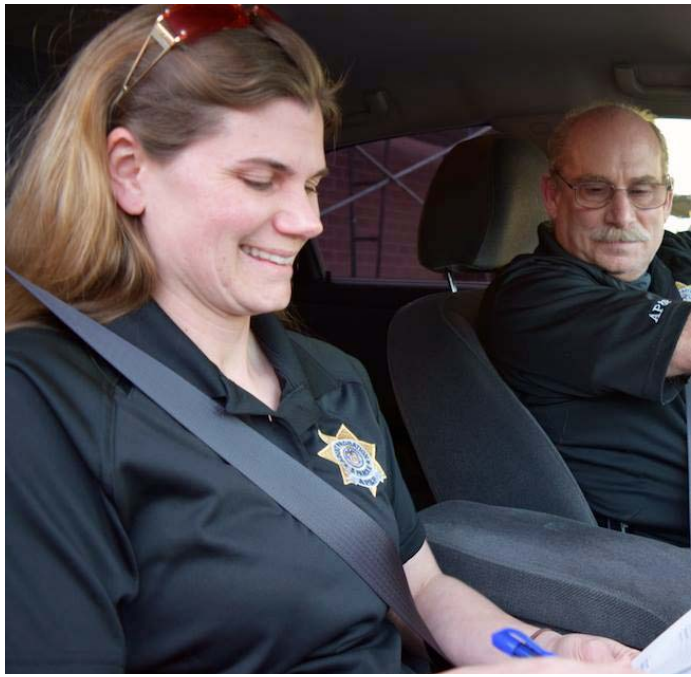

Utah Department of Corrections Building Block Budget Presentation

to the Executive Offices and Criminal Justice Appropriations Subcommittee

Base Budget Reallocations

$1,120,000 Ongoing Reallocation FROM Jail Contracting Line-Item

- The Department recommends reallocating **$1,120,000** from the **Jail Contracting** Line-item to the following locations (*green sheet line 7*)
  - **$515,000** — to the Medical Line-item for on-going staff costs funded one-time last year
  - **$400,000** — to the Programs & Operations Line-item for on-going AP&P building leases funded one-time last year
  - **$150,000** — to the Programs & Operations Line-item for on-going dispatch service costs
  - **$55,000** — to the Programs & Operations Line-item for a projected shortfall in inmate post-secondary education services
- Combined, these reallocation requests total **$1,120,000**

Reallocations from the Programs & Operations Line-Item

One-time Funds within the Programs & Operations Line-Item Identified by the LFA

$1,047,700	DOC — Gunnison Prison Operation Costs (*green sheet line 8*)
$1,764,900	DOC — H.B. 348 – Justice Reinvestment Act (*green sheet line 9*)
$1,027,800	DOC — Capital Projects Fund (*green sheet line 13*)
$1,000,000	DOC — Remaining Main Line-Item Balance (*green sheet line 12*)
$4,840,400	**One-time Funds Available in Programs & Operations Line-Item**

One-time Reallocations Requested by the Department of Corrections

$1,600,000	Reallocate to Medical Line-item for Projected Shortfall
$400,000	Reallocate to Medical Line-item for Hepatitis C Medication
$55,000	Reallocate to Medical Line-item for Panoramic X-ray Dental Equipment
$1,027,800	Transfer to Infrastructure/General Government for New Prison
$3,082,800	**TOTAL the Department Requests for Specific Reallocations**

$4,840,400 minus $3,082,800 = $1,757,600 remaining, one-time, for other needs

Other Items and Funds Available

One-time Funds within the Medical Line-Item Identified by the LFA

$540,000 DOC — H.B. 348 – Justice Reinvestment Act (*green sheet line 10*)

The Department recommends removing this item from the list, as it takes $540,000 out of the Medical Line-Item that is already projected to have a $1,600,000 shortfall

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One-time Funds within the Jail Contracting Line-Item Identified by the LFA

$3,074,700 DOC — Jail Contracting Balance (*green sheet line 11*)

The Department agrees this amount could be made available, one-time, for other uses

