



# BOARD OF SUPERVISORS AGENDA ITEM REPORT

Requested Board Meeting Date: 10/5/2021

\*= Mandatory, information must be provided

Click or tap the boxes to enter text. If not applicable, indicate "N/A".

**\*Title:**

Addendum Agenda Item – Discussion/Action on the Pima County Attorney’s Office seeking approval for additional funds for attorney salary and staff pay parity adjustments.

**\*Introduction/Background:**

The Pima County Attorney’s Office requests that an addendum agenda item be added for the October 5, 2021 meeting seeking approval for additional funds for attorney salary adjustments and staff pay parity adjustments.

**\*Discussion:**

Over time, the Pima County Attorney’s Office (PCAO) has lost valuable talent due to wage and salary disparities between the Office and the local labor market (and internal disparities between the same or similar positions). In response, PCAO leadership has collaborated with County Administration to address compression and parity issues for attorneys and staff.

**\*Conclusion:**

To recruit and retain talent, and to provide the best service possible to the people of Pima County, the County should increase pay and work towards eliminating pay disparities between PCAO employees and the local labor market (and, disparities between employees working in the same or similar positions).

**\*Recommendation:**

Approve the proposed pay increases to address recruitment, retention, and disparity issues.

**\*Fiscal Impact:**

TOTAL IMPACT: \$1,924,863      Attorney Increase : \$1,545,089      Paralegal Parity Adjustment : \$229,774  
Special Revenue and Grant Fund Employee Parity Adjustment: \$150,000

**\*Board of Supervisor District:**

1     2     3     4     5     All

Department: Pima County Attorney's Office      Telephone: 520-724-5700

Contact: Chief Civil Deputy Sam Brown      Telephone: 520-724-5700

Department Director Signature:  \_\_\_\_\_ Date: 9/30/2021

Deputy County Administrator Signature: \_\_\_\_\_ Date: \_\_\_\_\_

County Administrator Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Laura Conover**  
Pima County Attorney

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(520) 724-5600  
pcao.pima.gov  
32 N. Stone Avenue, Tucson, AZ 85701

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Administration Division

September 29, 2021

C.H. Huckelberry, County Administrator  
115 N. Church Ave. 2nd Floor, Suite 231  
Tucson, Arizona 85701

Re: PCAO Salary Adjustments: Moderate Counter Proposal

Mr. Huckelberry,

I want to begin by thanking you, Ms. Leshner, Ms. Bohland, and so many others in HR and Finance for working with us for so long on this project. I want you to know that you have lit fires in long-time employees. Several veteran attorneys have reported this will be the first meaningful adjustment to their salary since 1997, several mid-level attorneys who are handling far too many homicides have decided to hold back resignation letters in the hope this will drive additional employees in, and several long time staff have been reduced to tears of relief.

The general and market-based increases are helpful but did not incorporate our comprehensive plan to redress pay inequity within our department. We have taken steps to redress improper use of TCDs. However, to prevent units from falling below critical staffing levels, we were forced to offer retention adjustments to multiple employees who had job offers from other private and government agencies. Some employees had multiple job offers. While we are pleased to have received across the board pay adjustments, we must now address inequities made necessary by our desperate need to keep other agencies from poaching employees from already understaffed units.

The general pay increase did not apply to everyone and created a bill of approximately \$150,000 for our office. The raises applied only to employees in the general fund. Some of our employees are instead paid from special revenue and grant funds. County Finance told us that the impact to our budget will be a \$150,000 deficit to create parity for those employees. *See* BN001.

Your offer on September 14, 2021, to give us \$1M specifically to address attorney pay is a move in the right direction but is still short of what we need. We used the scales you provided to us for proposed Public Defense Service Classifications. *See* BN002. We utilized the same pay bands applying to the four classes you proposed, although we will need to name them differently to meet our departmental needs. The numbers included in our counter proposal are based upon the

pay bands you provided and a base salary for new attorneys of \$70,000. The pay bands will be sufficient so long as we receive additional money to assist with ERE and parity adjustments.


\$2,126,945	Attorney Salary (including parity adjustments) + ERE
+\$229,774	Paralegal Salary (including parity adjustments) + ERE
<u>+150,000</u>	Parity Adjustment for Special Revenue and Grant Funded Employees
<b>\$2,506,719</b>	<b>Total Salary + ERE amount needed</b>

Also, based on our meeting on September 14 and in the spirit of meaningful collaboration, we have identified attrition savings from vacancies as of September 15.

