



2019/2020 Budget

Cochise County Sheriff's
Office

Making Cochise County
Great Again

April 29, 2019

Thad J. Smith, Chief Deputy
Rea Anne Servia, Admin Manager
Sam Farris, Commander
Tom Alinen, Commander
Kenny Bradshaw, Commander
Curtis Wilkins, Lieutenant



Introduction by
Chief Thad Smith



FY Summaries

FY18/19:

Budget – 16,481,692.00 (As of April 12th - expended 77%)

FY17/18:

Budget - 16,252,377.00 (expended - 97.58%)

FY16/17

Budget - 16,233,186.00 (expended - 97.23%)

FY15/16:

Budget - 15,885,544.00 (expended - 98.99%)

FY14/15:

Budget - 15,316,471.00 (expended - 98.95%)

FY13/14:

Budget - 15,115,161.00 (expended - 98.81%)



FY 18/19 Budget Comparisons

County	Sheriff's Office FY19 Budgeted Expenses	FY19 Total Budgeted General Fund	% of Budgeted General Fund	FY18 Actual Expenses General Fund	FY18 Total Expenses General Fund	% of Actual General Fund	Remarks
Cochise	16,196,692	83,408,179	19.42%	15,408,879	56,435,156	27.30%	Rank lowest
Coconino*	10,192,060	86,241,123	11.82%	9,459,391	52,446,471	18.04%	Jail District \$16,302,714 not included. Total 25,762,105.00
Mohave	27,163,998	87,614,554	31.00%	24,904,071	78,832,107	31.59%	
Navajo	12,214,446	43,907,188	27.82%	9,950,000	35,041,920	28.39%	
Yavapai	21,512,734	107,047,412	20.10%	23,977,959	102,830,888	23.32%	Jail District \$18,548,500 not included. Total 42,526,459.00
Yuma	11,072,386	91,432,342	12.11%	10,643,972	72,276,190	14.73%	Jail District \$21,272,250 not included. Total 31,916,222.00
* FY18 available							



Comparisons

- CCSO FY20 GF request is 23.88% of FY19 GF total
- FY20 request 3.94% below Navajo S.O FY19 level
- FY19 Navajo S.O. received 8.4% more of county's GF than CCSO FY19
- FY19 Mohave S.O. received 11.58% more of county's GF than CCSO FY19
- Cochise S.O. has 88 deputies, 76 detention officers
- Mohave S.O. has 89 deputies, 101 detention officers
- Navajo S.O. has 45 deputies, 47 detention officers
- Cochise S.O. FTE – 196
- Mohave S.O. FTE – 260
- Navajo S.O. FTE – 146



FY 19/20 Budget

FY20 Expenses (GF)

- Personnel – 16,043,809.00
- Operating – 3,226,812.00
- Total (GF) – (19,270,621.00)**

*See worksheet for specifics

- **Revenue (GF) – 252,259.00**

FY19 GF request 17,655,155.00

FY19 GF funding 16,481,692.00 (-1,173,463.00)

- Salaries 3100 – underfunded ERE
- Salaries 3200 – underfunded wages/ERE
- Salaries 3300 – underfunded O.T./temp wages
- Unfunded sex offender positions x2
- FY19 wages 81% total budget
- FY19 fleet 9% total budget
- FY19 all other operating expenses 10%



Special Operations/Support Service Division



- Community Outreach
- Major Crimes
- Street Crimes
- Financial Crimes
- SABRE
- K9s
- Animal Control
- Evidence
- Records
- Sex Offenders
- Search and Rescue



FY19/20 Funding Request

- New PIO Position
- Overtime Money
- Comp-Time Payouts
- Portable Radio Batteries





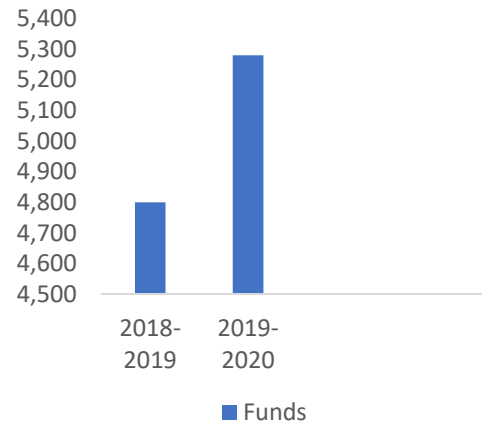
Assistant Public Information Officer

- CCSO has only one PIO.
- PIO has many roles within CCSO – Support Services Supervisor (Records, Sex Crimes Unit, and Four Remote Substations), Facebook administrator, Twitter administrator, Event Organizer, Prisoner Extraditions Officer, and the Sheriff Liaison Officer to the Public.
- PIO is constantly on on-duty or call 24/7
- Being continuously on call for CCSO is strenuous on family life.
- Estimated cost factors: Base Salary \$40,000 ERE \$7,768 Health Insurance \$6,600

