



Manatee County Sheriff's Office County Commission Presentation



*Preparing for Tomorrow...
Today.*



March 21, 2013



1. Initial Contract with Management Advisory Group (MAG) 2008. Data completed Sept. 2009.
 - Compiled salary benchmark comparisons.
 - Create & consolidate job descriptions.
 - Established salary plans.
 - Created salary & position database.
 - Reviewed staffing requirements.
2. Feb. 2011 Evergreen Consulting updated salary study.
3. May 2012 MAG provided latest salary study.



Consultant Salary Plan Comparisons

- ❑ September 2009 MAG Study = \$4.1M
- ❑ February 2011 Evergreen Study = \$5.6M
- ❑ May 2012 MAG Study = \$6.2M



Certified Compression Implementation

- County provided \$3.15 million for certified deputy increases to be used to address compression.
- Hired MAG to provide various scenarios
- Reviewed 6 scenarios
 - Did compression or 3% whichever was higher
 - Did compression adjustment through 1/1/2012
 - Carolyn will discuss process and shortfalls.



2013 Salary Comparison -- Starting Deputy/Officer

Normalized To 2,236 Hours MCSO Works

Based on March 2013 info.

Agency	Ranking	Salary	Req'd Pension Contribution %	Req'd Pension Contribution \$	Net Salary
Hillsborough SO	1	45,950	3.00%	1,379	44,571
Clearwater PD	2	47,806	8.00%	3,823	43,982
St. Petersburg PD	3	46,887	7.00%	3,282	43,605
Tampa PD	4	49,863	13.26%	6,612	43,251
Pinellas County SO	5	44,380	3.00%	1,331	43,049
Largo PD	6	44,828	5.00%	2,241	42,586
Sarasota County SO	7	43,000	3.00%	1,290	41,710
Pinellas Park PD	8	44,041	8.00%	3,523	40,517
Collier County SO	9	41,645	3.00%	1,249	40,395
Sarasota PD	10	43,411	8.00%	3,473	39,938
Polk County SO	11	41,071	3.00%	1,232	39,840
Bradenton PD	12	41,925	6.00%	2,516	39,410
Hernando County SO	13	39,865	3.00%	1,196	38,669
Pasco County SO	14	39,845	3.00%	1,195	38,650
Manatee County SO	15	39,689	3.00%	1,191	38,498



Carolyn Long

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Lake Ridge, Virginia



SHERIFF's OFFICE

MANATEE COUNTY



This Presentation Will Cover:

- ✓ **Background information**
- ✓ **Market Status of the Sheriff's Office**
- ✓ **Compression and Equity Analysis**
- ✓ **Cost Analysis to complete Equity/Compression Adjustments**



SHERIFF's OFFICE

MANATEE COUNTY



Background:

- ✓ approximately 1,200 positions
- ✓ approximately 375 job titles consolidated to 110
- ✓ approximately 720 sworn positions
- ✓ approximately 480 civilian positions

Goals Include:

- allow the Sheriff's Office to effectively compete for quality personnel to deliver Law Enforcement Services now and in the future and
- to Equitably compensate existing staff



Market Review Process – was current for the October 2011 time period:

✓ Fifteen (15) Agencies Provided Data

- ✓ City of Bradenton
- ✓ City of Clearwater
- ✓ City of Largo
- ✓ City of Pinellas Park
- ✓ City of Sarasota
- ✓ City of St. Petersburg
- ✓ City of Tampa
- ✓ Collier County Sheriff's Office
- ✓ Hernando County Sheriff's Office
- ✓ Hillsborough County Sheriff's Office
- ✓ Lee County Sheriff's Office
- ✓ Manatee County Government
- ✓ Pasco County Sheriff's Office
- ✓ Polk County Sheriff's Office
- ✓ Sarasota County Sheriff's Office

Data was intended to support implementation in October 2012



Comparison of Market Data for October 2011 to the Sheriff's Office pay ranges for the same time period

- ☐ *The Sheriff's Office has 110 total job titles*
- ☐ *MAG surveyed for 70 job titles (approximately 65% of total)
This included all Law Enforcement titles.*
- ☐ *The survey represented the then current market for pay ranges of peers and competitors for October 2011.*



Review of Market Information

Overall for the October 2011 market Manatee County Sheriff's Office lagged the market in all three key comparative Pay Range points:

- ✓ Behind the Minimum of the ranges: - 7%***
- ✓ Behind the Midpoint of the ranges: - 5%***
- ✓ Behind Maximum of the ranges: - 4%***



