

# COCHISE COUNTY

## Market Compensation FY 2020 Entering Year Three of Three Year Plan



***Public Programs...Personal Service***

## COCHISE COUNTY

### Prior Model

- Did not investment in our people.
  - One-time Salary Adjustments, COLAs
  - Wages effectively frozen
  - Fell behind the Market
- 32 Pay Ranges
  - Not adjusted to market, inflation, CPI

### New Model

- Performance Based
- Six Pay Bands
- Budgeted at Market
- Salary Range:
  - 20% above market
  - 20% below market

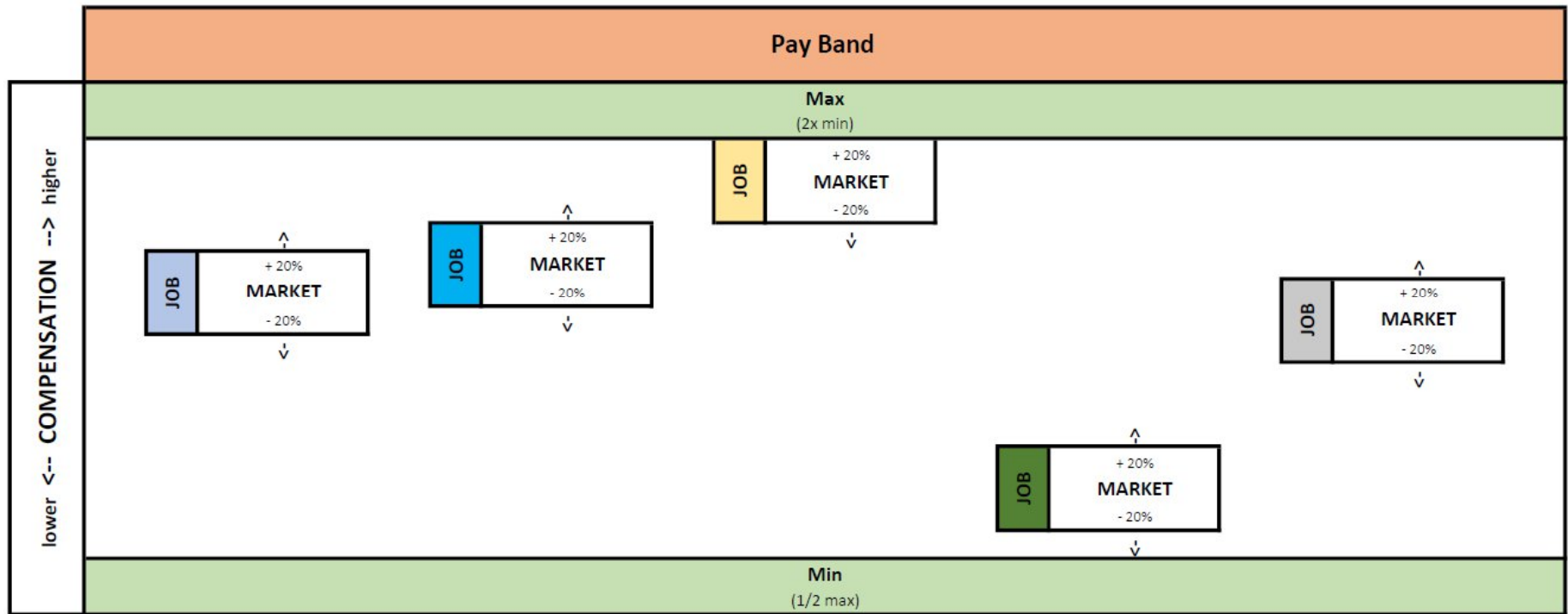


# Milestones

- 2016 - BOS adoption of new pay bands
- 2017 – Judicial adoption of new pay bands
- 2018 – BOS adopts three year comp plan
- FY 17/18 – BOS funds year one
- FY 18/19 – BOS funds year two



