



Public Safety Review

Fairfax County, Virginia

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Executive Summary

As Fairfax County continues to grow and the challenges surrounding public safety services further increase, the County faces ongoing pressure to perform its duties more effectively and efficiently.

To help inform decisions within this changing environment, the County engaged Public Financial Management, Inc. (PFM) to perform an organizational and compensation review for the Fairfax County Police Department (FCPD) and a compensation review for the Sheriff's Office. PFM was also asked to perform an organizational and compensation review of the County Animal Services Division, the results of which were delivered in a separate report in early July 2016.

Among the particular concerns regarding the FCPD, recent events have sharpened the County's focus on accountability, compliance, and supervision. After several high profile officer-involved incidents, the Police Chief ordered a use-of-force policy and practice review in the spring of 2014. The Police Executive Research Forum (PERF) delivered this review to the Chief in June 2015 with 71 recommendations regarding the County's current use-of-force policy.

While the report indicated that the County is meeting many national best practices, several areas for improvement were also highlighted, including a need to clarify and provide more detail in the County's policies on critical incident response and the duties of officers, supervisors, and command personnel. In light of this report, the Ad Hoc Commission recommended in October 2015 that the County continue to focus on the relationship between supervisors and patrol officers and on the leadership direction for patrol officers in non-routine situations.

Along with such concerns regarding police practices, and potentially the organizational structure to support best practice approaches, Fairfax County has also sought to ensure that pay for police and deputy sheriffs is competitive within the regional market and in line with the County's compensation philosophy.

Given these and other concerns, PFM was engaged to review:

- **Practices regarding the hierarchical rank structure of other large, innovative metropolitan police departments**, identifying benchmarks and alternatives for the FCPD. As part of this task, PFM surveyed and interviewed nine (9) large police departments nationwide.
- **Competitiveness and alignment of compensation levels and policies for the Police Department** relative to organizational goals. As part of this task, PFM surveyed seven (7) public safety employers in the DC region which the County has historically used to benchmark compensation.
- **Compensation policies and pay delivery for the Sheriff's Office to determine competitiveness**, including an evaluation of potential pay parity with police. For this

task, PFM surveyed the same seven (7) regional public safety employers regarding deputy sheriff pay, and also analyzed relative police and sheriff compensation levels.

Operational Review Comparison Jurisdictions	Compensation Review Comparison Jurisdictions
Austin (TX)	Alexandria (VA)
Charlotte (NC)	Arlington County (VA)
Denver (CO)	District of Columbia
Fort Worth (TX)	Loudoun County (VA)
Louisville (KY)	Montgomery County (MD)
Nashville (TN)	Prince George’s County (MD)
Baltimore County (MD)	Prince William County (VA)
Montgomery County (MD)	
Prince George’s County (MD)	

Along with external surveys, PFM also met with representatives of Fairfax County’s public safety agencies to incorporate their ideas and insights, and relied on best practices input from Dr. Ronal Serpas, Professor of Practice with Loyola University New Orleans Criminology and Justice Department and National Advisory Board Member to the National Police Research Platform. Dr. Serpas was a career police officer and executive for more than three decades, serving as Police Chief for the New Orleans Police Department, the Metropolitan Nashville Police Department, and the Washington State Patrol.

In the full report that follows, we detail our survey findings, results from best practices research, and identified options for prospective change in each of the key areas noted above. A summary of the highlights follows below.

Police Structure and Organization

Given the context established by of the work of the Ad Hoc Police Practices Review Commission and PERF,¹ supervisory oversight and support for patrol officers – particularly for non-routine incidents – has been a key area of focus in our evaluation. In addition, our review also considered career paths and other elements of overall organizational approach. It is important to note that this analysis and recommendations focus on the FCPD Patrol Bureau, however, recommendations can generally also be tailored to fit the functions and goals of other bureaus (Operations Support, Administration, etc.) as needed.

Enhanced Supervisory Support

A manageable span of control (fewer subordinates per supervisor) facilitates effective management and communication, especially during critical incidents where use of force might be necessary. Through benchmarking of other large police departments nationally, PFM found that most have ratios close to that of Fairfax County for first-line supervision. At the same time,

¹ Final Report, Ad Hoc Police Practices Review Commission, October 8, 2015

however, the following areas were identified as opportunities for ensuring more consistent first-line supervision and enhanced support for critical incidents:

- 1.1. Clearer Structure for First-Line Supervision:** In Fairfax County, 2nd Lieutenants and Sergeants jointly supervise patrol officers, with little or no substantive differentiation in duties. This structure is uncommon among peer departments. In all benchmark departments, the Sergeant rank serves as the sole first-line supervisor.

First-Line Supervisory Ratios

First-Line Supervisors to Rank-and-File Officers	
Fairfax County	Sergeant and 2nd Lieutenant jointly supervise 10-12 officers
Montgomery County	Sergeant supervises 6-16 officers
Prince George's County	Sergeant supervises 8-12 officers
Austin	Sergeant supervises 8-12 officers
Charlotte	Sergeant supervises 9 patrol officers
Denver	Sergeant supervises approximately 8 officers (can include a Corporal and Technician, depending on unit)
Fort Worth	Sergeant supervises 8-13 officers (includes one Corporal)
Louisville	Sergeant supervises 7-12 officers
Nashville	Sergeant supervises approximately 9 officers

- **Recommendation:** Phase in consolidation of the County’s first-line supervision at the rank of Sergeant, as incumbent 2nd Lieutenants retire or advance through promotion. Where an FCPD team of one Sergeant and one 2nd Lieutenant now jointly supervise approximately 10-12 patrol officers, each Sergeant prospectively will supervise a squad of approximately 5-6 officers.

- 1.2. Increased Resources for First-Line Supervisory Coverage:** One of the key concerns identified by the FCPD regarding the current approach to first-line supervision is the potential for effective span of control to increase sharply when one member of the 2nd Lieutenant-Sergeant supervisory team is away from the unit for training, special assignment, or leave.

Approaches to backfilling for such vacancies in supervisory positions vary greatly among benchmark departments. Approaches include using other supervisors to fill in for absent supervisors (temporarily expanding their span of control), using Corporal ranks to fill in for supervisors, using “relief” supervisors, relying on centralized watch commanders to fill supervisory gaps, and using supervisors from other, specialized divisions to provide coverage.

- Recommendation: Create two new relief Sergeant positions per station (one per side, A and B) to provide a regular resource, familiar with the officers in that station, to fill in when an operational vacancy occurs. This would result in an addition of 18 new Sergeant positions (based on a total of nine stations). This approach could begin as a pilot program in one station to allow for a phase in of this new relief structure and allow for adjustments once it is determined how well two relief Sergeants are fulfilling the backfilling needs of a station. When not backfilling to ensure supervisory coverage, these Sergeants can also assist with increasing reporting, accountability, and general administrative responsibilities. In addition, such positions can provide a good opportunity for professional development, as departments using similar approaches elsewhere often fill this role with more newly promoted supervisors.

1.3. 24/7 Commander Coverage: Above the first-line supervisory level, one Commander (Captain) and one Assistant Commander (1st Lieutenant) oversee all shifts in each district station. Because these are primarily day work assignments, Commander support for major incidents is often provided by four (4) duty officers at the Captain level – one per shift County-wide – for 24/7 coverage. To enhance direct coverage over all shifts, improve accountability and continuity of command, and also to disperse the growing administrative load borne by Commanders, FCPD representatives have suggested the establishment of new Watch Commander positions, ideally at the Lieutenant rank, at the station level.

Several large departments employ the second-line supervisor (Lieutenant rank) in a similar watch commander role. In Fort Worth, Louisville, and Prince George’s County, for example, a Lieutenant oversees multiple teams of Sergeants and subordinate officers on a single shift. The second-line supervisor works the same shifts as all of the first-line supervisors they oversee and provides another level of supervision throughout the entire shift. Four departments – Austin, Charlotte, Nashville, and Montgomery County – use centralized commanders, equivalent to the County’s duty officers, to provide an additional level of round-the-clock senior level leadership.

- Recommendation: Provide 24/7 Commander coverage at the station level – two additional Lieutenants per station as Day Watch Commanders, and two additional Lieutenants per station as Night Watch Commanders. This supplemental resource

would complement, not replace, the existing Station Commander and Duty Officer roles.

Additional Organizational Concerns

Along with effective supervision, it is also important to maintain an organizational structure and career path that fosters professionalism and development for all officers, including those who have not yet reached the supervisory level and/or who ultimately choose not to pursue a supervisory role. Accordingly, the following organizational issues were also explored:

- 1.4. Non-Supervisory Career Path:** A positive career ladder is important for retaining and developing quality officers. Currently, the FCPD provides a Master Police Officer (MPO) proficiency pay adjustment around the 7th year of service as one opportunity for such advancement, following serving two years minimum at the Police Officer I rank and five years minimum at the Police Officer II rank. In 2012, the average years of service for officers applying for the proficiency pay was 10 years of overall service.

While the non-supervisory rank structure and nomenclature varies among the benchmark departments, those surveyed that provide a multi-step path typically have two or three ranks in that path. No benchmarked department reported a four rank non-supervisory career path.

- Recommendation: Formalize the MPO role as a new job classification, rather than as a proficiency pay adjustment (the current Fairfax County approach), to more fully recognize the importance of this progression.

- 1.5. Detective Roles:** Currently, the FCPD detective role is not a distinct job classification, but simply an assignment. Any POII can request a detective assignment if one becomes available, and there is no additional pay or senior detective distinction if such an assignment is made.

In all of the benchmarked departments, detectives are similarly not a separate classification. Within this survey group, additional pay is likewise typically not provided for such assignments, with the exception of Denver, which offers a 10 percent differential.

- Recommendation: Consistent with establishment of the MPO role as a formal job classification, ensure the opportunity for parallel advancement to a Senior Detective assignment in the MPO rank for officers pursuing an investigative career track. This additional opportunity would be available to detectives in all investigative units.

1.6. Potential Establishment of a Separate Recruit Rank: Currently, new hires in the academy are placed in the same rank (POI), at the same level of pay, as they will hold upon graduation from the academy. The FCPD Pay and Benefits Committee recommends adding a new Recruit rank at grade O-17, the current grade for the Police Officer I, and then increasing pay to the O-18 level (5% higher) upon completion of academy training, in recognition for the increased responsibility of transition into field service.

In most of the surveyed departments, however, newly hired officers do not receive their first pay increase until their first anniversary. Only two of the benchmarked departments – Denver and Nashville – place newly hired officers in a separate recruit rank.

- Recommendation: Our regional compensation survey indicates that Fairfax County ranks 2nd of eight regional jurisdictions for entry pay. In this context, it could be possible to create a new recruit rank at a level of O-16, below the current entry rate (5%), while still remaining within the regional mainstream. While this would create increased differentiation, it would also reduce the County's strong competitive position at the point of recruitment, and would not reflect the typical practice among the surveyed departments. Accordingly, no separate recruit rank is recommended.

Police Compensation

A strong compensation package is beneficial for attracting and retaining highly qualified officers. Competitive compensation will help to draw quality candidates to the department and bolster employee satisfaction once on the job. Consistent with Fairfax County's compensation philosophy – to pay around the average of the County's comparison group at the midpoint of the pay range – PFM benchmarked seven major regional law enforcement employers to determine the relative competitiveness of the County's police pay, and also evaluated elements of the current pay structure identified as areas of concern by FCPD representatives.

2.1. Pay Structure Consistency: In the current police pay plan, there is a lack of consistency in the differentials between all steps and between adjacent grades. For example, the step-to-step increase for the Police Officer I grade (O-17) is 5.0 percent, except for steps six and seven, which are 10.0 percent and 5.2 percent increases respectively.

Differentials between grades are also inconsistent. For example, the differential between the Police Officer I grade (O-17) and the Police Officer II grade (O-18) for Steps 1-5 is 9.8 percent, while the differential between POII grade and MPO grade (O-19) for Steps 1-5 is only 4.8 percent.

- Recommendation: The current pay plan could be modified to create clear and consistent differentials between steps and grades. This change would provide more predictable increases for employees in all ranks.

As suggested by the FCPD Pay and Benefits Committee, the pay plan could be adjusted by first making the current step 2 of grade O-17 (\$50,263.82) step 1 of that grade. Starting from this first step, each step would then be adjusted to ensure a five percent increase over the previous step. While this would involve a modest cost, the change would ensure consistency in the pay plan and enhance market competitiveness.

In addition, reinsertion of grades not shown on the current pay plan (Grades O-22, O-23, O-24, O-30, and O-32) would provide more “room” to place current ranks to ensure no pay compression. After including additional grades, each should be adjusted to ensure a five percent differential over the previous grade. This change would also imply a cost, such that the timing and the approach for implementation would need to be aligned with budget constraints and other considerations. An illustrative, modified pay plan is shown in Appendix G.

2.2. Maintain Pay Competitiveness: Fairfax County is generally competitive within the region for most ranks, especially at the midpoint, the juncture from which the County pay philosophy and the Department of Human Resources determines competitiveness. Because sworn police employees also reach maximum pay much sooner than some regional comparators, the County is also very competitive when considering compensation throughout a 25-year career. Notwithstanding the County’s competitiveness at the midpoint of the pay range, police pay is relatively lower at maximum, which can have bearing on the pension base, a concern raised by the FCPD Pay and Benefits Committee.

- Recommendation: The step leveling and insertion of new grades suggested in Recommendation 2.1 improve the County’s competitiveness at both median and maximum, partially addressing concerns about pension base. No additional modifications to the current police pay plan are currently recommended.

**Fairfax Variance from Comparison Group Median, Non-Supervisory Ranks
Current Pay Plan and Recommended Changes**

		Midpoint		Maximum	
		Current	Recommended	Current	Recommended
Police Officer I	Fairfax County	\$66,070	\$66,069	\$81,876	\$81,874
	Median	\$63,936	\$63,936	\$80,288	\$80,288
	Fairfax Variance from Median	3.3%	3.3%	2.0%	2.0%
Police Officer II	Fairfax County	\$69,090	\$69,373	\$85,619	\$85,968
	Median	\$69,722	\$69,722	\$91,365	\$91,365
	Fairfax Variance from Median	-0.9%	-0.5%	-6.3%	-5.9%
Master Police Officer	Fairfax County	\$72,387	\$72,841	\$89,704	\$90,267
	Median	\$71,533	\$71,533	\$92,121	\$92,121
	Fairfax Variance from Median	1.0%	1.8%	-2.6%	-2.0%

2.3. Supervisory Pay Differentials: The County’s police supervisory pay generally ranks below the regional median, at levels more than five percent below the regional median for first and second-line supervisors at maximum base plus longevity. In addition, the current rank differentials provide suboptimal incentive for officers to take on greater responsibility, particularly at the level of Lieutenant and above where there is no eligibility for 1.5x overtime.

- **Recommendation:** In tandem with the phase out of the 2nd Lieutenant position, PFM recommends placing Sergeants at the O-21 grade. This level is consistent with the current grade for 2nd Lieutenant, and represents a five percent increase over the current Sergeant rank placement on the pay plan. In conjunction with adjustments to the pay plan for greater consistency (recommendation 2.1 above), Sergeants at maximum pay would see a 5.7% increase.

Under the recommended pay plan restructuring, 1st Lieutenants would see the largest pay increase at 10.2 percent, addressing a key pay compression concern under the current rank structure at the juncture where eligibility for 1.5x overtime ends. This increase for 1st Lieutenants would come primarily from the insertion of grades O-22 through O-24 into the pay plan, with a secondary impact from step leveling. There is currently only a 16.6 percent difference between grades O-21 (2nd Lieutenant) and O-26 (1st Lieutenant), while 1.5x overtime eligibility ends with this promotion. If the County inserts the intervening grades with a five percent differential between grades, the resulting pay differential (at maximum) between the new Sergeant level (O-21) and Lieutenant rank (O-26) would increase to 27.6 percent, better incenting employees to pursue promotion to the key Lieutenant rank.

PFM recommends keeping the Captain, Major, and Deputy Chief ranks at their current grades. The Major and Deputy Chief ranks would receive modest increases largely due to the recommended step leveling, while Captains would see a much greater increase due both to step leveling and the insertion of additional grades into the pay plan. These increases would be in addition to any market rate adjustment (MRA) given in each fiscal year.

Recommended Changes to Pay Grades and Resulting Pay Increases

Rank	Current Grade	Recommended Grade	Pay Increase at Midpoint and Maximum Step
Sergeant	O-20	O-21	5.7%
2 nd Lieutenant	O-21	O-21 <i>Until phase out</i>	0.6%
Lieutenant	O-26	O-26	10.2%
Captain	O-29	O-29	7.8%
Major	O-31	O-31	1.7%
Deputy Chief	O-33	O-33	1.9%

Note: While the grades for Lieutenant, Captain, Major and Deputy Chief remain the same, these new ranges would be at a higher dollar level as a result of inserting additional grades into the pay plan.

As shown below, these changes, along with adjustments to the pay plan, would improve the County's compensation relative to other regional employers.

**Fairfax Variance from Comparison Group Median, Supervisory Ranks
Current Pay Plan and Recommended Changes**

		Midpoint		Maximum	
		Current	Recommended	Current	Recommended
Sergeant	Fairfax County	\$76,006	\$80,307	\$94,189	\$99,519
	Median	\$81,307	\$81,307	\$101,097	\$101,097
	Fairfax Variance from Median	-6.5%	-1.2%	-6.8%	-1.6%
2 nd Lieutenant (until phase out)	Fairfax County	\$79,804	\$80,307	\$98,895	\$99,519
	Median	\$83,894	\$83,894	\$106,466	\$106,466
	Fairfax Variance from Median	-4.9%	-4.3%	-7.1%	-6.5%
1 st Lieutenant	Fairfax County	\$93,048	\$102,495	\$115,308	\$127,014
	Median	\$95,550	\$95,550	\$123,040	\$123,040
	Fairfax Variance from Median	-2.6%	7.3%	-6.3%	3.2%
Captain	Fairfax County	\$110,067	\$118,651	\$136,397	\$147,035
	Median	\$110,311	\$110,311	\$140,824	\$140,824
	Fairfax Variance from Median	-0.2%	7.6%	-3.1%	4.4%

In evaluating, and potentially implementing, the above recommendations, it is important to note that organizational/rank structure and pay levels should be viewed holistically, and – to the extent that the County may choose to modify certain recommendations – changes in one area of the County's approach may impact another area of concern.

Deputy Sheriff Compensation and Police-Sheriff Pay Parity

In addition to benchmarking police pay, PFM also surveyed the six regional sheriff's offices in the same comparative jurisdictions to determine the relative competitiveness of Fairfax County deputy sheriff pay, and evaluated overall pay structure.

- 3.1. Pay Structure Consistency:** As with the police pay plan, there is a lack of consistency in the differential between all steps and between adjacent grades in the sheriff pay plan.

Recommendation: The current sheriff pay plan should be modified to create clear and consistent differentials between steps and grades. This change would provide more predictable increases for employees in all ranks.

In addition, reinsertion of grades not shown on the current pay plan (Grades C-22, C-23, C-24, C-29, C-30, and C-32) would provide more “room” to place current ranks to ensure no pay compression. After including additional grades, each should be adjusted to ensure a five percent differential over the previous grade. This change would also imply a cost, such that the timing and the approach for

implementation would need to be aligned with budget constraints and other considerations.

3.2. Pay Parity Concerns: Fairfax sheriffs play an important role in maintaining safety in the County, and the Sheriff's Office has highlighted these significant duties in recommending pay parity with police. Our regional survey, however, as well as broader national experience, indicates that sheriff pay is most commonly set below that for police with primary patrol responsibilities, and that the current differential between Fairfax County police and sheriffs is well within this mainstream practice – and is particularly close when Fairfax County's "environmental pay" premium for sheriffs assigned to the correctional facility is included.

- Recommendation: While full police-sheriff pay parity is not the typical practice among larger regional public safety employers, Fairfax County could consider indexing environmental pay to increase at the same rate as general wages. This approach would maintain a more consistent pay relationship across these law enforcement roles, without erosion of the relative value of environmental pay due to its current structure as a static, fixed amount.

Next Steps

Because each public safety department has its own set of operational challenges, community pressures, and budgetary constraints, the organizational structure for individual agencies varies greatly. From time to time, departments change their structure to adapt to changing service demands and other concerns. Figure 1 on the following page is an illustration of one potential FCPD approach that is consistent with best practices from structures across the benchmark departments and guided by principles emerging from the issues addressed in this report, including:

- Clear supervisory structure that distributes operational burden,
- Manageable span of control,
- 24/7 command coverage, and
- Appropriate backfilling of supervisory positions

Of course, any specific approach has both benefits and drawbacks. While we believe the following model generally addresses the key issues discussed with Police Department and other County leaders, further refinement would be anticipated and appropriate.

We sincerely appreciate the ideas and ideas provided by Fairfax County's law enforcement and human resources professionals that have informed this report, and hope that our analysis will prove to be beneficial as it informs such future investments and reforms in public safety going forward.

Summary of Recommendations

Police Structure and Organization

Recommendation 1.1	Clearer Structure for First-Line Supervision: Phase in consolidation of the County's first-line supervision at the rank of Sergeant, as incumbent 2 nd Lieutenants retire or advance through promotion. Where an FCPD team of one Sergeant and one 2 nd Lieutenant now jointly supervise approximately 10-12 patrol officers, each Sergeant prospectively will supervise a squad of approximately 5-6 officers.
<i>Implementation Issues</i>	The County would need to determine how to manage with the existing 2 nd Lieutenant classification during phase out, although many incumbents would likely be candidates for the new 1 st Lieutenant positions outlined in Recommendation 1.3.
Recommendation 1.2	Increased Resources for First-Line Supervisory Coverage: Create two new relief Sergeant positions per station (one per side, A and B) to provide a regular resource, familiar with the officers in that station, to fill in when an operational vacancy occurs. This would result in an addition of 18 new Sergeant positions (based on a total of nine stations). This approach could begin as a pilot program in one station to allow for a phase in of this new relief structure and allow for adjustments once it is determined how well two relief Sergeants are fulfilling the backfilling needs of a station.
<i>Implementation Issues</i>	Addition of 18 relief Sergeants; department would need to develop a method for determining which Sergeants would be assigned to relief positions (e.g. newer Sergeants would serve as relief Sergeants for minimum of one year), and to operationally plan for flexible scheduling of this group to ensure coverage across the various shifts.
Recommendation 1.3	24/7 Commander Coverage: Provide 24/7 Commander coverage at the station level (two additional Lieutenants per station as Day Watch Commanders, and two additional Lieutenants per station as Night Watch Commanders. This supplemental resource would complement, not replace, the existing Station Commander and Duty Officer roles.
<i>Implementation Issues</i>	Addition of 36 Lieutenants within patrol units; department would also need to determine how to phase in over time and how changes would be applied to specialty units such as Investigations, Traffic, Neighborhood Patrol Units, School Resource Officer, etc.

Recommendation 1.4	Non-Supervisory Career Path: Formalize the MPO role as a new job classification, rather than as a proficiency pay adjustment, to more fully recognize the importance of progression.
<i>Implementation Issues</i>	None identified

Recommendation 1.5	Detective Roles: Consistent with establishment of the MPO role as a formal job classification, ensure the opportunity for similar advancement to a Senior Detective assignment for officers pursuing an investigative career track. This additional opportunity would be available to detectives in all investigative units.
<i>Implementation Issues</i>	None identified

Recommendation 1.6	Potential Establishment of a Separate Recruit Rank: Our regional compensation survey indicates that Fairfax County ranks 2 nd of eight regional jurisdictions for entry pay. In this context, it could be possible to create a new recruit rank at a level of O-16, below the current entry rate (5 percent), while still remaining within the regional mainstream. While this would create increased differentiation, it would also reduce the County’s strong competitive position at the point of recruitment, and would not reflect the typical practice among the surveyed departments. Accordingly, no separate recruit rank is recommended.
<i>Implementation Issues</i>	None identified

Police Compensation

Recommendation 2.1	<p>Pay Structure Consistency: The current pay plan should be modified to create clear and consistent differentials between steps and grades. This change would provide predictable increases for employees in all ranks.</p> <p>As suggested by the FCPD Pay and Benefits Committee, the pay plan would be adjusted by first making the current step 2 of grade O-17 (\$50,263.82) step 1 of that grade. Starting from this first step, each step should be adjusted to ensure a five percent increase over the previous step.</p> <p>Reinserting of grades not shown on the current pay plan (Grades O-22, O-23, O-24, O-30, and O-32) to provide more “room” to place current ranks to ensure no pay compression. After including additional grades, each should be adjusted to ensure a five percent differential over the previous grade.</p>
<i>Implementation Issues</i>	Cost will vary, but preliminary estimates of step leveling and insertion of new grades show potential wage increases ranging from 0.4 – 10.2%.

