

Mark Dannels
Sheriff

Thad Smith
Chief Deputy

Office of the Sheriff Cochise County



To: Board of Supervisors

From: Sheriff Mark Dannels

Subject: Detention Officer Pay

Date: December 26, 2013

For some time the Sheriff's Office Detention Division has experienced difficulty in retaining staff, carrying vacancies for many years, and trouble recruiting qualified staff at the current pay range and structure. Since July of 2012 (18 months) 24 Detention Officers have ended employment with the Sheriff's Office. Sheriff Dannels along with Human Resources staff have developed a plan to help alleviate some of these difficulties. The Plan is structured similar to the Deputy Pay Plan previously approved by the Board of Supervisors several years ago. In essence, the Plan allows base salary adjustments when an employee meets certain certifications/training and tenure requirements.

There are two components associated with adjusting Detention Officer Pay. The first part is bringing the level of pay up to or at least close to market. To identify our Detentions Officers current market position in comparison with its competitors, Human Resources conducted a study of comparable sized and contiguous Arizona Counties as well as the State Prison in Douglas. Cochise County significantly lags behind most other jurisdictions with which we compete.

The cost to implement this plan is approximately \$266,718.90 annually. This would be the ongoing cost of bringing the staff to the recommended pay levels. Because detention officers are very much behind market, some proposed increases are in excess of 20%. Even with these increases they will not be above current market. Paying Detention Officers a competitive wage is also an important step in minimizing corruption. The reasoning for higher salaries goes beyond an anti-corruption measure; it will serve as a draw for individuals in the private sector, and as a competitive salary as well.

The second part is the establishment of a Pay Plan to keep salaries at or close to market. The Plan outlines increases to base salaries based on Detention Officers achieving certifications/training and tenure. The Corporal, Sergeant and Lieutenant levels move up on the basis of tenure alone. The ongoing cost of the plan is estimated to be between \$12k - \$32k annually. The Sheriff has identified Jail Enhancement funds, generated by fines and fees, to cover the cost of the proposed increases and the ongoing Plan costs for the next several years.

Jail enhancement funds are to be used to enhance jails, jail operations and jail training programs beyond the Sheriff's normally budgeted programs. The Sheriff's Office continues to evolve and improve operations through changes in management and redeployment of our limited resources. This plan increases and improves the value, quality, desirability and attractiveness of county jail services and operations. The Legislature, in its wisdom, used the term "enhancement" thereby deferring to the expertise of those who run the jails to determine what they need to improve or enhance their jail operations. JEF allocations are intended to enhance jail operations. This plan gives Detention Officers incentive to strive for an even higher level of performance by pursuing the required training and standards to reach the next level. It also creates goals for staff, increasing the likelihood that staff will stay in the organization enhancing the number of senior staff along with the knowledge and experience that come with additional training and tenure thereby enhancing officer and inmate safety while simultaneously reducing liability to the County. Over the next several years the County Administration will work to shift costs away from Jail Enhancement to the General Fund during the development of each budget where ultimately the General Fund will absorb the vast majority of the cost.

Pay levels will be fixed at a specific dollar amount for each level:

Detention Officer:

Entry: \$32,000.
 Intermediate: \$34,000
 Senior: \$36,000.

Det. Corporal:

Entry: \$38,000
 Intermediate: \$40,000;
 Senior: \$42,000.

Det. Sergeant:

Entry: \$44,000;
 Intermediate: \$46,000;
 Senior: \$48,000

Det. Lieutenant:

Entry: \$50,000;
 Intermediate: \$52,000;
 Senior: \$54,000.

Cost to Implement

\$266,718.90

Added cost during next four years:

2015	2016	2017	2018
\$23,940.00	\$10,640.00	\$31,920.00	\$15,960.00

Pay Plan Level assignments will be contingent on experience level, successful performance and achievement of training, education, and related standards listed below under Standards and Training.