Certified Staff Compensation

Building Block Request

$5,854,200 On-going

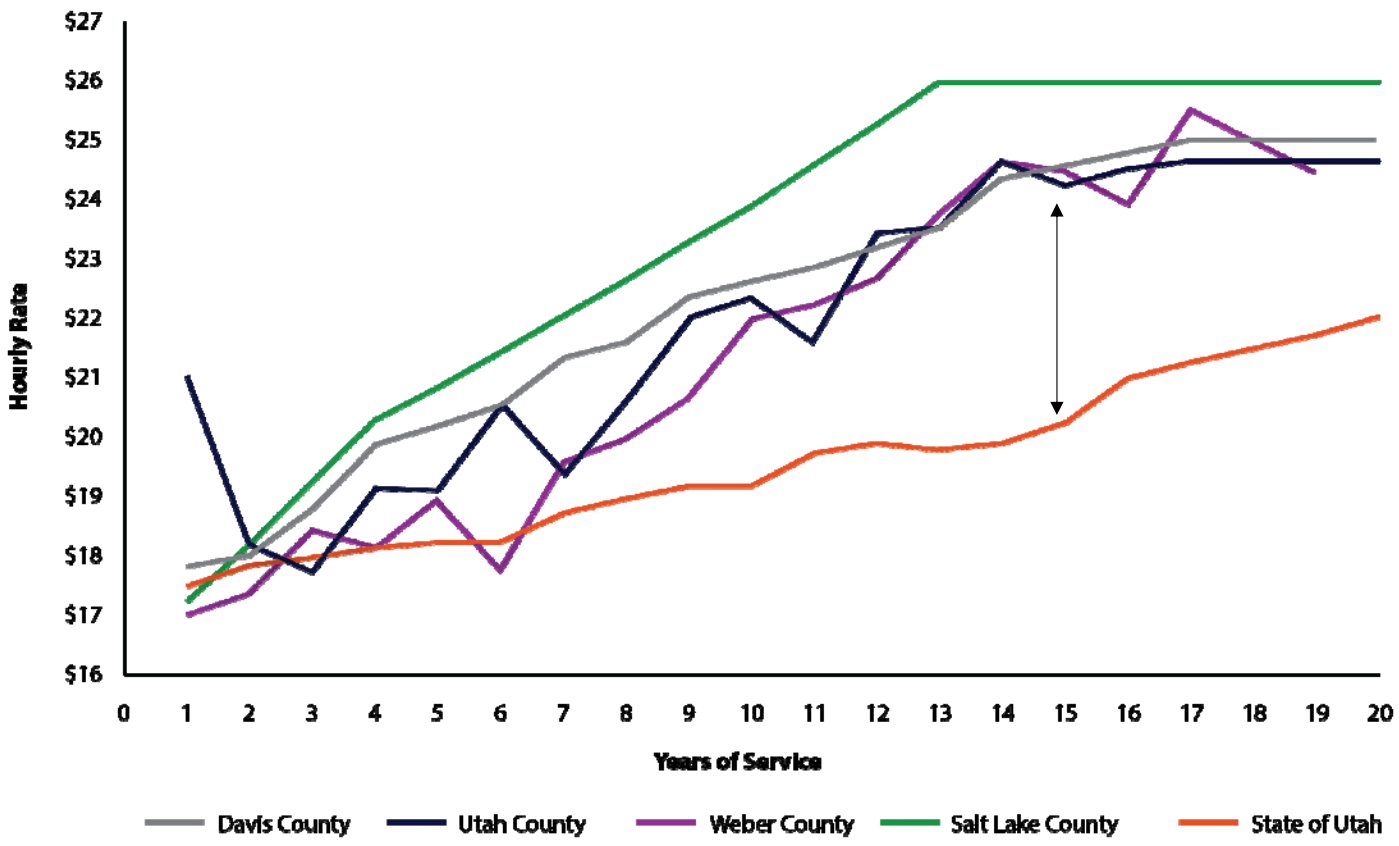
Overview

- During 2016, the Department of Human Resource Management and the Governor's Office and Management and Budget contracted with a consultant to review compensation for our Department
- After an initial meeting with the consultant, each party began collecting data needed for the analysis of compensation for our certified staff
- In September 2016, the consultant presented his findings which set the foundation for Governor Herbert's budget recommendation

Why a Pay Plan Is Needed

- Current salary ranges and actual rates of pay are not competitive relative to other comparable Correctional roles in Utah and other states
- Current range minimums for Correctional Officer is more than $4.00/hour less than the actual entry pay rate of these officers, meaning almost half of the current range is unused
- Actual entry pay for Correctional Officers is on average 6.5% less than comparable Correctional roles in the large county agencies
- Lack of pay progression means the level of competitiveness increasingly lags against other jurisdictions when comparing years of service
- Lack of competitiveness of rates of pay is having a significant impact on attraction and retention levels