Recommendation 2.2	Maintain Pay Competitiveness: The step leveling and insertion of new grades suggested in Recommendation 2.1 improve the County's competitiveness at both median and maximum, partially addressing concerns about pension base. PFM sees no need for additional modifications to the current police pay plan beyond what is recommended above.
<i>Implementation Issues</i>	None identified

Recommendation 2.3	<p>Supervisory Pay Differentials: For supervisory officers, PFM recommends adjusting the placement of the Sergeant and 2nd Lieutenant ranks on the pay plan. Placing the Sergeant rank (and 2nd Lieutenant rank until phase out) at grade O-21, in addition to pay increases due to leveling of the pay plan, would result in pay increases for employees in these ranks. The pay differential between the Sergeant and Lieutenant ranks would incent employees to promote to the Lieutenant rank, even despite loss of 1.5x overtime pay.</p> <p>PFM recommends keeping the Captain, Major, and Deputy Chief ranks at their current grades. These ranks would also see increases in pay from adjustments to the pay plan.</p>
<i>Implementation Issues</i>	Costs will vary, but preliminary estimates show total wage increases ranging from 0.4 – 10.2% across the various ranks. These increases would come from a combination of step leveling, the addition of a step, and grade change for the Sergeant rank.

Deputy Sheriff Compensation and Police-Sheriff Pay Parity

Recommendation 3.1	<p>Pay Structure Consistency: The current pay plan should be modified to create clear and consistent differentials between steps and grades. This change would provide predictable increases for employees in all ranks.</p> <p>In addition, reinsertion of grades not shown on the current pay plan (Grades C-22, C-23, C-24, C-29, C-30, and C-32) would provide more “room” to place current ranks to ensure no pay compression. After including additional grades, each should be adjusted to ensure a five percent differential over the previous grade. This change would also imply a cost, such that the timing and the approach for implementation would need to be aligned with budget constraints and other considerations.</p>
<i>Implementation Issues</i>	Exact costs would need to be determined by the Department of Human Resources. The County and Sheriff's Office would need to determine if similar grade placement changes, like those recommended for police, are warranted.

Recommendation 3.2	Pay Parity Concerns: The County could index environmental pay to increase at the same rate as general wages. This approach would maintain a consistent pay relationship, without erosion of the relative value of environmental pay due to its current structure as a static, fixed amount.
<i>Implementation Issues</i>	County would need to determine appropriate measure for indexing and would see minimal yearly cost from such increases.

Introduction

In late 2015, Fairfax County requested an operational and organization review of the County's public safety functions focusing on several key areas within the Police Department, Sheriff's Office, and Animal Control/Animal Shelter. PFM was engaged to execute this review of police operations, compensation comparisons, and an evaluation of Animal Care and Control functions.

This Report encompasses the findings and recommendations resulting from more than six months of study. During this time, the project team surveyed other major police departments regarding rank structure, patrol bureau organization, compensation, and other related issues to inform potential changes within the County Police Department. This work was supplemented by the experience of subject matter expert Ronal Serpas, Professor of Practice with Loyola University New Orleans Criminology and Justice Department, and former Police Chief for the City of New Orleans, Metropolitan Nashville Police Department, and Washington State Patrol.

The project team also benchmarked total compensation among regional police and sheriff departments to determine the County's relative ranking in the region and determine how pay is delivered elsewhere. The team also examined the pay relationship between these police and sheriffs across the region to determine where pay parity exists.

While this final Report solely reflects the independent conclusions of the PFM project team, our evaluation benefited greatly from the review and feedback throughout our study period of Steering Committee that included experienced representatives of the County Executive's Office, Department of Human Resources, Department of Management and Budget, the Police Department, and the Sheriff's Office. We appreciate this County input and insight, and hope that this study helps to inform the future approach to public safety organization and compensation.

Methodology

To capture information regarding rank structure, span of control, and department organization, PFM evaluated collective bargaining agreements, job specifications, and pay scales from national police departments. After processing this information, the project team conducted follow-up telephone interviews with representatives of each benchmark department to discuss organizational structure and span of control. It is important to note that this analysis and its recommendations focus on the Patrol Bureau, however, recommendations can potentially be tailored by the County to fit the functions and goals other bureaus (Operations Support, Administration, etc.) as needed.

To determine compensation across regional jurisdictions, PFM relied on collective bargaining agreements, pay scales, and input from city and county human resources personnel to document various elements of compensation. Unless otherwise noted, all analysis was conducted to compare compensation as of the last day of Fiscal Year 2016 (June 30, 2016).

Police Structure and Organization Review

Serving over 1.1 million residents, the Fairfax County Police Department is the 34th largest in the country with over 1,400 sworn officers. With rapid population growth over the past few decades, demands for police service have increased markedly, with calls for service growing from just under 250,000 in FY2007 to almost 450,000 in FY2015². In addition to increasing demands for service, the County’s increasing population density means that active services are being regularly provided over more of the County’s geography. With current budget pressures, the County is seeking ways to effectively and efficiently provide police services while maintaining a low crime rate.

More recently, change has also taken place in a climate with increased focus on accountability, compliance, and manageable span of control. After several high profile officer-involved incidents, the Police Chief ordered a use-of-force policy and practice review in the spring of 2014. The Police Executive Research Forum (PERF) delivered this review to the Chief in June 2015, setting forth 71 recommendations regarding the County’s law enforcement practices. While the report showed that the County meets national best practices overall, several areas for improvement were highlighted, including a need to clarify and provide more detail in the County’s policies on critical incident response and the duties of officers, supervisors, and command personnel. As a result of this report, the Ad Hoc Committee recommended in October 2015 that the County conduct a study of the relationship between supervisors and patrol officers.

Overview of Fairfax County Police Rank Structure and Organization

Table 1: Headcount by Rank

	Headcount	Percent Total
Police Officer I	273	18.8%
Police Officer II	644	44.4%
Master Police Officer	281	19.4%
Police Sergeant	73	5.0%
Police 2nd Lieutenant	110	7.6%
Police 1st Lieutenant	22	1.5%
Police Captain	30	2.1%
Police Major	12	0.8%
Deputy Chief	3	0.2%
Chief	1	0.1%
Total	1,449	100.0%

The FCPD currently has three non-supervisory positions. New hires begin at the Police Officer I (POI) rank during and after the academy and can promote to Police Officer II after two years of service. After five years of service, a Police Officer II (also referred to as Police Officer First Class or POII) is eligible for the Master Police Officer (MPO) distinction, which comes with a one grade increase in pay. The MPO is a competitively promoted position that is considered a proficiency advancement and not a separate rank. There are only minor distinctions in duties between a POII and an MPO, the principal being that MPOs are considered lead workers.

² Fairfax County Police Department Annual Reports, FY2007 and FY2015

Both the POII and MPO can apply for a detective assignment. Such investigatory roles do not come with a pay increase or assignment pay.

A Sergeant and 2nd Lieutenant work in tandem to command a group of 12 officers on one of three 12-hour shifts. In practice, however, given paid leave, training, and special assignments, it is common for only one of these two supervisors to be on duty at a time. In such circumstances, the first-line supervisor (Sergeant or 2nd Lieutenant) commands all 12 officers.

The 1st Lieutenant and Captain serve as Assistant Commander and Commander, respectively, of each patrol station.³

Issues

Interviews with County police personnel, human resources professionals, and other stakeholders highlighted the following issues regarding the Police Department's organization and pay:

1. Supervisory Structure and Staffing:

- **Two Lieutenant Ranks:** While the County's 2nd Lieutenant position nominally serves as a supervisor to a Sergeant and subordinate officers, the primary practical distinction between Sergeants and 2nd Lieutenants appears to be a small pay differential, with little substantive difference in the duties of the Sergeant and 2nd Lieutenant. In practice, only one of these two ranks is often in command of subordinate officers at any given time.
- **Span of Control:** County police personnel believe the effective 12:1 (or, in some cases, greater than 12) ratio of officers to first-line supervisors when only one of the two first-line supervisors is on duty is out of line with ratios at peer departments.
- **24/7 Commander Coverage:** Currently, the 2nd Lieutenant is the highest-level supervisor overseeing a single shift. The Commander (Captain) and Assistant Commander (1st Lieutenant) oversee all shifts in a district station and are typically day work assignments. While the Department has 4 duty officers (Captains) to provide additional 24/7 coverage, the Department strongly desires to use a Watch Commander position, ideally at the Lieutenant rank, to provide direct coverage over all shifts, improve accountability, and disperse the heavy administrative load borne by commanders.

³ See Appendix A for current Patrol Bureau organization chart

- **Appropriate backfill for vacant positions:** The County wants to ensure that each supervisory rank is appropriately backfilled when absences occur to ensure constant coverage.
2. **Absence of a recruit rank:** Currently, new hires in the academy are placed in the same rank (POI) as they will hold upon graduation from the academy. This means that academy graduates receive no pay increase upon successful completion of training.
 3. **Limited Non-Supervisory Career Path:** For officers who do not desire to take on the increased responsibility of the Sergeant rank, there is minimal opportunity to take on additional duties and achieve higher levels of pay beyond the 7th year of service (when they would achieve the MPO distinction).
 4. **Detective assignment structure:** Currently, detective assignments are not distinct classifications, but simply assignments. Any Police Officer II can request a detective assignment if one becomes available. There is no additional pay or senior detective distinction.

In order to inform recommendations regarding these issues, PFM looked both to other large-scale police departments and general best practices. In addition, PFM also evaluated several proposals for organizational changes developed by the FCPD Pay and Benefits Committee. All recommendations were also developed with consideration of the 2015 Ad Hoc Committee Report findings.

Overview of Comparison Group

PFM surveyed ten local law enforcement agencies across the United States. These agencies were chosen based on:

- **Size** – agencies included are of similar scale and serve similarly sized populations as the Fairfax County Police Department.
- **Location** – includes agencies from different parts of the country to provide geographic diversity in comparisons.

Jurisdictions that responded in full to requests for information are noted with an asterisk below. Among the initially identified benchmark departments, Indianapolis did not reply to requests for information and Baltimore County provided a partial response.

Table 2: National Comparator Departments

	Population	Number of Sworn Officers	Number of Sworn Officers per Capita (10,000 residents)
Fairfax County	1,054,685	1360	13
Baltimore County (MD)	817,455	1875	23
Montgomery County (MD)*	984,237	1121	11
Prince George's County (MD)*	645,347	1639	25
Austin*	842,592	1673	20
Charlotte*	775,202	1766	23
Denver*	634,265	1383	22
Fort Worth*	777,992	1528	20
Indianapolis	835,192	1589	19
Louisville*	670,135	1220	18
Nashville*	628,354	1342	21

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics (LEMAS) Survey, 2013

Comparative Rank Structures and Organization

After reviewing information and documents provided by each jurisdiction, the project team conducted supplemental telephone interviews with representatives of each department surveyed to better understand rank structure, patrol bureau organization, and staffing practices. It is important to note that the project team focused on the Patrol Bureau specifically, but has provided recommendations that could potentially be adapted by the County for use across all bureaus.

Supervisory Structure and Staffing

Two Lieutenant Ranks

As seen in **Table 3** below, no other surveyed jurisdiction has multiple Lieutenant ranks or uses multiple ranks to provide first-level supervision.

In all surveyed departments, the Sergeant rank serves as the first-line supervisor, commanding a group of officers or a mix of officers and Corporals. As previously discussed, departments with a Corporal rank do not place this rank on the same level as this first-line supervisor; Corporals are seen as lead workers and are able to step in for the first-line supervisor on an “as needed” basis.

Table 3: Supervisor Rank Structures

	First-Line Supervisor	Second-Line Supervisor	Third-Line Supervisor
Fairfax County	Sergeant and 2nd Lieutenant	1st Lieutenant	Captain
Baltimore County	Sergeant	Lieutenant	Captain
Montgomery County	Sergeant	Lieutenant	Captain
Prince George's County	Sergeant	Lieutenant	Captain
Austin	Sergeant	Lieutenant	Commander
Charlotte	Sergeant	Lieutenant	Captain
Denver	Sergeant	Lieutenant	Commander
Fort Worth	Sergeant	Lieutenant	Captain
Louisville	Sergeant	Lieutenant	Major
Nashville	Sergeant	Lieutenant	Captain

First-Line Supervisor Span of Control

An appropriate span of control – the number of subordinates who report to one supervisor – is critical to the effective and efficient management of law enforcement organizations. Smaller spans of control allow supervisors to better communicate and manage their subordinates. The intended Fairfax County span of control for officers to Sergeants/2nd Lieutenants (first-line of supervision) is approximately 5-7:1; approximately 10-12 officers report to both a Sergeant and a 2nd Lieutenant.

In practice, however, department minimum staffing only requires one of these two first-line supervisors to be on duty at a given time. Sergeant-2nd Lieutenant teams often schedule days off and leave based on this required minimum staff level, which can result in only one of these two supervisors on duty at a given time with an expanded span of control of 12:1-15:1.

A separate, but related, issue conveyed to the project team by police personnel is the lack of a clear distinction between the Sergeant and 2nd Lieutenant ranks. In practice, these ranks have nearly identical duties and are seen internally as almost the same. The only clear distinction is the five percent pay differential.

As shown in the table below, even when only one supervisor is on duty, the County's first-line supervisory span of control is not out of the mainstream among other large departments. With

both the Sergeant and 2nd Lieutenant on duty, the County’s ratio of approximately five to seven officers to one supervisor is on the lower end of the spectrum of ratios.

Table 4: First-Line Supervisory Ratios

First-Line Supervisors to Rank-and-File Officers	
Fairfax County	Sergeant and 2nd Lieutenant supervise 10-12 officers
Baltimore County	<i>No response</i>
Montgomery County	Sergeant supervises 6-16 officers
Prince George's County	Sergeant supervises 8-12 officers
Austin	Sergeant supervises 8-12 officers
Charlotte	Sergeant supervises 9 patrol officers
Denver	Sergeant supervises approximately 8 officers (can include a Corporal and Technician, depending on unit)
Fort Worth	Sergeant supervises 8-13 officers (includes one Corporal)
Louisville	Sergeant supervises 7-12 officers
Nashville	Sergeant supervises approximately 9 officers

The National Incident Management System (NIMS) under FEMA suggests a ratio of officers to a supervisor between 3:1 and 7:1, with 5:1 being ideal for an Incident Command System (ICS) emergency response or special event.⁴ It is important to note that this suggested span of control is meant to apply to crisis incidents, not day-to-day operations. However, it is important to maintain a proper span of control so that it can respond to a crisis at any time. A 2006 survey of 140 law enforcement personnel nationwide found that the average was 7:1, with the largest span of control being 15:1.⁵ Other sector research suggests that an ideal ratio for any department could be as low as 3-6 officers to a first-line supervisor.⁶ As shown in **Table 4**

⁴ Department of Homeland Security, National Incident Management System, December 2008; an Incident Command System is a best practice management system for public safety departments

⁵ Troy Lane, Span of Control for Law Enforcement Agencies, *The Police Chief*, October 2006

⁶ See Peak, K.J., *Policing America: Challenges and Best Practices, 8th Edition*, 2015 and Schmallegger, F, *Criminal Justice Today: An Introductory Text for the 21st Century, 14th Edition*, 2017.

above, very few large departments come close to the ideal span of control suggested by NIMS for emergency responses.

24/7 Commander Coverage

Currently, the 2nd Lieutenant is the highest ranking FCPD supervisor overseeing a single shift. The Commander (Captain) and Assistant Commander (1st Lieutenant) oversee all three shifts in a district station and typically work days only. While the Department has 4 duty officers (Captains) to provide additional 24/7 coverage, first-line supervisors (2nd Lieutenants and Sergeants) are without a direct commander during part of the evening shift and the entire midnight shift. The Department strongly supports the use of a Watch Commander position, ideally at the Lieutenant rank, to provide stronger direct coverage over all shifts, improve accountability, and disperse the heavy administrative load borne by commanders.

Several large departments employ the second-line supervisor (Lieutenant rank) in a watch commander role. In Fort Worth, Louisville, and Prince George's County, a Lieutenant oversees multiple teams of Sergeants and subordinate officers on a single shift. The second-line supervisor works the same shifts as all of the first-line supervisors they oversee and provides another level of supervision above the first-line supervisor throughout the entire shift. This approach provides more support for major incidents without having to call a second-line supervisor in from off duty status, which often involves payment of overtime.

Four departments – Austin, Charlotte, Nashville, and Montgomery County – use centralized commanders to provide an additional level of round-the-clock senior level leadership. These positions are equivalent to Fairfax's four duty officers. Charlotte and Nashville use Captains within the Chief of Police's Office to provide this coverage while Austin uses a Lieutenant at the Department's main station. Montgomery County uses two Captains at headquarters.

Backfilling of Positions

Among surveyed departments, there are several approaches to backfilling to accommodate for leave and other absences among supervisors and to ensure consistent supervisory coverage at the first level and above.

- **Using other patrol supervisors to fill in for absent supervisors:** In several departments, other supervisors are asked to fill in for supervisors at all levels who are on leave or are otherwise absent. For example, if a patrol Sergeant commanding a day shift squad in sector A is on leave for an extended period, another patrol Sergeant who commands a day squad in sector B is asked to cover both squads. This approach is seen as less desirable because it doubles one supervisor's span of control and can potentially spread supervision too thin to adequately meet the needs of both squads.
- **Use of the Corporal rank to fill in for absent Sergeants:** As previously discussed, in the five jurisdictions with a Corporal rank, these officers can be used to fill in for Sergeants when absent or otherwise unavailable.

- **Using “relief” or “floater” supervisors to fill needs:** The Nashville Police Department employs three to six “relief” or “floater” Sergeants per patrol precinct to fill in for absent Sergeants or, less commonly, the precinct Lieutenant when they are absent or unavailable. These Sergeants consistently serve the same precinct and thus have a detailed understanding of the patrol squads for which they might be asked to fill in. They are also able to assist with administrative duties as needed.
- **Centralized watch commanders to provide constant coverage at the top level:** Like Fairfax County, many departments use centralized watch commanders to provide high-level command in the absence of a first or second-line supervisor.
- **Using supervisors from other divisions:** Several departments use Sergeants and Lieutenants from other divisions including investigations, internal affairs, and traffic to fill in for absent supervisors.

There is not a single, identified “best practice” approach to backfilling supervisory positions across the departments surveyed. Many departments used a combination of the backfilling approaches above to provide adequate coverage at the various levels of supervision.

Additional Organizational Concerns

Recruit Rank

Two departments – Denver and Nashville – place newly hired officers in a separate recruit rank while they complete the academy or other training. By using a separate recruit rank, officers in these jurisdictions receive a pay increase (approximately 12 percent in Denver and 11 percent in Nashville) when upon completion of training and promotion to full Police Officer. In the other departments, new hires must typically complete one year of service before receiving a pay increase.

Non-Supervisory Career Path

Almost 83 percent of the Fairfax County Department is comprised of non-supervisory officers.⁷ Within the Department, there is a desire to ensure a clear career path for officers to grow in both pay and duties without assuming a supervisory role. Maintaining such a path provides predictability of promotion and pay increases and encourages officers to stay with a department – and continue to grow professionally – through the end of their career.

Table 5 below summarizes the non-supervisory career path in other departments. While the non-supervisory rank structure varies from department to department, notable practices include:

⁷ Includes Master Police Officers

- Austin and Fort Worth have a competitive Corporal rank that often serves in a lead worker, but not in a full supervisory, capacity. In addition to passing a competitive examination, officers must have either a basic (Fort Worth) or advanced (Austin) Texas Commission on Law Enforcement proficiency certificate. These certificates require the completion of a basic field training as well as training in one or more specific law enforcement-related areas such as human trafficking and crisis intervention.
- Regionally, Baltimore, Montgomery, and Prince George's Counties have three ranks in their non-supervisory career path. Baltimore and Montgomery Counties also have competitive Corporal/Master Police Officer ranks that often serve as a lead worker, but not in a full supervisory capacity. The Prince George's Corporal rank requires passing a non-competitive examination, while the Montgomery County Master Police Officer rank requires both passing a competitive examination and completion of a mandatory training program
- Two departments – Charlotte and Louisville – do not provide a multi-step career path that allows an officer to advance without moving into a supervisory role. These departments have a single non-supervisory rank (Police Officer). In these jurisdictions, opportunities for professional advancement come primarily from applying for competitive supervisory positions.

Table 5: Non-Supervisory Career Path

Non-Competitive, Non-Supervisory Ranks				Competitive, Non-Supervisory Rank
Fairfax County	Police Officer I <i>Completion of training period</i>	Police Officer II <i>2 YOS as Police Officer I</i>	-	Master Police Officer <i>5 YOS as POII</i> Completion of written exam
Baltimore County*	Police Officer <i>Graduation from Academy</i>	Police Officer First Class <i>2 YOS as a police officer</i> <i>Passing grade on non-competitive examination</i>	-	Corporal <i>3 YOS as Police Officer/Police Officer First Class</i> <i>Completion of written exam</i>
Montgomery County	Police Officer I <i>Graduation from Academy</i>	Police Officer II <i>2 YOS as Police Officer I</i>	Police Officer III <i>2 YOS as Police Officer II</i>	Master Police Officer (Corporal) <i>1 YOS as Police Officer III</i> <i>Completion of required training program</i>
Prince George's County	Police Officer <i>Graduation from Academy</i>	Police Officer First Class <i>3 YOS as a police officer</i> <i>Passing grade on non-competitive examination</i>	Police Corporal <i>1 YOS as Police Officer First Class</i> <i>Passing grade on non-competitive examination</i>	-
Austin [1]	Police Officer <i>Graduation from Academy</i> <i>Six weeks of on-the-job training</i>	-	-	Corporal <i>4 YOS as Police Officer</i> <i>Competitive written examination with consideration of time in service, military service, and education</i>
Charlotte	Police Officer <i>Graduation from Academy</i>	-	-	-
Denver*	Police Officer 4th through 1st Grade (<i>pay grades, not separate classifications</i>) <i>Graduation from Academy</i>	Technician <i>Appointed by Chief</i> <i>Must be Police Officer 1st Grade</i>	Corporal <i>Appointed by Chief</i> <i>Must be Police Officer 1st Grade</i>	-
Fort Worth [1]	Police Officer <i>Graduation from Academy</i>	-	-	Corporal <i>2 YOS as Police Officer</i> <i>Competitive written examination</i>
Louisville	Police Officer <i>Graduation from Academy</i>	-	-	-
Nashville*	Police Officer I <i>Graduation from Academy</i>	Police Officer II <i>6 months as Police Officer I</i>	Police Officer III <i>12 YOS as Police Officer II</i> <i>Must be at top pay step for at least one year</i> <i>Passing score on physical, written, and firearms exams</i>	-

Note: All promotions automatic unless otherwise noted. Italic font is used to specify additional requirements for promotion.

* Jurisdiction has separate recruit rank during required training.

[1] Austin and Fort Worth: Police Officer and Corporal ranks must also have basic Texas Commission on Law Enforcement certificate; Austin Corporal must have advanced certificate.