Initial assignments to pay level will not be initiated by the Officer. In the future Detention Officers must make a formal request to be considered for advancement to the next Pay Plan Level. The Detention Officer must submit this request and required documentation to the Commander through their Chain of Command.

The Commander or his designee will convene a Qualifications Appraisal Board to ensure that the requesting Detention Officer has met all requirements and has acquired the requisite knowledge and skills to move to the next higher level.

The Sheriff has the sole authority to consider waiving any Cochise County experience requirements for any pay level to meet any demonstrated departmental needs, but cannot waive training or standards requirements.

The following criteria will apply to all Detention Officers requesting consideration for advancement through the Detention Officer Pay plan levels.

The Detention Officer:

1. Must have received not less than standard ratings on the most recent Employee Performance Evaluation.
2. Must not have received a suspension or demotion within the previous two years. Any Detention Officer who is serving a period of Special Observation will not be given consideration for advancement until the application period after the Special Observation period has ended.
3. Must participate in the departmental wellness program annually.
4. Must participate in annual defensive tactics training.
5. Must complete annual department required training.

DETENTION OFFICER PAY PLAN MATRIX

Sheriff Detention Officer Pay Plan Levels	Standards And Training
Entry Level – From 0 thru 2.99 years of service with the Cochise County Sheriff's Office.	<p>In order to successfully complete the Entry Level and be eligible to advance to the Intermediate Level, the Detention Officer must complete 2.99 yrs. of service as a Cochise County Detention Officer and receive training in, or demonstrate proficiency in the following areas:</p> <ol style="list-style-type: none"> 1. Defensive Tactics 2. Restraint Techniques 3. Grievance Procedure 4. Medical Emergencies 5. Transportation of Inmates 6. Emergency Count Procedures 7. Escape Procedures 8. Spillman Data Entry
Intermediate Level – From 3 thru 5.99 years of service with the Cochise County Sheriff's Office.	<p>In order to successfully complete the Intermediate Level and be eligible to advance to the Senior Level, the Detention Officer must complete 5.99 yrs. of service as a Cochise County Detention Officer and receive training in, or demonstrate proficiency in the following areas:</p> <ol style="list-style-type: none"> 1. Emergency Operation Procedures 2. Hunger strike Protocols 3. Use of Force Continuum 4. Field Training Officer 5. Instructor Certified 6. Basic knowledge of Classification 7. Incident Command System 8. Management/Leadership Training 9. Public Speaking 10. Community Involvement 11. Booking
Senior Level – Above 6.00 years of service with the Cochise County Sheriff's Office.	<p>To be eligible for promotion to the rank of Corporal, the Detention Officer must follow the formal promotional process protocol. This will include a Qualifications Appraisal Board, Written Examination and Skills Assessment.</p>

Detention Officers

Classification	1/5/2014	Additional On-going Costs for Tenure				
	Proposed Increase	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018
DO II	\$ 89,590.19					
DO III, IV & V	\$ 106,950.34					
Subtotal	\$ 196,540.53					
ERE's @ ~33%	\$ 64,858.37					
Total Cost	\$ 261,398.90	\$ 5,320.00	\$ 23,940.00	\$ 10,640.00	\$ 31,920.00	\$ 16,280.00
Total Needed for FY 13/14		\$ 266,718.90				

