

City of Alexandria, Virginia

MEMORANDUM

DATE: MAY 19, 2006

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER 

SUBJECT: RECEIPT OF REPORT ON PAY PARITY FOR SWORN PUBLIC SAFETY EMPLOYEES AND SETTING THE REPORT FOR PUBLIC HEARING

ISSUE: Receipt of Report on Pay Parity for Sworn Public Safety employees and setting the report for public hearing.

RECOMMENDATION: That City Council receive this report and set it for public hearing on Tuesday, June 13.

Following the public hearing, I recommend that City Council:

- (1) Change its policy adopted in 1997 that there will be parity in pay for sworn police, sheriff and fire employees and instead let each department and its representatives justify the need for pay adjustments based on comparisons with like jobs in our comparator jurisdictions and conditions within the individual departments such as employee retention and work conditions; and
- (2) Approve three separate pay scales for sworn public safety employees, one each for police, deputy sheriffs and fire. For FY 2007 each of the pay scales would be the same except for their titles (Attachment 2).

DISCUSSION: Beginning in the late 1980's City Council had a series of discussions with the then sheriff about pay parity for deputy sheriffs with police officers. In 1990 City Council agreed to increase the City's retirement contribution for deputy sheriff and emergency medical services employees to provide a total City pension contribution equal to the City contribution to the Police Officer/Firefighter Pension Plan.

In 1997 a City Council subcommittee (Vice Mayor Pepper, then Councilman Euille and Councilmember Walker) served as a Council committee to look at pay parity. A major concern at that time was the high turnover in the Office of Sheriff. After a series of discussions by the committee, Council discussed pay parity at a budget work session in March, 1997. It was a

subject of testimony at the April 1997 budget public hearing. During adoption of the FY 1998 budget (on May 1, 1997) Council approved a reallocation of deputy sheriff and fire fighters positions to grade them the same as police positions effective January 1, 1998.

In May, 1997 City Council also approved the City's compensation philosophy. One aspect of the pay philosophy that affects the setting of pay for sworn public safety employees is the principle that:

Pay programs are intended to be competitive at a minimum with the minimum, mid-point, and maximum salaries, with emphasis on the mid point, of comparator organizations in the primary labor market (defined as the Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's).

As the Personnel Services staff has implemented the City's benchmark job analysis (which is based on the compensation philosophy), we have found that when certain Sheriff and Fire jobs are compared to those in the other jurisdictions, some individual Alexandria classes are paid at levels higher than those in the comparator jurisdictions. Normally this would not call for increased pay for that City position. However as a result of the pay parity policy, the pay for the sworn positions in all three departments go up, if one goes up.

This is one of the reasons I believe that the pay parity policy needs to be changed. I also believe that each department's pay for sworn jobs should be able to be justified on its own. The consultant report provides added justification for a change in policy.

As the City has demonstrated since the pay parity policy was adopted in 1997, we are concerned about how pay for our sworn public safety jobs compares to other similar jobs in the local market. We have taken steps over the years since then to adjust pay to address market conditions. We will continue to do so when this is warranted, and we are able to do so.

We have been meeting regularly with representatives of the three departments to talk about a variety of pay concerns. Council approved a pay adjustment for public safety employees for FY 2006 that addressed some of the issues that the employee/staff compensation group had discussed.

One of the matters of discussion over the last year was pay parity. The attached consultant report was prepared to address pay parity issues. The report was discussed with both the employee/staff group and the Council Subcommittee (Mayor Euille and Councilman Smedberg). As I told both groups, my recommendation is that Council change its policy on pay parity. I believe it is fair to say that the employees for the most part agree that the representatives of each department should be able to make their own case on compensation issues directly affecting their department.

As the consultant report notes, both Montgomery and Fairfax Counties have separate pay scales for each of the three groups (police, sheriff and fire). I also recommend that Council adopt this approach for public safety. There is no plan to make changes in jobs or pay at this time, but the use of three pay scales would give us flexibility if the need ever arises.

FISCAL IMPACT: It is difficult to project fiscal impact in the future, since no changes are projected at this time. The change to the three separate pay scales has no fiscal impact in FY 2007, since the scales are identical.

ATTACHMENTS:

Attachment 1: Survey of Pay Parity Practices and Issues conducted for the City of Alexandria by
Analytic Solutions, January 2006

Attachment 2: Proposed Pay Scales

STAFF:

Michele Evans, Deputy City Manager

Survey of Pay Parity Practices and Issues

Conducted for
The City of Alexandria
By
Analytic Solutions
January 2006

The City of Alexandria has asked Analytic Solutions to report on the status of pay parity among Public Safety occupations (Police, Fire, and Sheriff) in five jurisdictions in the region and to report on any other information we have through our consulting efforts and other research concerning pay parity beyond the Washington, D. C. region.