It is important to note that none of the five departments who use a Corporal rank report considering this rank to be a supervisory position. Corporals are intended to serve as lead workers on a day-to-day basis. Each department made clear that while their Corporals are expected to assume the responsibilities of a Sergeant in their absence, this supervisory responsibility is not to be exercised for an extended period of time. Additionally, in all five departments the Corporal rank is employee-based, meaning that once this rank is achieved, the employee remains as a Corporal unless they seek promotion to a higher rank.

Detective Structure

The following table summarizes detective ranks and assignment structures for each of the benchmark departments. While approaches to the detective duty vary, common themes across the survey group include:

- Detectives are typically not a separate classification, but rather detective duties are an assignment offered to rank-and-file officers.
- No department reported multiple levels of detectives (e.g. Detective I, Detective II, etc.).
- Detective assignments in some departments are limited to certain positions, such as the Corporal rank.
- Detective assignments are generally also limited by availability. Officers may seek a detective assignment only when a position is vacant.
- With the exception of the Denver Police Department, there is no additional pay for a detective assignment. Pay levels for the detective assignment are typically equal to the rank the officer currently holds.

Significant exceptions include:

- In Denver, officers seeking a detective assignment must be a Police Officer 1st Grade, but are ultimately appointed by the Chief and serve at his or her pleasure.

Surveyed department responses indicated that detective assignments are generally considered to be desirable because of officers' interest in the job and the ability to work more regular (e.g. 8:00am to 5:00pm) hours than often available in patrol assignments.

Table 6: Detective Assignments/Ranks

	Detective Rank(s)	Detective Pay	Supervisory Ratio
Fairfax County	No separate classification <i>Police Officer II eligible for detective assignment</i>	No additional pay for assignment <i>Paid same rate as current rank</i>	12:1
Baltimore County	<i>No response</i>		
Montgomery County	No separate classification	No additional pay for assignment <i>Paid same rate as current rank</i>	10:1
Prince George's County	No separate classification <i>Must be Police Officer, Police Officer First Class, or Corporal for at least 2 years</i>	No additional pay for assignment <i>Paid same rate as current rank</i>	8 to 12:1
Austin	No separate classification <i>Must be Corporal rank</i>	No additional pay for assignment <i>Paid same rate as current rank</i>	8 to 12:1
Charlotte	No separate classification <i>Must be Police Officer</i>	No additional pay for assignment <i>Paid same rate as current rank</i>	8:1
Denver	No separate classification Appointed by the Chief <i>Must be a Police Officer 1st Grade</i>	10% additional pay above Police Officer 1st Grade pay	8:1
Fort Worth	No separate classification <i>Must be Corporal rank</i>	No additional pay for assignment <i>Same rate of pay as Corporal (10.4% above Officer)</i>	5 to 17:1 (depending on investigative unit)
Louisville	No separate classification <i>Must have served 3 years as Police Officer</i>	No additional pay for assignment <i>Paid same rate as current rank</i>	5 to 7:1 (specialized investigation units) 7 to 10:1 (patrol division detectives)
Nashville	No separate classification <i>Must be Police Officer II</i>	No additional pay for assignment <i>Paid same rate as current rank</i>	9:1

Summary of Findings and Recommendations

Given the context of the work of the Ad Hoc Police Practices Review Commission and PERF regarding the FCPD,⁸ supervisory oversight and support for patrol officers – particularly for non-routine incidents – has been a key area of focus in our evaluation. In addition, our review also considered career paths for non-supervisory officers and other elements of overall organizational approach.

⁸ Final Report, Ad Hoc Police Practices Review Commission, October 8, 2015

Enhanced Supervisory Support

A manageable span of control (fewer subordinates per supervisor) facilitates effective management and communication, especially during critical incidents where use of force might be necessary. In benchmarking of other large police departments nationally, PFM found that most have ratios close to that of Fairfax County for first-line supervision. At the same time, however, the following areas were identified as opportunities for ensuring more consistent first-line supervision and enhanced support for critical incidents:

1.1. Clearer Structure for First-Line Supervision: In Fairfax County, 2nd Lieutenants and Sergeants jointly supervise patrol officers, with little or no substantive differentiation in duties. This structure is uncommon among peer departments. In all benchmark departments, the Sergeant rank services as the first-line supervisor.

- Recommendation: Phase in consolidation of the County's first-line supervision at the rank of Sergeant, as incumbent 2nd Lieutenants retire or advance through promotion. Where an FCPD team of one Sergeant and one 2nd Lieutenant now jointly supervise approximately 10-12 patrol officers, each Sergeant prospectively will supervise a squad of approximately 5-6 officers.

1.2. Increased Resources for First-Line Supervisory Coverage: One of the key concerns identified by the FCPD regarding the current approach to first-line supervision is the potential for effective span-of control to increase sharply when one member of the 2nd Lieutenant-Sergeant supervisory team is away from the unit for training, special assignment, or leave.

Approaches to backfilling for such vacancies in first-line supervisory positions vary greatly among benchmark departments. Approaches include using other supervisors to fill in for absent supervisors (temporarily expanding their span of control), using Corporal ranks to fill in for supervisors, using "relief" supervisors, relying on centralized watch commanders to fill supervisory gaps, and using supervisors from other, specialized divisions to provide coverage.

- Recommendation: Create two new relief Sergeant positions per station (one per side, A and B) to provide a regular resource, familiar with the officers in that station, to fill in when an operational vacancy occurs. This would result in an addition of 18 new Sergeant positions (based on a total of nine stations). This approach could begin as a pilot program in one station to allow for a phase in of this new relief structure and allow for adjustments once it is determined how well two relief Sergeants are fulfilling the backfilling needs of a station. When not backfilling to ensure supervisory coverage, these Sergeants can also assist with increasing reporting, accountability, and general administrative responsibilities. In addition, such positions can provide a good opportunity for professional

development, as departments using similar approaches elsewhere often fill this role with more newly promoted supervisors.

- 1.3. 24/7 Commander Coverage:** Above the first-line of supervision, one Commander (Captain) and one Assistant Commander (1st Lieutenant) oversee all shifts in a district station. Because these are primarily day work assignments, Commander support for major incidents is primarily provided by four (4) duty officers at the Captain level – one per shift (days and midnights) per side (A and B) County-wide – for 24/7 coverage. To enhance direct coverage over all shifts, improve accountability and continuity of command, and also to disperse the growing administrative load borne by Commanders, FCPD representatives have suggested the establishment of new Watch Commander positions, ideally at the Lieutenant rank, at the station level.

Several large departments employ the second-line supervisor (Lieutenant rank) in a similar watch commander role. In Fort Worth, Louisville, and Prince George's County, for example, a Lieutenant oversees multiple teams of Sergeants and subordinate officers on a single shift. The second-line supervisor works the same shifts as all of the first-line supervisors they oversee and provides another level of supervision throughout the entire shift. Four departments – Austin, Charlotte, Nashville, and Montgomery County – use centralized commanders, equivalent to the County's duty officers, to provide an additional level of round-the-clock senior level leadership.

- Recommendation: Provide 24/7 Commander coverage at the station level – two additional Lieutenants per station as Day Watch Commanders, and two additional Lieutenants per station as Night Watch Commanders. This supplemental resource would complement, not replace, the existing Station Commander and Duty Officer roles.

Additional Organizational Concerns

Along with effective supervision, it is also important to maintain an organizational structure and career path that fosters professionalism and development for all officers, including those who have not yet reached the supervisory level and/or who ultimately choose not to pursue a supervisory role. Accordingly, the following organizational issues were also explored:

- 1.4. Non-Supervisory Career Path:** A positive career ladder is important for retaining and developing quality officers. Currently, the FCPD provides a Master Police Officer (MPO) proficiency pay adjustment around the 7th year of service as one opportunity for such advancement, following serving two years minimum at the Police Officer I rank and five years minimum at the Police Officer II rank. In 2012, the average years of service for officers applying for the MPO proficiency pay was 10 years of overall service.

While the non-supervisory rank structure and nomenclature varies among the benchmark departments, those surveyed that provide a multi-step path typically have two or three ranks in that path. No benchmarked department reported a four rank non-supervisory career path.

- Recommendation: Formalize the MPO role as a new job classification, rather than as a proficiency pay adjustment, to more fully recognize the importance of this progression.

- 1.5. Detective Roles:** Currently, FCPD detective assignments are not distinct classifications, but simply assignments. Any POII can request a detective assignment if one becomes available, and there is no additional pay or senior detective distinction if such an assignment is made.

In all of the benchmarked departments, detectives are similarly not a separate classification. Within this survey group, additional pay is typically not provided for such assignments, with the exception of Denver, which offers a 10 percent differential.

- Recommendation: Consistent with establishment of the MPO role as a formal job classification, ensure the opportunity for parallel advancement to a Senior Detective assignment in the MPO rank for officers pursuing an investigative career track. This additional opportunity would be available to detectives in all investigative units.

- 1.6. Potential Establishment of a Separate Recruit Rank:** Currently, new hires in the academy are placed in the same rank (POI), at the same level of pay, as they will hold upon graduation from the academy. The FCPD Pay and Benefits Committee recommends adding a new Recruit rank at grade O-17, the current grade for the Police Officer I, and then increasing pay to the O-18 level (5 percent higher) upon completion of academy training, in recognition for the increased responsibility of transition into field service. In most of the surveyed departments, however, newly hired officers do not receive their first pay step increase until their first anniversary. Only two of the benchmarked departments – Denver and Nashville – place newly hired officers in a separate recruit rank.

- Recommendation: Our regional compensation survey indicates that Fairfax County ranks 2nd of eight regional jurisdictions for entry pay. In this context, it could be possible to create a new recruit rank at a level of O-16, below the current entry rate (5 percent), while still remaining within the regional mainstream. While this would create increased differentiation, it could also reduce the County's strong competitive position at the point of recruitment, and would not reflect the typical practice among the surveyed departments. Accordingly, no separate recruit rank is recommended.

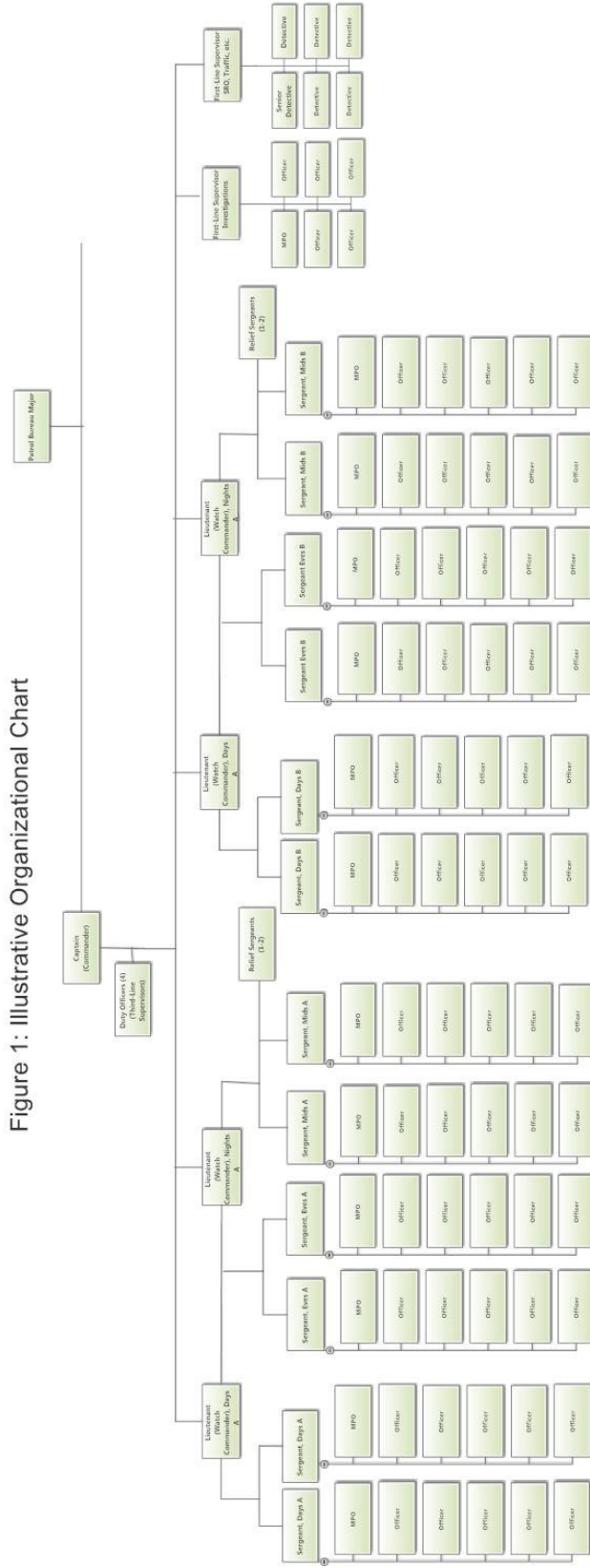
Because each public safety department has its own set of operational challenges, community pressures, and budgetary constraints, the organizational structure for individual agencies varies greatly. From time to time, departments change their structure to adapt to changing service demands and other concerns.

Figure 1 on the following page illustrates one potential approach for the FCPD that is consistent with best practices from structures in the benchmark departments and guided by principles emerging from the issues discussed previously in this report, including:

- Clear supervisory structure that distributes operational burden,
- Manageable span of control,
- 24/7 command coverage, and
- Appropriate backfilling of supervisory positions

Of course, any specific approach has both benefits and drawbacks. While we believe the following model generally addresses the key issues discussed with Police Department and other County leaders, further refinement would be anticipated and appropriate (e.g. how to apply supervisory model to specialty units such as Investigations, Traffic, Neighborhood Patrol Units, School Resource Officer, etc.).

Figure 1: Illustrative Organizational Chart



Police and Deputy Sheriff Compensation Review

Overview of Comparison Group

To develop perspective on the current compensation for the County's police and sheriff's forces, PFM surveyed the following regional law enforcement employers, inclusive of Fairfax County.

Table 7: Regional Benchmark Agencies

	Population	Number of Sworn Officers	Number of Sworn Officers per Capita (10,000 residents)
Fairfax County	1,054,685	1360	13
Alexandria City	146,690	307	21
Arlington County	220,785	352	16
District of Columbia*	632,323	3865	61
Loudoun County**	337,766	511	15
Montgomery County	984,237	1121	11
Prince George's County	645,347	1639	25
Prince William County	429,316	565	13

Sources: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics (LEMAS) Survey, 2013; FBI, Uniform Crime Report, Crime in the United States, 2013; U.S. Census Bureau, American Community Survey 2013, 3-Year Estimates

*Police Department only

**Sheriff's Office only, Sheriff serves as primary law enforcement personnel in County

All seven of these comparison employers are located or active within the Washington-Baltimore-Northern Virginia Combined Statistical Area (CSA), are among the largest law enforcement employers in the region, and are included in regular compensation benchmarking by the Fairfax County Department of Human Resources. As reflected in the table below, most of these communities also have similar economic and fiscal characteristics to Fairfax County.

Table 8: Economic and Fiscal Characteristics of Regional Benchmark Agencies

	Median Household Income	Median Home Value	Population Growth 2000-2014	Bond Rating
Fairfax County	\$110,674	\$519,300	17.3%	Aaa
Alexandria City	\$86,809	\$520,300	17.4%	Aaa
Arlington County	\$109,266	\$604,600	19.8%	Aaa
District of Columbia	\$71,648	\$486,900	15.2%	N/A
Loudoun County	\$122,294	\$474,600	114.1%	Aaa
Montgomery County	\$97,765	\$460,900	18.0%	Aaa
Prince George's County	\$72,290	\$254,000	12.8%	Aaa
Prince William County	\$92,104	\$341,000	58.9%	Aaa
Median (excluding Fairfax)	\$92,104	\$474,600	18.0%	Aaa
Fairfax Variance from Median	20.2%	9.4%	-3.8%	-
Fairfax County Rank	2 of 8	3 of 8	6 of 8	1 of 7 (tied)

Compensation Perspectives

Based on information collected from collective bargaining agreements, pay scales, job descriptions, and follow-up with human resources personnel, PFM compared police officer and deputy sheriff salary structures from four perspectives:⁹

- Entry Pay – important for recruitment
- Maximum Base Salary + Longevity – the highest pay level attained, often serving as the basis for post-retirement pension calculations
- Total Direct Cash Compensation – inclusive of typical premiums received during a standard work week, such as shift differential and holiday pay, as further detailed below
- Direct Cash Compensation Per Net Hour Worked – total direct cash divided by regularly scheduled hours, net of typical paid leave

Because different employers may provide take-home pay via different components of the compensation package, PFM uses the total direct cash compensation metric as referenced above to adjust for differences in major cash premiums available to journey level patrol officers and deputy sheriffs¹⁰ during regularly scheduled hours,¹¹ such as:

- Base pay
- Longevity
- Shift differential
- Holiday payout
- Uniform/equipment and other general allowances (such as Fairfax County's environmental pay for deputy sheriffs serving in a detention facility)

At the same time, this analytical framework does not include unscheduled overtime or other variable premiums such as pay based on special assignments, or pay for special skills or credential, nor does it include non-cash benefits. For total direct cash compensation charts, comparisons are shown on a 25-year career average basis, which averages the pay received for each of the first 25 years of service on the current schedule.

⁹ All compensation perspectives are effective the last day of Fiscal Year 2016 (June 30, 2016) and include any salary increases granted before that date.

¹⁰ See Appendix D for rank matches used in this analysis

¹¹ Total direct cash compensation calculations assume the following merit increases based on information provided by human resources personnel: Arlington County – 4.5% (first merit increase) and 3.5% thereafter; Loudoun County – 3.0%; Prince William County: 2.5%.

As a further comparative perspective, PFM also evaluated standard schedule hours and major forms of paid leave, including vacation, holiday leave, and personal leave.¹² Such allowances are subtracted from regularly scheduled annual hours to yield net hours worked. Total direct cash compensation is then divided by net annual hours to yield an hourly rate for total direct cash compensation per net hour worked.

It is important to note that this methodology for determining pay yields an approximation of earnings for a typical officer. Actual experience may vary based on shift distribution as well as other factors such as specialty assignments.

Compensation comparisons are made for the highest non-competitive, non-supervisory (journey level) rank, the competitive Master level rank (where one exists), and supervisory ranks.

Fairfax County Compensation Philosophy

Fairfax County has adopted a compensation philosophy in an effort to maintain competitiveness within the regional labor market. Along with establishing comparator organizations and the frequency and scope of compensation review, the philosophy contains the following two pay implementation guidelines:

- **Market Competitiveness:** The County seeks to maintain competitive compensation consistent with the average of comparator organizations in the area
- **Market Ratio Thresholds:** The market ratio for all employee groups will be 95 to 105 percent of the *midpoint pay* for each surveyed class¹³

These guidelines are also considered in the following sections to evaluate the County's police and sheriff pay in comparison to other employers across the region.

Police Compensation

PFM was asked to address the following issues regarding police compensation:

- Relative competitiveness of Fairfax County police pay for all ranks
- Existence and level of additional pays such as Field Training Officer pay, language pay, and educational incentive pay in other regional departments
- Structure of the current pay plan, with special attention paid to:

¹² This total does not include variable forms of paid leave such as sick, disability, or bereavement leave, but focuses on standard allowances expected to be taken.

¹³ It is important to note that most of the following comparisons are made on the basis on maximum base pay, rather than midpoint pay. Therefore, findings in subsequent sections will not align with County Human Resources pay benchmarking findings.

- Structure of current police pay plan,
- Pay compression issues, and
- The two-year step hold

Entry

As shown in **Table 9** below, Fairfax entry-level police officer base pay ranks near the top of the comparison group. The County is 6.3 percent above the multi-jurisdictional median of \$47,299.

Table 9: Police Officer Entry Base Pay

Entry Base Pay	
Fairfax County	\$50,264
Alexandria City	\$45,581
Arlington County	\$48,006
District of Columbia	\$53,750
Loudoun County	\$43,979
Montgomery County	\$49,961
Prince George's County	\$47,076
Prince William County	\$47,299
Median (excluding Fairfax Co)	\$47,299
Fairfax County Variance from Median	6.3%
Fairfax County Rank	2 of 8

Maximum Base + Longevity

At top base pay plus longevity, the County's relative ranking declines to 6th of eight. For a journey level police officer making maximum pay (excluding premiums), the County ranks 6.3 percent below the multi-jurisdictional median of \$91,365.

Table 10: Police Officer Maximum Base + Longevity

Maximum Base + Longevity	
Fairfax County	\$85,619
Alexandria City	\$91,365
Arlington County	\$83,678
District of Columbia	\$95,701
Loudoun County	\$78,563
Montgomery County	\$92,295
Prince George's County	\$89,317
Prince William County	\$92,121
Median (excluding Fairfax Co)	\$91,365
Fairfax County Variance from Median	-6.3%
Fairfax County Rank	6 of 8

Career Average Base + Longevity¹⁴

A career average is calculated by mathematically averaging each step in a multi-year pay progression. While this perspective is a theoretical construct that would not be experienced by any individual officer, it provides a simplified figure for comparing the current overall value of different pay plans and accounts for relatively faster or slower pay progressions. Although not exactly the same as the County's pay philosophy focus on the midpoint of a range, it provides a similar perspective.

Looking at a 25-year career average of base plus longevity, Fairfax County's position is 4th of eight. The progression from entry to top step journey level pay is relatively short in Fairfax County, with only ten years of service (including a two-year hold at Step 8)¹⁵ needed to reach maximum base pay, exclusive of longevity steps. In contrast, the median for the rest of the

¹⁴ Year-by-year career compensation data can be found in Appendices I and J.

¹⁵ Effective July 1, 2016 (FY2017), the two-year step hold has been eliminated. However, because the pay comparisons presented here are based on FY2016 pay levels, the two-year step is still included.

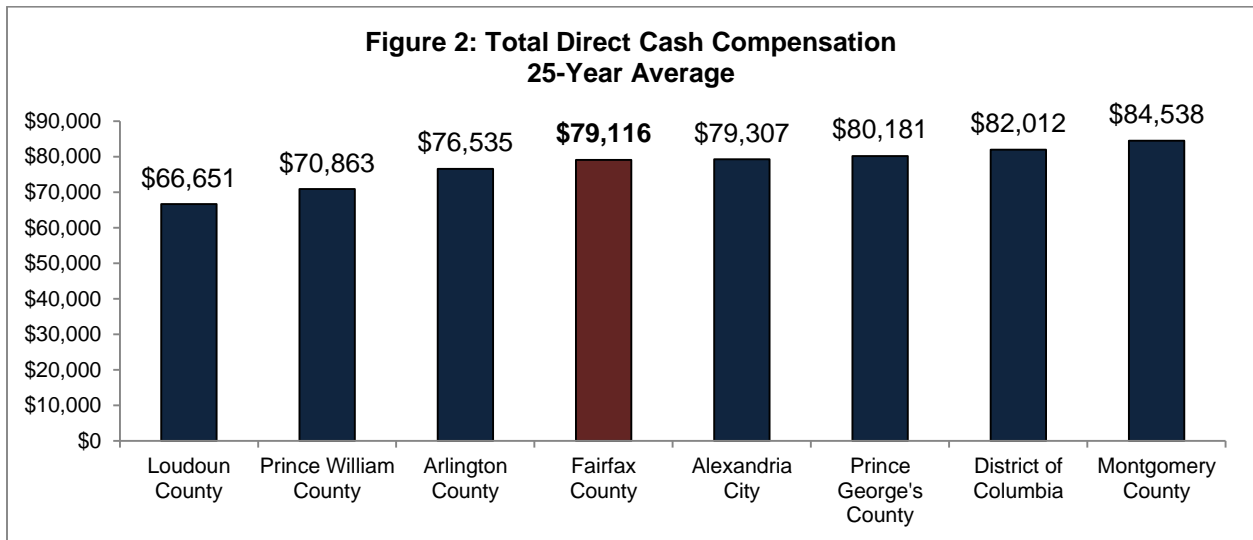
survey group is 19 years to top step. Because Fairfax officers reach maximum base pay earlier in their careers, they have a favorable 25-year career average of base compensation.