Review of MAG recommendations for October 2012

- ☐ ***MAG recommended that the Sheriff's Office adjust the pay ranges for implementation on October 1, 2012, by 5% at the midpoint of the ranges, resulting in an overall structure adjustment that would bring the Sheriff's Office in line with the market.***
- ☐ ***MAG made further recommendations to reduce jobs which were above market to the market level.***



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MAG Recommendations for October 2012 included:

- ❑ Provide a 5% structure adjustment to bring the Sheriff's Office competitive based on the market of October 2011.***
- ❑ Provide a competitive structure adjustment for October 2012***
- ❑ Adopt a 25 year career service for implementation for the LE plan which would have been market competitive and raised the minimum for each of the LE positions to a competitive level – cost \$4,950,570***
- ❑ Adopt a 30 year career service concept for implementation for the Unified (civilian) plan for all general employees – cost \$643,842***



Results of MAG Recommendations for October 2012 :

- ☐ No 5% structure adjustment was made to make the Sheriff's Office competitive to the market of October 2012. Used 2011 market data.**
- ☐ Adjustment to the minimum of the ranges and a compression plan was recommended. A 25 year career service for implementation for the LE plan (current market position to October 2011) – cost \$4,950,570**
- ☐ Adjustments based on a 30 year career service compression plan was recommended for the Unified plan for all general employees – cost \$643,842**
- ☐ Total amount funded, which was restricted to use for Compression**



Results of MAG Recommendations for October 2012 :

- ☐ ***Total amount funded, based on a salary structure which aligned with the October 2011 market was restricted to use for Compression only***
- ☐ ***Total Needed: \$5,594,412***
- ☐ ***Total Funded: \$3,150,000***
- ☐ ***Shortfall for 2011-2012: \$2,444,412 (does not include FICA or FRS)***
- ☐ ***No Competitive Structure Adjustment could be made***



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Implementation Scenarios

Implementation Scenarios Editing MCSO Updated CM Backend 10-3-2012

Report Format

- ☒ Draft
- ☒ Summary Only
- ☐ Show Department Summary
- ☒ Show Pay Plan Summary
- ☒ Show Grand Totals Summary

- ☒ Implementation Costs Annualized
- ☐ Implementation Costs Hourly
- ☐ Implementation Costs by Job Class
- ☐ By Union - All ☐ By Union - Specific
- ☐ No Equity Adjustments
- ☐ With Reduction Of Salaries

- ☐ Fl Courts Style
- ☐ Fl Courts w/ Elements

Report Settings

Report Name

☒ All Pay Plans ☐ Specific Plan

☒ Include Plan ☐ Exclude Plan

Calculation Method Increment Step by

Calculation Parameters

Set Years to Reach Grade Market to # Adjustments

Set Years to Reach Grade Maximum to

Set Maximum Adjustment to the Range

Set Allowable Experience Days Using

Set Maximum Years of Service Cap to year(s) of service

Calculate Adj. Above Min after the first year(s) of service

Apply Geographic Compensation Diff. ☐

Include Assignment Pay ☐

Include Organizational Experience adj ☐

Implementation Date:

Flat Percent Adjustment Management

Calculate a Flat % Adjustment of %

Limit Flat % Adjustment to: \$

Calculate % Using Current Salary ☐

When to Apply Flat % Adjustment

- ☒ Before Min Adj ☐ After Step
- ☐ After Min Adj ☐ After Merit
- ☐ After Market ☐ After Stipends
- ☐ After Max

Display on Implementation report

Original Class

- ☒ ClassTitle
- ☒ Class Code
- ☒ Grade
- ☒ Salary Range
- ☒ Step
- ☒ Base Salary

Identification

- ☒ Employee Name
- ☒ Position Control#

Days

- ☒ Duty Days
- ☒ Experience Days

Dates

- ☒ Hire Date
- ☒ Promotion Date
- ☒ Experience Date

Other:

- ☒ FTE ☐ GCD

Title to Display For Mkt Header

- ☒ "MKT" ☐ "MID"

Salary database allows scenario planning.

