

**SANTA BARBARA COUNTY
BOARD AGENDA LETTER**



Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Agenda Number:
Prepared on: 7/3/02
Department Name: Human Resources
Department No.: 7/9/02
Agenda Date:
Placement: Administrative
Estimate Time:
Continued Item: NO
If Yes, date from:

TO: Board of Supervisors

FROM: Ann Goodrich
Human Resources Director

STAFF CONTACT: Lila Deeds, Employee Relations Manager
568-2819

SUBJECT: Salary Equity Adjustments for Certain Law Enforcement and Related Classifications

Recommendation(s):

That the Board of Supervisors:

Pursuant to memoranda of understanding and sideletter agreements, adopt resolutions increasing salaries for certain classifications represented by the Deputy Sheriffs Association and the Sheriff's Managers Association, effective July 8, 2002.

Alignment with Board Strategic Plan:

The recommendation(s) are primarily aligned with actions required by law or by routine business necessity.

Executive Summary and Discussion:

Scheduled Equity Adjustments

In the current Memoranda of Understanding between the County and the Deputy Sheriffs Association (DSA) and between the County and the Sheriff's Managers Association (SMA), the County agreed to increase salaries for certain classifications over and above the annual cost-of-living adjustment in order to address recruiting, retention and/or compaction issues. The equity increases range from 6.5% to 12%, phased-in over four years. In part, the recommended resolution implements the fourth-year incremental increase effective July 8, 2002, pursuant to the Memoranda of Understanding for the classifications and in the amounts shown below:

<u>Classification</u>	<u>7/8/02 Increase</u>
Sheriff's Deputy/Trainee	2.0%
Sheriff's Sergeant	2.0%
Communications Dispatcher I/II/Supv	2.5%
Sheriff's Lieutenant	3.0%
Sheriff's Commander	3.0%
Chief Deputy Sheriff	3.0%
Undersheriff	3.0%
Chief Criminal Investigator	3.0%
Sheriff's Correction Lieutenant	2.5%

Special Increase for Sheriff's Deputy and Related Classifications

Despite the equity increases provided over the past few years, the County is experiencing unprecedented turnover in the Sheriff's Deputy classification. The turnover rate for Deputies has increased from last year at an alarming rate, from 3.5% to 11.8%. Some of that increase is due to retirements, but there has been a recent and dramatic increase in the number of Deputies leaving to go to other law enforcement agencies for the sole stated reason of attaining higher compensation. In the last six months twelve Deputies have resigned from County employment, ten of whom left to work for other law enforcement agencies and cited better compensation as the reason for their resignation. In addition, we are aware of at least ten more Deputies who are in the process of applying or are in the background process with other law enforcement agencies.

This increased turnover, coupled with continuing recruiting difficulty, has resulted in 29 vacancies out of the 228 authorized Deputy positions. In addition, there are 15 positions indefinitely vacated due to military and long-term medical leaves of absence, for a total of 44 vacancies out of 228 positions (20%). The Sheriff's Department is holding vacant a number of management level positions; when those vacancies are filled by promotion, additional Deputy vacancies will result. Of the remaining 184 Deputies, some graduated from the Police Academy just last month and will be unable to function independently until they obtain at least sixteen weeks of field training. As you know, after a Sheriff's Deputy is hired, he/she must attend a six-month police academy followed by four months of field training before being assigned independent responsibilities. This intensive training process, the longest for any employee in the County, means that each Deputy that leaves creates, at best case, a vacancy for about a year.

This level of turnover and resulting vacancies has significant operational and organizational impacts on the Sheriff's Department. It costs approximately \$80,000 to train a Sheriff's Deputy, and a number of years of experience to make the employee a fully qualified and skilled member of the County's law enforcement workforce. It is hard to quantify the impact of the loss of experienced Deputies who would otherwise continue to work for the Department for their career; the twelve Deputies that have resigned just since the beginning of 2002 had over fifty years of combined departmental experience among them. Exacerbating the operational problems created by almost fifty vacancies, approximately 40% of Deputy positions are assigned to the courts and contract cities, which have guaranteed staffing levels. Therefore, the ability to field deputies in the remaining unincorporated area is diminished and minimum staffing levels are being

maintained by using employees otherwise assigned to the Detective Bureau, narcotics and gang enforcement units, as well as with mandatory overtime.