Table 11: Police Officer 25-Year Average Base + Longevity

	25-Year Average Base + Longevity
Fairfax County	\$74,917
Alexandria City	\$76,246
Arlington County	\$72,637
District of Columbia	\$76,947
Loudoun County	\$65,159
Montgomery County	\$77,381
Prince George's County	\$73,720
Prince William County	\$69,243
Median (excluding Fairfax County)	\$73,720
Fairfax County Variance from Median	1.6%
Fairfax County Rank	4 of 8

Total Direct Cash Compensation¹⁶

When including other common forms of cash compensation for scheduled hours (e.g. holiday pay, shift differential, uniform allowances) in addition to base and longevity pay, Fairfax remains within 0.2 percent of the multi-jurisdictional median of \$79,307 (Alexandria City), at 5th of eight.



The slight shift in the County's ranking from 4th for 25-year average base and longevity to 5th with regard to total direct cash compensation is largely attributable to Prince George's County's higher uniform allowance (\$1,400) and higher shift differential payments (\$3.20/hour for evening shifts and \$2.00/hour for later shifts). As a result of these factors, Prince George's County improves its position relative to Fairfax and Alexandria.

¹⁶ Year-by-year compensation data can be found in Appendices K and L.

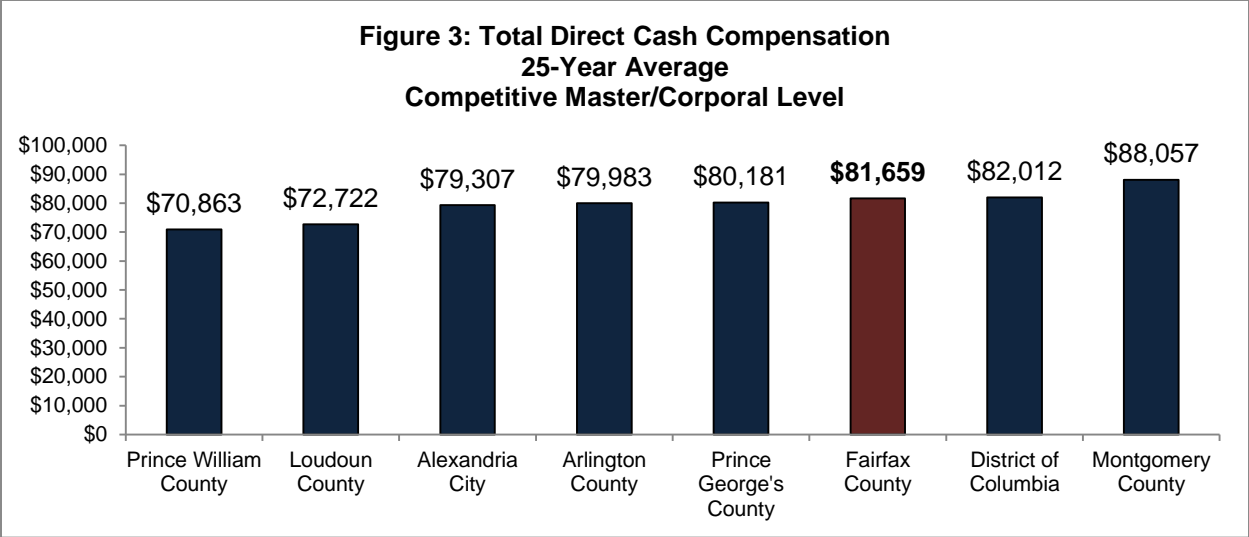
As shown in **Table 12** below, the County’s shift differential payments of \$0.90 for hours worked between 1:00pm and 7:59am and \$1.30 for hours worked between 8:00pm and 6:59am are generally in line with other Virginia departments. However shift differential payments in the District of Columbia, Montgomery County, and Prince George’s County are significantly higher than in Fairfax County.

Table 12: Shift Differential Payments

	Shift Differential (Per Hour Worked)
Fairfax County	1:00-7:59pm: \$0.90 8:00pm-6:59am: \$1.30
Alexandria City	11:00am-4:59pm: \$0.45 5:00pm-4:59am: \$0.63
Arlington County	1:00-8:59pm: \$0.75 9:00pm-4:59am: \$1.00
District of Columbia [1]	3:00pm-12:00am: 3% (\$1.12) 11:00pm-8:00am: 4% (\$1.50)
Loudoun County	<i>No shift differential</i>
Montgomery County	12:00pm-7:59pm: \$1.42 8:00pm-5:59am: \$1.87
Prince George’s County	12:00am-8:00am: \$3.20 3:30pm-1:30am: \$2.00
Prince William County	9:00pm - 7:00am: \$0.70

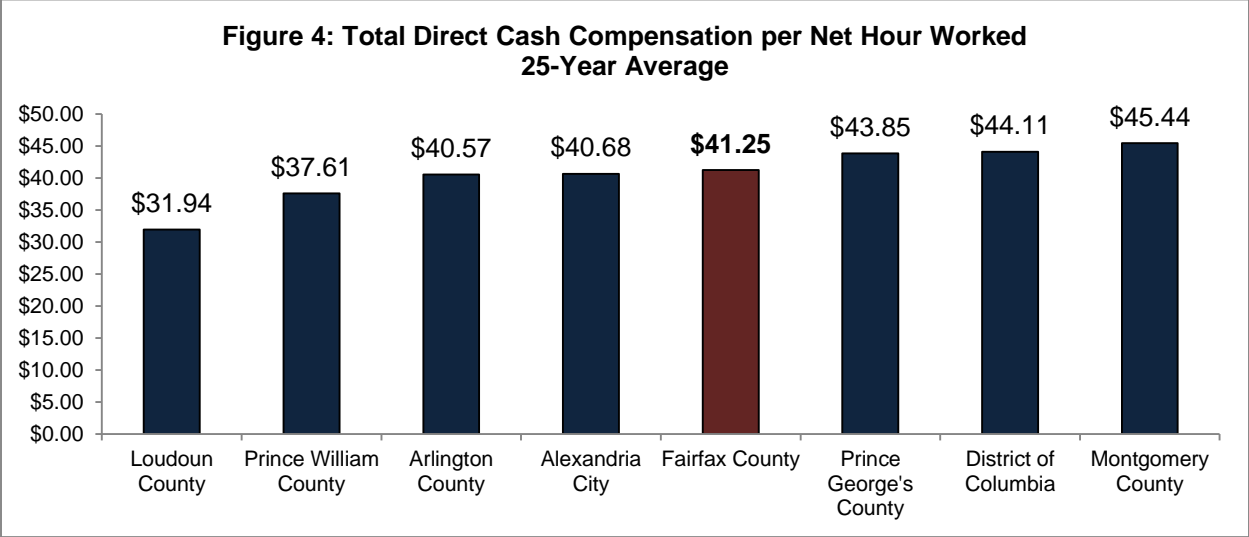
[1] Per hour shift differential payments based on hourly rate using 25-year career average of base and longevity and assuming 2,080 annual hours

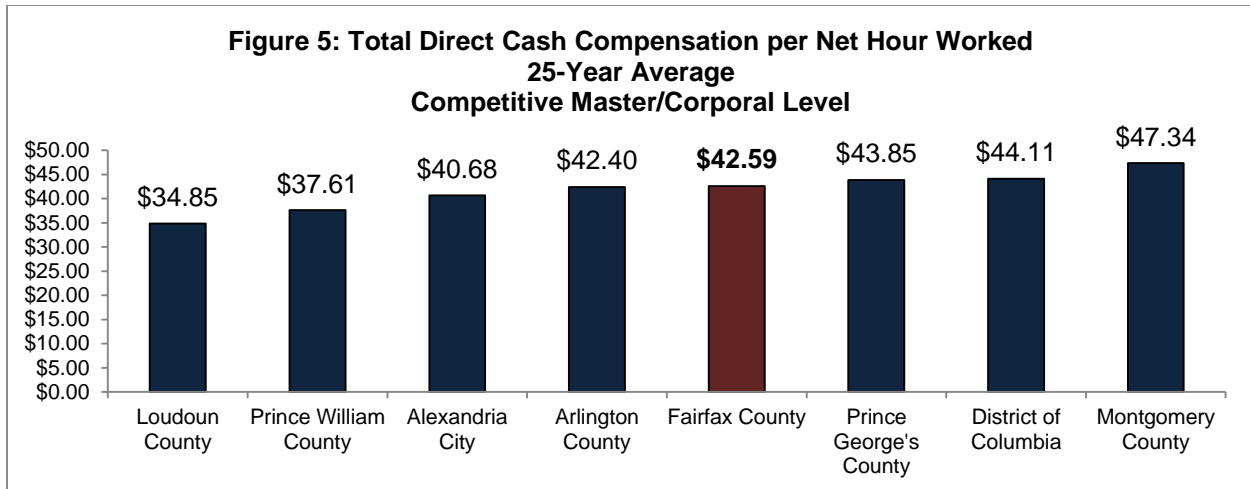
When including competitive Master Police Officer/Corporal levels, where they exist, Fairfax County’s position improves to 3rd of eight, exceeding the multi-jurisdictional median of \$79,983 by 2.1 percent. More than 23 percent of rank and file Fairfax officers have achieved the Master Police Officer level.



Total Direct Cash Compensation per Net Hour Worked

For both the journey level rank of Police Officer II and the competitive Master Police Officer level, Fairfax County ranks 4th of eight when taking into account annual hours and various forms of leave. At the POII rank, county pay exceeds the multi-jurisdictional median of \$40.68 by 1.4 percent. At the MPO rank, County pay exceeds the median of \$42.40 by 0.4 percent.





Supervisory Ranks

The following table shows base compensation plus longevity (where applicable) for three levels of police supervisory ranks. Career average cash compensation comparisons are not shown for these ranks because of the difficulty in determining when an officer might promote to supervisory positions. For all three supervisory levels, Fairfax County pay ranks below the median of the comparison group, lagging the median by 3.1 to 7.1 percent. The County's variance from the median decreases as one moves up the ranks.

Table 13: Police Supervisory Ranks Maximum Base + Longevity

	First-Line Supervisor	Second-Line Supervisor	Third-Line Supervisor
Fairfax County	\$94,189^[a]/ \$98,895^[b]	\$115,308^[c]	\$136,397
Alexandria City	\$100,725	\$116,586	\$134,596
Arlington County	\$101,483	\$130,250	\$147,368
District of Columbia	\$117,907	\$133,092	\$149,501
Loudoun County	\$99,590 ^[a] / \$106,466 ^[b]	\$117,525 ^[c]	\$132,237
Montgomery County	\$106,596	\$123,286	\$140,836
Prince George's County	\$98,250	\$108,074	\$132,391
Prince William County	\$101,097 ^[a] / \$111,559 ^[d]	\$123,040 ^[e]	\$140,824
Median (excluding Fairfax Co)	\$101,097/\$106,466	\$123,040	\$140,824
Fairfax County Variance from Median	-6.8%/-7.1%	-6.3%	-3.1%
Fairfax County Rank	8 of 8 / 7 of 8	7 of 8	5 of 8

[a] Sergeant; [b] 2nd Lieutenant; [c] 1st Lieutenant; [d] 1st Sergeant; [e] Lieutenant

Additional Compensation

The County also requested that PFM evaluate several additional pay premiums that may be provided to police officers at various ranks. Field Training Officer (FTO) pay, language pay, and educational incentive pay represent additional opportunities for compensation based on assignment or proficiency.

Field Training Officer (FTO) Pay

All jurisdictions except District of Columbia and Prince William County provide additional pay for serving as a Field Training Officer (FTO). The Fairfax FTO rate of pay of \$3.00/hour for hours worked in this capacity is in line with similar premiums in the region. Generally, FTO pay is only granted to rank-and-file officers.

Table 14: Field Training Officer (FTO) Pay

	Rank-and-File	First-Level Supervisors	Second-Level Supervisors	Third-Level Supervisors	Executive Ranks
Fairfax County	\$3.00/hour		-		
Alexandria City	5% of base pay	-			
Arlington County	\$1.3433/hour	-			
District of Columbia	-				
Loudoun County	\$2.00/hour	-			
Montgomery County [1]	\$3.50/hour	-			
Prince George's County	\$6.00/hour			-	
Prince William County	-				

[1] Montgomery County: Master Police Officers may not earn FTO pay

Language Pay

Table 15 shows the regional departments offering additional pay for proficiency in a language other than English. Arlington and Prince William Counties limit additional pay to those officers with Spanish language proficiency. The structure for language premiums – whether provided as a flat dollar allowance annually or as additional hourly pay – varies among the jurisdictions, but generally Fairfax's \$1,300/year allowance is in line with regional norms.

Table 15: Language Pay

	Rank-and-File	First-Level Supervisors	Second-Level Supervisors	Third-Level Supervisors	Executive Ranks
Fairfax County	\$1,300/year for certification in a second language				
Alexandria City	-				
Arlington County	\$0.68/hour (Spanish language proficiency only)	-			
District of Columbia	-				
Loudoun County	-				
Montgomery County [1]	Basic proficiency: \$1.00/hour worked Advanced proficiency: \$2.00/hour worked Expert proficiency: \$3.00/hour worked				
Prince George's County	\$1,400/year			-	
Prince William County	\$1,752.04/year for Spanish language proficiency (or 5% of base at time of hire)				

[1] Montgomery County: Expert proficiency pay granted only for interrogations and investigations

Educational Incentive Pay

Currently, Fairfax County does not offer educational incentive pay. New hires may receive a step increase at hire based on educational attainment. Within the survey group, only Loudoun and Prince William Counties provide additional pay based on educational attainment.

Table 16: Educational Incentive Pay

	Rank-and-File	First-Level Supervisors	Second-Level Supervisors	Third-Level Supervisors	Executive Ranks
Fairfax County	New hires may receive a step increase at hire based on educational attainment	-			
Alexandria City	-				
Arlington County	-				
District of Columbia	-				
Loudoun County	5% addition to base pay upon graduation with Bachelor's Degree or higher in field related to position				
Montgomery County	-				
Prince George's County	-				
Prince William County	Associate's Degree: 1.5% Bachelor's Degree: 3.0% Master's Degree: 4.5% Doctorate Degree: 6.0%				

Benefits

Health

Fairfax County police and sheriff employees contribute the same percentage of premium toward health care coverage both during active employment and after retirement.

As shown in **Table 17**, both the percent contribution and flat dollar premium paid by County employees for individual coverage is tied for lowest in the comparison group for active employees. Contributions for family coverage while active are closer to the median of the group.

**Table 17: Employee Percent Contribution and Premium for Health Benefits
(Highest-Enrolled PPO Plan, Active Employees)
Plan Year 2016**

	Employee Percent Contribution		Employee Premium (monthly)	
	Individual	Family	Individual	Family
Fairfax County	15%	25%	\$118.54	\$574.86
Alexandria City	33%	37%	\$218.01	\$657.49
Arlington County	45%	48%	\$364.41	\$1,177.11
District of Columbia	25%	25%	\$176.86	\$511.08
Loudoun County	15%	25%	\$124.04	\$516.86
Montgomery County	25%	25%	\$179.08	\$519.59
Prince George's County	27%	27%	\$172.68	\$484.14
Prince William County	19%	37%	\$103.02	\$604.12
Median (excluding Fairfax)	25%	27%	\$176.86	\$519.59
Fairfax County Rank	7-8 (tied) of 8	4-8 (tied) of 8	7 of 8	4 of 8

Fairfax uses a flat dollar subsidy structure for retiree health care coverage contributions, which is consistent with contributions in other Virginia counties. In all benchmark jurisdictions, coverage is provided to all eligible dependents and, with the exception of the District of Columbia and Prince William County, for the remainder of the retiree's lifetime.¹⁷

¹⁷ District of Columbia and Prince William County only provide retiree health care coverage until age 65.

Table 18: Police Retiree Health Insurance Coverage Structure

Employee Contribution Structure	
Fairfax County	<p>Retirees pay the full cost of their health and/or dental insurance premiums. Subsidies are offered to retirees age 55 and older to offset the cost of healthcare coverage provided by the County. Retirees are provided the same plan options as active employees.</p> <p style="text-align: center;">The subsidy provided varies by years of service at retirement: 5-9 YOS: \$30 10-14 YOS: \$65 15-19 YOS: \$155 20-24 YOS: \$190 25+ YOS: \$220 (maximum)</p>
Alexandria City [1]	<p>Pre-Medicare retirees who have 5 or more years of service at retirement and who are participating in a City-sponsored retirement plan are eligible to continue their City-sponsored health care coverage into retirement. To offset premium cost, the City provides a monthly reimbursement of up to \$260. Retirees are granted 4% of the maximum subsidy per year of service.</p> <p>Medicare-eligible retirees who have 5 or more years of service at retirement and who are participating in a City-sponsored retirement plan are eligible to enroll in one of the City's Medicare plans. The retiree must also be enrolled in Medicare Parts A & B. To offset premium cost, the City provides a monthly reimbursement of up to \$260. Retirees are granted 4% of the maximum subsidy per year of service.</p>
Arlington County	<p>Pre-Medicare retirees pay the premium of all insurance elected, less a monthly subsidy based on years of service:</p> <p style="text-align: center;">25+ YOS: \$300 23-24 YOS: \$276 20-22 YOS: \$240 15-19 YOS: \$180 10-14 YOS: \$120 0-9 YOS: \$60</p> <p>Medicare- eligible retirees pay 10% of the premium of the County-sponsored Medicare supplement plans.</p>
District of Columbia [2]	<p>Retirees with less than 10 YOS are not eligible for retiree health care coverage. Retirees pay a percentage of premium that varies with years of service. Retirees with 10 years of service at retirement pay 70% of premium. This percentage premium decreases by 3% for each additional year of service, with a minimum required contribution of 25% for 25 or more years of service.</p> <p>The District of Columbia does not offer Medicare supplement plans. Once Medicare-eligible, the District health plan becomes their secondary plan.</p>

Employee Contribution Structure	
Loudoun County	<p>Pre-Medicare retirees are covered under the County's Cigna POS or OAP plan. Retirees pay a percentage of premium based on years of service.</p> <p>Medicare-eligible retirees are only eligible for coverage under the County's Cigna Medicare Surround Plan. Retirees must enroll in Medicare Parts A & B. Retirees pay a percentage of premium based on years of service.</p>
Montgomery County [3]	<p>Retirees with less than 10 years of service at retirement are not eligible for health care in retirement.</p> <p>Retirees pay a percentage of premium based on years of service: If an employee retires with 10 years of service, they contribute 50% of premium. This percentage decreases by 1.33% for each additional year of service. The minimum retiree contribution is 30% (if employee retires with 25 or more years of service).</p>
Prince George's County	<p>Retirees participating in the County's PPO plan contribute 27% of premium. Retirees who elect to participate in the HMO plan contribute 22% of premium. All retirees contribute 12% to prescription drug coverage.</p>
Prince William County	<p>Retirees with 15 or more years of service are eligible to continue their health insurance into retirement for themselves and eligible dependents. Retirees with 15 or more years of service receive a monthly health insurance credit from VRS. The credit is currently \$1.50 per year of service, up to a maximum credit of \$45.00 per month. The County provides an additional credit of \$5.50 per year of service, up to a maximum credit of \$165.00 per month.</p> <p>Pre-Medicare retirees are offered the same plan choices as active employees. The County does not offer health insurance benefits to retirees age 65 and over, however both the VRS and County health insurance credits can be used to offset the cost of any purchased coverage.</p>

[1] Alexandria City: Employees hired prior to October 1, 2007 are eligible for the full \$260 subsidy at retirement.
 [2] District of Columbia: Employees hired before 11/10/1996 who retire with less than five years of service are not eligible for retiree health coverage. Employees who retire with five or more years of service pay 25% toward the cost of retiree health care coverage, regardless of years of service at retirement.
 [3] Montgomery County: Employees hired before June 30, 2011 must retire with 15 or more years of service to be eligible for retiree health care. They contribute 30% toward coverage upon retirement.

Pension

Table 19 below shows major features of regional police pension plans. While Fairfax County police employees' contribution to their pension benefit is slightly higher than regional median, the County's benefit formula (multiplier) is generally more generous than regional comparator plans.

In addition, Fairfax County police do not participate in Social Security, while their counterparts in Alexandria, Arlington, Loudon, Montgomery, and Prince William do. This saves both Fairfax County and the employees a system contribution of 6.2 percent of pay, however, the officers do not earn Social Security credit during their service to the County.

Table 19: Regional Police Pension Benefit Structures

	Employee Contribution	Normal Retirement Age	Benefit Formula	Employee Contribution to Social Security (EE pays 6.2% share)
Fairfax County	8.65%	Age 55 or 25 YOS	2.8% x FAS x YOS x 1.03	-
Alexandria City	8.0%	Age 55 with 5 YOS or Age 50 with 25 YOS	2.5% x FAS x YOS (1-20 YOS) + 3.2% x FAS x YOS (21-30 YOS)	✓
Arlington County	7.5%	Age 52 with 5 YOS or any age with 25 YOS	2.7% x FAS x YOS	✓
District of Columbia	8.0%	25 YOS at any age or age 60 (mandatory retirement age)	2.5% x FAS x YOS	-
Loudoun County	5.0%	Age 60 with 5 YOS or age 50 with 25 YOS	1.7% x FAS x YOS + Annual Hazardous Duty Supplement of \$13,548	✓
Montgomery County [1]	6.75% on earnings up to SSWB 10.5% on earnings over SSWB	Age 55 with 15 YOS or 25 YOS at any age	Prior to SSNRA: 2.4% x FAS (up to SSCCL) x YOS (maximum of 36 years) After SSNRA: 1.65% x FAS (up to SSCCL) x YOS (maximum of 36 years) + 2.4% x FAS (over SSCCL) x YOS (maximum of 36 years)	✓
Prince George's County	9.0%	Age 55 or 20 YOS at any age	Retire with less than 20 YOS: 3.0% x FAS x YOS Retire with 20+ YOS: 3.0% x FAS x YOS (1-20) + 2.5% x FAE x YOS (21+)	-
Prince William County	6.44% (5.0% VRS, 1.44% County Supplement)	VRS: Age 60 with 5 YOS or age 50 with 25 YOS County Supplement: Age 55 or 25 YOS at any age	VRS: 1.7% x FAS x YOS + Annual Hazardous Duty Supplement: \$13,548 County Supplement: Greater of 1.5 x FAS x YOS OR 1.65% x FAS minus \$1,200 x YOS If retired with more than 20 YOS, additional \$3,000/year until age 65	✓

SSWB: Social Security Wage Base, \$118,500 in 2016

SSCCL: Social Security Covered Compensation Level: average of 35 wage bases prior to Social Security Normal Retirement Age

SSNRA: Social Security Normal Retirement Age

[1] Montgomery County: Maximum of 36 years of service includes up to 2 years of sick leave converted to service credit. Benefit multiplier for sick leave credit is 2.0%.

Structure of Current Police Pay Plan

In meetings and follow-up conversations with the project team, the County requested that PFM evaluate the current police pay plan structure and how it might be changed to address pay compression issues and accommodate possible changes to rank structure. Concerns regarding the current pay plan cited by the Fairfax County Police Department include:

- Inconsistent differentials between steps and grades
- Insufficient distance between the MPO and Sergeant rank (compression), which has served as a disincentive to current MPOs to attempt consider attempting promotion to Sergeant rank
- The use of two-year hold at Step 8¹⁸

Inconsistent Differentials between Steps and Grades

In the current police pay plan, there is a lack of consistency in the differentials between all steps and between adjacent grades. For example, the step-to-step increase for the Police Officer I grade (O-17) is five percent, except for steps six and seven, which are 10.0 percent and 5.2 percent increases respectively.