Limit Total Adjust To Greater of Min or \$



SHERIFF'S OFFICE MANATEE COUNTY



Salary Survey Results for Manatee County Sheriff's Office 2012

Deputy

Descrip	Performs certified sworn law enforcement and crime prevention work protecting the lives, property, and rights of the public in Manatee County through the enforcement of federal/state criminal laws, traffic laws, administrative rules, and county ordinances. Assignments include rotating shift schedules in any of the divisions of the Sheriff's Office required to provide deterrence, detection, pursuit, investigation of crimes and apprehension and arrest of law violators or suspected law violators.
Quals	Completion of High School Diploma or GED. Required Certifications and/or Qualifications: L/E Certified. Qualify and maintain firearms proficiency

Respondent	Matching Title	Match	Exempt	Reported Min	Reported Mid	Reported Max	Range Width	Actual Pay	Duty Days	Ann Hours	Compared At 2236 Hours/Yr		
											Min	Mid	Max
Lee County Sheriff's Office	Deputy	Good	<input type="checkbox"/>	35,294	48,647	62,000	75.7%		260	2080	37,941	52,296	66,650
City of Sarasota	Police Officer, 2nd Class	Good	<input type="checkbox"/>	38,041	42,437	46,833	23.1%		260	2080	40,894	45,620	50,345
Polk County Sheriff's Office	Deputy Sheriff	Good	<input type="checkbox"/>	38,125	45,952	53,779	41.1%		260	2080	40,984	49,398	57,812
City of Pinellas Park	Police Officer	Good	<input type="checkbox"/>	38,804	48,925	59,046	52.2%		260	2080	41,714	52,594	63,474
City of Bradenton	Police Officer	Good	<input type="checkbox"/>	39,000					260	2080	41,925		
Pasco County Sheriff's Office	Deputy - Law Enforcement	Good	<input type="checkbox"/>	39,382	49,648	59,913	52.1%		260	2210	39,845	50,232	60,618
Hernando Sheriff's Office	Deputy Sheriff	Good	<input type="checkbox"/>	39,401	48,947	58,492	48.5%		260	2210	39,865	49,522	59,180
Collier County Sheriff's Office	Deputy	Good	<input type="checkbox"/>	40,828	56,111	71,393	74.9%		260	2236	40,828	56,111	71,393
Pinellas County Sheriff's Office	Deputy	Good	<input type="checkbox"/>	41,284	54,214	67,143	62.6%		260	2080	44,381	58,280	72,179
City of Largo	Police Officer	Good	<input type="checkbox"/>	41,700	52,950	64,200	54.0%		260	2080	44,828	56,921	69,015
City of Clearwater	Police Officer	Good	<input type="checkbox"/>	44,471	55,166	65,861	48.1%		260	2080	47,806	59,303	70,801
Hillsborough County Sheriff's Office	Deputy	Good	<input type="checkbox"/>	44,881	58,269	71,657	59.7%		260	2184	45,950	59,656	73,363
City of Tampa	Officer	Good	<input type="checkbox"/>	46,384	60,871	75,358	62.5%		260	2080	49,863	65,436	81,010
Average							54.5%				42,833	54,614	66,320
Manatee County Sheriff's Office				39,689	54,223	68,757	73.2%		260	2236	39,689	54,223	68,757
\$ Difference											-3,144	-391	2,437
% Difference											-7.9%	-0.7%	3.5%



SHERIFF's OFFICE MANATEE COUNTY



Comprehensive Salary Database

DRAFT

MCSO Updated CM Backend 10-1-2013 Implementation Report

Proposed Pay Plan Sworn

VCTF Unit (Dept Code 16000553)