Why a Pay Plan Is Needed



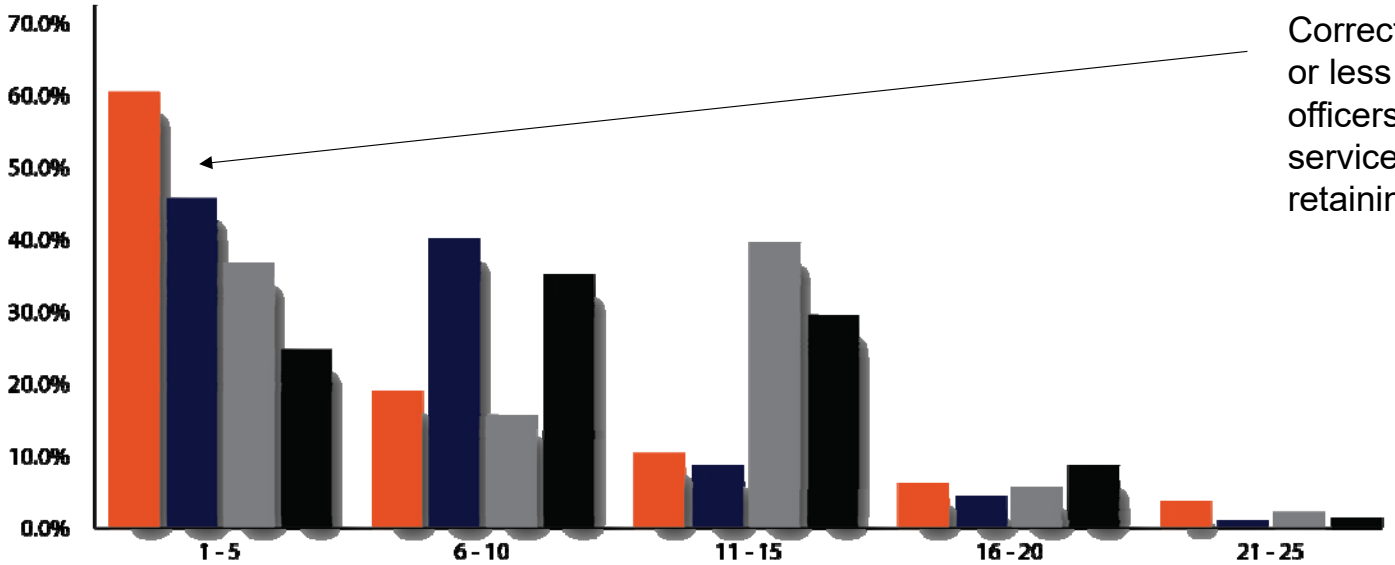
Pay rates for Correctional Officers are significantly less than their counterparts in other Utah counties

Why a Pay Plan Is Needed

While average pay has increased by an average of 5% over each of the past 3 years, the chart on the previous slide reinforces the lack of competitiveness relative to years of service.

	FY2014	FY2015	FY2016
Correctional Officer, POST	1.5%	6.0%	6.1%
Correctional Specialist I, POST	4.9%	7.7%	6.0%
Correctional Sergeant, POST	3.7%	8.9%	5.8%
Correctional Lieutenant, POST	4.0%	5.6%	6.8%
Correctional Captain, POST	3.3%	4.1%	3.0%
Correctional Administrator I	1.5%	4.1%	0.6%
Correctional Administrator II	7.2%	8.1%	6.5%
Correctional AP&P Officer, POST	5.5%	8.0%	6.3%
Correctional AP&P Supervisor, POST	5.1%	8.7%	5.0%
AVERAGE	**4.1%**	**6.8%**	**5.1%**

Why a Pay Plan Is Needed



More than 60% of the Department's Correctional Officers have 5 years or less service, with 27% of these officers having only one year of service — the Department is NOT retaining officers

	1 - 5	6 - 10	11 - 15	16 - 20	21 - 25
State of Utah	60.4%	19.0%	10.4%	6.3%	3.9%
Davis County	45.7%	40.2%	8.7%	4.3%	1.1%
Weber County	36.7%	15.6%	39.9%	5.5%	2.3%
Utah County	24.8%	35.2%	29.6%	8.8%	1.6%

Why a Pay Plan Is Needed

The lag in pay is not unique to Correctional Officers, but it is consistent across all roles in the Corrections Officer job family hierarchy —
on average, the Department's core correctional roles are 20% behind their peers.