Differentials between grades are also inconsistent. For example, the differential between the Police Officer I grade (O-17) and the Police Officer II grade (O-18) for Steps 1-5 is 9.8 percent, while the differential between POII grade and MPO grade (O-19) for Steps 1-5 is only 4.8 percent.

Pay Compression

The FCPD Pay and Benefits Committee expressed concern about pay compression throughout the police pay plan, but particularly between the MPO and Sergeant ranks. The pay increase upon promotion from MPO to Sergeant is 5 percent (one grade). The Committee indicates that this small increase in pay is not sufficient to incent eligible officers to apply for promotion to Sergeant given the significant expansion of responsibility that comes with the Sergeant rank. Only 36 percent and 20 percent of eligible officers sat for the Sergeant promotional exam in 2012 and 2014, respectively. The percent of eligible employees sitting for exams for the other supervisory ranks ranged from 47 to 100 percent from 2010 to 2015.

Among the national benchmarks, there is an average differential of 15.5 percent between the highest non-supervisory rank (in some departments, this is a lead worker Corporal rank) and the

¹⁸ As discussed later, the two-year step 8 hold is eliminated effective FY2017, however the County asked that this analysis include an analysis of similar practices in the region.

first-line supervisor. Among regional jurisdictions surveyed, this average is lower at 10.8 percent.

Two-Year Hold

The County Council recently approved the removal of the two-year hold at step 8 of all public safety pay plans effective in FY2017. PFM examined regional police pay structures to determine if such step holds are common among regional police departments.

Table 20: Step Holds in Regional Police Pay Plans

Step Holds	
Fairfax County	2 year hold during years of service 8 and 9 (through FY2016)
Alexandria City	2 year hold during years of service 8 and 9
Arlington County	<i>No fixed steps</i>
District of Columbia	2 year hold during years of service 3 and 4, as well as 4 and 5 3 year hold during years of service 7-9, 10-12, 13-15
Loudoun County	<i>No fixed steps</i>
Montgomery County	No step holds
Prince George's County	No step holds
Prince William County	<i>No fixed steps</i>

As shown in **Table 20**, only two other jurisdictions – Alexandria and the District of Columbia – have step holds in their pay plans. Similar to Fairfax County, Alexandria has a two-year step hold during the 8th and 9th years of service. The District of Columbia has two two-year holds and three three-year holds. Arlington, Loudoun, and Prince William Counties use pay bands and thus do not have fixed steps. Montgomery and Prince George's Counties have step systems with no holds.

Summary of Findings and Recommendations

A strong compensation package is beneficial for attracting and retaining highly qualified officers. Competitive compensation will help to draw quality candidates to the department and bolster employee satisfaction once on the job. Consistent with Fairfax County's compensation philosophy, PFM benchmarked major regional law enforcement employers to determine the relative competitiveness of the County's police pay, and also evaluated elements of the current pay structure identified as areas of concern by the FCPD.

2.1. Pay Structure Consistency: In the current police pay plan, there is a lack of consistency in the differentials between all steps and between adjacent grades. For example, the step-to-step increase for the Police Officer I grade (O-17) is five percent, except for steps six and seven, which are 10.0 percent and 5.2 percent increases respectively.

Differentials between grades are also inconsistent. For example, the differential between the Police Officer I grade (O-17) and the Police Officer II grade (O-18) for Steps 1-5 is 9.8 percent, while the differential between POII grade and MPO grade (O-19) for Steps 1-5 is only 4.8 percent.

- Recommendation: The current pay plan should be modified to create clear and consistent differentials between steps and grades. This change would provide predictable increases for employees in all ranks.

As suggested by the FCPD Pay and Benefits Committee, the pay plan could be adjusted by first making the current step 2 of grade O-17 (\$50,263.82) step 1 of that grade. Starting from this first step, each step would then be adjusted to ensure a five percent increase over the previous step. While this would involve a modest cost, the change would ensure consistency in the pay plan and enhance market competitiveness.

In addition, reinsertion of grades not shown on the current pay plan (Grades O-22, O-23, O-24, O-30, and O-32) would provide more “room” to place current ranks to ensure no pay compression. After including additional grades, each should be adjusted to ensure a five percent differential over the previous grade. This change would also imply a cost, such that the timing and the approach for implementation would need to be aligned with budget constraints and other considerations. An illustrative, modified pay plan is shown in Appendix G.

2.2. Maintain Pay Competitiveness: Fairfax County is generally competitive within the region for most ranks, especially at the midpoint, the juncture from which the County pay philosophy and the Department of Human Resources determines competitiveness. Because sworn police employees also reach maximum pay much sooner than some regional comparators, the County is also very competitive when considering compensation throughout a 25-year career. Notwithstanding the County’s competitiveness at the midpoint of the pay range, however, police pay is a bit lower at maximum, which can have bearing on the pension base, a concern raised by the Pay and Benefits Committee.

- **Recommendation:** The step leveling and insertion of new grades suggested in Recommendation 2.1 would improve the County’s competitiveness at both median and maximum, partially addressing concerns about pension base. Recommended pay levels shown in **Table 21** below are based on adjustments to the FY2016 police pay plan.

**Table 21: Fairfax Variance from Comparison Group Median, Non-Supervisory Ranks
Current Pay Plan and Recommended Changes**

		Midpoint		Maximum	
		Current	Recommended	Current	Recommended
Police Officer I	Fairfax County	\$66,070	\$66,069	\$81,876	\$81,874
	Median	\$63,936	\$63,936	\$80,288	\$80,288
	Fairfax Variance from Median	3.3%	3.3%	2.0%	2.0%
Police Officer II	Fairfax County	\$69,090	\$69,373	\$85,619	\$85,968
	Median	\$69,722	\$69,722	\$91,365	\$91,365
	Fairfax Variance from Median	-0.9%	-0.5%	-6.3%	-5.9%
Master Police Officer	Fairfax County	\$72,387	\$72,841	\$89,704	\$90,267
	Median	\$71,533	\$71,533	\$92,121	\$92,121
	Fairfax Variance from Median	1.0%	1.8%	-2.6%	-2.0%

Note: Recommended Police Officer I compensation at midpoint and maximum is slightly lower than current compensation due to the effects of step leveling.

2.3. Supervisory Pay Differentials: The County’s police supervisory pay generally ranks below the regional median, at levels more than five percent below the regional median for first and second-line supervisors at maximum base plus longevity. In addition, the current rank differentials provide suboptimal incentive for officers to take on greater responsibility, particularly at the level of Lieutenant and above where there is no eligibility for 1.5x overtime.

- **Recommendation:** In tandem with the phase out of the 2nd Lieutenant position, PFM recommends placing Sergeants at the O-21 grade. This level is consistent with the current grade for 2nd Lieutenant, and represents a five percent increase over the current Sergeant rank placement on the pay plan. In conjunction with adjustments to the pay plan for greater consistency (recommendation 2.1 above), Sergeants at maximum pay would see a 5.7% increase.

With the recommended pay plan restructuring, 1st Lieutenants would see the largest pay increase of 10.2 percent, addressing a key pay compression concern under the current rank structure at the juncture where eligibility for 1.5x

overtime ends. This increase would come primarily from the insertion of grades O-22 through O-24 into the pay plan, with a secondary impact from step leveling. There is currently only a 16.6 percent difference between grades O-21 (2nd Lieutenant) and O-26 (1st Lieutenant), while 1.5x overtime eligibility ends with this promotion. If the County inserts the intervening grades with a five percent differential between grades, the resulting pay differential (at maximum) between the new Sergeant level (O-21) and Lieutenant rank (O-26) would increase to 27.6 percent, better incenting employees to pursue promotion to the key Lieutenant rank.

PFM recommends keeping the Captain, Major, and Deputy Chief ranks at their current grades. The Major and Deputy Chief ranks would receive modest increases largely due to the recommended step leveling, while Captains would see a much greater increase due both to step leveling and the insertion of grades into the pay plan. These increases would be in addition to any market rate adjustment (MRA) given in that fiscal year.

Table 22: Recommended Changes to Pay Grades and Resulting Pay Increases

Rank	Current Grade	Recommended Grade	Pay Increase at Midpoint and Maximum Step
Sergeant	O-20	O-21	5.7%
2 nd Lieutenant	O-21	O-21 <i>Until phase out</i>	0.6%
Lieutenant	O-26	O-26	10.2%
Captain	O-29	O-29	7.8%
Major	O-31	O-31	1.7%
Deputy Chief	O-33	O-33	1.9%

Note: While the grades for Lieutenant, Captain, Major and Deputy Chief remain the same, these new ranges would be at a higher dollar level as a result of inserting additional grades into the pay plan.

As shown below, these changes, along with adjustments to the pay plan, would markedly improve the County's compensation relative to other regional employers. Again, recommended pay levels shown in **Table 23** below are based on adjustments to the FY2016 police pay plan.

**Table 23: Fairfax Variance from Comparison Group Median, Supervisory Ranks
Current Pay Plan and Recommended Changes**

		Midpoint		Maximum	
		Current	Recommended	Current	Recommended
Sergeant	Fairfax County	\$76,006	\$80,307	\$94,189	\$99,519
	Median	\$81,307	\$81,307	\$101,097	\$101,097
	Fairfax Variance from Median	-6.5%	-1.2%	-6.8%	-1.6%
2 nd Lieutenant (until phase out)	Fairfax County	\$79,804	\$80,307	\$98,895	\$99,519
	Median	\$83,894	\$83,894	\$106,466	\$106,466
	Fairfax Variance from Median	-4.9%	-4.3%	-7.1%	-6.5%
1 st Lieutenant	Fairfax County	\$93,048	\$102,495	\$115,308	\$127,014
	Median	\$95,550	\$95,550	\$123,040	\$123,040
	Fairfax Variance from Median	-2.6%	7.3%	-6.3%	3.2%
Captain	Fairfax County	\$110,067	\$118,651	\$136,397	\$147,035
	Median	\$110,311	\$110,311	\$140,824	\$140,824
	Fairfax Variance from Median	-0.2%	7.6%	-3.1%	4.4%

In evaluating, and potentially implementing, the above recommendations, it is important to note that organizational/rank structure and pay levels should be viewed holistically, and changes in one area of the County's approach may impact another area of concern.

Deputy Sheriff Compensation

Sheriff Office Services

An important component of any comparison among Sheriff's Offices is the scope of services they offer. As shown in the table below, Sheriff's Offices in Virginia typically operate each jurisdiction's detention center(s). In contrast, while deputies in Montgomery and Prince George's County, Maryland are responsible for prisoner transportation, distinct correctional officers are responsible for the management of county detention facilities.

Table 24: Regional Sheriff's Office Scope of Services

	General Law Enforcement Services	Jail Services	Process Service	Court Security	Prisoner Transport	Child Support Enforcement	Domestic Violence Intervention
Fairfax County	-	✓	✓	✓	✓	-	-
Alexandria City	-	✓	✓	✓	✓	-	-
Arlington County	-	✓	✓	✓	✓	✓	-
Loudoun County	✓	✓	✓	✓	✓	✓	✓
Montgomery County	-	-	✓	✓	✓	✓	✓
Prince George's County	-	-	✓	✓	✓	✓	✓
Prince William County	-	✓	✓	✓	✓	✓	-

This additional area of responsibility for the Virginia Sheriff's Offices should be considered when making compensation comparisons. In FY2009, the Fairfax County Board of Supervisors approved a \$2,500 annual environmental pay enhancement for deputies assigned to the jail.¹⁹ This pay was intended to attract new staff and reduce the need for existing staff to work overtime to meet jail staffing requirements.

Only one other jurisdiction – Loudoun County – provides similar compensation for assignment to a detention center. Loudoun provides \$3,000 annually for this assignment.²⁰ In Loudoun County, deputies are specifically hired as correctional deputies, although they are paid on a separate pay scale at the same levels as field deputies. All of the following pay comparisons show Sheriff compensation both with and without the environmental pay for both Fairfax County and Loudoun County.

¹⁹ Rank of 1st Lieutenant and below are eligible for this additional pay. Environmental pay is not pensionable.

²⁰ All ranks are eligible for this pay.

Entry

As shown in **Table 25** below, Fairfax is at the top of the comparison group when looking at entry deputy sheriff officer pay. The County is 5.2 percent above the multi-jurisdictional median of \$45,956. Including environmental pay, the County ranks 1st of eight, 8.7 percent above the median of \$46,752.

Table 25: Deputy Sheriff Entry Base Pay

	Entry Base Pay	Entry Base Pay (with environmental pay)
Fairfax County	\$48,331	\$50,831
Alexandria City	\$45,387	\$45,387
Arlington County	\$48,006	\$48,006
Loudoun County	\$43,979	\$46,979
Montgomery County	\$46,525	\$46,525
Prince George's County	\$43,667	\$43,667
Prince William County	\$47,299	\$47,299
Median (excluding Fairfax County)	\$45,956	\$46,752
Fairfax County Variance from Median	5.2%	8.7%
Fairfax County Rank	1 of 7	1 of 7

Maximum Base + Longevity

At top base pay plus longevity, the County's relative ranking declines to 5th of seven without environmental pay. For a journey level deputy sheriff making maximum pay (excluding premiums), the County ranks 3.3 percent below the multi-jurisdictional median of \$85,165. With environmental pay, the County's position improves to 4th of seven, within 0.4 percent of the median for the other jurisdictions.

Table 26: Deputy Sheriff Maximum Base + Longevity

	Maximum Base + Longevity	Maximum Base + Longevity (with environmental pay)
Fairfax County	\$82,326	\$84,826
Alexandria City	\$86,653	\$86,653
Arlington County	\$83,678	\$83,678
Loudoun County	\$78,563	\$81,563
Montgomery County	\$87,529	\$87,529
Prince George's County	\$87,751	\$87,751
Prince William County	\$80,288	\$80,288
Median (exclu Fairfax County)	\$85,165	\$85,165
Fairfax County Variance from Median	-3.3%	-0.4%
Fairfax County Rank	5 of 7	4 of 7

Career Average Base + Longevity

Looking at a 25-year career average of base plus longevity, the County's position is 4th of seven. Including environmental pay, the County ranks 2nd of seven. From this perspective, the County is 1.1 percent above the multi-jurisdictional median without environmental pay and 4.7 percent above the median when including environmental pay. The progression from entry to top step journey level pay is relatively short in Fairfax County, with only ten years of service (including a two-year hold at Step 8)²¹ needed to reach maximum base pay, exclusive of longevity steps. In contrast, the median is 18 years of service to reach top step (base) across the other jurisdictions. Because Fairfax deputy sheriffs reach maximum base pay earlier in their career, they have a higher 25-year career average of base compensation.

Table 27: Deputy Sheriff 25-Year Average Base + Longevity

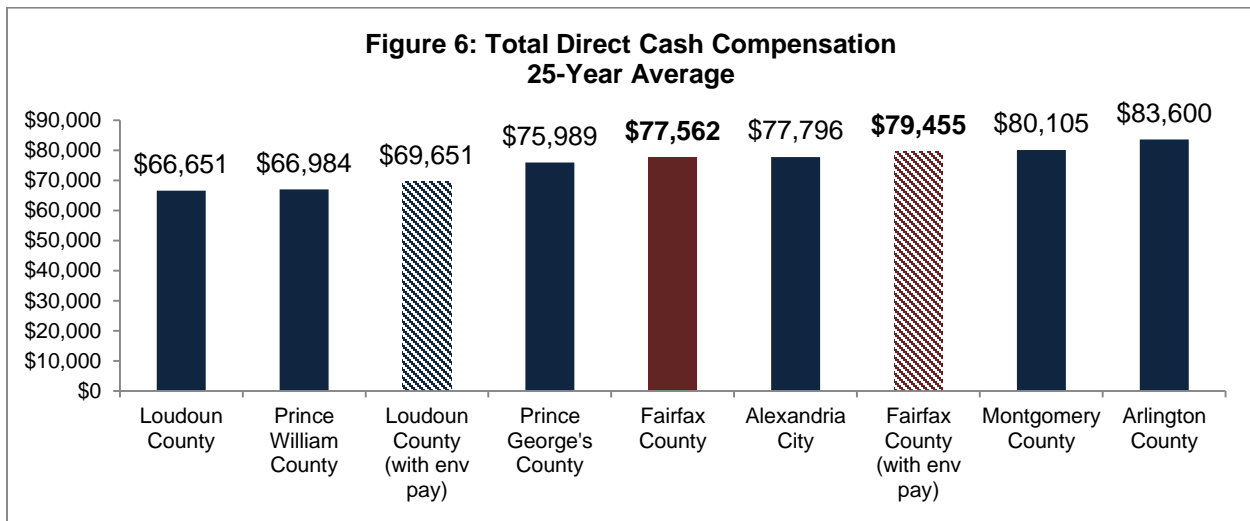
	25-Year Average Base + Longevity	25-Year Average Base + Longevity (with env pay)
Fairfax County	\$72,036	\$74,536
Alexandria City	\$73,997	\$73,997
Arlington County	\$72,637	\$72,637
Loudoun County	\$65,159	\$65,159
Montgomery County	\$74,977	\$74,977
Prince George's County	\$69,801	\$69,801
Prince William County	\$65,562	\$65,562
Median (excluding Fairfax County)	\$71,219	\$71,129
Fairfax County Variance from Median	1.1%	4.7%
Fairfax County Rank	4 of 7	2 of 7

²¹ Effective July 1, 2016 (FY2017), the two-year step hold has been eliminated. However, because the pay comparisons presented here are based on FY2016 pay levels, the two-year step is still included.

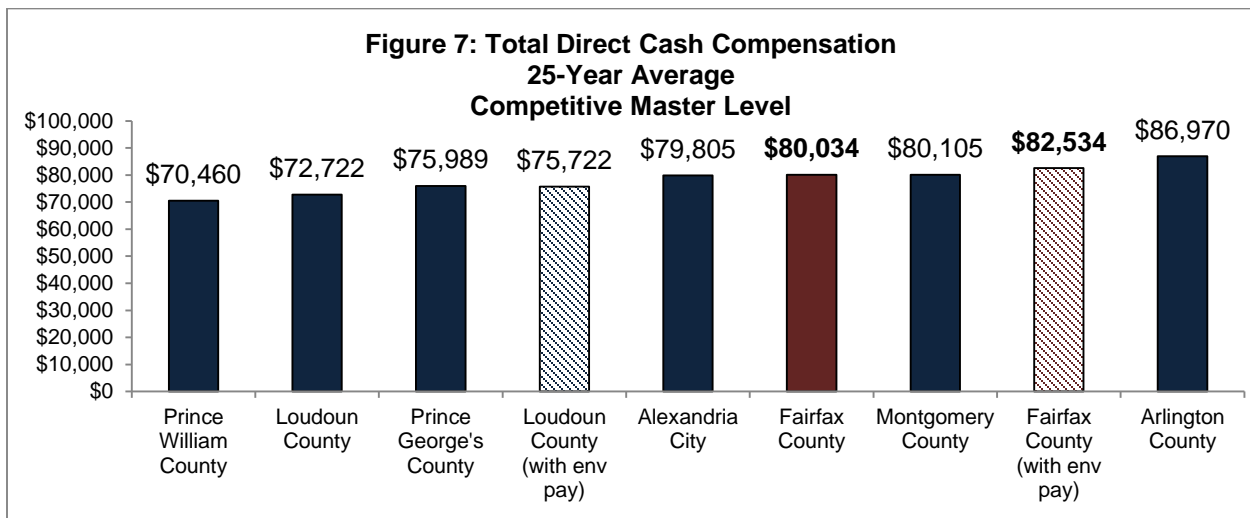
Total Direct Cash Compensation

When including other standard forms of cash compensation (holiday pay, shift differential, uniform allowances) along with base and longevity pay, the County maintains its 4th of seven ranking, at 0.9 percent above the multi-jurisdictional median of \$76,892.

Including environmental pay, the County's ranking improves to 3rd of seven, 3.3 percent above the same median of \$76,892.

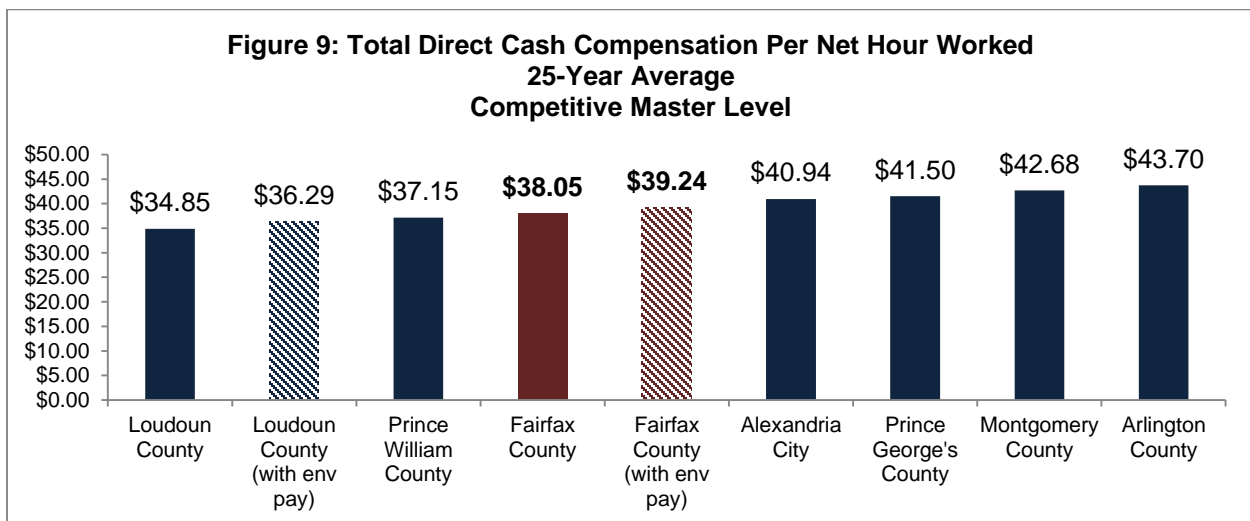
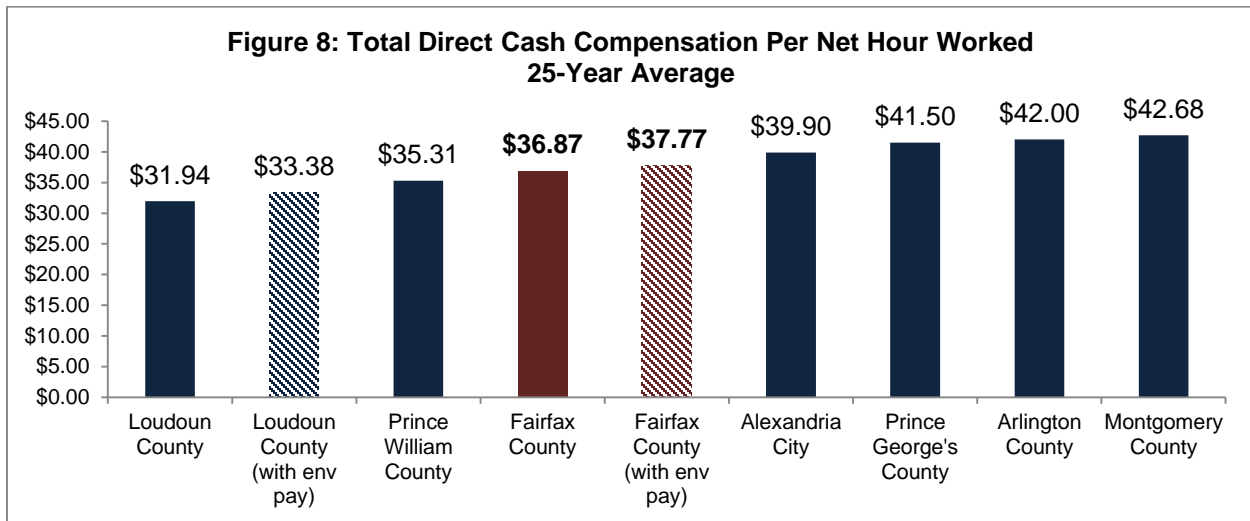


When including the competitive Master Deputy Sheriff ranks, where they exist, the County's position improves to 2nd of seven, including environmental pay, just behind Arlington County and 4th of seven excluding environmental pay. Similar to police, about 21 percent of Fairfax deputy sheriffs (DSI, DSII, and Master Deputy Sheriffs) have achieved the Master Deputy level.