Data compiled as of 1/5/2014

Detention Officer II		Range	Min	Mid	Max	Actual	# Incumbts	1/5/2014
Detention Officer II		Hourly	Salary	Tenure in Position	Cur Salary	Prop Salary	% Increase	Difference
ACUNA, BENJAMIN - 5995	\$15.3846	\$31,999.97	9/24/2012	1.28	\$ 31,999.97	\$ 32,000.00	0.00%	\$0.03
ALEMAN, OZIEL - 3736	\$15.3846	\$31,999.97	1/2/2008	6.01	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
ANDRESS, MARITZA - 4458	\$15.3846	\$31,999.97	8/4/2003	10.43	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
BARCELO, TIMOTHY - 5818	\$15.3846	\$31,999.97	1/31/2011	2.93	\$ 31,999.97	\$ 32,000.00	0.00%	\$0.03
BOROSKI, MICHAEL - 3522	\$15.3846	\$31,999.97	1/7/2000	14.01	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
BRATTON, ELSA - 2213	\$15.6250	\$32,500.00	6/26/1996	17.54	\$ 32,500.00	\$ 36,000.00	10.77%	\$3,500.00
BRENNAN, SUPATRA - 5058	\$15.3846	\$31,999.97	10/16/2006	7.23	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
CERTA, CHRISTOPHER - 5599	\$15.3846	\$31,999.97	8/9/2009	4.41	\$ 31,999.97	\$ 34,000.00	6.25%	\$2,000.03
CLARK, CHRISTOPHER - 5996	\$15.3846	\$31,999.97	9/24/2012	1.28	\$ 31,999.97	\$ 32,000.00	0.00%	\$0.03
CLINE IV, ROBERT - 4964	\$15.3846	\$31,999.97	5/15/2006	7.65	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
CRUZ, ARMANDO - 5371	\$15.3846	\$31,999.97	1/28/2008	5.94	\$ 31,999.97	\$ 34,000.00	6.25%	\$2,000.03
DONAHUE, MICHAEL - 2648	\$15.6250	\$32,500.00	2/20/1997	16.88	\$ 32,500.00	\$ 36,000.00	10.77%	\$3,500.00
ENCINAS, ERIC - 5928	\$15.3846	\$31,999.97	2/21/2012	1.87	\$ 31,999.97	\$ 32,000.00	0.00%	\$0.03
GARDNER, BRANDON - 3760	\$15.3846	\$31,999.97	11/29/2004	9.11	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
GERAGHTY, GARY - 5166	\$15.3846	\$31,999.97	1/17/2012	1.97	\$ 31,999.97	\$ 32,000.00	0.00%	\$0.03
GERMAN, HUMBERTO - 5939	\$15.3846	\$31,999.97	4/2/2012	1.76	\$ 31,999.97	\$ 32,000.00	0.00%	\$0.03
HAMILTON JR, JOHN - 4993	\$15.3846	\$31,999.97	6/26/2006	7.53	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
HIGGS, ROBERT - 3563	\$15.3846	\$31,999.97	2/8/1999	14.92	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
HOLGUIN, ROBERT - 5572	\$15.3846	\$31,999.97	1/8/2012	1.99	\$ 31,999.97	\$ 32,000.00	0.00%	\$0.03
JONES, JACKELINE - 4075	\$15.3846	\$31,999.97	7/30/2001	12.44	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
KEPHART, JOSHUA - 5499	\$15.3846	\$31,999.97	10/6/2008	5.25	\$ 31,999.97	\$ 34,000.00	6.25%	\$2,000.03
LOPEZ, BERTHA - 5144	\$15.3846	\$31,999.97	3/12/2007	6.82	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
LOPEZ, YADIRA - 4870	\$15.3846	\$31,999.97	10/11/2005	8.24	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
LOZANO, MANUEL - 1897	\$16.0629	\$33,410.83	8/13/2007	6.40	\$ 33,410.83	\$ 36,000.00	7.75%	\$2,589.17
LUNA, MARIO - 5617	\$15.3846	\$31,999.97	9/28/2009	4.27	\$ 31,999.97	\$ 34,000.00	6.25%	\$2,000.03
MOLINA, SELINA - 4281	\$15.3846	\$31,999.97	6/5/2005	8.59	\$ 31,999.97	\$ 36,000.00	12.50%	\$4,000.03
OLIVARES, JULIO - 5471	\$15.3846	\$31,999.97	8/4/2008	5.42	\$ 31,999.97	\$ 34,000.00	6.25%	\$2,000.03
ORTIZ, ERICK - 5567	\$15.3846	\$31,999.97	5/4/2009	4.68	\$ 31,999.97	\$ 34,000.00	6.25%	\$2,000.03