Background:

Effective FY 1998, the Alexandria City Council approved a reallocation of Deputy Sheriff and sworn Fire Fighter positions that resulted in pay parity among the City's public safety positions (Deputy Sheriff, Fire, and Police). This decision followed a decade of review of the issue. In 1987, the issue of pay parity in other jurisdictions was reviewed by City staff and the consulting firm of Hallcrest Craver. At that time, they found that pay parity was not the norm, but recommended that the City schedule further discussions on the issue during the 1987 budget issue. The Sheriff's Office of the City of Alexandria has been a strong proponent of pay parity. In a 1988 memo, the Sheriff facing high turnover and overtime burnout among correctional facility staff stated, "The principle of pay parity is supported by the leading professionals in criminal justice as the essential first step in attaining a qualified stable work force in a correctional environment."

Methodology:

To conduct this study Analytic Solutions performed the following tasks:

- 1) Reviewed existing information provided by the City of Alexandria, including:
 1. Salary Survey of Public Safety positions conducted by the City of Alexandria in September 2005.
 2. Historical and background information on the pay parity issue in the City of Alexandria.
 3. Current pay and classification plans.
- 2) Reviewed current salaries paid by the five area jurisdictions as well as job descriptions. [Source: Jurisdictions' web sites.]
- 3) Called representatives of each of five area jurisdictions, Arlington, Fairfax, and Prince William Counties in Virginia and Prince Georges and Montgomery Counties in Maryland. The purpose of these telephone interviews was to update and/or confirm current salary information and to obtain answers to the following questions:

Do any of the surveyed jurisdictions have a policy of internal pay parity across public safety occupations (Fire, Police, and Sheriff/Corrections)? Is pay parity ever been a policy in the jurisdictions surveyed? Are there current efforts to establish pay parity?

If internal pay parity is not a policy, what policies and procedures are followed to determine the relative pay levels of public safety classes? Have there been any recent changes in the way pay levels are determined for these classes as a result of 9/11 or for any other reason.

Whether a pay parity policy exists or not, do any of the jurisdictions have internal public safety pay parity in fact? In other words, are positions in all areas of public safety (Fire, Police, Sheriff/Corrections) that are at an equivalent level in the organizational structure or career ladder (e.g., entry, full performance, supervisory) have the same pay grade or range of pay?

- 4) Searched the internet to identify other jurisdictions outside of the Washington, D.C. area that are addressing the issue of pay parity.

Findings:

Internal Pay Parity

Four of the five jurisdictions, Arlington County, Fairfax County, Prince Georges County, and Montgomery County, responded that they do not have a policy of internal pay parity for public safety positions. In other words, these jurisdictions do not have a policy of setting pay so that Police Officer, Firefighter, and Deputy Sheriff classes at equivalent organizational and/or career levels have the same pay range. Prince William County, the exception, does have a policy of pay parity in public safety. Police and Sheriff job classes in Prince William have the same pay grade for the same rank. Firefighter classes also have pay parity for most ranks.

Comparison of Public Safety Pay Relationships in Surveyed Jurisdictions:

To ensure that internal pay parity, even though not an official policy, is not in fact a consideration in determining pay grades we decided to compare pay range midpoints of selected classes to see if in fact comparable job classes across occupational groups have similar pay ranges.

The results of this analysis (see charts in Attachment I) show that with the exception of Prince William County, there are differences in levels of pay for roughly equivalent job classes in Fire, Police, and Sheriff/Corrections within any one jurisdiction. In most cases, Deputy Sheriff/Corrections classes have the lowest pay grades. Police and Fire pay grades are very close. Police most often have the higher midpoint pay. In Fairfax County, however, Firefighter classes have a higher midpoint salary than Police. Fairfax County told us that the apparently high level of pay for firefighters is because the County decided to compare hourly rates of pay. Since Firefighters work more hours, the annual pay rates are high relative to Police.

Methods Used for Determining Internal Pay Relationships of Public Safety Job Classes

As further confirmation, that internal pay parity is not a factor in surveyed jurisdictions, and rates for public safety job classes, we asked each survey participant to tell us how internal pay relationships are set.

Two jurisdictions, Prince William County and Prince George's County, use job evaluation to determine internal pay relationships among public safety job classes. The level and nature of duties and responsibilities of classes of jobs are analyzed and job classes are assigned to pay grades accordingly. Prince William County has one pay schedule for all public safety job classes.

Although Arlington County no longer uses the point-factor job evaluation system it had in place for several years, differences in duties and responsibilities are still considered in determining the pay grade of a job class. Market data (survey data from area jurisdictions) is also considered. All Arlington county public safety pay ranges are tied to the General Schedule.

Fairfax and Montgomery Counties no longer use a job evaluation system to determine pay grades of firefighter, police, and sheriff uniformed job classes, but rather use external market comparisons (survey of data of area jurisdictions) to set pay rates for these jobs. In these jurisdictions, each public safety occupational group (Fire, Police, and Sheriff) has its own pay schedule. Based on the market data, any one occupational group and even any one job class (title) could receive a pay adjustment different from other public safety occupational groups and/or job classes within the same occupational group in order to maintain a competitive relationship with the market. Even in these two jurisdictions, however, differences in level and nature of duties and responsibilities are reflected in the current internal pay relationships of public safety job classes. This is true, in part, because internal pay alignment established when a job evaluation system was used has not changed significantly. Secondly, since many jurisdictions included in their market surveys do have job evaluation systems, these differences are reflected in the market data. Finally, there are widely recognized differences in the duties, responsibilities, and hazards encountered by the different occupations that management believes should still be reflected in pay levels.