Total Direct Cash Compensation per Net Hour Worked

For both the journey level rank of Deputy Sheriff II and the competitive Master Deputy level, Fairfax County ranks 5th of seven when taking into account annual hours and various forms of leave. The County maintains this rank with the inclusion of environmental pay.



The change in ranking that occurs when looking at total direct cash compensation on a per net hour basis is largely attributable to Deputy Sheriff annual hours. Fairfax Deputies work 2,275 annual hours, in comparison to a median of 2,132 hours across the other jurisdictions.

Supervisory Ranks

The following tables show base compensation plus longevity (where applicable) for three levels of supervisory ranks. Career average compensation comparisons are not shown for these ranks because of the difficulty in determining when an officer might promote to supervisory positions.

Fairfax County pay ranks at the bottom of the comparison group for first and third-line supervisors and just below the median for second-line supervisors.

Table 28: Sheriff Supervisory Ranks Maximum Base + Longevity

	First-Line Supervisor	Second-Line Supervisor	Third-Line Supervisor
Fairfax County	\$90,566^[a]/\$95,091^[b]	\$110,872^[c]	\$121,436
Alexandria City	\$100,300	\$110,578	\$134,028
Arlington County	\$101,483	\$130,250	\$147,368
Loudoun County	\$99,590 ^[a] /\$106,466 ^[b]	\$117,525 ^[c]	\$132,237
Montgomery County	\$96,282	\$105,919	\$127,921
Prince George's County	\$96,526	\$106,179	\$129,600
Prince William County	\$96,283 ^[a] /\$106,246 ^[d]	\$117,728 ^[e]	\$135,512
Median (excluding Fairfax Co)	\$98,058/\$100,892	\$114,052	\$133,133
Fairfax County Variance from Median	-7.6%/-5.7%	-2.8%	-8.8%
Fairfax County Rank	7 of 7 / 7 of 7	4 of 7	7 of 7

[a] Sergeant; [b] 2nd Lieutenant; [c] 1st Lieutenant; [d] 1st Sergeant; [e] Lieutenant

Benefits

Health

As previously noted, sheriff and police employees contribute the same percentage of premium toward health care coverage both during active employment and during retirement. Please reference **Table 17** for these comparisons.

Fairfax retiree health care coverage contributions are the same for police and sheriff employees. Generally, the contribution structure in other jurisdictions is the same for police and sheriffs, with a few exceptions.

Table 29: Sheriff Retiree Health Insurance Coverage Structure

Employee Contribution	
Fairfax County	<p style="text-align: center;">Retirees pay the full cost of their health and/or dental insurance premiums. Subsidies are offered to retirees age 55 and older to offset the cost of healthcare coverage provided by the County. Retirees are provided the same plan options as active employees.</p> <p style="text-align: center;">The subsidy provided varies by years of service at retirement: 5-9 YOS: \$30 10-14 YOS: \$65 15-19 YOS: \$155 20-24 YOS: \$190 25+ YOS: \$220 (maximum)</p>
Alexandria City [1]	<p>Pre-Medicare retirees who have 5 or more years of service at retirement and who are participating in a City-sponsored retirement plan are eligible to continue their City-sponsored health care coverage into retirement. To offset premium cost, the City provides a monthly reimbursement of up to \$260. Retirees are granted 4% of the maximum subsidy per year of service. This is in addition to the VRS health insurance credit of \$1.50 x YOS.</p> <p>Medicare-eligible retirees who have 5 or more years of service at retirement and who are participating in a City-sponsored retirement plan are eligible to enroll in one of the City's Medicare plans. The retiree must also be enrolled in Medicare Parts A & B. To offset premium cost, the City provides a monthly reimbursement of up to \$260. Retirees are granted 4% of the maximum subsidy per year of service. This is in addition to the VRS health insurance credit of \$1.50 x YOS.</p>
Arlington County	<p>Pre-Medicare retirees pay the premium of all insurance elected, less a monthly subsidy provided by the County that may be 78%- 80% of the premium up to the maximum amounts listed below:</p> <p style="text-align: center;">25+ YOS: \$300 23-24 YOS: \$276 20-22 YOS: \$240 15-19 YOS: \$180 10-14 YOS: \$120 0-9 YOS: \$60</p> <p>Medicare- eligible retirees pay 10% of the premium of the County-sponsored Medicare supplement plans.</p>
Loudoun County	<p>Pre-Medicare retirees are covered under the County's Cigna POS or OAP plan. Retirees pay a percentage of premium based on years of service.</p> <p>Medicare-eligible retirees are only eligible for coverage under the County's Cigna Medicare Surround Plan. Retirees must enroll in Medicare Parts A & B. Retirees pay a percentage of premium based on years of service.</p>

Employee Contribution

<p>Montgomery County [2]</p>	<p>Retirees with less than 10 years of service at retirement are not eligible for health care in retirement.</p> <p>Retirees pay a percentage of premium based on years of service: If an employee retires with 10 years of service, they contribute 50% of premium. This percentage decreases by 1.33% for each additional year of service. The minimum retiree contribution is 30% (if employee retires with 25 or more years of service).</p>
<p>Prince George's County</p>	<p>Retirees participating in the County's PPO plan contribute 27% of premium. Retirees who elect to participate in the HMO plan contribute 22% of premium. All retirees contribute 12% to prescription drug coverage.</p>
<p>Prince William County</p>	<p>Retirees with 15 or more years of service are eligible to continue their health insurance into retirement for themselves and eligible dependents. Retirees with 15 or more years of service receive a monthly health insurance credit from VRS. The credit is currently \$1.50 per year of service, up to a maximum credit of \$45.00 per month. The County provides an additional credit of \$5.50 per year of service, up to a maximum credit of \$165.00 per month.</p> <p>Pre-Medicare retirees are offered the same plan choices as active employees. The County does not offer health insurance benefits to retirees age 65 and over, however both the VRS and County health insurance credits can be used to offset the cost of any purchased coverage.</p>

[1] Alexandria City: Employees hired prior to October 1, 2007 are eligible for the full \$260 subsidy at retirement.

[2] Montgomery County: Employees hired before June 30, 2011 must retire with 15 or more years of service to be eligible for retiree health care. They contribute 30% toward coverage upon retirement.

Pension

The table below shows major features of regional sheriff pension plans.

Table 30: Regional Sheriff Pension Benefit Structures

	Employee Contribution	Normal Retirement Age	Benefit Formula	Employee Contribution to Social Security (EE pays 6.2% share)
Fairfax County	7.08%	Age 55 with 6 YOS or 25 YOS at any age	Pre-Social Security Benefit: $0.3\% \times \text{FAS} \times \text{YOS} \times 1.03$ until SSNRA Base Benefit: $2.5\% \times \text{FAS} \times \text{YOS} \times 1.03$	✓
Alexandria City	VRS: 5% City Supplemental: 0%	VRS: Age 65 with 5 YOS City Supplemental: Age 65 with 5 YOS or Age 50 with 25 YOS	VRS: $1.65\% \times \text{FAS} \times \text{YOS}$ City Supplemental: $0.6\% \times \text{FAS} \times \text{YOS} (1-5) + 0.9\% \times \text{FAS} \times \text{YOS} (6-15) + 1.0\% \times \text{FAS} \times \text{YOS} (16+)$	✓
Arlington County	7.5%	Age 52 with 5 YOS or 25 YOS at any age	$2.7\% \times \text{FAS} \times \text{YOS}$	✓
Loudoun County	5.0%	Age 60 with 5 YOS or age 50 with 25 YOS	$1.7\% \times \text{FAS} \times \text{YOS} + \text{Annual Hazardous Duty Supplement of } \$13,548$	✓
Montgomery County [1]	6.75% on earnings up to the max Social Security Wage Base (SSWB); 10.5% on earnings over SSWB	Age 55 with 15 YOS or Age 46 with 25 YOS	Prior to SSNRA: $2.4\% \times \text{FAS} \times \text{YOS} (1-25) + 2.0\% \times \text{FAS} \times \text{YOS} (26-31)$ After SSNRA: $+ 1.65\% \times \text{FAS}$ up to SSCCL x YOS (1-31) $+ 1.65\% \times \text{FAS}$ up to SSCCL $+ 2.4\% \times \text{FAS}$ over SSCCL x YOS (1-25) $+ 2.0\% \times \text{FAS}$ over SSCCL x YOS (26-31)	✓
Prince George's County	11.0%	Age 55 with 5 YOS or 20 YOS at any age	$3.0\% \times \text{FAS} \times \text{YOS} (1-20) + 2.5\% \times \text{FAS} \times \text{YOS} (21+)$	✓
Prince William County	5.0%	Age 60 with 5 YOS or age 50 with 25 YOS at any age	$1.7\% \times \text{FAS} \times \text{YOS} + \text{Annual Hazardous Duty Supplement of } \$13,128$ until SSNRA	✓

SSWB: Social Security Wage Base, \$118,500 in 2016

SSNRA: Social Security Normal Retirement Age

SSCCL: Social Security Covered Compensation Level: average of 35 wage bases prior to Social Security Normal Retirement Age

[1] Montgomery County: Maximum of 36 years of service includes up to 2 years of sick leave converted to service credit. Benefit multiplier for sick leave credit is 2.0%.

Police-Sheriff Pay Parity

History of Pay Parity in Fairfax County

Police-sheriff pay parity has existed at several junctures in the County's history. Sheriff employees were placed under civil service regulations beginning in 1972 in conjunction with pay parity with police, and were placed on the same pay plan as police beginning in Fiscal Year 1973.

Parity remained until the beginning of fiscal year 1998, when police requested a separate pay plan. Sheriff employees remained on the somewhat lower pay plan previously shared with police until 2000, when a newly elected Sheriff requested that employees once again have parity with police. While sheriffs were not placed on the same pay plan as police, they were placed on their own, separate pay plan that mirrored that of police.

In the FY2006 budget, police requested a four percent pay increase that was approved by the County Board based on findings from that year's market pay study. Sheriffs did not request a similar increase and the pay structures again moved away from strict parity. In FY2009, in part to address parity concerns, the Board agreed to provide \$2,500 environmental pay for those sheriffs assigned to the correctional facility.

The Sheriff's Office has once again requested that the County Board consider restoring parity, citing concerns regarding comparable authority and responsibilities, training within the same Academy, recruitment, and retention (six sheriffs transferred to become police officers from FY2011 to FY2015).

Current Police-Deputy Sheriff Pay Relationship

The following table shows the current relationship between police and sheriff pay at maximum base pay plus longevity for each rank. As shown with this indicator of compensation, police and sheriff employees do not have strict pay parity. For all ranks except Captain, the pay variance is 4.8 percent without environmental pay, narrowing to approximately 1 percent when environmental pay is included (because environmental pay is provided as a fixed amount, it represents a somewhat lower percentage of salary for higher paid employees).

Table 31: Fairfax County Police and Deputy Sheriff Pay

	Police Maximum Base + Longevity	Deputy Sheriff Maximum Base + Longevity	Deputy Sheriff Maximum as % of Police Maximum	Deputy Sheriff Maximum Base + Longevity with Environmental Pay	Deputy Sheriff Maximum Base + Longevity with Environmental Pay as % of Police Maximum
Officer/Deputy I	\$81,876	\$78,727	96.2%	\$81,227	99.2%
Officer/Deputy II	\$85,619	\$82,326	96.2%	\$84,826	99.1%
Master Officer/Deputy	\$89,704	\$86,254	96.2%	\$88,754	98.9%
Sergeant	\$94,189	\$90,566	96.2%	\$93,066	98.8%
2nd Lieutenant	\$98,895	\$95,091	96.2%	\$97,591	98.7%
1st Lieutenant	\$115,308	\$110,872	96.2%	\$113,372	98.3%
Captain	\$136,397	\$121,436	89.0%	\$123,936	90.9%

From a total compensation perspective, the following additional factors may also be noted:

- Police and sheriff employees contribute the same percentage of premium and flat dollar amounts towards both active and retiree health care coverage.
- Police and sheriffs are participants in different, but similar pension plans. Deputy Sheriffs contribute 7.08 percent toward their pension, while police contribute 8.65 percent. Police have a benefit multiplier of 2.8 percent, with a total benefit increase of 3 percent. Before Social Security age, sheriffs have an equivalent benefit. Once sheriffs reach Social Security age, the 2.8 percent multiplier drops to 2.5 percent.

Table 32: Police and Sheriff Pension Contributions and Benefits

	Employee Contribution	Normal Retirement Age	Benefit Formula	Employee Contribution to Social Security (EE pays 6.2% share)
Police	8.65%	Age 55 or 25 YOS	2.8% x FAS x YOS x 1.03	-
Sheriff	7.08%	Age 55 with 6 YOS or 25 YOS at any age	Pre-Social Security Benefit: 0.3% x FAS x YOS until SSNRA Base Benefit: 2.5% x FAS x YOS x 1.03	✓

- The Police pension plan also has a more generous survivorship benefit. Surviving spouses of police officers who die are eligible to receive an automatic benefit of \$2,186.51/month. Each surviving child also receives \$874.60/month, up to a combined maximum (spouse and children) of \$4,373.01/month. This benefit is offered upon death both before and after retirement.²² Sheriff employees are not offered this automatic benefit. Death benefits for sheriff survivors are equal to 50 percent of the normal retirement benefit, excluding the pre-Social Security benefit, upon death before retirement. Sheriff employees may also elect a joint and last survivor option which provides a reduced benefit both up until death and after death, again excluding any pre-Social Security benefit.
- While Fairfax County police do not participate in Social Security, Fairfax sheriffs do. This represents an additional County expenditure of 6.2 percent of salary for this benefit for sheriffs. At the same time, because Fairfax police are not contributing toward Social Security, this increases their relative take-home pay.
- Fairfax County sheriffs work an average of 2,275 hours annually, while Fairfax police work an average of 2,080 hours annually.

Pay Parity in the Region

Among regional jurisdictions with separate Police and Sheriff’s Departments, only Arlington County offers pay parity. In all other cases, police are higher paid. Prince William County maintains the same pay plan for both police and sheriff employees, but equivalent police ranks

²² If killed in the line of duty, survivors can select a benefit of 66.33 percent of the officer’s regular salary at the time of death. This amount is then increased by 3 percent. This benefit is in lieu of the automatic payment.

are positioned at higher grades. Prince William County police are also provided an additional three to five percent retention supplement that is not provided to sheriff employees. Alexandria City, as well as Montgomery and Prince George’s Counties, maintain separate pay plans for these two employee groups.

The table below shows the relationship between police and sheriff pay among regional jurisdictions.

Table 33: Regional Police-Sheriff Pay Relationships

	Journey Level Police Officer Maximum Base + Longevity	Journey Level Deputy Sheriff Maximum Base + Longevity	Deputy Sheriff Maximum as % of Police Maximum
Fairfax County	\$85,619	\$82,326	96.2% 99.2% with env pay
Alexandria City	\$91,365	\$86,653	94.8%
Arlington County	\$83,678	\$83,678	100.0%
Montgomery County	\$92,295	\$87,529	94.8%
Prince George's County	\$89,317	\$87,751	98.2%
Prince William County	\$92,121	\$80,288	87.2%

Loudoun County is not included in the table above because they are a single department, with the Sheriff’s Office providing all law enforcement services in the county (both “sheriff” functions and patrol).

Summary of Findings and Recommendations

Again, a strong compensation package is beneficial for attracting and retaining highly qualified sheriff employees. Competitive compensation will help to draw quality candidates to the department and bolster employee satisfaction once on the job.

3.1. Pay Structure Consistency: As with the Fairfax County police pay plan, there is a lack of consistency in the differential between all steps and between adjacent grades in the sheriff pay plan.

- Recommendation: The current pay plan should be modified to create clear and consistent differentials between steps and grades. This change would provide predictable increases for employees in all ranks.

In addition, reinsertion of grades not shown on the current pay plan (Grades C-22, C-23, C-24, C-29, C-30, and C-32) would provide more “room” to place current ranks to ensure no pay compression. After including additional grades, each should be adjusted to ensure a five percent differential over the previous grade. This change would also imply a cost, such that the timing and the approach for implementation would need to be aligned with budget constraints and other considerations.

3.2. Pay Parity Concerns: Fairfax sheriffs play an important role in maintaining safety in the County, and the Sheriff's Office has highlighted these significant duties in recommending pay parity with police. Our regional survey and broader national experience, however, indicate that sheriff pay is most commonly set below that for police with primary patrol responsibilities. Further, the current differential between Fairfax County police and sheriffs is well within this mainstream practice – and is particularly close when Fairfax County's "environmental pay" premium for sheriffs assigned to the correctional facility is included.

- Recommendation: While full police-sheriff pay parity is not the typical practice among larger regional public safety employers, Fairfax County could consider indexing environmental pay to increase at the same rate as general wages. This approach would maintain a consistent pay relationship, without erosion of the relative value of environmental pay due to its current structure as a static, fixed amount.

Appendix C: National Police Departments Rank Structure with Rank Differentials and Overtime Pay Structure

National Police Departments Rank Structure with Rank Differentials and Overtime Pay Structure					
Non-Competitive Rank & File		Competitive, Non-Supervisory	First-Line Supervisor	Second-Line Supervisor	Third-Line Supervisor
Fairfax County	Police Officer I-II OT: 1.5x pay or comp time	Master Police Officer OT: 1.5x pay or comp time	Sergeant and 2nd Lieutenant Sgt: +10.0% over PO II, 5.0% salary over MPO 2nd Lt: + 5.0% over Sgt OT: 1.5x pay or comp time	1st Lieutenant + 16.6% salary over 2nd Lt OT: 1.0x pay or comp time	Captain + 18.3% salary over 1st Lt OT: 1.0x comp time
Baltimore County	Police Officer, Police Officer First Class OT: 1.5x pay	Corporal OT: 1.5x pay	Sergeant + 8.6% salary over Corp OT: 1.5x pay	Lieutenant + 13.4% salary over Sgt OT: no add'l pay or leave	Captain + 11.7% over Lt OT: no add'l pay or leave
Montgomery County	Police Officer I-III OT: 1.5x pay	Master Police Officer OT: 1.5x pay	Sergeant + 10.0% salary over MPO OT: 1.5x pay	Lieutenant + 15.7% salary over Sgt OT: no add'l pay or leave	Captain + 14.2% salary over Lt (+ 10% differential for serving as District Commander) OT: no add'l pay or leave
Prince George's County	Police Officer, Police Officer First Class OT: 1.5x pay	Police Corporal	Sergeant + 10.0% salary over Corp OT: 1.5x pay	Lieutenant + 10.0% salary over Sgt OT: 1.5x pay	Captain + 22.5% salary over Lt OT: 1.0x comp time
Austin [1]	Police Officer OT: 1.5x pay or comp time	Corporal OT: 1.5x pay or comp time	Sergeant + 9.0% salary over Corp OT: 1.5x pay or comp time	Lieutenant + 15.0% salary over Sgt OT: no add'l pay or leave	Commander OT: no add'l pay or leave + 15.6% salary over Lt
Charlotte	Police Officer OT: 1.5x pay	-	Sergeant + 30.4% salary over PO OT: 1.5x pay	Lieutenant Salary differential: pending OT: no add'l pay or leave	Captain Salary differential: pending OT: no add'l pay or leave
Denver [2]	Police Officer (Grades 1-4) Corporal (appointed) Technician (appointed) OT: 1.5x pay or comp time	-	Sergeant + 19.6% salary over PO 1st Grade OT: 1.5x pay or comp time	Lieutenant + 14.7% salary over Sgt OT: 1.5x pay or comp time	Commander + 12.6% salary over Lt OT: 1.0x pay or comp time
Fort Worth	Police Officer OT: 1.5x pay or comp time	Corporal OT: 1.5x pay or comp time	Sergeant + 10.2% salary over Corp OT: 1.5x pay or comp time	Lieutenant + 10.2% salary over Corp OT: 1.5x pay or comp time	Captain + 10.2% salary over Corp OT: 1.0x comp time
Louisville	Police Officer OT: 1.5x pay	-	Sergeant + 19.7% salary above PO OT: 1.5x pay	Lieutenant + 32.9% salary above Sgt OT: 1.5x pay	Major Salary differential varies based on year of service OT: 1.0x comp time
Nashville	Police Officer I-II OT: 1.5x pay or comp time	-	Sergeant + 21.6% salary above POII OT: 1.5x pay or comp time	Lieutenant + 9.9% salary above Sgt OT: 1.5x pay or comp time	Captain + 19.9% salary above Lt OT: 1.0x pay or comp time
Salary Differential Range	-	-	5.0% (Fairfax) - 30.4% (Charlotte)	9.9% (Nashville) - 32.9% (Louisville)	10.2% (Fort Worth) - 24.2% (Montgomery County)
Salary Differential Average	-	-	14.9% (Sgt)/15.4% (2nd Lt)	15.4%	16.9%

Appendix D: Police and Sheriff Job Matches

Police

Fairfax County	Alexandria City	Arlington County	District of Columbia	Montgomery County	Prince George's County	Prince William County
Police Officer II <i>Highest Non-Competitive, Non-Supervisory Rank</i>	Police Officer IV*	Police Officer II	Police Officer	Police Officer III*	Corporal	Police Officer II
Master Police Officer	-	Corporal	-	Master Police Officer	-	-
Sergeant	Sergeant	Sergeant	Sergeant	Sergeant	Sergeant	Sergeant
2nd Lieutenant	Sergeant	Sergeant	Sergeant	Sergeant	Sergeant	1 st Sergeant
1st Lieutenant	Lieutenant	Lieutenant	Lieutenant	Lieutenant	Lieutenant	Lieutenant
Captain	Captain	Captain	Captain*	Captain	Captain	Captain

*Denotes difference in matched title from County's Human Resources Benchmarking Survey

Sheriffs

Fairfax County	Alexandria City	Arlington County	Loudoun County	Montgomery County	Prince George's County	Prince William County
Deputy Sheriff II <i>Highest Non-Competitive, Non-Supervisory Rank</i>	Deputy Sheriff III*	Deputy Sheriff II	Deputy Sheriff	Deputy Sheriff III	Deputy Sheriff Corporal	Deputy Sheriff*
Master Deputy Sheriff	Deputy Sheriff IV	Corporal	Master Deputy	-	-	Master Deputy Sheriff
Sergeant	Sergeant	Sergeant	Sergeant	Sergeant	Sergeant	Sergeant
2nd Lieutenant	Sergeant	Sergeant	2 nd Lieutenant	Sergeant	Sergeant	1 st Sergeant
1st Lieutenant	Lieutenant	Lieutenant	1 st Lieutenant	Lieutenant	Lieutenant	Lieutenant
Captain	Captain	Captain	Captain	Captain	Captain	Captain

*Denotes difference in matched title from County's Human Resources Benchmarking Survey