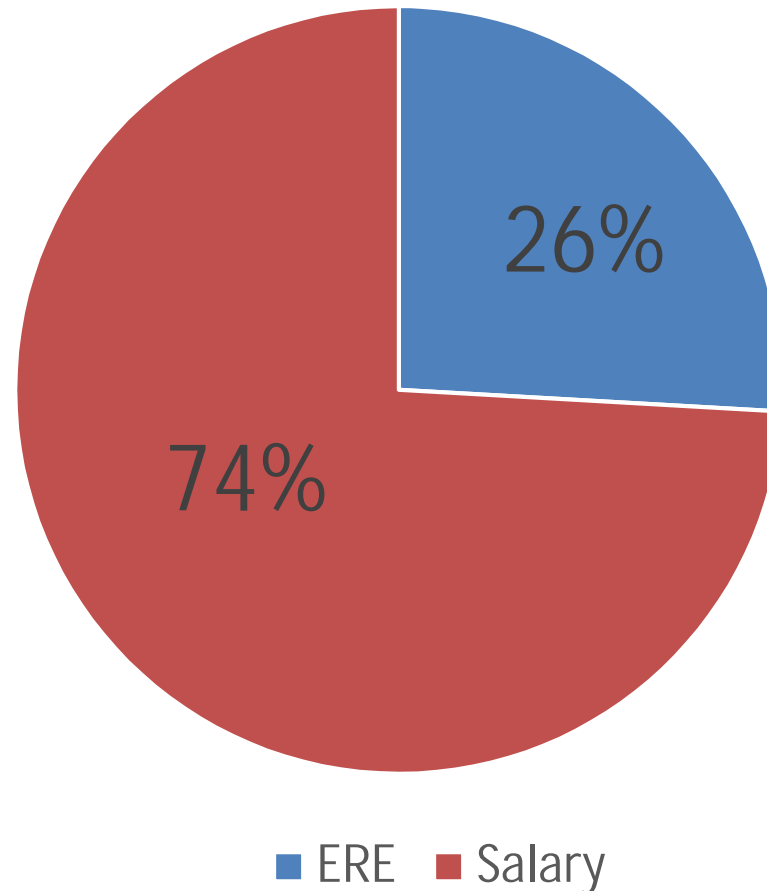
# Pay Bands



## COCHISE COUNTY

# Employee Related Expenses (ERE)

- FICA – 7.65%
- ASRS – 12.1%
- WC - 0.14%
- Health Insurance –  
– \$6,625 annually



# Market Pricing Compensation

- Sources:
  - Arizona Association of Counties
  - League of Arizona Cities and Towns
  - AZ Office of Economic Opportunity
  - PayScale
  - Comparators – mid size counties:
    - Coconino, Mohave, Navajo, Yavapai, Yuma



## Finding Median

- Analyze the salary surveys to find median
- Median will washout “outliers”
  - Median: middle number in a range of numbers
    - 34, 39, 44, 56, 58, 60, 62
    - Median = 56
    - Average = 50

# COCHISE COUNTY

## Finding Market

FY20 Market Analysis						
Classification:	Deputy Sheriff					
Department:	Sheriff's Office			Cochise Rank (1 = highest paid)	3	
Sources:	AACO LGSBS			Counties Reporting:	5	
Pay Band:	D	41,000	82,000			
	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Average</b>	<b>Median</b>	<b>Incumbants</b>
Cochise County	41,000	61,500	82,000	51,217	51,450	67
	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Actual</b>	<b>Incumbants</b>	
<b>Coconino</b>	52,233	62,374	72,514	54,373	37	
<b>Mohave</b>	40,539	51,699	62,858	48,587	51	
<b>Navajo</b>	40,438	45,493	50,548	43,547	25	
<b>Yavapai</b>	48,540	60,766	72,992	53,302	92	
<b>Yuma</b>	48,235	62,442	76,648	50,752	54	
	Mid Avg	56,555	Act Avg	50,112	Compa Ratio	
	Mid Median	60,766	Act Med	50,752	102%	