(Note: Correctional Officers in Montgomery County are still on their general schedule and the County's QES system (Quantitative Evaluation System) is still used to determine internal grade alignment of these classes.)

Pay Parity with Other Jurisdictions (External Pay Parity)

All except one jurisdiction surveyed (Prince George's County) use market either to determine the pay of their public safety classes (Fairfax and Montgomery Counties, and to some extent Arlington County) or, as a guide in making across the board annual adjustments to their pay schedules used for public safety job classes in order to maintain pay levels that

Pay Parity Survey
January 2006

are competitive with area jurisdictions. Only Prince George's County stated in this survey that only cost of living data, not market data, is used in determining these annual pay scale adjustments.

Pay Parity in the Region and Beyond

The issue of pay parity among public safety occupations has been an issue for many years both in the Washington, D. C. area and nationally. Prince William County has pay parity at the entry level and, based on our matches, at several higher levels in the career ladders. According to a Washington Post article, dated March 3, 2005, Fairfax County had pay parity between Sheriff's Deputies and Police Officers from 1970 until 1998 and again in 2000 until 2005. ["Sheriff's Pay, Police Increases Held Back; Tom Jackman; Washington Post; 3/3/2005]

Our survey participants stated that at one time or another, the issue of internal pay parity was raised. Historically both Firefighters and Deputy Sheriffs have argued that their pay levels should be the same as police. In this area, pay of firefighters has been catching up to pay given to police officers, but according to survey participants this increase has been independent of any pay parity policy and more a result of market comparisons with area jurisdictions. The norm in large counties in this area, however, is for pay of Deputy Sheriffs and Corrections officers to be lower than that of either Firefighters or Police.

The IAFF (International Association of Firefighters) has made pay parity a major issue and has provided support to numerous local Firefighter Associations to request pay parity with Police Officers. As an example, the Firefighters in Atlanta, Georgia, won a major initiative to bring Firefighter pay more in line with that of Police Officers when the City Council approved a 4 percent pay raise for firefighters. An article posted on the Atlanta Professional Firefighters web site dated February 22, 2005, states, "All those marches and demonstrations paid off for Atlanta's firefighters.....The firefighters, who staged another protest outside City Hall before the 1 p.m. meeting ...said they were satisfied with the outcome, though they were still unhappy that employees with the same experience level and rank in the Police Department earn about \$2,000 more a year."

Firefighters in New York City have similar issues. The United Firefighters Association in New York City issued the following press release on September 1, 2005:

"Today the Uniformed Firefighters Association of Greater New York (UFA) representing 8,900 New York City Firefighters declared a contract impasse in the Public Employee Relations Board (PERB) Mediation process with the City, moving the process into binding arbitration between the parties.

"Firefighters are outraged. For the twenty-two months we have tried to negotiate in good faith, but the city has refused to act fairly towards New York's Bravest and has been doing nothing more than foot dragging," said UFA President Steve Cassidy. "The Bloomberg Administration behind the scenes has also been seeking to break 100 years of pay parity between New York's firefighters and police, refusing to even offer our members the current PBA wage agreement."

Less information of organized, large scale efforts by Sheriff Deputies and local Corrections Officers is readily available, but many interviews of political candidates cited in newspaper articles show that candidates for the office of Sheriff throughout the country

