Martin Willett, Chief Deputy County Administrator  
Tom Burke, Director, Finance and Risk Management  
Robert Johnson, Budget Manager, Finance and Risk Management

# ATTACHMENT 1



Maya Castillo  
1600 N Tucson Blvd, Suite 100  
Tucson, AZ 85716  
May 12, 2014

C.H. Huckelberry  
County Administrator  
Pima County  
130 W Congress St, 10<sup>th</sup> FL  
Tucson, AZ 85701

Dear Mr. Huckelberry:

SEIU Arizona has reviewed your budget recommendations on behalf of our members and we are encouraged by many of them.

We believe that the County has tightened its belt significantly over the years and both employees and taxpayers have felt the effects through lower staffing levels, and, occasionally, fewer services. However, the County has maintained a significant amount of services and even expanded a few. That speaks to the commitment of your office and our Board of Supervisors in providing a livable Pima County that is responsive to public need.

We support your realistic look at the County's budget and the resulting realistic expansion of funding for some departments. That expansion will allow crucial services in the Sheriff's Department, Library Department, Indigent Criminal Defense and other service areas to continue.

We also support the hard look that you've taken at employee compensation; however, we do not believe that your current plan is equitable. Cost of living has increased for everyone and lowest earners, while receiving a minimum of \$750/annually in your current plan, are still saving cans to pay for the gasoline to go to work, or paying their utilities in installments. It may be a generalization, but I'd assume that the top earners, who in your plan are receiving 2%, are not making those same sacrifices in order to keep their jobs and provide crucial front line public services.

All employees have been hit with increases at home and cuts at work—cuts to the workforce that make everyone work harder, increases to retirement contributions, and for many, unemployment in their homes that affect their ability to make ends meet.

This year's budget is an important one. Our Board of Supervisors has an opportunity to make an impact on the lives of those who need it most.

SERVICE EMPLOYEES  
INTERNATIONAL UNION  
CTW, CLC

1600 N. Tucson Blvd.  
Suite 100  
Tucson, AZ 85716

520.884.8100  
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C.H. Huckelberry  
May 12, 2014  
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Your current recommendation, which will cost about \$1.4 million for the bottom 2,265 employees while costing \$4.6 million for approximately 3,782 higher earners, does not go far enough in its impact. We believe that a flat dollar amount increase applied across the board would be more impactful to our employees and to our County.

We urge you to restructure your recommendation to the Pima County Board of Supervisors—and help those who need it most while keeping jobs competitive.

Thank you for your support.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Castillo'.

**Maya Castillo**  
President  
SEIU Arizona

Cc: Pima County Board of Supervisors

SERVICE EMPLOYEES  
INTERNATIONAL UNION  
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# ATTACHMENT 2



## *Pima County Probation Officer Association*

May 13, 2014

The Honorable Sharon Bronson, Chair  
Pima County Board of Supervisors  
130 West Congress Street, Eleventh Floor  
Tucson, Arizona 85701

Dear Supervisor Bronson:

Probation is the act of suspending the sentence of a juvenile or adult offender facing adjudication for a criminal offense and granting a period of community supervision where the probationer agrees to complete specifically ordered conditions instead of being placed in custody. Since 1956, Pima County has supported Juvenile and Adult Probation Departments to provide Juvenile, Lower Courts, and Superior Court judges with evaluations and assessments of offender risk and monitoring compliance, if granted community supervision. Arizona has an epidemic of incarceration as the prison population has increased tenfold in the past 30 years, leading to exploding incarceration costs that strain local and state budgets. Community supervision protects public safety while allowing probationers to remain employed, obtain treatment, and repay their victims.

Pima County currently employs over 400 commissioned juvenile and adult probation and surveillance officers, unit supervisors, and juvenile detention officers. They have a unique role in the criminal justice system, as they are trained to motivate defendants to change while assuring community safety. Classified as peace officers by Arizona law, they are authorized to arrest probationers for probation violations and locate absconders and fugitives. Their arrest powers allow other local and county law enforcement personnel to remain on patrol to protect the community. Although they are not required to carry weapons, about 75% of adult and juvenile probation and surveillance officers choose to be armed and are required to complete extensive and continuing training and qualification requirements similar to law enforcement officers. They also receive extensive training in defensive tactics.

A high number of offenders successfully complete their period of supervision. Juvenile and adult probation officers have a long record of accomplishments including lowering revocation and detention rates, collection of millions of dollars in reimbursement, restitution, fines, fees, and surcharges. However, a small number refuse to change, placing the community and the officers at risk. Juvenile officers face additional challenges. Although minors are the most likely to change, they are frequently under the influence of anti-social peers and/or family members who attempt to thwart our efforts. They are also more impulsive.

Although several officers are injured every year in the course of their duties, no Pima County probation officer has yet been killed in the line of duty. However, the names of nine probation officers are listed on the National Law Enforcement Memorial in Washington, D.C. and a Mojave County officer was shot in the line of duty late last year.