Increase CF3100 Funding Line Budget by \$18,000

- The CF3100 overtime funding line has a budget of \$12,000.
- At the present overtime expenditure rate on this line item, it will fall short by \$18,000.
- It has historically been underfunded over the years.
- CF3100 is used to cover overtime involving activities by the Community Oriented Policing Deputies, Evidence Custodians, Records Secretaries, Honor Guard Deputies, Animal Control Officers and the Civil Deputy.
- Overtime activities generally fall into the following categories: Participation at Public Events, Crime Scene Investigations, Transcribing Witness or Suspect Statements, Honoring the Deceased, Responding to Critical Animals Calls and Handling Writs of Execution.
- At times, work load prohibits the use of flextime in order to meet the daily demands of the community thus overtime becomes a necessity.





- Due to new county policies, there are no identified funds to pay for the annual comp-time pay out to employees at the end of the fiscal year.
- Last year the comp-time pay out to civilian employees (animal control officers, evidence custodians and secretaries) was \$4,800.
- We are requesting \$5,280 be added to a Comp-Time Pay line in the budget which reflects a 10% increase due to increases in public services and salaries.

Provide Funding for Annual
Comp-Time Pay Out



Portable Radio Batteries



The Sheriff's Office needs to purchase a batch of **ONE** hundred IMPRES Li-ion batteries for the APX portable radios. The projected cost is \$11,400.00.

The Sheriff's Office has no line item budget for this purchase. 2017 was the last time batteries were purchased through the county's IT Department.

A deputy's battery failure on a portable radio is a law enforcement safety issue and the communities if he/she is unable to provide the needed services away from his patrol unit.

IMPRES Li-ion batteries have an expected two year life cycle.



Detention Division

2019/2020 Budget Requests

FY19/20 Funding Requests

- K9 Vehicle
- Comp-Time Payout
- Holiday
- Overtime





K-9 Vehicle for new Detention K-9

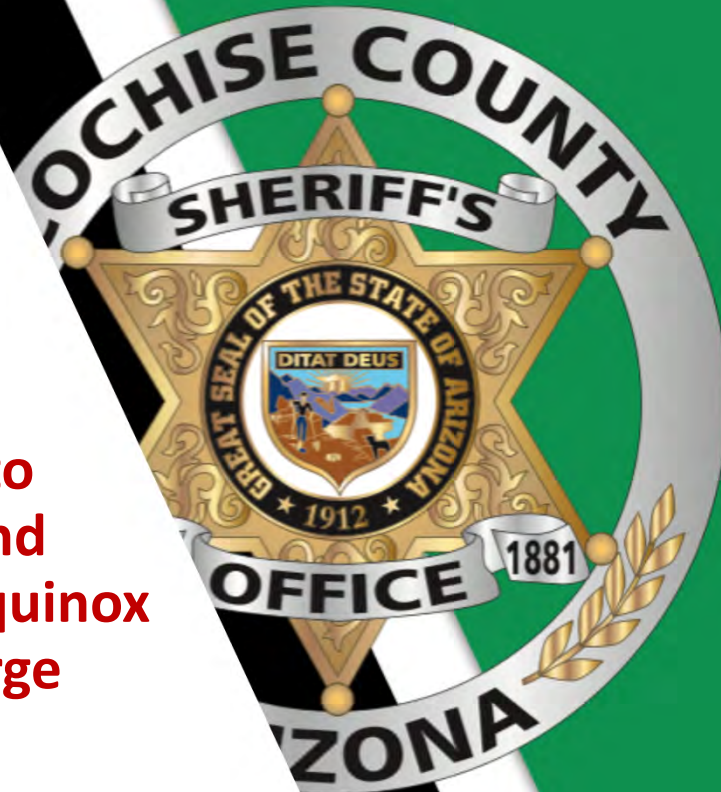
- The Sheriff's Office Detention Division is acquiring a K-9 to assist in narcotics detection in the jails of Cochise County. The handler will need to transport the County owned K-9 to and from the main jail and their residence and to the satellite jails.





K-9 Vehicle for new Detention K-9 to transport K-9 to and from the jail and residence and to satellite jails. Chevy Equinox or equal, equipped with a kennel large enough for a large Labrador.