Pay Parity Survey

January 2006

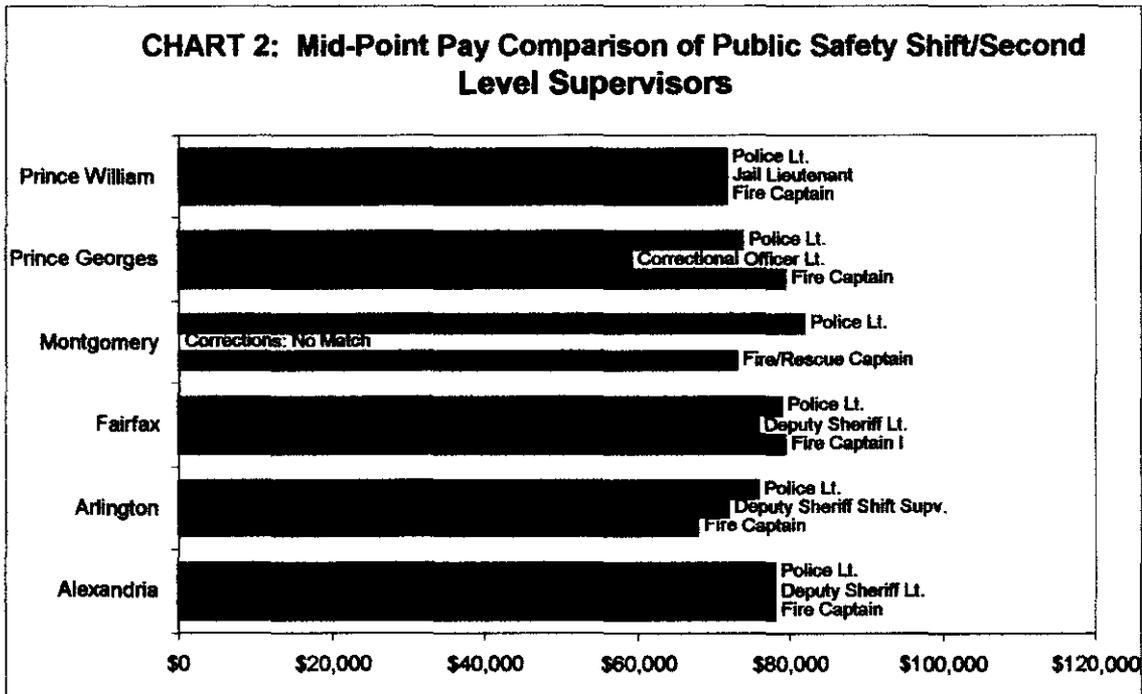
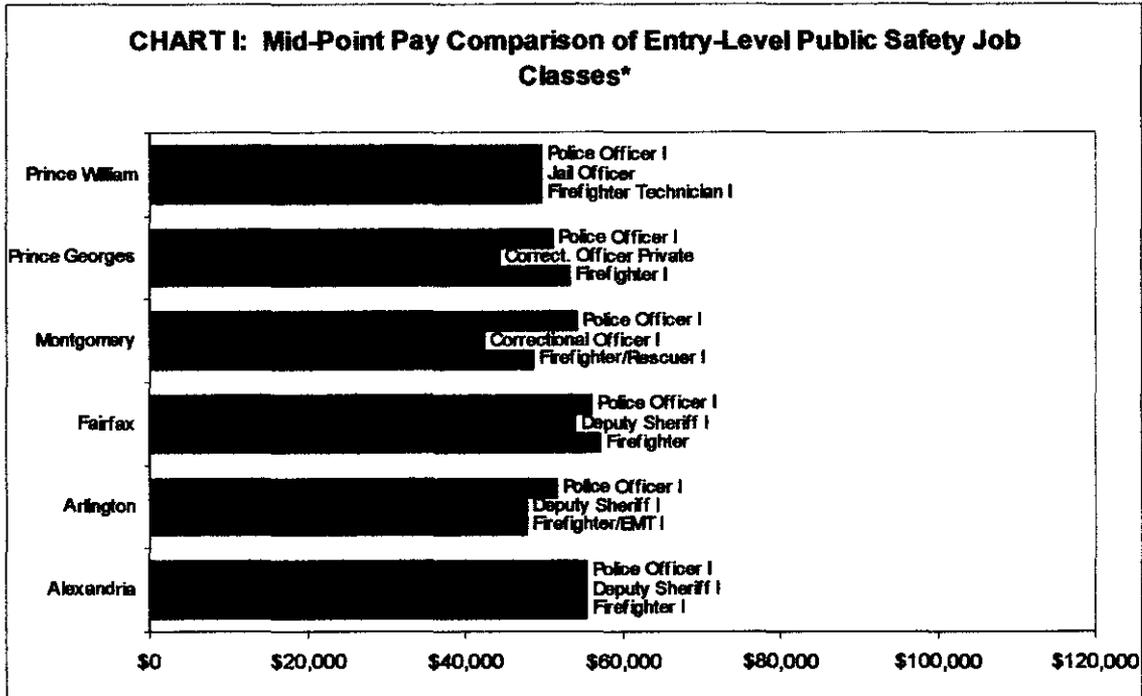
appear to be campaigning on this issue. Typically, candidates cite high turnover of Sheriff Deputies and Correctional Officers and difficult working conditions in jails as justification for pay parity. In places such as New York City and Fairfax County, Virginia, Sheriff Deputies are pushing hard for pay parity with police officers. Pay for police officers, however, has been increasing at a faster rate than pay for sheriff deputies, putting more pressure on local jurisdictions to increase police pay than deputies' pay.

Conclusion:

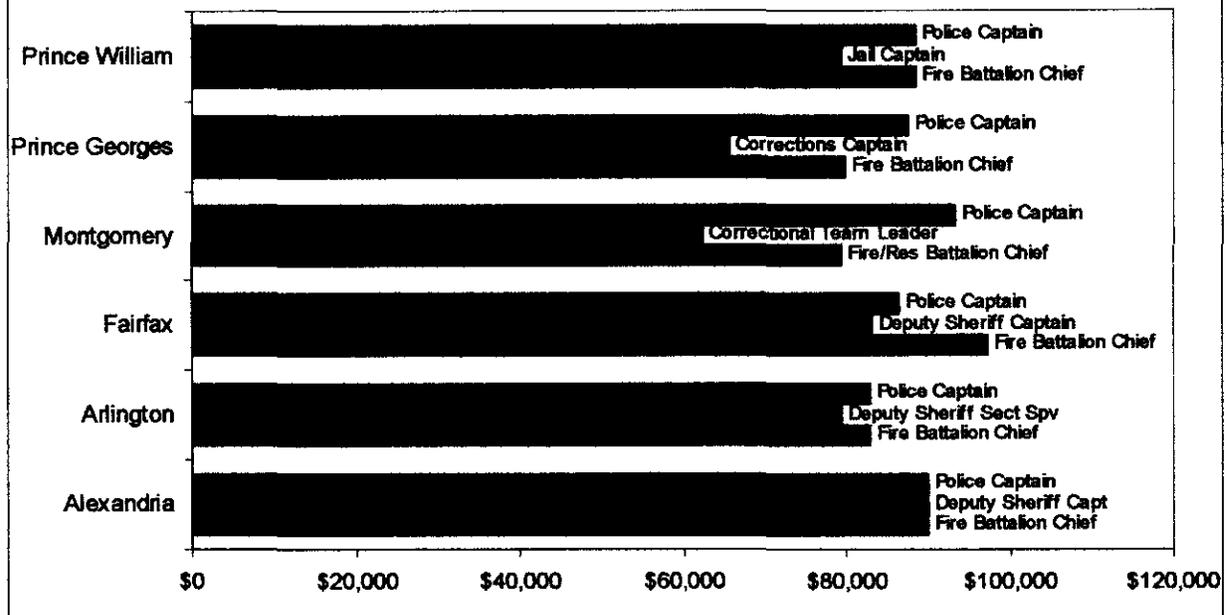
Pay parity among public safety occupations in the jurisdictions surveyed is not the norm. At this time, pay of police officers and firefighters is higher and more closely aligned than the pay of Deputy Sheriffs and Correctional Officers. In most jurisdictions, Deputy Sheriff and Correctional Officer pay is still significantly lower than that of either police or fire. In this region, firefighter jobs have become increasingly professionalized. The University of Maryland, for example, offers both a bachelor's and a master's degree program in fire science. The increased opportunity for job-specific education of firefighters combined with active associations/unions and a shift in some jurisdictions away from formal job evaluation systems (such as QES) toward market based pay have contributed to the increase in firefighter pay. (A high school diploma is still the standard requirement in this area for entry into firefighting work. Completion of college level work is required in some jurisdictions for fire management jobs.)

Historically pay parity especially between fire and police has come, gone, and come back again. An interesting insight into this history of pay parity in public safety is provided in an article in the Monthly Labor Review, April 1996. The authors state, "...Wage parity between the two professions [fire and police] is as old as their creation....Wage parity is documented to nearly the inception of these departments - for example, in New York since 1898 and in Detroit since 1907."["The Erosion of Police and Firefighter Wage Parity," Monthly Labor Review, Bureau of Labor Statistics. 1996]. According to the authors, pay parity between fire and police has eroded since 1950. They claim that this change is the result of several factors including: better fire fighting equipment and fire retardant materials reduced the threat of fire while fear of crime increased; and, a push for professionalism of the police force motivated in part by the President's Commission on Law Enforcement and Administration of Justice in the 1960's which led to college level programs in criminal justice. [p. 19] This article also explains that the pay relationship of public safety positions is related to taxpayers' views of the need for the service. "Parity is a function of what a society believes the monetary worth of the two agencies should be. In some municipalities, sentiment dictates that public safety overall should be paid one wage rate. In other jurisdictions, the police have been successful in achieving public support for higher wages. In a lesser number of jurisdictions, firefighters receive the higher salary." [p19]

Attachment I Comparisons of Midpoint Pay



**CHART 3: Mid-Point Pay Comparison of Public Safety Officers
First Level Management**



[Notes: Making accurate comparisons of Firefighter jobs classes with Sheriff/Corrections classes and with Police jobs even within one jurisdiction is difficult. Each department has its own organizational structure and different career ladders with differing numbers of job titles. As a result, we limited this analysis to a few job classes: Entry, Shift/Second-Level Supervisor, and First Level Management. The data we used in this analysis is from the FY 2006 Benchmark Salary Survey that the City of Alexandria provided us. The data from that survey had input from a representative of each jurisdiction to ensure accurate job matches within each public safety occupation. To determine whether we selected a Firefighter title that is generally equivalent with a Police title and a Sheriff/Corrections title, we used the City of Alexandria data as our basis of comparison; if the City's grade levels were the same across the three public safety occupations, we assumed that the titles from other jurisdictions were roughly equivalent. We supplemented this data with a review of the corresponding job descriptions from each jurisdiction.

Chart 3 Note: Prince William County does have a policy of pay parity between Police and Sheriff's office, but the best match for City of Alexandria's Deputy Sheriff Capt is Prince William's Jail Captain – this match results in differences in pay among public safety classes in Prince William.]