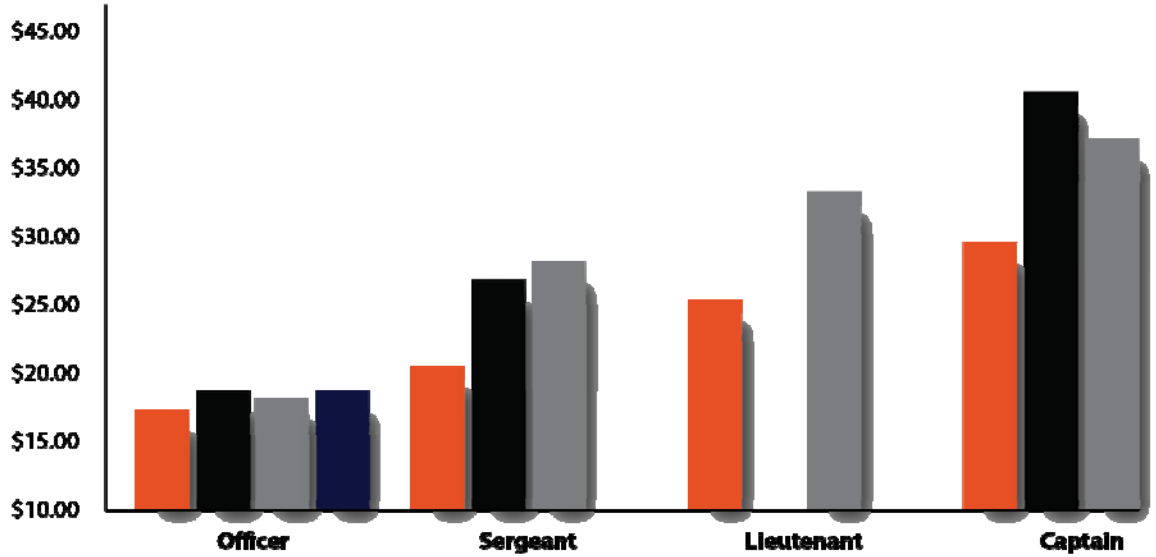
The data related to positions in AP&P came from a review of 12 western states per the National Compensation Association of State Governments (NCASG).

	AVERAGE ACTUAL HOURLY RATES						
	Davis County	Utah County	Weber County	Salt Lake County	County Average	State of Utah	Market Position
Correctional Officer, POST	$22.15	$22.27	$21.74	$21.93	$22.83	$19.50	-15%
Correctional Sergeant, POST	$30.66	$30.70	$29.18	$32.74	$30.84	$23.65	-23%
Correctional Lieutenant, POST	$33.87	$37.57	$32.98	$39.04	$37.27	$26.95	-21%
Correctional Captain, POST	$44.93	$50.59	$32.98	$47.86	$44.41	$30.72	-22%
Correctional AP&P Officer, POST					$23.63*	$25.84	8.8%
AVERAGE (including AP&P Officer)							**-14.4%**
AVERAGE (excluding AP&P Officer)							**-20.0%**

** AP&P Officer average is based on a review of hourly rates of probation & parole staff in the following states:*
Oregon, Washington, Colorado, North Dakota, Wyoming, Montana, Texas, Kansas, Nebraska, South Dakota, Idaho, New Mexico

Why a Pay Plan Is Needed

Entry level pay rates for the Department are below other comparable law enforcement officers, including state troopers and city police



	Officer	Sergeant	Lieutenant	Captain
Corrections Current Minimum	$17.38	$20.53	$25.33	$29.47
Corrections Peer Counties Average Minimum	$18.76	$26.89		$40.43
State Highway Sworn Officer Minimum	$18.17	$28.22	$33.33	$37.11
City Police Average Minimum	$18.86			

Goals of the New Plan Design

- Pragmatic balance between internal equity and external competitiveness
- Encourage career development and progression and be easily understood and readily maintained
- Especially for law enforcement positions such as Corrections, it is important to have a pay plan that is competitive for both attraction and retention at the Officer level as that is the level at which the vast majority of incumbents will be employed at any one time and where an Officer may spend their entire career
- Plan must be understood and accepted by those who have accountability for funding the plan
- Annual funding for the plan

Goals of the New Plan

- Competitiveness with the relevant market within Utah, particularly the large Counties and Wasatch front law enforcement agencies
- Although the compensation study found, after surveying 12 Western states, that AP&P positions are already competitive in salary range, the pay plan does put them into a framework where they are able to receive yearly increases
- Easing of compaction with ranks
- Meaningful promotional increases between positions by not having significant overlaps between the top step for one position and the range for the next level position
- Accelerated “front end” step pay movement as an aid to retention in the first 5 years in a position
- More competitive recruit rate to aid in attracting the quantity and quality of desired recruit and retaining recruits after they complete training
- Rebalancing between investment in retention vs. cost of replacement