# COCHISE COUNTY

## Finding Market

FY20 Market Analysis						
Classification:	Detention Officer					
Department:	Sheriff, Juvenile Detention			Cochise Rank (1 = highest paid)	4	
Sources:	AACO LGSBS			Counties Reporting:	5	
Pay Band:	C	30,000	60,000			
	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Average</b>	<b>Median</b>	<b>Incumbants</b>
Cochise County	30,000	45,000	60,000	34,045	32,000	83
	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Actual</b>	<b>Incumbants</b>	
<b>Coconino</b>	34,961	43,177	51,393	37,609	33	
<b>Mohave</b>	30,264	42,276	54,288	33,571	88	
<b>Navajo</b>	29,335	33,002	36,669	30,068	7	
<b>Yavapai</b>	36,211	45,340	54,468	36,299	80	
<b>Yuma</b>	36,650	47,279	57,907	38,272	123	
	Mid Avg	42,215	Act Avg	35,164	Compa Ratio	
	Mid Median	43,177	Act Med	36,299	97%	



# COCHISE COUNTY

## Finding Market

FY20 Market Analysis						
Classification:	Probation Officer, Lead Probation Officer					
Department:	Adult Probation			Cochise Rank (1 = highest paid)	5	
Sources:	AACO LGSBS			Counties Reporting:	5	
Pay Band:	D	41,000	82,000			
	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Average</b>	<b>Median</b>	<b>Incumbants</b>
Cochise County	41,000	61,500	82,000	43,618	41,000	20
	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Actual</b>	<b>Incumbants</b>	
<b>Coconino</b>	48,202	59,530	70,857	52,992	29	
<b>Mohave</b>	42,557	63,409	84,260	48,261	49	
<b>Navajo</b>	35,742	40,210	44,677	35,742	4	
<b>Yavapai</b>	48,540	60,766	72,992	49,633	43	
<b>Yuma</b>	45,365	61,308	77,251	52,686	22	
	Mid Avg	57,044	Act Avg	47,863	Compa Ratio	
	Mid Median	60,766	Act Med	49,633	91%	



# COCHISE COUNTY

## Finding Market

FY20 Market Analysis						
Classification:	Attorney (I, II, III, Deputy CAO)					
Department:	PDO, LDO, OLA, CAO			Cochise Rank (1 = highest paid)	6	
Sources:	AACO LGSBS			Counties Reporting:	5	
Pay Band:	E	55,500	125,000			
	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Average</b>	<b>Median</b>	<b>Incumbants</b>
Cochise County	55,500	90,250	125,000	80,728	79,500	26
	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Actual</b>	<b>Incumbants</b>	
<b>Coconino</b>	78,523	96,976	115,429	82,498	6	
<b>Mohave</b>	69,306	69,306	69,306	87,182	11	
<b>Navajo</b>	74,971	74,971	74,971	84,102	5	
<b>Yavapai</b>	83,020	83,020	83,020	85,273	17	
<b>Yuma</b>	74,568	74,568	74,568	83,699	9	
	Mid Avg	79,768	Act Avg	84,551	Compa Ratio	
	Mid Median	74,971	Act Med	84,102	95%	