PROPOSED

POLICE -- PUBLIC SAFETY SCALE -- FY 2007

Year	<1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Step Increase		5.0%				3.5%					2.3%					
Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Grade																
1	29,483.32	30,957.49	32,505.36	34,130.63	35,837.16	37,091.46	38,389.66	39,733.30	41,123.97	42,563.31	43,542.27	44,543.74	45,568.25	46,616.32	47,688.50	48,785.34
2	30,773.94	32,312.64	33,928.27	35,624.68	37,405.91	38,715.12	40,070.15	41,472.61	42,924.15	44,426.50	45,448.31	46,493.62	47,562.97	48,656.92	49,776.03	50,920.88
3	32,226.93	33,838.28	35,530.19	37,306.70	39,172.04	40,543.06	41,962.07	43,430.74	44,950.82	46,524.10	47,594.15	48,688.82	49,808.66	50,954.26	52,126.21	53,325.11
4	33,745.80	35,433.09	37,204.74	39,064.98	41,018.23	42,453.87	43,939.76	45,477.65	47,069.37	48,716.80	49,837.29	50,983.55	52,156.17	53,355.76	54,582.94	55,836.35
5	35,341.27	37,108.33	38,963.75	40,911.94	42,957.54	44,461.05	46,017.19	47,627.79	49,294.76	51,020.08	52,193.54	53,393.99	54,622.05	55,876.36	57,163.56	58,476.32
6	37,125.77	38,982.06	40,931.16	42,977.72	45,126.61	46,706.04	48,340.75	50,032.68	51,783.82	53,596.25	54,828.96	56,090.03	57,380.10	58,699.84	60,049.94	61,431.09
7	38,976.72	40,925.56	42,971.84	45,120.43	47,376.45	49,034.63	50,750.84	52,527.12	54,365.57	56,268.36	57,562.53	58,886.47	60,240.86	61,626.40	63,043.81	64,493.82
8	40,929.17	42,975.63	45,124.41	47,380.63	49,749.66	51,490.90	53,293.08	55,158.34	57,088.88	59,086.99	60,445.99	61,836.25	63,258.48	64,713.43	66,201.84	67,724.48
9	42,973.00	45,121.65	47,377.73	49,746.62	52,233.95	54,062.14	55,954.31	57,912.71	59,939.65	62,037.54	63,464.40	64,924.08	66,417.33	67,944.93	69,507.66	71,106.34
10	45,125.13	47,381.39	49,750.46	52,237.98	54,849.88	56,769.63	58,756.57	60,813.05	62,941.51	65,144.46	66,642.78	68,175.56	69,743.60	71,347.70	72,988.70	74,667.44
11	47,377.09	49,745.94	52,233.24	54,844.90	57,587.15	59,602.70	61,688.79	63,847.90	66,082.58	68,395.47	69,968.57	71,577.85	73,224.14	74,908.30	76,631.19	78,393.71
12	49,743.25	52,230.41	54,841.93	57,584.03	60,463.23	62,579.44	64,769.72	67,036.66	69,382.94	71,811.34	73,463.00	75,152.65	76,881.16	78,649.43	80,458.37	82,308.91
13	52,230.93	54,842.48	57,584.60	60,463.83	63,487.02	65,709.07	68,008.89	70,389.20	72,852.82	75,402.67	77,136.93	78,911.08	80,726.03	82,582.73	84,482.13	86,425.22
14	54,838.46	57,580.38	60,459.40	63,482.37	66,656.49	68,989.47	71,404.10	73,903.24	76,489.85	79,166.99	80,987.83	82,850.55	84,756.11	86,705.50	88,699.73	90,739.82
15	57,581.64	60,460.72	63,483.76	66,657.95	69,990.85	72,440.53	74,975.95	77,600.11	80,316.11	83,127.17	85,039.09	86,994.99	88,995.87	91,042.78	93,136.76	95,278.91
16	60,457.85	63,480.74	66,654.78	69,987.52	73,486.90	76,058.94	78,721.00	81,476.24	84,327.91	87,279.39	89,286.82	91,340.42	93,441.25	95,590.40	97,788.98	100,036.13
17	63,474.24	66,647.95	69,980.35	73,479.37	77,153.34	79,853.71	82,648.59	85,541.29	88,535.24	91,633.97	93,741.55	95,897.61	98,103.26	100,359.63	102,667.90	105,029.26
18	66,650.25	69,982.76	73,481.90	77,156.00	81,013.80	83,849.28	86,784.00	89,821.44	92,965.19	96,218.97	98,432.01	100,695.95	103,011.96	105,381.24	107,805.01	110,284.53
19	69,790.26	73,279.77	76,943.76	80,790.95	84,830.50	87,799.57	90,872.55	94,053.09	97,344.95	100,752.02	103,069.32	105,439.91	107,865.03	110,345.93	112,883.89	115,480.22
20	73,279.74	76,943.73	80,790.92	84,830.47	89,071.99	92,189.51	95,416.14	98,755.70	102,212.15	105,789.58	108,222.74	110,711.86	113,258.23	115,863.17	118,528.02	121,254.16