Consultant's Proposed Pay Plan Range Adjustments

	Current Range Min	Current Range Max	Proposed Range Min	Proposed Range Max	% Change Min	% Change Max
Correctional Officer, POST	$12.93	$22.85	$18.80	$24.66	45.4%	7.9%
Correctional Specialist I, POST	$15.64	$25.47	$21.15	$27.74	35.2%	8.9%
Correctional Sergeant, POST	$16.07	$25.47	$23.50	$29.41	46.2%	15.5%
Correctional Lieutenant, POST	$17.89	$28.39	$29.25	$36.60	63.5%	28.9%
Correctional Captain, POST	$19.95	$31.65	$35.00	$44.63	75.4%	41.0%
Correctional Administrator I	$21.06	$35.27	$38.00	$48.46	80.4%	37.4%
Correctional Administrator II	$24.79	$39.32	$41.00	$52.28	65.4%	33.0%
Correctional AP&P Officer, POST	$16.95	$28.39	$22.00	$28.86	29.8%	1.7%
Correctional AP&P Supervisor, POST	$19.95	$31.65	$25.89	$33.02	29.8%	4.3%

Consultant's Proposed Pay Plan

	PROPOSED HOURLY RATE											CURRENT		
Role	Entry	1	2	3	4	5	6	7	8	9	10	Range Max	Average Time in Position (Years)	Average Hourly Rate
CORRECTIONAL OFFICER*	$18.80	$19.36	$19.94	$20.54	$21.16	$21.79	$22.45	$22.84	$23.24	$23.59	$23.94	$24.66	4.9	$18.82
CORRECTIONAL SPECIALIST I*	$21.15	$21.78	$22.44	$23.11	$23.80	$24.52	$25.25	$25.70	$26.15	$26.54	$26.94	$27.74	5.6	$23.21
CORRECTIONAL SERGEANT	$23.50	$24.21	$24.93	$25.68	$26.45	$27.24	$28.06	$28.55	$29.05	$29.41		$29.41	3.7	$24.42
CORRECTIONAL LIEUTENANT	$29.25	$30.13	$31.03	$31.96	$32.92	$33.91	$34.93	$35.54	$36.16	$36.60		$36.60	4.4	$27.89
CORRECTIONAL CAPTAIN	$35.00	$36.05	$37.13	$38.25	$39.39	$40.57	$41.79	$42.52	$43.33	$43.98	$44.63	$44.63	7.5	$31.73
CORRECTIONAL ADMINISTRATOR I	$38.00	$39.14	$40.31	$41.52	$42.77	$44.05	$45.37	$46.17	$47.05	$47.76	$48.46	$48.46	8.4	$35.27
CORRECTIONAL ADMINISTRATOR II	$41.00	$42.23	$43.50	$44.80	$46.15	$47.53	$48.96	$49.82	$50.76	$51.52	$52.28	$52.28	3.2	$37.97
CORRECTIONAL AP&P AGENT*	$22.00	$22.66	$23.34	$24.04	$24.76	$25.50	$26.27	$26.73	$27.20	$27.60	$28.02	$28.86	6.0	$25.56
CORRECTIONAL AP&P SUPERVISOR	$25.89	$26.67	$27.47	$28.29	$29.14	$30.01	$30.91	$31.46	$32.06	$32.54	$33.02	$33.02	4.5	$30.73
Rate of increase		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	1.75%	1.75%	1.5%	1.5%			

** Job title reaches the maximum of the range in Step 12*

Consultant's Proposed Pay Plan as Recommended

- Place all officers at least to the new Entry Rate, plus HALF of the correct steps based on years of service
  - For example, 10 years of service would be placed at Step 5
- Benefits
  - Implements a higher starting pay to attract new officers
  - Retains relativities for longer serving staff
- Cost of proposal: $5,854,200
  - Work will need to be done, year-to-year, to receive additional funding to support the plan

Anticipated Impacts of New Pay Plan

- Reversing the widening gap between the impact on pay and levels of staffing
- Increasing the number of applicants for recruiting and improving return on investment related to training by reducing attrition
- Reducing the rate of turnover of officers
- Reducing the current vacancy rate
- Alter the balance between overtime hours worked at time and a half due to shortage of staffing as compared to hours worked at normal time rates due to increased staffing
- Alleviate internal pay compression and achieving internal pay equity

Questions