Original Proposed	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
	Title	Code	Min	Mkt	Max	#			Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
								Duty	Exper. Date	Days All'd		Min	Max	Org Exp	Asgn	Employee Name	
LE Sergeant		4040	62,317	71,921	81,525	56		1.00	03/10/1997	06/06/2010	68,914		0	0	0.00%	95.82%	396
LE Sergeant		4040	65,443	71,333	85,600	56	0	260	06/06/2010	1213	68,914	0	0	0	0		
LE Sergeant		4040	62,317	71,921	81,525	56		1.00	04/07/1997	01/10/2006	74,369		0	0	0.00%	103.40%	398
LE Sergeant		4040	65,443	71,333	85,600	56	0	260	01/10/2006	2821	74,369	0	0	0	0		
LE 1st Class Deputy		4030	51,361	62,653	73,945	54		1.00	04/07/1997	10/21/2003	58,762		0	0	7.83%	93.79%	397
LE 1st Class Deputy		4030	53,918	64,701	77,641	54	0	260	10/21/2003	3633	63,363	0	4,601	0	0		
LE 2nd Class Deputy		4020	45,145	58,661	72,178	53		1.00	02/20/2008	03/27/2011	43,759		0	0	14.86%	74.60%	393
LE 2nd Class Deputy		4020	47,400	61,620	75,793	53	0	260	03/27/2011	919	50,260	3,642	2,859	0	0		
LE 2nd Class Deputy		4020	45,145	58,661	72,178	53		1.00	06/24/2009	07/15/2012	42,931		0	0	13.62%	73.18%	392
LE 2nd Class Deputy		4020	47,400	61,620	75,793	53	0	260	07/15/2012	443	48,779	4,469	1,378	0	0		A
LE 2nd Class Deputy		4020	45,145	58,661	72,178	53		1.00	08/16/2009	08/12/2012	42,931		0	0	13.42%	73.18%	395
LE 2nd Class Deputy		4020	47,400	61,620	75,793	53	0	260	08/12/2012	415	48,691	4,469	1,291	0	0		S
LE Deputy		4000	42,998	55,878	68,757	52		1.00	11/14/2006	11/14/2006	45,972		0	0	9.00%	82.27%	399
LE Deputy		4000	42,836	58,686	69,249	52	0	260	11/14/2006	2513	50,110	0	4,138	0	0		U
LE Deputy		4000	42,998	55,878	68,757	52		1.00	10/04/2005	10/04/2005	47,090		0	0	8.91%	84.27%	394
LE Deputy		4000	42,836	58,686	69,249	52	0	260	10/04/2005	2919	51,286	0	4,196	0	0		A

Calculations are done for each employee.



How Compression Adjustments Were Calculated

Proposed 1st Class Deputy Salary Range

<u>Min.</u>	<u>Mid.</u>	<u>Max</u>
\$51,350	\$61,620	\$73,944

Max Range	\$	73,944
Min. Range	\$	<u>51,350</u>
Diff.	\$	22,594

1) 25 years X 365 = 9,125 days (years to reach top of range)

2) \$22,594/9,125 days = \$2.476 (increase per day)

3) 1,008 days in grade X \$2.476 = \$2,495 compression adjustment

<u>Days In</u>		<u>Current</u>				<u>Total</u>
<u>Grade</u>	<u>1st Class Deputy</u>	<u>Salary</u>	<u>\$ To Minimum</u>	<u>Compression</u>	<u>New Salary</u>	<u>Increase</u>
1,008	John Smith	\$46,308	\$5,042	\$2,495	\$53,845	\$7,537

This deputy received compression only and not additional minimum adj. of \$5,042.



Results of Funding Compression but not bringing employees first to range minimums...

No funds provided in 2012 implementation to bring employees to minimums; making only compression adjustments resulted in increased internal inequity among and between sworn positions with comparable lengths of service:

	Yrs of Service	Salary Before Compression	Salary After Compression
1st Class Deputy *	10	\$45,368	\$47,275
2nd Class Deputy	10	\$43,311	\$50,067
2nd Class Deputy*	5	\$41,679	\$41,762
Deputy	5	\$39,689	\$43,769

** higher ranking position – numbers depict actual salary figures*



Impact of Market Information

MAG Recommendations for October 2013 includes:

- ☐ ***5% Structure adjustment to bring ranges to 2012 market competitive position.***
- ☐ ***This brings salary ranges to October 2012 market levels.***
- ☐ ***This does not provide any market adjustment or prospective adjustment for the Oct. 2013 fiscal year.***
- ☐ ***Address minimum salary adjustments and 25 year career compression adjustments for all LE positions for October 2013 : cost \$3,344,138.***
- ☐ ***Adopt minimum salary adjustments and a 30 year career compression for all general employees – cost \$501,452.***
- ☐ ***Total Cost: \$3,845,590 (does not include FICA and FRS).***



Urgency of the Situation

This does not provide any market adjustment or prospective adjustment for the October 2013 fiscal year, only 2012 implemented in October 2013.

- ☐ *The Sheriff's Office is in a highly competitive market. (Hillsb. S.O. 300 openings)*
- ☐ *There is considerable cost in training a Sheriff's Deputy.*
- ☐ *The Sheriff's Office is currently trying to compete in the 2013 labor market with a salary structure that is 5% behind 2011 levels.*
- ☐ *Salary structure should be advanced by 5% to bring the salary structure to be competitive with the October 1, 2012 level.*
- ☐ *Total Cost: \$3,845,590 (does not include FICA and FRS)*
- ☐ *The cost for addressing salary and market inequity will only continue to escalate if action is not taken to bring the structure and salaries current.*