



**MEMORANDUM
HUMAN RESOURCES**
County of Placer

TO: Honorable Board of Supervisors **DATE:** September 12, 2023
FROM: Kate Sampson, Director of Human Resources
BY: Suzanne Holloway, Human Resources Manager
SUBJECT: Salary Adjustment for the Correctional Officer Series

ACTION REQUESTED

1. Approve a side letter agreement between the County and the Placer Public Employees Organization to update salaries for the classifications of Correctional Officer I, Correctional Officer II, and Correctional Sergeant.
2. Introduce an ordinance, waive oral reading, to amend the un-codified Schedule of Classifications and Compensation Ordinance to revise the salaries of the Correctional Officer I, Correctional Officer II, and Correctional Sergeant classifications.

BACKGROUND

Recruiting and retaining qualified Correctional Officers has been a longstanding challenge which has been further complicated by additional legislative requirements and the COVID-19 pandemic over the last few years. Many state and local correctional agencies are reporting that staff turnover, vacancies, and overtime are at never-before-seen highs, and Placer County is no exception. For mandatory fixed-post positions, shifts must be staffed on a 24/7 basis, regardless of vacancy rate. This requirement has created the need for such measures as mandated overtime and occasional facility lockdowns, which negatively impact employee morale and retention. Despite positive feedback by staff regarding the overall work environment, training opportunities offered, and increased recruiting efforts, operational vacancies and retention issues continue to be a concern.

Placer County Human Resources has significantly increased job advertising and testing opportunities over the past two years to attract candidates for positions in the correctional series, yet the number of qualified applications submitted continues to decline.

Calendar Year	Qualified Applications Entry Level	Qualified Applications Journey Level	Qualified Applications Lateral Transfers*
2018	144	N/A	29
2019	159	N/A	22
2020	80	2	29
2021	63	3	18
2022	54	2	14

* Includes journey level officers from other public agencies.

Additionally, the number of allocated positions have increased to meet service demands.

Fiscal Year	Correctional Officer I/II Allocated Positions
20-21	123
21-22	126
22-23	126
23-24	127

These challenges are reflected across the industry and are not unique to Placer County. According to a 2022 article published by the Center for Justice Innovation, *“Many of the existing challenges for correctional staff recruitment and retention overlap, but they still have unique effects on an institution’s staffing efforts. Some of these overlapping issues include a higher risk work environment and uncompetitive pay and benefits. These factors can drive potential applicants to look for employment in areas that are less stressful and pay more. Current employees can become burned out and feel that their compensation is not worth the exhaustion and fatigue that they are experiencing.”*

To best address the challenges mentioned above, the County and the Placer Public Employees Organization (PPEO), through their memorandum of understanding, agreed to conduct a classification and compensation study for the Correctional Officer series. Upon completion of the study, Human Resources met with Sheriff’s Office executive management staff to review current recruitment data, staffing needs, retention issues, and compensation packages offered by other agencies within the County’s current relevant labor market.

Based on results of the study, vacancy rates, and difficulties with filling positions, County staff and PPEO completed the meet and confer process with a tentative agreement for salary equity adjustments of approximately fifteen and a half percent (15.5%) to all three levels in the series. The one-time market rate adjustment, reflected in the table below, is recommended to achieve a greater degree of competitiveness in the current labor market and better position the County to staff its vacancies and effectively provide mandated services to those in the corrections system.

Classification	Current		Proposed	
	Salary Range	Maximum Hourly Rate	Salary Range	Maximum Hourly Rate
Correctional Officer I	GNRL 170	\$33.71	GNRL 91	\$38.95
Correctional Officer II	GNRL 180	\$37.15	GNRL 103	\$42.94
Correctional Sergeant	GNRL 190	\$40.96	GNRL 115	\$47.34

The side letter agreement with PPEO memorializes the parties' concurrence and is proposed for Board consideration and approval. Similarly, the proposed ordinance serves to incorporate the recommended salary amendments into the uncodified Schedule of Classification and Compensation Ordinance.