Appendix E: FY2016 Fairfax County Police Pay Plan

COMPENSATION PLAN - FY2016 PAY PLAN - O

Police Compensation Plan - FY2016 Pay Plan O												
RATE	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	
O-17	ANNUAL	47,871.41	50,263.82	52,777.92	55,417.44	58,188.42	64,007.84	67,359.97	70,728.11	74,263.28	77,976.29	81,875.66
	BIWEEKLY	1,841.21	1,835.22	2,029.92	2,131.44	2,298.02	2,481.84	2,690.77	2,720.31	2,856.28	2,999.09	3,149.06
	HOURLY	23.0151	24.1653	25.3740	26.8430	27.9752	30.7730	32.3848	34.0039	35.7035	37.4988	39.3633
	Step Hold	1	1	1	1	1	1	1	2			
O-18	ANNUAL	52,561.18	55,169.43	57,946.59	60,846.03	63,888.45	67,082.29	70,437.33	73,960.43	77,659.71	81,541.82	85,619.25
	BIWEEKLY	2,021.58	2,122.83	2,226.79	2,340.23	2,457.25	2,580.09	2,709.13	2,844.83	2,986.91	3,136.22	3,293.05
	HOURLY	25.2698	26.5328	27.8599	29.2529	30.7156	32.2511	33.8841	35.5579	37.3364	39.2027	41.1831
	Step Hold	1	1	1	1	1	1	1	2			
O-19	ANNUAL	55,060.82	57,822.34	60,713.95	63,749.92	66,938.35	70,285.28	73,800.27	77,488.74	81,363.57	85,432.28	89,704.16
	BIWEEKLY	2,119.02	2,223.94	2,335.15	2,451.92	2,574.55	2,703.28	2,838.47	2,980.34	3,129.37	3,295.86	3,450.18
	HOURLY	26.4753	27.7992	29.1894	30.8490	32.1819	33.7910	35.4809	37.2542	39.1171	41.0732	43.1270
	Step Hold	1	1	1	1	1	1	1	2			
O-20	ANNUAL	57,822.13	60,713.54	63,750.13	66,936.90	70,285.07	73,788.86	77,459.98	81,363.15	85,431.04	89,704.16	94,189.06
	BIWEEKLY	2,233.93	2,335.14	2,451.93	2,574.50	2,703.27	2,838.46	2,980.38	3,129.35	3,295.84	3,450.16	3,622.86
	HOURLY	27.7991	29.1892	30.6491	32.1812	33.7908	35.4807	37.2548	39.1168	41.0730	43.1270	45.2832
	Step Hold	1	1	1	1	1	1	1	2			
O-21	ANNUAL	60,712.29	63,747.01	66,935.85	70,281.74	73,785.28	77,485.62	81,359.41	85,428.30	89,698.96	94,185.31	98,894.85
	BIWEEKLY	2,335.09	2,451.81	2,574.45	2,703.14	2,838.28	2,980.22	3,129.21	3,295.70	3,449.96	3,622.51	3,803.85
	HOURLY	29.1888	30.6476	32.1806	33.7893	35.4785	37.2527	39.1151	41.0713	43.1245	45.2814	47.5456
	Step Hold	1	1	1	1	1	1	1	2			
O-25	ANNUAL	67,417.78	70,787.60	74,327.97	78,044.51	81,947.42	86,043.36	90,345.84	94,864.85	99,607.04	104,587.60	109,817.55
	BIWEEKLY	2,592.92	2,722.60	2,858.77	3,001.71	3,151.82	3,309.36	3,474.84	3,648.85	3,831.04	4,022.60	4,223.75
	HOURLY	32.4124	34.0325	35.7348	37.5214	39.3978	41.3670	43.4355	45.6081	47.8980	50.2825	52.7689
	Step Hold	1	1	1	1	1	1	1	2			
O-26	ANNUAL	70,787.80	74,327.97	78,044.51	81,947.42	86,043.36	90,345.84	94,864.85	99,607.04	104,587.60	109,818.51	115,307.50
	BIWEEKLY	2,722.60	2,858.77	3,001.71	3,151.82	3,309.36	3,474.84	3,648.85	3,831.04	4,022.60	4,223.71	4,434.90
	HOURLY	34.0325	35.7348	37.5214	39.3978	41.3670	43.4355	45.6081	47.8980	50.2825	52.7964	55.4263
	Step Hold	1	1	1	1	1	1	1	2			
O-27	ANNUAL	73,983.52	77,860.93	81,865.74	85,944.21	89,925.06	94,421.18	99,142.58	104,099.22	109,305.25	114,770.68	120,508.96
	BIWEEKLY	2,845.52	2,987.73	3,137.14	3,294.01	3,458.65	3,631.58	3,813.18	4,003.92	4,204.05	4,414.26	4,634.98
	HOURLY	35.5690	37.3468	39.2143	41.1751	43.2332	45.3948	47.6647	50.0477	52.5508	55.1762	57.9370
	Step Hold	1	1	1	1	1	1	1	2			
O-28	ANNUAL	77,533.87	81,409.33	85,478.22	89,754.08	94,240.64	98,953.92	103,801.20	108,895.79	114,552.05	120,279.95	126,283.86
	BIWEEKLY	2,882.07	3,131.13	3,287.82	3,452.08	3,624.64	3,805.92	3,996.20	4,195.99	4,405.85	4,626.15	4,857.46
	HOURLY	37.2758	39.1381	41.0953	43.1510	45.3080	47.5740	49.9525	52.4490	55.0731	57.8269	60.7182
	Step Hold	1	1	1	1	1	1	1	2			
O-29	ANNUAL	83,736.43	87,922.22	92,316.43	96,894.45	101,779.80	106,870.19	112,213.30	117,823.47	123,716.11	129,902.03	136,397.48
	BIWEEKLY	3,220.63	3,381.82	3,550.63	3,728.25	3,914.60	4,110.39	4,315.90	4,531.67	4,758.31	4,996.23	5,246.08
	HOURLY	40.2579	42.2703	44.3829	46.6031	48.9325	51.3799	53.9467	56.6459	59.4789	62.4529	65.5757
	Step Hold	1	1	1	1	1	1	1	2			
O-31	ANNUAL	87,878.14	102,772.38	107,910.19	113,304.87	118,970.80	124,918.77	131,166.67	137,723.25	144,610.96	151,841.87	159,433.46
	BIWEEKLY	3,764.54	3,952.79	4,150.39	4,357.87	4,576.80	4,804.57	5,044.87	5,297.05	5,561.96	5,840.07	6,132.08
	HOURLY	47.0588	49.4098	51.8799	54.4734	57.1975	60.0571	63.0809	66.2131	69.5245	73.0009	76.6507
	Step Hold	1	1	1	1	1	1	1	2			
O-33	ANNUAL	107,879.94	113,064.22	118,717.25	124,653.15	130,886.70	137,429.14	144,301.48	151,517.60	159,093.70	167,048.54	175,400.99
	BIWEEKLY	4,141.54	4,348.62	4,566.05	4,794.35	5,034.10	5,285.74	5,550.06	5,827.60	6,118.99	6,424.94	6,746.19
	HOURLY	51.7692	54.3578	57.0758	59.9294	62.9263	66.0717	69.3757	72.8450	76.4874	80.3118	84.3274
	Step Hold	1	1	1	1	1	1	1	2			

Appendix F: Pay and Benefits Committee Proposed Police Pay Plan

Expanded O Scale with 5% between grades PAY PLAN - O												
Pay Grade	Rate	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Recruit (until FTI complete)	Annual	50,263.82	52,777.01	55,415.86	58,186.65	61,095.99	64,150.79	67,358.33	70,726.24	74,262.55	77,975.68	81,874.47
P1	Annual	52,777.01	55,415.86	58,186.65	61,095.99	64,150.79	67,358.33	70,726.24	74,262.55	77,975.68	81,874.47	85,968.19
P2	Annual	55,415.86	58,186.65	61,095.99	64,150.79	67,358.33	70,726.24	74,262.55	77,975.68	81,874.47	85,968.19	90,266.60
P3 / Detective 1	Annual	58,186.65	61,095.99	64,150.79	67,358.33	70,726.24	74,262.55	77,975.68	81,874.47	85,968.19	90,266.60	94,779.93
CPL / Detective 2	Annual	61,095.99	64,150.79	67,358.33	70,726.24	74,262.55	77,975.68	81,874.47	85,968.19	90,266.60	94,779.93	99,518.93
Detective 3	Annual	64,150.79	67,358.33	70,726.24	74,262.55	77,975.68	81,874.47	85,968.19	90,266.60	94,779.93	99,518.93	104,494.87
Sgt - Currently does not exist	Annual	67,358.33	70,726.24	74,262.55	77,975.68	81,874.47	85,968.19	90,266.60	94,779.93	99,518.93	104,494.87	109,719.62
2LT until phased out	Annual	70,726.24	74,262.55	77,975.68	81,874.47	85,968.19	90,266.60	94,779.93	99,518.93	104,494.87	109,719.62	115,205.60
New Combined Lieutenant	Annual	74,262.55	77,975.68	81,874.47	85,968.19	90,266.60	94,779.93	99,518.93	104,494.87	109,719.62	115,205.60	120,965.88
Currently does not exist	Annual	77,975.68	81,874.47	85,968.19	90,266.60	94,779.93	99,518.93	104,494.87	109,719.62	115,205.60	120,965.88	127,014.17
MAJ	Annual	81,874.47	85,968.19	90,266.60	94,779.93	99,518.93	104,494.87	109,719.62	115,205.60	120,965.88	127,014.17	133,364.88
Currently does not exist	Annual	85,968.19	90,266.60	94,779.93	99,518.93	104,494.87	109,719.62	115,205.60	120,965.88	127,014.17	133,364.88	140,033.12
Captain	Annual	90,266.60	94,779.93	99,518.93	104,494.87	109,719.62	115,205.60	120,965.88	127,014.17	133,364.88	140,033.12	147,034.78
Currently does not exist	Annual	94,779.93	99,518.93	104,494.87	109,719.62	115,205.60	120,965.88	127,014.17	133,364.88	140,033.12	147,034.78	154,386.52
MAJ	Annual	99,518.93	104,494.87	109,719.62	115,205.60	120,965.88	127,014.17	133,364.88	140,033.12	147,034.78	154,386.52	162,105.84
Currently does not exist	Annual	104,494.87	109,719.62	115,205.60	120,965.88	127,014.17	133,364.88	140,033.12	147,034.78	154,386.52	162,105.84	170,211.14
LTC	Annual	109,719.62	115,205.60	120,965.88	127,014.17	133,364.88	140,033.12	147,034.78	154,386.52	162,105.84	170,211.14	178,721.69

Appendix G: Comparison of Current, Pay & Benefits Committee Proposed, PFM Proposed, and Fairfax County Department of Human Resources Police Pay Plans

Expanded Police Pay Plan with 5% between grades														
Pay and Benefits Committee, PFM, and DHR Proposals														
PAY PLAN - O														
Current Grade	Pay and Benefits Committee Proposal	PFM Proposal	DHR Proposal	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
P1	Recruit	P1	P1	50,263.82 5.0%	52,777.01 5.0%	55,415.86 5.0%	58,186.65 5.0%	61,095.99 5.0%	64,150.79 5.0%	67,358.33 5.0%	70,726.24 5.0%	74,262.55 5.0%	77,975.68 5.0%	81,874.47 5.0%
P2	P1	P2	P2	52,777.01 5.0%	55,415.86 5.0%	58,186.65 5.0%	61,095.99 5.0%	64,150.79 5.0%	67,358.33 5.0%	70,726.24 5.0%	74,262.55 5.0%	77,975.68 5.0%	81,874.47 5.0%	85,988.19 5.0%
MPO	P2	P3/MPO/Detective 1	MPO-->PoliI	55,415.86 5.0%	58,186.65 5.0%	61,095.99 5.0%	64,150.79 5.0%	67,358.33 5.0%	70,726.24 5.0%	74,262.55 5.0%	77,975.68 5.0%	81,874.47 5.0%	85,988.19 5.0%	90,262.60 5.0%
Sergeant	P3/MPO/Detective 1	-	-	58,186.65 5.0%	61,095.99 5.0%	64,150.79 5.0%	67,358.33 5.0%	70,726.24 5.0%	74,262.55 5.0%	77,975.68 5.0%	81,874.47 5.0%	85,988.19 5.0%	90,262.60 5.0%	94,779.93 5.0%
2nd Lieutenant	P4/Corporal / Detective 2	Sergeant/ 2nd Lt until phase-out	Sergeant/ 2nd Lt until phase-out	61,095.99 5.0%	64,150.79 5.0%	67,358.33 5.0%	70,726.24 5.0%	74,262.55 5.0%	77,975.68 5.0%	81,874.47 5.0%	85,988.19 5.0%	90,262.60 5.0%	94,779.93 5.0%	99,518.93 5.0%
	Detective 3 (if needed)	-	-	64,150.79 5.0%	67,358.33 5.0%	70,726.24 5.0%	74,262.55 5.0%	77,975.68 5.0%	81,874.47 5.0%	85,988.19 5.0%	90,262.60 5.0%	94,779.93 5.0%	99,518.93 5.0%	104,484.87 5.0%
	Sergeant	-	-	67,358.33 5.0%	70,726.24 5.0%	74,262.55 5.0%	77,975.68 5.0%	81,874.47 5.0%	85,988.19 5.0%	90,262.60 5.0%	94,779.93 5.0%	99,518.93 5.0%	104,484.87 5.0%	109,719.62 5.0%
	2nd Lieutenant until phased out	-	-	70,726.24 5.0%	74,262.55 5.0%	77,975.68 5.0%	81,874.47 5.0%	85,988.19 5.0%	90,262.60 5.0%	94,779.93 5.0%	99,518.93 5.0%	104,484.87 5.0%	109,719.62 5.0%	115,005.60 5.0%
	Lieutenant	Lieutenant	Lieutenant	74,262.55 5.0%	77,975.68 5.0%	81,874.47 5.0%	85,988.19 5.0%	90,262.60 5.0%	94,779.93 5.0%	99,518.93 5.0%	104,484.87 5.0%	109,719.62 5.0%	115,005.60 5.0%	120,965.88 5.0%
1st Lieutenant	Lieutenant	Lieutenant	Lieutenant	77,975.68 5.0%	81,874.47 5.0%	85,988.19 5.0%	90,262.60 5.0%	94,779.93 5.0%	99,518.93 5.0%	104,484.87 5.0%	109,719.62 5.0%	115,005.60 5.0%	120,965.88 5.0%	127,014.17 5.0%
		-	-	81,874.47 5.0%	85,988.19 5.0%	90,262.60 5.0%	94,779.93 5.0%	99,518.93 5.0%	104,484.87 5.0%	109,719.62 5.0%	115,005.60 5.0%	120,965.88 5.0%	127,014.17 5.0%	133,364.88 5.0%
		-	-	85,988.19 5.0%	90,262.60 5.0%	94,779.93 5.0%	99,518.93 5.0%	104,484.87 5.0%	109,719.62 5.0%	115,005.60 5.0%	120,965.88 5.0%	127,014.17 5.0%	133,364.88 5.0%	140,033.12 5.0%
Captain	Captain	Captain	Captain	90,262.60 5.0%	94,779.93 5.0%	99,518.93 5.0%	104,484.87 5.0%	109,719.62 5.0%	115,005.60 5.0%	120,965.88 5.0%	127,014.17 5.0%	133,364.88 5.0%	140,033.12 5.0%	147,084.78 5.0%
		-	-	94,779.93 5.0%	99,518.93 5.0%	104,484.87 5.0%	109,719.62 5.0%	115,005.60 5.0%	120,965.88 5.0%	127,014.17 5.0%	133,364.88 5.0%	140,033.12 5.0%	147,084.78 5.0%	154,386.52 5.0%
Major	Major	Major	Major	99,518.93 5.0%	104,484.87 5.0%	109,719.62 5.0%	115,005.60 5.0%	120,965.88 5.0%	127,014.17 5.0%	133,364.88 5.0%	140,033.12 5.0%	147,084.78 5.0%	154,386.52 5.0%	162,105.84 5.0%
		-	-	104,484.87 5.0%	109,719.62 5.0%	115,005.60 5.0%	120,965.88 5.0%	127,014.17 5.0%	133,364.88 5.0%	140,033.12 5.0%	147,084.78 5.0%	154,386.52 5.0%	162,105.84 5.0%	170,211.14 5.0%
Deputy Chief	Deputy Chief	Deputy Chief	Deputy Chief	109,719.62 5.0%	115,005.60 5.0%	120,965.88 5.0%	127,014.17 5.0%	133,364.88 5.0%	140,033.12 5.0%	147,084.78 5.0%	154,386.52 5.0%	162,105.84 5.0%	170,211.14 5.0%	178,721.69 5.0%

*Blue shading denotes grades not currently on pay plan

Appendix H: Maximum Base + Longevity by Rank (jurisdictions with longevity shaded)

Maximum Base + Longevity by Rank (jurisdictions with longevity shaded)					
Non-Competitive, Non-Supervisory			Supervisory		
	Police Officer II \$85,619	Master Police Officer \$89,704	Sergeant \$94,189 2nd Lieutenant \$98,895	1st Lieutenant \$115,308	Captain \$136,397
Fairfax County [2]					
Alexandria City	Police Officer IV \$91,365	Police Officer IV \$91,365	Sergeant \$100,725	Lieutenant \$116,586	Captain \$134,596
Arlington County	Police Officer II \$83,678	Corporal \$87,859	Sergeant \$101,483	Lieutenant \$130,250	Captain \$147,368
District of Columbia [3]	Police Officer \$95,701	Police Officer \$95,701	Sergeant \$117,907	Lieutenant \$133,092	Captain \$149,501
Loudoun County	Deputy Sheriff \$78,563	Master Deputy \$97,089	Sergeant \$99,590 2nd Lieutenant \$106,466	1st Lieutenant \$117,525	Captain \$132,237
Montgomery County [4]	Police Officer III \$92,295	Master Police Officer \$96,908	Sergeant \$106,596	Lieutenant \$123,286	Captain \$140,836
Prince George's County [5]	Corporal \$89,317	Corporal \$89,317	Sergeant \$98,250	Lieutenant \$108,074	Captain \$132,391
Prince William County [6]	Police Officer II \$92,121	Police Officer II \$92,121	Sergeant \$101,097 1st Sergeant \$111,559	Lieutenant \$123,040	Captain \$140,824
Median	\$91,365	\$92,121	\$101,097/\$106,466	\$123,040	\$140,824
Variance	-6.3%	-2.6%	-6.8%/-7.1%	-6.3%	-3.1%

[1] Where no separate master level exists (Alexandria, District of Columbia, Prince George's County, and Prince William County), the highest overall non-supervisory rank is shown

[2] Fairfax: additional 5% step at 15 YOS, additional 5% step at 20 YOS

[3] District of Columbia: Less than 20 YOS: retention allowance of 4.2% of base pay; 15 YOS: longevity payment of 5% of base + retention allowance (1st step); 20+ YOS: retention differential of 5% of base + retention allowance; 20 YOS: longevity payment of 10% of base + retention differential (1st step); 25 YOS: 15% of base + retention differential (1st step); 30 YOS: 20% of base + retention differential (1st step)

[4] Montgomery County: 3.5% of base after 20 YOS; Captain salary includes 10% differential for serving as a Station Commander

[5] Prince George's County: Wages effective 6/30/2015; FY2016 wage increase is to be determined. FY2016 contract specifies a maximum of 2% increase for FY2016 based on the meeting of revenue thresholds in December 2015 and March 2016

[6] Prince William County: 3% of base at 0-10 YOS, 5% of base at 10+ YOS, maximum of \$5,312

Appendix I: 30-Year Career Maximum Base + Longevity, Journey-Level Police Officer

	Fairfax County	Alexandria City	Arlington County	District of Columbia	Loudoun County	Montgomery County	Prince George's County	Prince William County	Rank	Median	Variance
Year 1	\$50,264	\$45,581	\$48,006	\$53,750	\$43,979	\$49,961	\$47,076	\$48,381	2 of 8	\$48,006	4.7%
Year 2	\$52,778	\$47,861	\$52,675	\$57,622	\$47,563	\$50,836	\$48,723	\$51,351	2 of 8	\$50,836	3.8%
Year 3	\$57,949	\$52,764	\$54,519	\$61,746	\$48,990	\$53,954	\$50,185	\$52,635	2 of 8	\$52,764	9.8%
Year 4	\$60,846	\$55,403	\$56,427	\$64,831	\$50,460	\$57,181	\$55,372	\$53,951	2 of 8	\$55,403	9.8%
Year 5	\$63,888	\$57,342	\$58,402	\$64,831	\$51,974	\$60,688	\$57,034	\$55,299	2 of 8	\$57,342	11.4%
Year 6	\$67,082	\$65,432	\$60,446	\$68,075	\$53,533	\$64,318	\$62,928	\$56,682	2 of 8	\$62,928	6.6%
Year 7	\$70,437	\$67,723	\$62,561	\$68,075	\$55,139	\$66,570	\$64,817	\$58,099	1 of 8	\$64,817	8.7%
Year 8	\$73,960	\$70,092	\$64,751	\$71,465	\$56,793	\$68,900	\$66,761	\$59,551	1 of 8	\$66,761	10.8%
Year 9	\$73,960	\$70,092	\$67,017	\$71,465	\$58,497	\$71,312	\$68,764	\$61,040	1 of 8	\$68,764	7.6%
Year 10	\$77,660	\$73,594	\$69,363	\$71,465	\$60,252	\$73,809	\$70,826	\$62,566	1 of 8	\$70,826	9.6%
Year 11	\$77,660	\$76,169	\$71,791	\$75,052	\$62,059	\$76,393	\$72,951	\$64,756	1 of 8	\$72,951	6.5%
Year 12	\$77,660	\$77,921	\$74,303	\$75,052	\$63,921	\$79,067	\$75,140	\$67,016	3 of 8	\$75,052	3.5%
Year 13	\$77,660	\$79,712	\$76,904	\$75,052	\$65,839	\$81,835	\$77,019	\$68,691	3 of 8	\$76,904	1.0%
Year 14	\$77,660	\$81,547	\$79,596	\$78,804	\$67,814	\$84,700	\$78,944	\$70,408	6 of 8	\$78,944	-1.6%
Year 15	\$77,660	\$83,421	\$82,381	\$78,804	\$69,848	\$87,666	\$80,917	\$72,169	6 of 8	\$80,917	-4.0%
Year 16	\$81,542	\$85,340	\$83,678	\$81,604	\$71,944	\$89,174	\$80,917	\$73,973	5 of 8	\$81,604	-0.1%
Year 17	\$81,542	\$87,303	\$83,678	\$85,543	\$74,102	\$89,174	\$82,940	\$75,822	6 of 8	\$83,678	-2.6%
Year 18	\$81,542	\$89,311	\$83,678	\$85,543	\$76,325	\$89,174	\$82,940	\$77,718	6 of 8	\$83,678	-2.6%
Year 19	\$81,542	\$91,365	\$83,678	\$85,543	\$78,563	\$89,174	\$85,014	\$79,661	6 of 8	\$85,014	-4.1%
Year 20	\$81,542	\$91,365	\$83,678	\$85,543	\$78,563	\$89,174	\$87,140	\$81,652	7 of 8	\$85,543	-4.7%
Year 21	\$85,619	\$91,365	\$83,678	\$92,761	\$78,563	\$92,295	\$89,317	\$83,693	5 of 8	\$89,317	-4.1%
Year 22	\$85,619	\$91,365	\$83,678	\$92,761	\$78,563	\$92,295	\$89,317	\$85,786	6 of 8	\$89,317	-4.1%
Year 23	\$85,619	\$91,365	\$83,678	\$92,761	\$78,563	\$92,295	\$89,317	\$87,930	6 of 8	\$89,317	-4.1%
Year 24	\$85,619	\$91,365	\$83,678	\$92,761	\$78,563	\$92,295	\$89,317	\$90,129	6 of 8	\$90,129	-5.0%
Year 25	\$85,619	\$91,365	\$83,678	\$92,761	\$78,563	\$92,295	\$89,317	\$92,121	6 of 8	\$91,365	-6.3%
Year 26	\$85,619	\$91,365	\$83,678	\$95,701	\$78,563	\$92,295	\$89,317	\$92,121	6 of 8	\$91,365	-6.3%
Year 27	\$85,619	\$91,365	\$83,678	\$95,701	\$78,563	\$92,295	\$89,317	\$92,121	6 of 8	\$91,365	-6.3%
Year 28	\$85,619	\$91,365	\$83,678	\$95,701	\$78,563	\$92,295	\$89,317	\$92,121	6 of 8	\$91,365	-6.3%
Year 29	\$85,619	\$91,365	\$83,678	\$95,701	\$78,563	\$92,295	\$89,317	\$92,121	6 of 8	\$91,365	-6.3%
Year 30	\$85,619	\$91,365	\$83,678	\$95,701	\$78,563	\$92,295	\$89,317	\$92,121	6 of 8	\$91,365	-6.3%
20-YR Average	\$72,242	\$72,467	\$69,877	\$72,993	\$61,808	\$73,653	\$69,820	\$64,571	4 of 8	\$69,877	3.4%
25-YR Average	\$74,917	\$76,246	\$72,637	\$76,947	\$65,159	\$77,381	\$73,720	\$69,243	4 of 8	\$73,720	1.6%
30-YR Average	\$76,701	\$78,766	\$74,477	\$80,073	\$67,393	\$79,867	\$76,319	\$73,056	4 of 8	\$76,319	0.5%