\$2,506,719	Total Salary + ERE
- \$581,856	PCAO Contribution of Attrition savings (July 1 – September 15)
<u>- \$1,000,000</u>	<u>Attorney Specific Salary offer from 9/14/21 Meeting (thank you!)</u>
<b>\$924,863</b>	<b>Additional Request to fund Attorney Salary, Address Pay Inequity, ERE</b>

The additional \$924,863 along with the original \$1M originally offered to address attorney pay only, is a critical piece of the puzzle for maintaining a strong and secure workforce within PCAO. As our economic climate changes and the local workforce subsequently adjusts, our staff, those who are new and those who have remained through this transition, are fully committed to the key objectives and foundation of reform in our office. Being able to maintain the wealth of staff knowledge we have and build within our ranks will allow us to deliver the high-quality service and access to justice that Pima County residents deserve. These funds will also provide our tireless attorneys and staff the security and fair wages they are due.

Sincerely,



Laura Conover  
Pima County Attorney

CC: Jan Leshar, Chief Deputy County Administrator  
Cathy Bohland, Director, Human Resources



## Tamara Mulembo

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**From:** Laura Conover  
**Sent:** Monday, September 20, 2021 7:44 PM  
**To:** 'Michelle Campagne'; Tamara Mulembo  
**Cc:** Arika Wells  
**Subject:** RE: Employee 5% raise

Michelle,  
 Thank you for your attention to this. We appreciate it.  
 Laura



**Laura Conover**  
 Pima County Attorney  
 laura.conover@pcao.pima.gov  
 (520) 724-5600  
 The People's Office/La Oficina del Pueblo

**From:** Michelle Campagne <Michelle.Campagne@pima.gov>  
**Sent:** Monday, September 20, 2021 6:41 PM  
**To:** Tamara Mulembo <Tamara.Mulembo@pcao.pima.gov>  
**Cc:** Laura Conover <Laura.Conover@pcao.pima.gov>; Arika Wells <Arika.Wells@pcao.pima.gov>  
**Subject:** RE: Employee 5% raise

Hi Everyone,

Using the recommendations within Mr. Huckelberry's September 21, 2021 Memo (please see link below), the estimated impact to the County Attorney's Special Revenue Fund budgets would be about \$150,000.

[https://webcms.pima.gov/UserFiles/Servers/Server\\_6/File/Government/Administration/CHHmemosFor%20Web/2021/September/September%2021,%202021%20-%20First%20Phase%20County%20Comprehensive%20Salary%20Study%20through%20a%20Proposed%20General%20Increase%20in%20Employee%20Compensation.pdf](https://webcms.pima.gov/UserFiles/Servers/Server_6/File/Government/Administration/CHHmemosFor%20Web/2021/September/September%2021,%202021%20-%20First%20Phase%20County%20Comprehensive%20Salary%20Study%20through%20a%20Proposed%20General%20Increase%20in%20Employee%20Compensation.pdf)

Thank you,

*Michelle Campagne*  
 724-8410

**From:** Tamara Mulembo <Tamara.Mulembo@pcao.pima.gov>  
**Sent:** Monday, September 20, 2021 11:23 AM  
**To:** Michelle Campagne <Michelle.Campagne@pima.gov>  
**Cc:** Laura Conover <Laura.Conover@pcao.pima.gov>; Arika Wells <Arika.Wells@pcao.pima.gov>  
**Subject:** FW: Employee 5% raise

**CAUTION:** This message and sender come from outside Pima County. If you did not expect this message, proceed with caution. Verify the sender's identity before performing any action, such as clicking on a link or opening an attachment.

**Monica Perez**

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**From:** Cathy Bohland  
**Sent:** Friday, September 17, 2021 1:19 PM  
**To:** Jan Leshar; Monica Perez  
**Subject:** FW: Attorney Classifications - UPDATE

Update – PDS and HR have come to an agreement on the four new attorney classifications. We will likely have to create another Attorney I classified position as well – so 5 total. Below are the class titles, years of experience, and salary grades. HR will get these on the BOS agenda. We will now begin working together to determine how to properly slot folks, looking at equitable percentage adjustments for current incumbents.

The years of experience are:

Proposed Title	Exp
Attorney I	0
Attorney II	4
Attorney Supervisor	6
Bureau Chief	10

*To: Laura/Tomorrow*  
*This is what we have come up with for the attorneys in PDS*

The proposed ranges are:

*CMJ*  
*9/17/21*

Proposed Title	Grade	Hourly Minimum	Hourly MidPoint	Hourly Maximum	Annual Minimum	Annual MidPoint	Annual Maximum	Range Spread
Attorney I	R1	\$32.69	\$39.23	\$45.77	\$68,000	\$81,600	\$95,200	40%
Attorney II	R2	\$37.98	\$45.58	\$53.17	\$79,000	\$94,800	\$110,600	40%
Attorney Supervisor	R3	\$44.23	\$53.08	\$61.92	\$92,000	\$110,400	\$128,800	40%
Bureau Chief	R4	\$52.88	\$63.46	\$74.04	\$110,000	\$132,000	\$154,000	40%

Cathy Bohland  
 Human Resources Director  
 Pima County  
 724-8672