Effective Pay Period beginning: 7/1/2006

Attachment 2

PROPOSED

FIRE -- PUBLIC SAFETY SCALE -- FY 2007

Year	<1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Step Increase		5.0%				3.5%					2.3%					
Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Grade																
1	29,483.32	30,957.49	32,505.36	34,130.83	35,837.16	37,091.46	38,389.66	39,733.30	41,123.97	42,563.31	43,542.27	44,543.74	45,568.25	46,616.32	47,688.50	48,785.34
2	30,773.94	32,312.64	33,928.27	35,624.68	37,405.91	38,715.12	40,070.15	41,472.61	42,924.15	44,426.50	45,448.31	46,493.62	47,562.97	48,656.92	49,776.03	50,920.88
3	32,226.93	33,838.28	35,530.19	37,306.70	39,172.04	40,543.06	41,962.07	43,430.74	44,950.82	46,524.10	47,594.15	48,688.82	49,808.66	50,954.26	52,126.21	53,325.11
4	33,745.80	35,433.09	37,204.74	39,064.98	41,018.23	42,453.87	43,939.76	45,477.65	47,069.37	48,716.80	49,837.29	50,983.55	52,156.17	53,355.76	54,582.94	55,838.35
5	35,341.27	37,108.33	38,963.75	40,911.94	42,957.54	44,461.05	46,017.19	47,627.79	49,294.76	51,020.08	52,193.54	53,393.99	54,622.05	55,878.36	57,163.56	58,478.32
6	37,125.77	38,982.06	40,931.16	42,977.72	45,126.61	46,706.04	48,340.75	50,032.66	51,783.82	53,596.25	54,826.96	56,090.03	57,380.10	58,699.84	60,049.94	61,431.09
7	38,976.72	40,925.56	42,971.84	45,120.43	47,376.45	49,034.63	50,750.84	52,527.12	54,365.57	56,266.36	57,562.53	58,886.47	60,240.86	61,626.40	63,043.81	64,493.82
8	40,929.17	42,975.83	45,124.41	47,380.83	49,749.66	51,490.90	53,293.08	55,158.34	57,088.88	59,086.99	60,445.99	61,836.25	63,258.48	64,713.43	66,201.84	67,724.48
9	42,973.00	45,121.65	47,377.73	49,748.82	52,233.95	54,062.14	55,954.31	57,912.71	59,939.65	62,037.54	63,464.40	64,924.08	66,417.33	67,944.93	69,507.66	71,106.34
10	45,125.13	47,381.39	49,750.46	52,237.98	54,849.88	56,769.63	58,756.57	60,813.05	62,941.51	65,144.46	66,642.78	68,175.56	69,743.60	71,347.70	72,988.70	74,667.44
11	47,377.09	49,745.94	52,233.24	54,844.90	57,587.15	59,602.70	61,688.79	63,847.90	66,082.58	68,395.47	69,968.57	71,577.85	73,224.14	74,908.30	76,631.19	78,393.71
12	49,743.25	52,230.41	54,841.93	57,584.03	60,463.23	62,579.44	64,769.72	67,036.66	69,382.94	71,811.34	73,463.00	75,152.65	76,881.16	78,649.43	80,456.37	82,308.91
13	52,230.93	54,842.48	57,584.60	60,463.83	63,487.02	65,709.07	68,008.89	70,389.20	72,852.82	75,402.67	77,136.93	78,911.08	80,726.03	82,582.73	84,482.13	86,425.22
14	54,838.46	57,580.38	60,459.40	63,482.37	66,656.49	68,989.47	71,404.10	73,903.24	76,489.85	79,166.99	80,987.83	82,850.55	84,756.11	86,705.50	88,699.73	90,739.82
15	57,581.64	60,460.72	63,483.76	66,657.95	69,990.85	72,440.53	74,975.95	77,600.11	80,316.11	83,127.17	85,039.09	86,994.99	88,995.87	91,042.78	93,136.76	95,278.91
16	60,457.85	63,480.74	66,654.78	69,987.52	73,486.90	76,058.94	78,721.00	81,476.24	84,327.91	87,279.39	89,286.82	91,340.42	93,441.25	95,590.40	97,788.98	100,038.13
17	63,474.24	66,647.95	69,980.35	73,479.37	77,153.34	79,853.71	82,648.59	85,541.29	88,535.24	91,633.97	93,741.55	95,897.61	98,103.26	100,359.63	102,667.90	105,029.26
18	66,650.25	69,982.76	73,481.90	77,156.00	81,013.80	83,849.28	86,784.00	89,821.44	92,965.19	96,218.97	98,432.01	100,695.95	103,011.96	105,381.24	107,805.01	110,284.53
19	69,790.26	73,279.77	76,943.76	80,790.95	84,830.50	87,799.57	90,872.55	94,053.09	97,344.95	100,752.02	103,069.32	105,439.91	107,865.03	110,345.93	112,883.89	115,480.22
20	73,279.74	76,943.73	80,790.92	84,830.47	89,071.99	92,189.51	95,416.14	98,755.70	102,212.15	105,789.58	108,222.74	110,711.86	113,259.23	115,863.17	118,528.02	121,254.16