- Per Fleet Services the cost of a new Equinox would be approximately \$26,200.00**

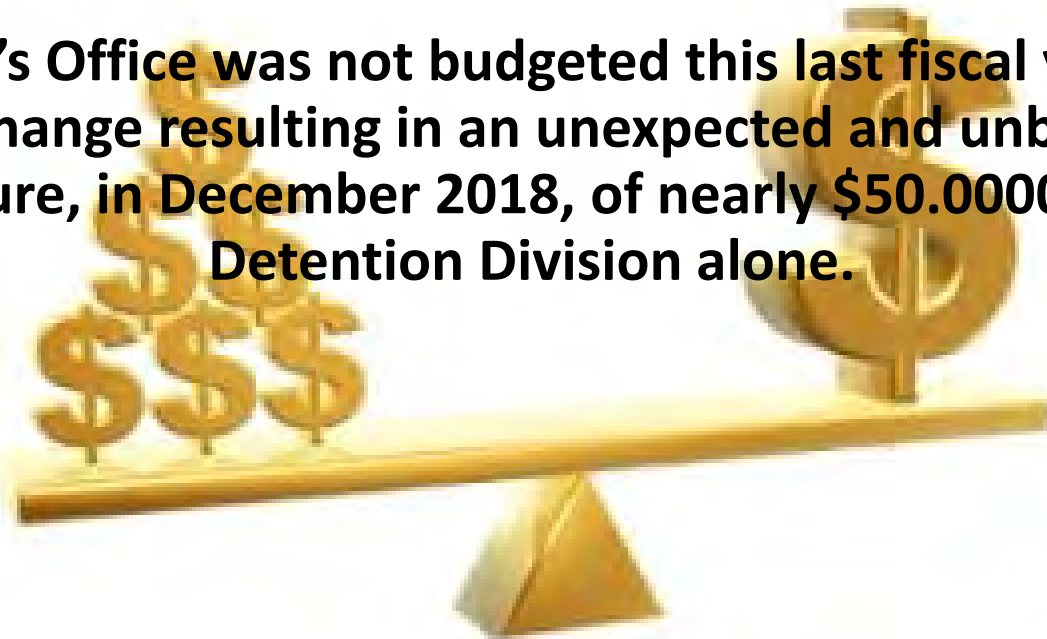


Comp Time Pay Out

- With the implementation of the new county policy on compensatory time (pay out every year) the Sheriff's Office Detention Division is requesting an increase of \$60,000.00 in our budget to cover these costs.
- The Sheriff's Office Detention Division prides itself in the responsible use of compensatory and overtime. In the jail world the unexpected happens quite often such as medical/hospital duty, security issues and health and safety concerns that causes the increase or additional use of compensatory time.



- **The Sheriff's Office was not budgeted this last fiscal year for this policy change resulting in an unexpected and unbudgeted expenditure, in December 2018, of nearly \$50.0000.00 in the Detention Division alone.**



Holiday Pay

With the implementation of the new county policy on Holiday Pay (double time for holiday worked) the Sheriff's Office Detention Division is requesting an increase of \$55,000.00 in our budget to cover these costs.





- The Sheriff's Office was not budgeted this last fiscal year for this policy change resulting in an unexpected and unbudgeted expenditure, in December 2018.
- This budget increase would allow the Detention Division to pay our staff that work all holidays, all shifts without having to use precious allocations from other funds.



Overtime

The Sheriff's Office has not been adequately funded for overtime for the last 10 years causing funds to be diverted from other areas to cover these expenses.





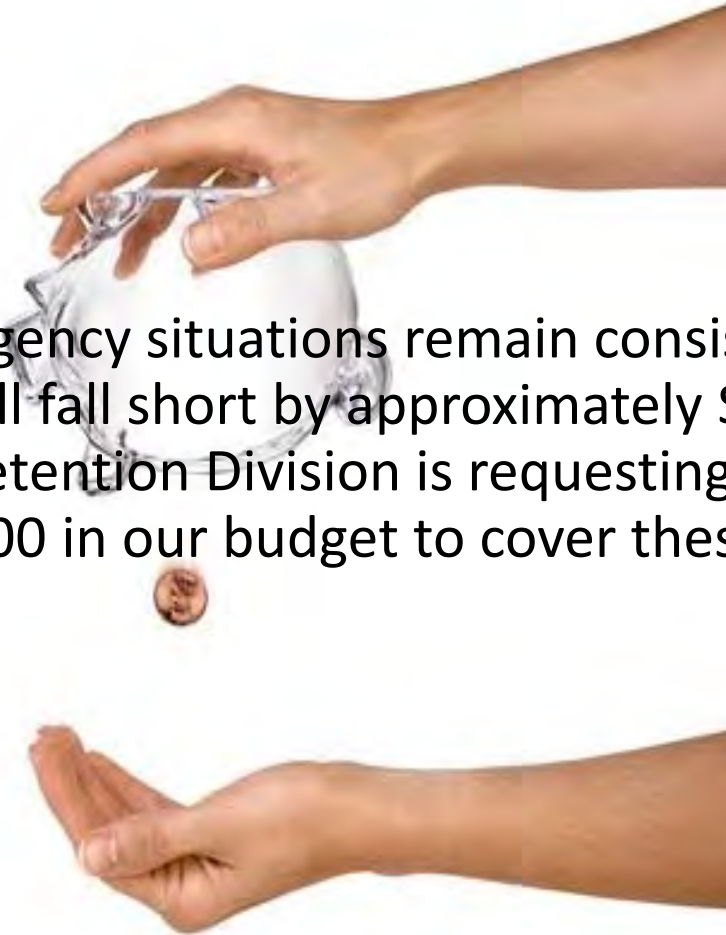
- The overtime budget for the Detention division has not been increased for at least 10 years. As a result of the market value compensation program Detention Officer salaries have deservedly increased resulting in a higher hourly wage and more overtime funds used for less hours worked. Innovative programs like the part time Detention Officer program and the implementation of 12 hour shifts have greatly reduced the amount of overtime spent.