FISCAL IMPACT

The total cost to implement the proposed action is estimated at \$2.3 million for FY 2023-24. Specifically, 138 positions between several Sheriff's Department cost centers will be impacted. This produces an impact of approximately \$2.3 million to the Public Safety Fund. If any budget amendments are needed for either Cost Center, the department will return to the Board for approval of those amendments.

ATTACHMENTS

Attachment A – PPEO Side Letter

Attachment B – Ordinance to amend the un-codified Schedule of Classifications and Compensation Ordinance

**SIDE LETTER AGREEMENT BETWEEN THE COUNTY OF PLACER AND
PLACER PUBLIC EMPLOYEES ORGANIZATION (PPEO)
REGARDING CORRECTIONAL OFFICER I/II AND CORRECTIONAL SERGEANT SALARIES**

This Side Letter of Agreement is entered into between the County of Placer and the PPEO (“Parties”) to amend the current Memorandum of Understanding (MOU) covering the term July 1, 2022 to June 30, 2025, regarding Correctional Officer I/II and Correctional Sergeant Salary and Benefits.

The Parties have met and conferred in good faith concerning the terms and conditions of this side letter agreement and its implementation, and now therefore mutually agree that the provisions herein will become effective upon the first full pay period after adoption by the Board of Supervisors.

CORRECTIONAL OFFICER I/II AND CORRECTIONAL SERGEANT – MARKET RATE ADJUSTMENT

Market Rate Adjustment. Effective the first full pay period following adoption of this Side Letter Agreement by the Board of Supervisors, salaries of the following classifications shall receive a one-time market rate adjustment resulting in a salary increase of approximately 15.5%:

- Correctional Officer I
- Correctional Officer II
- Correctional Sergeant

The terms and conditions set forth in this Side Letter Agreement have been mutually agreed upon by the designated bargaining representatives of the County and PPEO and will apply to all employees covered by the MOU between the County and PPEO. This Side Letter Agreement shall expire upon the operative effect of the current MOU.

Authorized and approved by the Placer Public Employees Organization, International Union of Operating Engineers, Stationary Engineers Local 39:

By: _____
Bart Florence – Business Manager

Date: _____

By: _____
Jeff Gladieux – President

Date: _____

By: _____
Brandy Johnson – Director of Public Employees

Date: _____

By: _____

Date: _____

Stacey Giacchino – Business Representative

By: _____ Date: _____
Scott Lupo – Business Representative

By: _____ Date: _____
Jeremy Burch – President, Placer Public Employees Organization

By: _____ Date: _____
Evan Cloutman – Vice President, Placer Public Employees Organization

Authorized and approved by the County of Placer:

By: _____ Date: _____
Jim Holmes, Chair, Board of Supervisors

By: _____ Date: _____
Jane Christenson, County Executive Officer

By: _____ Date: _____
Kate Sampson, Director of Human Resources

Before the Board of Supervisors County of Placer, State of California

In the matter of:

An ordinance amending the un-codified Schedule of Classifications and Compensation Ordinance to implement the approved salaries for the classifications of Correctional Officer I, Correctional Officer II, and Correctional Sergeant.

Ordinance No.: _____

Introduced: September 12, 2023

The following Ordinance was duly passed by the Board of Supervisors of the County of Placer at a regular meeting held _____, by the following vote:

Ayes:

Noes:

Absent:

Signed and approved by me after its passage.

Chair, Board of Supervisors

Attest:

Clerk of said Board

THE BOARD OF SUPERVISORS OF THE COUNTY OF PLACER, STATE OF CALIFORNIA,
DOES HEREBY ORDAIN AS FOLLOWS:

Section 1. That the un-codified Schedule of Classifications and Compensation Ordinance is hereby amended to read as follows (additions shown in bold and underline, deletions shown with strikethrough):

ADMIN CODE	CLASSIFICATION TITLE	SALARY PLAN — APPENDIX	GRADE
16330	Correctional Officer I	GNRL	170 <u>91</u>
16331	Correctional Officer II	GNRL	180 <u>103</u>
16332	Correctional Sergeant	GNRL	190 <u>115</u>

Section 2. That this ordinance shall be effective the first day of the pay period following adoption.

Section 3. That this ordinance amendment is adopted as an un-codified ordinance.