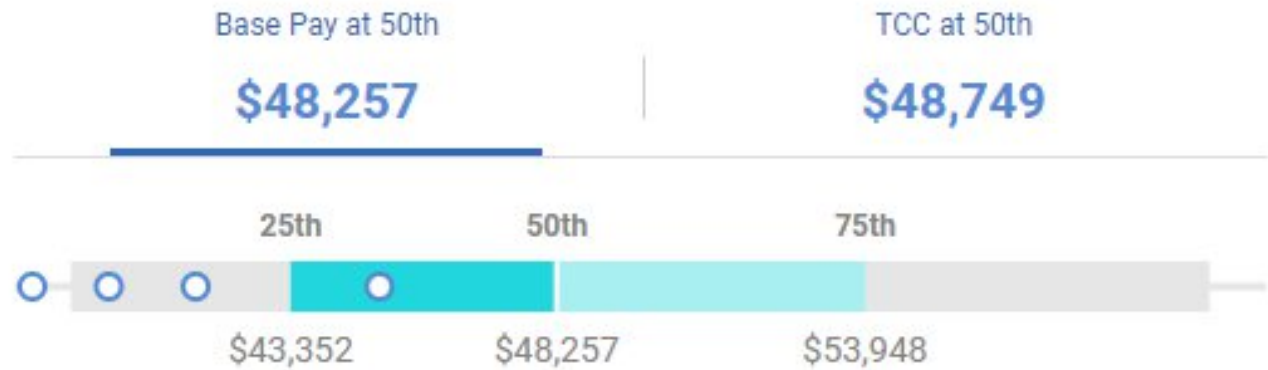
# Considerations

## ACCOUNTANT I [Edit Job](#)

### Market Spread

Annual ▾

📍 Location **Sierra Vista, AZ**



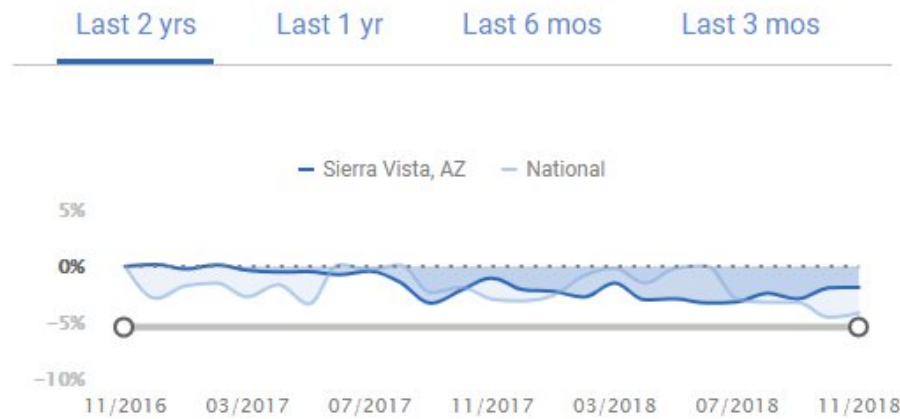
# COCHISE COUNTY

## Considerations

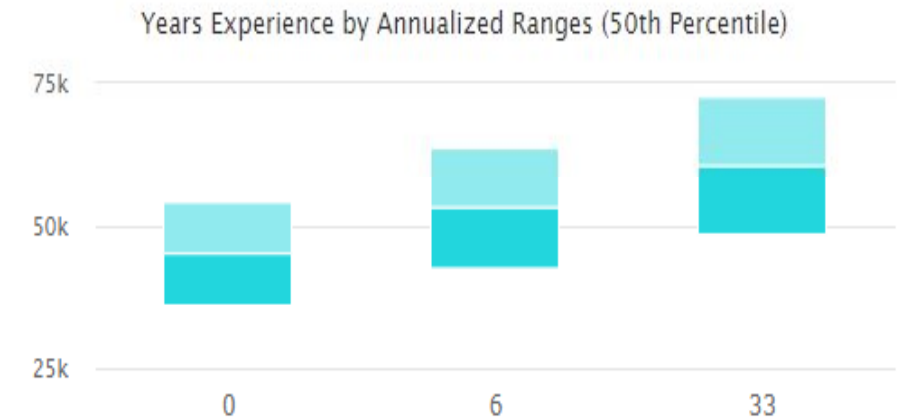
### Salary Trend

**-1.9%** Moved In **11/2016 - 11/2018**

The salary trend is based on PayScale job title Staff Accountant.



### Market Trend



## Department Flexibility

- Positions budgeted at market
- Supervisor Discretion
  - Employee within market?
  - Consider performance?
- Guidelines:
  - range – 20% above or below market
  - Within budget, & sustainable year over year



## Moving Target

- Annual Market Analysis at budget time
  - Annual local government surveys
- Watching for Trends – must be nimble
  - Who are we losing employees to?
    - In response to market trends/internal decisions
  - Who are we recruiting from?
    - College grads, changes in labor pool, laterals/promotions, etc...