PROPOSED

SHERIFF -- PUBLIC SAFETY SCALE -- FY 2007

Year	<1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Step Increase		5.0%				3.5%					2.3%					
Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Grade																
1	29,483.32	30,957.49	32,505.36	34,130.63	35,837.16	37,091.46	38,389.66	39,733.30	41,123.97	42,563.31	43,542.27	44,543.74	45,568.25	46,616.32	47,688.50	48,785.34
2	30,773.94	32,312.64	33,928.27	35,624.68	37,405.91	38,715.12	40,070.15	41,472.61	42,924.15	44,426.50	45,448.31	46,483.62	47,562.97	48,656.92	49,776.03	50,920.88
3	32,226.93	33,836.28	35,530.19	37,306.70	39,172.04	40,543.06	41,962.07	43,430.74	44,950.82	46,524.10	47,594.15	48,688.82	49,808.66	50,954.26	52,126.21	53,325.11
4	33,745.80	35,433.09	37,204.74	39,064.98	41,018.23	42,453.87	43,939.76	45,477.65	47,069.37	48,716.80	49,837.29	50,983.55	52,156.17	53,355.76	54,582.94	55,838.35
5	35,341.27	37,108.33	38,963.75	40,911.94	42,957.54	44,461.05	46,017.19	47,627.79	49,294.76	51,020.08	52,193.54	53,393.99	54,622.05	55,878.36	57,163.56	58,478.32
6	37,125.77	38,982.06	40,931.16	42,977.72	45,126.61	46,706.04	48,340.75	50,032.68	51,783.82	53,596.25	54,828.96	56,090.03	57,380.10	58,699.84	60,049.94	61,431.09
7	38,976.72	40,925.56	42,971.84	45,120.43	47,376.45	49,034.63	50,750.84	52,527.12	54,365.57	56,268.36	57,562.53	58,886.47	60,240.86	61,626.40	63,043.81	64,493.82
8	40,929.17	42,975.63	45,124.41	47,380.63	49,749.66	51,490.90	53,293.08	55,158.34	57,088.88	59,086.99	60,445.99	61,836.25	63,258.48	64,713.43	66,201.84	67,724.48
9	42,973.00	45,121.65	47,377.73	49,746.62	52,233.95	54,062.14	55,954.31	57,912.71	59,939.65	62,037.54	63,464.40	64,924.08	66,417.33	67,944.93	69,507.66	71,106.34
10	45,125.13	47,381.39	49,750.46	52,237.98	54,849.88	56,769.63	58,756.57	60,813.05	62,941.51	65,144.46	66,842.78	68,175.56	69,743.60	71,347.70	72,988.70	74,667.44
11	47,377.09	49,745.94	52,233.24	54,844.90	57,587.15	59,602.70	61,688.79	63,847.90	66,082.58	68,395.47	69,968.57	71,577.85	73,224.14	74,908.30	76,631.19	78,393.71
12	49,743.25	52,230.41	54,841.93	57,584.03	60,463.23	62,579.44	64,769.72	67,038.66	69,382.94	71,811.34	73,463.00	75,152.65	76,881.16	78,649.43	80,456.37	82,308.91
13	52,230.93	54,842.48	57,584.60	60,463.83	63,487.02	65,709.07	68,008.89	70,389.20	72,852.82	75,402.67	77,136.93	78,911.08	80,726.03	82,582.73	84,482.13	86,425.22
14	54,838.46	57,580.38	60,459.40	63,482.37	66,656.49	68,989.47	71,404.10	73,903.24	76,489.85	79,166.99	80,987.83	82,850.55	84,756.11	86,705.50	88,699.73	90,739.82
15	57,581.64	60,460.72	63,483.76	66,657.95	68,990.85	72,440.53	74,975.95	77,600.11	80,316.11	83,127.17	85,039.09	86,994.99	88,995.87	91,042.78	93,136.76	95,278.91
16	60,457.85	63,480.74	66,654.78	69,987.52	73,486.90	76,058.94	78,721.00	81,476.24	84,327.91	87,279.39	89,286.82	91,340.42	93,441.25	95,590.40	97,788.98	100,038.13
17	63,474.24	66,647.95	69,980.35	73,479.37	77,153.34	79,853.71	82,648.59	85,541.29	88,535.24	91,633.97	93,741.55	95,897.61	98,103.26	100,359.63	102,667.90	105,029.26
18	66,650.25	69,982.76	73,481.90	77,156.00	81,013.80	83,849.28	86,784.00	89,821.44	92,965.19	96,218.97	98,432.01	100,695.95	103,011.96	105,381.24	107,805.01	110,284.53
19	69,790.26	73,279.77	76,943.76	80,790.95	84,830.50	87,799.57	90,872.55	94,053.09	97,344.95	100,752.02	103,069.32	105,439.91	107,865.03	110,345.93	112,883.89	115,480.22
20	73,279.74	76,943.73	80,790.92	84,830.47	89,071.99	92,189.51	95,416.14	98,755.70	102,212.15	105,789.58	108,222.74	110,711.86	113,258.23	115,863.17	118,528.02	121,254.16

Effective Pay Period beginning: 7/1/2006