The Sheriff's Department, working with Human Resources, has for many years aggressively recruited for Deputies (we are now recruiting on a continuous basis). However, there is considerable competition among law enforcement agencies for the diminishing supply of qualified applicants who are able to successfully pass the many testing procedures, including the rigorous background and psychological examinations required by POST. Out of each 100 Deputy Trainee applicants, only one to three make it successfully through the entire process and are hired (and then must successfully complete a police academy). More and more city police departments have targeted the lower paid Deputies as their main source of candidates in order to avoid the significant training costs and training time associated with hiring a new officer. The equity adjustments included in the current MOU were designed to improve our competitiveness with other employers and reduce our recruiting difficulty. However, while we may have improved our position in the market in relation to salary, the total compensation and net pay comparison still shows us lagging distantly behind other law enforcement organizations in the area. As an example, the current net pay differential between a Sheriff's Deputy and a Santa Barbara City Police Officer is approximately 25% to 36%, or as much as \$16,000 per year (net after taxes and other deductions).

Sheriff's Deputy classification, the consistent reason for non-retirement turnover, and the impact on the County's ability to staff basic public protection services to County residents, the County has entered into agreements with the Deputy Sheriffs Association and the Sheriff's Managers Association to increase salaries over and above the provisions of the current MOU's. The agreed-upon increases are 6% in July 2002 and 6% in January 2003 for the following classifications: Sheriff's Deputy/Trainee, Sheriff's Sergeant, Sheriff's Lieutenant, Sheriff's Commander, Chief Deputy Sheriff and Undersheriff. The recommended resolution implements the July 2002 increment; because of anticipated changes in the payroll system, the January 2003 increases will be presented to your Board for approval at a later date. Sheriff Thomas has declined the recommended raise, and so it is anticipated that the full amount of the increase for the Sheriff-Coroner will be implemented in January 2003.

We are acutely aware of the County's serious financial situation and the yet unknown impact of the State budget. However, we believe there is a demonstrated business problem caused by our inability to maintain staffing in this critical and most basic County service due to compensation, which must be immediately addressed.

Fiscal and Facilities Impacts

Scheduled equity adjustments per DSA and SMA MOU's – The recommended action covers approximately 302 employees in the Sheriff's Department and one employee in the District Attorney's Office. The costs of these increases were included in the estimated overall costs associated with the Memoranda of Understanding with the DSA which was considered and approved by your Board in March 1999, and with the SMA in May 1999.

Special increase for Sheriff's Deputy and related classifications – The recommended action covers approximately 273 employees in the Sheriff's Department. When fully implemented, the estimated annual cost of the total 12% increase is \$1,991,716 in 2002-03, and \$2,799,168 ongoing.

Of the ongoing annual amount, approximately \$503,850 will be in the form of an increase in the County's contributions to the Retirement System. The biannual actuarial study of the Santa Barbara County Retirement System as adopted by the Retirement Board and the Board of Supervisors, includes certain economic and non-economic assumptions in setting the employer's contribution rate. These assumptions include projected cost-of-living, merit and career advancement pay increases for employees.

Fiscal Year 2002-03 costs will be financed using a tiered approach from portions of various funds available asking the Sheriff's Department to absorb as much as possible. Potential funding sources include: Additional year end fund balances; a loan from the North County Jail Land Acquisition Fund; the portion of the Capital Designation set aside for an inmate transportation bus; potential additional salary savings in the Sheriff's 2002-03 budget; applying any Sheriff's Proposition 172 unanticipated revenues received in Fiscal Year 2002-03; the Salary Designation.

A project team will be established to develop ongoing funding options commencing with Fiscal Year 2003-04. This team will report back to the Board of Supervisors in the Fall after passage of the State Budget.

AG/LD

Cc: Sheriff-Coroner
District Attorney
Auditor-Controller
Retirement Administrator
Deputy Sheriff's Association
Sheriff's Managers Association