Often called the "Silent Shield," the general public is often unaware of our officer's presence in their neighborhoods, the risks they face, or of their participation in joint operations with local, state, and federal law enforcement officers and task forces, including the coordinated gang enforcement and fugitive units. In January 2014, Pima County Adult Probation officers assigned to the Eastside satellite office confiscated 13 ounces of high quality methamphetamine during a cursory search of a probationer recently placed under supervision. They worked with the Counter Narcotics Alliance leading to a new indictment in Pima County Superior Court. Although this was the largest recent seizure, many other officers routinely recover smaller amounts of drugs and many illegal weapons. Over the past year, juvenile and adult officers have seized over 400 weapons, including guns, knives, and brass knuckles. They have also confiscated body armor, some stolen from other law enforcement and peace officers. A Power Point showing photographs of some of this contraband has been emailed to your office and photographs are included with this letter.

Beginning in 2007, Pima County has endured an economic downturn that seriously impacted the community as a whole. As a result, compensation rates for commissioned juvenile and adult officers and supervisors have lagged behind other Arizona departments. Although Pima County is the second largest county, a 2012 survey by the Arizona Chief Probation Chief's Association ranked Pima County 12<sup>th</sup> of the 15 Arizona counties. Recognizing this fact, the Pima County Superior Court Management Team unsuccessfully attempted to remedy this problem last year.

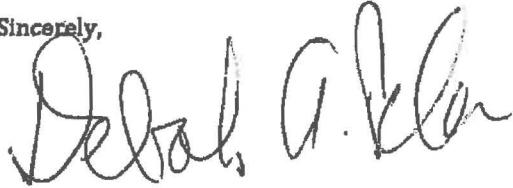
Over the past year, the failure to address the problem has caused increased attrition and turnover that has exacerbated training costs and increased wage compression. The Supplemental Budget Request submitted to you on March 28, 2014 more fully documents the extent of the problems and the proposed solution. Of greatest concern is the shocking, dangerous, and unacceptable devaluation of the contributions to the community of our commissioned officers in both departments whose duties are classified under Salary Grade 61. Salary surveys conducted by the Court and the County Manager's office have documented double digit market lags. As president of the Pima County Probation Officer's Association, I am writing to support the Court's efforts to correct this situation.

Success in this profession requires good judgment, a high level of discretion, considerable skill and knowledge of interview techniques, behavioral health, addiction, and counseling and the ability to work independently, and with people of varying educational and social background. Initial training costs are high, but additional training and experience are needed to complete their education. The current level of attrition, turnover, and wage compression constitutes a risk to community safety and has the potential of increasing expenditures for incarceration and other related social spending, should more probationers be placed in custody. The failure to address salary and wage compression problems has led to the loss of numerous officers to Pinal, Maricopa, and Yuma counties. They also hurt recruitment efforts, as well as lower morale and willingness to promote within the department. These conditions are unacceptable in any organization, be it public or private.

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Recognizing the important role the judiciary plays as a co-equal partner in assuring public safety with the executive and legislative branch, Arizona law requires the sharing of the responsibility for funding the courts between state and county governments. County boards are required to set salary ranges at the recommendation of the Chief Presiding Judge. This board has it within its power to act. I understand the difficult decisions you must make, but wish to point out that any increases will be partially mitigated by state funding sources. Every budget document is essentially a value statement. On behalf of over 400 commissioned officers in Pima County, and the people of Pima County, please continue to support the continued efficient and cost-effective management of the criminal justice system.

Sincerely,



Deborah A. Pela, President  
Pima County Probation Officer's Association

cc: Supervisor Ally Miller  
Supervisor Ramon Valadez  
Supervisor Ray Carroll  
Supervisor Richard Elias  
County Manager Chuck Huckleberry  
The Honorable Sarah R. Simmons,  
The Honorable Karen S. Adam,  
The Honorable Richard Fields  
Mr. Kent Batty, Court Administrator  
Chief Adult Probation Officer David Sanders  
Chief Juvenile Probation Officer John Skow  
Enclosures

**PROBATION**

Dear Mr. Huckleberry,  
An electronic copy of  
the photographs will be  
e-mailed this afternoon.  
My contact information is  
attached. Deborah Pela  
PIMA COUNTY PROBATION OFFICERS ASSOCIATION



**Firearms confiscated by Pima County Adult Probation Department over the past year**



**Knives confiscated over the same period**



**Ackerson rifle confiscated by Juvenile Probation officers in the past year**



**Body armor confiscated by Adult Probation officers over the past year**



**Homemade weapon confiscated by Juvenile Probation officers over the past year**



**Weapons confiscated by Adult Probation officers over the past year**



**Confiscated weapons/ammunition from the past year by Adult  
Probation -in Evidence locker**



**Ammunition confiscated in the past year**

# ATTACHMENT 3



# Pima County Sheriff's Department

1750 E. Benson Highway • Tucson, AZ 85714-1758  
Phone 520-351-4600 • Facsimile 520-351-4622  
[www.pimasheriff.org](http://www.pimasheriff.org)

Clarence W. Dupnik  
Sheriff

Christopher Nanos  
Chief Deputy

Keeping the Peace and Serving the Community Since 1865

May 15, 2014

Mr. Chuck Huckelberry  
Pima County Administrator  
130 W. Congress  
Tucson, Arizona 85701

Dear Mr. Huckelberry,

I have met with representatives from the three employee groups representing the majority of the Department's corrections officers and deputy sheriffs. The Fraternal Order of Police Lodge 20, the Pima County Corrections Officers Association, and the Pima County Deputy Sheriffs' Association have collaborated to propose a possible revision to the anticipated County employee compensation package for FY 14/15. The employee representatives have expressed their goal of obtaining a step increase for eligible corrections and commissioned personnel. These personnel include the classifications of Deputy Sheriff (CC 3211), Sergeant (CC 3212), Corrections Officer (CC 3291), and Corrections Specialist (CC 3293).