Appendix J: 30-Year Career Maximum Base + Longevity, Master Police Officer (where applicable)

	Fairfax County	Alexandria City	Arlington County	District of Columbia	Loudoun County	Montgomery County	Prince George's County	Prince William County	Rank	Median	Variance
Year 1	\$50,264	\$45,581	\$48,006	\$53,750	\$43,979	\$49,961	\$47,076	\$48,381	2 of 8	\$48,006	4.7%
Year 2	\$52,778	\$47,861	\$52,675	\$57,622	\$47,563	\$50,836	\$48,723	\$51,351	2 of 8	\$50,836	3.8%
Year 3	\$57,949	\$52,764	\$54,519	\$61,746	\$48,990	\$53,954	\$50,185	\$52,635	2 of 8	\$52,764	9.8%
Year 4	\$60,846	\$55,403	\$59,248	\$64,831	\$50,460	\$57,181	\$55,372	\$53,951	2 of 8	\$55,403	9.8%
Year 5	\$63,888	\$57,342	\$61,322	\$64,831	\$51,974	\$60,888	\$57,034	\$55,299	2 of 8	\$57,342	11.4%
Year 6	\$67,082	\$65,432	\$63,468	\$68,075	\$53,533	\$65,954	\$62,928	\$56,682	2 of 8	\$63,468	5.7%
Year 7	\$70,437	\$67,723	\$65,689	\$68,075	\$55,139	\$69,899	\$64,817	\$58,099	1 of 8	\$65,689	7.2%
Year 8	\$73,800	\$70,092	\$67,989	\$71,465	\$56,793	\$72,346	\$66,761	\$59,551	1 of 8	\$67,989	8.5%
Year 9	\$77,489	\$70,092	\$70,368	\$71,465	\$58,497	\$74,878	\$68,764	\$61,040	1 of 8	\$70,092	10.6%
Year 10	\$77,489	\$73,594	\$72,831	\$71,465	\$60,252	\$77,499	\$70,826	\$62,566	2 of 8	\$71,465	8.4%
Year 11	\$81,364	\$76,169	\$75,380	\$75,052	\$62,059	\$80,213	\$72,951	\$64,756	1 of 8	\$75,052	8.4%
Year 12	\$81,364	\$77,921	\$78,018	\$75,052	\$63,921	\$83,021	\$75,140	\$67,016	2 of 8	\$75,140	8.3%
Year 13	\$81,364	\$79,712	\$80,749	\$75,052	\$69,131	\$85,927	\$77,019	\$68,691	2 of 8	\$77,019	5.6%
Year 14	\$81,364	\$81,547	\$83,575	\$78,804	\$71,205	\$88,935	\$78,944	\$70,408	4 of 8	\$78,944	3.1%
Year 15	\$81,364	\$83,421	\$86,500	\$78,804	\$73,341	\$92,048	\$80,917	\$72,169	4 of 8	\$80,917	0.6%
Year 16	\$85,432	\$85,340	\$87,859	\$81,604	\$75,541	\$93,631	\$80,917	\$73,973	3 of 8	\$81,604	4.7%
Year 17	\$85,432	\$87,303	\$87,859	\$85,543	\$77,807	\$93,631	\$82,940	\$75,822	5 of 8	\$85,543	-0.1%
Year 18	\$85,432	\$89,311	\$87,859	\$85,543	\$88,156	\$93,631	\$82,940	\$77,118	6 of 8	\$87,859	-2.8%
Year 19	\$85,432	\$91,365	\$87,859	\$85,543	\$90,800	\$93,631	\$85,014	\$79,661	6 of 8	\$87,859	-2.8%
Year 20	\$85,432	\$91,365	\$87,859	\$85,543	\$93,524	\$93,631	\$87,140	\$81,652	7 of 8	\$87,859	-2.8%
Year 21	\$89,704	\$91,365	\$87,859	\$92,761	\$96,330	\$96,908	\$89,317	\$83,693	5 of 8	\$91,365	-1.8%
Year 22	\$89,704	\$91,365	\$87,859	\$92,761	\$97,089	\$96,908	\$89,317	\$85,786	5 of 8	\$91,365	-1.8%
Year 23	\$89,704	\$91,365	\$87,859	\$92,761	\$97,089	\$96,908	\$89,317	\$87,930	5 of 8	\$91,365	-1.8%
Year 24	\$89,704	\$91,365	\$87,859	\$92,761	\$97,089	\$96,908	\$89,317	\$90,129	6 of 8	\$91,365	-1.8%
Year 25	\$89,704	\$91,365	\$87,859	\$92,761	\$97,089	\$96,908	\$89,317	\$92,121	6 of 8	\$92,121	-2.6%
Year 26	\$89,704	\$91,365	\$87,859	\$95,701	\$97,089	\$96,908	\$89,317	\$92,121	6 of 8	\$92,121	-2.6%
Year 27	\$89,704	\$91,365	\$87,859	\$95,701	\$97,089	\$96,908	\$89,317	\$92,121	6 of 8	\$92,121	-2.6%
Year 28	\$89,704	\$91,365	\$87,859	\$95,701	\$97,089	\$96,908	\$89,317	\$92,121	6 of 8	\$92,121	-2.6%
Year 29	\$89,704	\$91,365	\$87,859	\$95,701	\$97,089	\$96,908	\$89,317	\$92,121	6 of 8	\$92,121	-2.6%
Year 30	\$89,704	\$91,365	\$87,859	\$95,701	\$97,089	\$96,908	\$89,317	\$92,121	6 of 8	\$92,121	-2.6%
20-YR Average	\$74,300	\$72,467	\$72,982	\$72,993	\$64,633	\$76,575	\$69,820	\$64,571	2 of 8	\$72,467	2.5%
25-YR Average	\$77,381	\$76,246	\$75,957	\$76,947	\$71,094	\$80,641	\$73,720	\$69,243	2 of 8	\$75,957	1.9%
30-YR Average	\$79,435	\$78,766	\$77,941	\$80,073	\$75,426	\$83,352	\$76,319	\$73,056	3 of 8	\$77,941	1.9%

Appendix K: 30-Year Career Total Direct Cash Compensation, Journey-Level Police Officer

	Fairfax County	Alexandria City	Arlington County	District of Columbia	Loudoun County	Montgomery County	Prince George's County	Prince William County	Rank	Median	Variance
Year 1	\$53,016	\$47,720	\$51,000	\$57,559	\$44,986	\$54,341	\$52,981	\$49,758	3 of 8	\$51,000	4.0%
Year 2	\$56,340	\$50,067	\$55,848	\$61,641	\$48,652	\$56,326	\$54,670	\$52,759	2 of 8	\$54,670	3.1%
Year 3	\$61,678	\$55,120	\$57,762	\$65,988	\$50,112	\$59,652	\$56,169	\$54,061	2 of 8	\$56,169	9.8%
Year 4	\$64,631	\$57,837	\$59,729	\$69,240	\$51,615	\$63,050	\$61,489	\$55,365	2 of 8	\$59,729	8.2%
Year 5	\$67,771	\$59,833	\$61,780	\$69,240	\$53,164	\$66,790	\$63,102	\$56,753	2 of 8	\$61,780	9.7%
Year 6	\$71,068	\$68,170	\$63,902	\$72,660	\$54,758	\$70,662	\$69,147	\$58,155	2 of 8	\$68,170	4.3%
Year 7	\$74,632	\$70,529	\$66,084	\$72,660	\$56,401	\$73,064	\$71,084	\$70,529	1 of 8	\$70,529	5.7%
Year 8	\$78,168	\$72,968	\$68,358	\$76,234	\$58,093	\$75,550	\$73,077	\$61,055	1 of 8	\$72,968	7.1%
Year 9	\$78,168	\$72,965	\$70,711	\$76,234	\$59,836	\$78,122	\$75,131	\$62,564	1 of 8	\$72,965	7.1%
Year 10	\$81,987	\$76,572	\$73,132	\$76,234	\$61,631	\$80,785	\$77,246	\$64,102	1 of 8	\$76,234	7.5%
Year 11	\$81,987	\$79,224	\$75,653	\$80,014	\$63,480	\$83,541	\$79,401	\$66,314	2 of 8	\$79,224	3.5%
Year 12	\$81,987	\$81,028	\$78,262	\$80,014	\$65,384	\$86,394	\$81,646	\$68,596	2 of 8	\$80,014	2.5%
Year 13	\$81,987	\$82,871	\$80,948	\$80,014	\$67,346	\$89,345	\$83,572	\$70,285	4 of 8	\$80,948	1.3%
Year 14	\$81,987	\$84,762	\$83,743	\$83,969	\$69,366	\$92,401	\$85,546	\$72,026	6 of 8	\$83,969	-2.4%
Year 15	\$81,987	\$86,694	\$86,636	\$83,969	\$71,447	\$95,665	\$87,570	\$73,810	6 of 8	\$86,636	-5.4%
Year 16	\$85,956	\$88,672	\$87,983	\$86,921	\$73,591	\$97,121	\$87,570	\$75,639	6 of 8	\$87,570	-1.8%
Year 17	\$85,957	\$90,696	\$87,983	\$91,074	\$75,799	\$97,121	\$89,555	\$77,514	6 of 8	\$89,555	-4.0%
Year 18	\$85,957	\$92,766	\$87,983	\$91,074	\$78,072	\$97,121	\$89,555	\$79,435	6 of 8	\$89,555	-4.0%
Year 19	\$85,957	\$94,884	\$87,983	\$91,074	\$80,362	\$97,121	\$91,681	\$81,405	6 of 8	\$91,074	-5.6%
Year 20	\$85,957	\$94,884	\$87,983	\$91,074	\$80,362	\$97,121	\$93,861	\$83,424	6 of 8	\$91,074	-5.6%
Year 21	\$90,165	\$94,884	\$87,983	\$98,882	\$80,362	\$100,450	\$96,094	\$85,493	5 of 8	\$94,884	-5.0%
Year 22	\$90,165	\$94,884	\$87,983	\$98,882	\$80,362	\$100,450	\$96,094	\$87,614	5 of 8	\$94,884	-5.0%
Year 23	\$90,165	\$94,884	\$87,983	\$98,882	\$80,362	\$100,450	\$96,094	\$89,788	5 of 8	\$94,884	-5.0%
Year 24	\$90,165	\$94,884	\$87,983	\$98,882	\$80,362	\$100,450	\$96,094	\$92,017	6 of 8	\$94,884	-5.0%
Year 25	\$90,165	\$94,884	\$87,983	\$98,882	\$80,362	\$100,450	\$96,094	\$94,037	6 of 8	\$94,884	-5.0%
Year 26	\$90,165	\$94,884	\$87,983	\$101,781	\$80,362	\$100,450	\$96,094	\$94,037	6 of 8	\$94,884	-5.0%
Year 27	\$90,165	\$94,884	\$87,983	\$101,781	\$80,362	\$100,450	\$96,094	\$94,037	6 of 8	\$94,884	-5.0%
Year 28	\$90,165	\$94,884	\$87,983	\$101,781	\$80,362	\$100,450	\$96,094	\$94,037	6 of 8	\$94,884	-5.0%
Year 29	\$90,165	\$94,884	\$87,983	\$101,781	\$80,362	\$100,450	\$96,094	\$94,037	6 of 8	\$94,884	-5.0%
Year 30	\$90,165	\$94,884	\$87,983	\$101,781	\$80,362	\$100,450	\$96,094	\$94,037	6 of 8	\$94,884	-5.0%
20-YR Average	\$76,354	\$75,413	\$73,673	\$77,844	\$63,223	\$80,560	\$76,203	\$66,131	3 of 8	\$75,413	1.2%
25-YR Average	\$79,116	\$79,307	\$76,535	\$82,012	\$66,651	\$84,538	\$80,181	\$70,863	5 of 8	\$79,307	-0.2%
30-YR Average	\$80,958	\$81,903	\$78,443	\$85,307	\$68,936	\$87,190	\$82,833	\$74,725	5 of 8	\$81,903	-1.2%

**Appendix L: 30-Year Career Total Direct Cash Compensation, Master Police Officer
(where applicable)**

	Fairfax County	Alexandria City	Arlington County	District of Columbia	Loudoun County	Montgomery County	Prince George's County	Prince William County	Rank	Median	Variance
Year 1	\$53,016	\$47,720	\$51,000	\$57,559	\$44,986	\$55,393	\$52,981	\$49,758	3 of 8	\$51,000	4.0%
Year 2	\$56,340	\$50,067	\$55,848	\$61,641	\$48,652	\$56,326	\$54,670	\$52,759	2 of 8	\$54,670	3.1%
Year 3	\$61,678	\$55,120	\$57,762	\$65,988	\$50,112	\$59,652	\$56,169	\$54,061	2 of 8	\$56,169	9.8%
Year 4	\$64,631	\$57,837	\$62,659	\$69,240	\$51,615	\$63,050	\$61,489	\$55,385	2 of 8	\$61,489	5.1%
Year 5	\$67,771	\$59,833	\$64,812	\$69,240	\$53,104	\$66,790	\$63,102	\$66,753	2 of 8	\$63,102	7.4%
Year 6	\$71,068	\$68,170	\$67,041	\$72,660	\$54,758	\$72,407	\$69,147	\$58,155	3 of 8	\$68,170	4.3%
Year 7	\$74,532	\$70,529	\$69,332	\$72,660	\$56,401	\$76,615	\$71,084	\$59,582	2 of 8	\$70,529	5.7%
Year 8	\$78,003	\$72,968	\$71,720	\$76,234	\$58,093	\$79,224	\$73,077	\$61,055	2 of 8	\$72,968	6.9%
Year 9	\$81,811	\$72,965	\$74,191	\$76,234	\$59,836	\$81,925	\$75,131	\$62,564	2 of 8	\$74,191	10.3%
Year 10	\$81,811	\$76,572	\$76,734	\$76,234	\$61,631	\$84,721	\$77,246	\$64,102	2 of 8	\$76,572	6.8%
Year 11	\$85,810	\$79,224	\$79,381	\$80,014	\$63,480	\$87,616	\$79,401	\$66,314	2 of 8	\$79,381	8.1%
Year 12	\$85,810	\$81,028	\$82,121	\$80,014	\$65,384	\$90,611	\$81,646	\$68,596	2 of 8	\$81,028	5.9%
Year 13	\$85,810	\$82,871	\$84,941	\$80,014	\$70,713	\$93,710	\$83,572	\$70,285	2 of 8	\$82,871	3.5%
Year 14	\$85,810	\$84,762	\$87,876	\$83,969	\$72,835	\$96,918	\$85,546	\$72,026	3 of 8	\$84,762	1.2%
Year 15	\$85,810	\$86,694	\$90,914	\$83,969	\$75,020	\$100,239	\$87,570	\$73,810	5 of 8	\$86,694	-1.0%
Year 16	\$89,972	\$88,672	\$92,325	\$86,921	\$77,270	\$101,875	\$87,570	\$75,639	3 of 8	\$87,570	2.7%
Year 17	\$89,972	\$90,696	\$92,325	\$91,074	\$79,588	\$101,875	\$89,555	\$77,514	5 of 8	\$90,696	-0.8%
Year 18	\$89,972	\$92,766	\$92,325	\$91,074	\$90,174	\$101,875	\$89,555	\$79,435	6 of 8	\$91,074	-1.2%
Year 19	\$89,972	\$94,884	\$92,325	\$91,074	\$92,879	\$101,875	\$91,681	\$81,405	7 of 8	\$92,325	-2.5%
Year 20	\$89,972	\$94,884	\$92,325	\$91,074	\$95,665	\$101,875	\$93,861	\$83,424	7 of 8	\$93,861	-4.1%
Year 21	\$94,382	\$94,884	\$92,325	\$98,682	\$98,535	\$105,370	\$96,094	\$85,493	6 of 8	\$96,094	-1.8%
Year 22	\$94,382	\$94,884	\$92,325	\$98,682	\$99,312	\$105,370	\$96,094	\$87,614	6 of 8	\$96,094	-1.8%
Year 23	\$94,382	\$94,884	\$92,325	\$98,682	\$99,312	\$105,370	\$96,094	\$89,788	6 of 8	\$96,094	-1.8%
Year 24	\$94,382	\$94,884	\$92,325	\$98,682	\$99,312	\$105,370	\$96,094	\$92,017	6 of 8	\$96,094	-1.8%
Year 25	\$94,382	\$94,884	\$92,325	\$98,682	\$99,312	\$105,370	\$96,094	\$94,037	6 of 8	\$96,094	-1.8%
Year 26	\$94,382	\$94,884	\$92,325	\$101,781	\$99,312	\$105,370	\$96,094	\$94,037	6 of 8	\$96,094	-1.8%
Year 27	\$94,382	\$94,884	\$92,325	\$101,781	\$99,312	\$105,370	\$96,094	\$94,037	6 of 8	\$96,094	-1.8%
Year 28	\$94,382	\$94,884	\$92,325	\$101,781	\$99,312	\$105,370	\$96,094	\$94,037	6 of 8	\$96,094	-1.8%
Year 29	\$94,382	\$94,884	\$92,325	\$101,781	\$99,312	\$105,370	\$96,094	\$94,037	6 of 8	\$96,094	-1.8%
Year 30	\$94,382	\$94,884	\$92,325	\$101,781	\$99,312	\$105,370	\$96,094	\$94,037	6 of 8	\$96,094	-1.8%
20-YR Average	\$78,479	\$75,413	\$76,898	\$77,844	\$66,113	\$83,729	\$76,203	\$66,131	2 of 8	\$76,203	3.0%
25-YR Average	\$81,659	\$79,307	\$79,983	\$82,012	\$72,722	\$88,057	\$80,181	\$70,863	3 of 8	\$79,983	2.1%
30-YR Average	\$83,780	\$81,903	\$82,040	\$85,307	\$77,153	\$90,942	\$82,833	\$74,725	3 of 8	\$82,040	2.1%

Appendix M: Police Compensation Comparisons Applying Proposed Pay Plan

Note: FY2016 police pay plan levels are basis for adjusted wages

Current and Adjusted Police Officer Entry Base Pay

	Current Entry Base Pay (O-17-2)	Adjusted Entry Base Pay (O-17-1)
Fairfax County	\$50,264	\$50,264
Alexandria City	\$45,581	\$45,581
Arlington County	\$48,006	\$48,006
District of Columbia	\$53,750	\$53,750
Loudoun County	\$43,979	\$43,979
Montgomery County	\$49,961	\$49,961
Prince George's County	\$46,610	\$46,610
Prince William County	\$47,299	\$47,299
Median (exclu Fairfax Co)	\$47,299	\$47,299
Fairfax County Variance from Median	6.3%	6.3%
Fairfax County Rank	2 of 8	2 of 8

Current and Adjusted Police Officer Maximum Base + Longevity (Journey Level POII rank)

	Current Maximum Base + Longevity (O-18)	Adjusted Maximum Base + Longevity (POII, O-18)
Fairfax County	\$85,619	\$85,968
Alexandria City	\$91,365	\$91,365
Arlington County	\$83,678	\$83,678
District of Columbia	\$95,701	\$95,701
Loudoun County	\$78,563	\$78,563
Montgomery County	\$92,295	\$92,295
Prince George's County	\$89,317	\$89,317
Prince William County	\$92,121	\$92,121
Median (exclu Fairfax Co)	\$91,365	\$91,365
Fairfax County Variance from Median	-6.3%	-5.9%
Fairfax County Rank	6 of 8	6 of 8

Current and Adjusted Police Officer Maximum Base + Longevity (Master Police Officer rank)

	Current Maximum Base + Longevity (O-19)	Maximum Base + Longevity (O-19)
Fairfax County	\$89,704	\$90,267
Alexandria City	\$91,365	\$91,365
Arlington County	\$87,859	\$87,859
District of Columbia	\$95,701	\$95,701
Loudoun County	\$97,089	\$97,089
Montgomery County	\$96,908	\$96,908
Prince George's County	\$89,317	\$89,317
Prince William County	\$92,121	\$92,121
Median (exclu Fairfax Co)	\$92,121	\$92,121
Fairfax County Variance from Median	-2.6%	-2.0%
Fairfax County Rank	6 of 8	6 of 8

Current and Adjusted First-Line Supervisor Maximum Base + Longevity

	Current Maximum Base + Longevity (O-20)	Adjusted Maximum Base + Longevity (O-21)
Fairfax County	\$94,189^[a]/\$98,895^[b]	\$99,519
Alexandria City	\$100,725	\$100,725
Arlington County	\$101,483	\$101,483
District of Columbia	\$117,907	\$117,907
Loudoun County	\$99,590 ^[a] /\$106,466 ^[b]	\$99,590 ^[a] /\$106,466 ^[b]
Montgomery County	\$106,596	\$106,596
Prince George's County	\$97,277	\$97,277
Prince William County	\$101,097 ^[a] /\$111,559 ^[c]	\$101,097 ^[a] /\$111,559 ^[c]
Median (exclu Fairfax Co)	\$101,097/\$106,466	\$101,097/\$106,466
Fairfax County Variance from Median	-6.8%/-7.1%	-1.9%/-6.5%
Fairfax County Rank	8 of 8 / 7 of 8	7 of 8 / 7 of 8

[a] Sergeant
[b] 2nd Lieutenant
[c] 1st Sergeant

Current and Adjusted Second-Line Supervisor Maximum Base + Longevity

	Current Maximum Base + Longevity (O-26)	Adjusted Maximum Base + Longevity (O-26)
Fairfax County	\$115,308^[a]	\$127,014
Alexandria City	\$116,586	\$116,586
Arlington County	\$130,250	\$130,250
District of Columbia	\$133,092	\$133,092
Loudoun County	\$117,525 ^[a]	\$117,525 ^[a]
Montgomery County	\$123,286	\$123,286
Prince George's County	\$107,004	\$107,004
Prince William County	\$123,040	\$123,040
Median (exclu Fairfax Co)	\$123,040	\$123,040
Fairfax County Variance from Median	-6.3%	3.2%
Fairfax County Rank	7 of 8	3 of 8

[a] 1st Lieutenant

Current and Adjusted Third-Line Supervisor Maximum Base + Longevity

	Current Maximum Base + Longevity (O-29)	Adjusted Maximum Base + Longevity (O-29)
Fairfax County	\$136,397	\$147,035
Alexandria City	\$134,596	\$134,596
Arlington County	\$147,368	\$147,368
District of Columbia	\$149,501	\$149,501
Loudoun County	\$132,237	\$132,237
Montgomery County	\$140,836	\$140,836
Prince George's County	\$131,080	\$131,080
Prince William County	\$140,824	\$140,824
Median (exclu Fairfax Co)	\$140,824	\$140,824
Fairfax County Variance from Median	-3.1%	4.4%
Fairfax County Rank	5 of 8	3 of 8