The employee groups have requested your consideration of a modification to the planned compensation package. The groups' proposal would continue the 2% increase for all employees not eligible for a step increase. However, those employees eligible for a step increase would forego their 2% increase in September in lieu of a step increase for FY 14/15 effective January 2015. The goal of this proposal is to implement the step increase at such a time as the cost for the remainder of the fiscal year would be equal to the total cost of a 2% increase for these step eligible employees had they received it in September. A rudimentary estimate of the cost of this proposal shows the step increase could possibly be made as early as January 2015. This proposal would also eliminate the increases in pay associated in the step ranges; existing step ranges would remain in effect.

The Department is facing the challenge of retaining qualified, experienced, and tenured personnel in these classifications. Recently, Department members have left the organization to seek higher wages in other law enforcement and private sector jobs. The current attrition rate is one deputy and nearly four corrections officers per pay period, amounting to over 25 deputies and 100 corrections officers each year. The employees leaving the Department are some of our more experienced and highly trained staff with the most job knowledge. The Department now faces the challenges and costs associated with recruiting, hiring, and training replacements as well as paying overtime to fill shifts left vacant by departing personnel. For these reasons, I believe a step increase for these classifications is justified.

3A

The Sheriff's Department can absorb the increased costs associated with this pay proposal in future years by reducing overtime and training costs resulting from this attrition. Retaining tenured staff will eliminate the expense of replacing the advanced training lost upon their departure. By stabilizing the work force in these classifications, the Department can reduce the overtime needed to address the scheduling challenges produced by attrition.

After reviewing the joint proposal from the Fraternal Order of Police, the Pima County Corrections Officers Association, and the Pima County Deputy Sheriffs' Association, I respectfully support their proposal and request your consideration thereof.

Sincerely,



Chris Nanos  
Chief Deputy

CJN:kjw



Costaki Manoleas President



Eric Johnson President



Jay Smith President

3B

Mr. Huckleberry,

Costaki Manoleas, Eric Johnson, and Jay Smith represent the majority of the commissioned sergeants, deputies, correctional officers, and corrections specialists who work for the Pima County Sheriff's Department, as Presidents of their respective union groups, the Fraternal Order of Police, the Pima County Deputy Sheriff's Association, and the Pima County Correction Officers Association.

Over the last seven years our County has gone through some very hard times. We would like to thank you for doing a great job in managing the County. Because of you, no one has had to take a reduction in pay, benefits, or take time off without pay like some other agencies. Recently, when the State raised the combined percentage rates for the Law Enforcement retirement system, you insured the Deputies didn't take a cut in pay by funding a benefits package. You have always found a way to make it work within a very tight budget, and we sincerely appreciate that.

The commissioned and corrections staff of the Pima County Sheriff's department have gone without a formal step increase for the last seven years. Although there has been an increase of approximately 14% in COLAs and other benefits, a 5% step has not been received leaving approximately 50% of the staff behind in steps. Some of those officers have been at step one for that entire time.

Over the next few years we would like to be able to get all of our staff, who are eligible for step increases, to where they should be in our established step program. To complete a full decompression of the entire eligible Sheriff's Department employees it would cost in excess of 4 million dollars. We know and understand this number is unreasonable, especially with a required tax increase just to meet the basic budget. We also realize the County, the Sheriff's Department, and you would undergo great scrutiny by the public and other County departments for such a large increase by full decompression. We don't want to put you, the County, the Sheriff's Department, or ourselves in a bad position during these hard financial times.

With the economy recovering and property values rising, the increased taxes will allow for future increases in the County's budget. What we are requesting with the support of Sheriff Dupnik and Chief Deputy Nanos, is that we are allowed to use the suggested 2% increase for all of our topped out personnel in September as it is written in the budget proposal. For our personnel that need a step or more, push their increase to January and move them to their next step (4%), at our current rates. Doing this will help reduce the 4 million dollar price tag for full decompression and use our allotted monies for the 2% in a better fashion this year. By granting a one step increase for those who need it in January and the 2% for those topped out in September, we believe this will do two things mutually beneficial to both sides. First, you will send a message of support to the commissioned and corrections officers most affected by the present economy and secondly we can start to chip away at the large decompression gap that currently exists spreading the impact out over time.

Costaki Manoleas  
FOP President

Eric Johnson  
PCDSA President

Jay Smith  
PCCOA President