On July 22, 2018 a 12 hour shift schedule was adopted by the Detention Division. A significant reduction in overtime hours has been realized as a result. Even with this reduction the average overtime expended each pay period is \$6,912.00 times 26 pay periods equals \$179,712.00. Detention is currently budgeted \$78,000.00 in overtime.

	7/14/2018	28-Jul	11-Aug	25-Aug	8-Sep	22-Sep	6-Oct	20-Oct	3-Nov	17-Nov	1-Dec	15-Dec	29-Dec	Total
Total Expended	10,646.71	8,330.87	6,217.81	8,421.25	4,883.64	6,735.31	7,457.85	6,298.22	7,296.95	8,350.65	7,544.58	4,501.38		86,685.22



- If staffing and emergency situations remain consistent, the current overtime budget will fall short by approximately \$100,000.00. The Sheriff's Office Detention Division is requesting an increase of \$100,000.00 in our budget to cover these costs.

Patrol Operations Division



SAM FARRIS
COMMANDER



FY 19/20 FUNDING REQUESTS

EQUIPMENT NEEDS

- DRONE PROGRAM
- SWAT TEAM
- IFAK (FIRST AID)

COMPENSATION

- OVERTIME
- HOLIDAY
- COMPENSATORY
- TRAINING

Leading The Way



DRONE PROGRAM

- DJI Mavic pro – area searches, tactical operations
- DJI Phantom 4 or DJI Mavic - Scene reconstruction
- DJI Spark -Tactical operations, area searches

APPLICATION/BENEFITS

- Area Searches
- Real-time Tactical Information
- Crime Scene and Accident Investigation
 - Improved Measurement Accuracy
 - Reduction in on scene time of 33%
- Low Training and Operating Cost
- 24/7 Rapid Deployability with IR Camera

ASSOCIATED COSTS

- \$18,000 Initial Expense
 - 3 Drone Platforms
 - Reconstruction Software
 - Training for 6 Pilots
- \$600 Annual Fee
 - Software Subscription



S.W.A.T

- 5 Ballistic Helmets, Vests and Plates
- 1 Ballistic Rifle Shield

APPLICATION/BENEFITS

- Establishes Acquisition and Replacement Plan
- Team Responsibilities/Activities
 - County-Wide Responses (24/7)
 - 13 Call Outs in 2018
 - High Risk Warrants
 - High Risk Barricades
 - 23 Team Members

ASSOCIATED COSTS

- \$25,000 Initial Expense
 - 5 Helmets
 - 5 Vests
 - 5 Plates
 - 1 Rifle Shield
- \$17,000 Annual Expense
 - Replacement Program



IFAK

- 100 Tourniquets
- 100 IFAKs (Individual First Aid Kits)

APPLICATION/BENEFITS

- Establishes Acquisition and Replacement Plan
- IFAK's
 - Life Saving Tools for First Responders
 - Improve Survivability Related to Trauma
 - Deputies and Citizens Benefit
 - Particularly in Rural Areas
 - Mitigates EMS Response Times

ASSOCIATED COSTS

- \$20,000 Initial Expense
 - 100 Tourniquets
 - 100 IFAKs
- \$12,000 Annual Expense
 - Replacement Program



Overtime Budget

- Increase in Funding

APPLICATION/BENEFITS

- Remedy Underfunding of Overtime Budget
- No Increase in Past Ten Years
 - Sgt. Salaries Have Increased Approx. 26%
 - Deputy Salaries Have Increased Approx. 13%
 - Current OT Budget Cap is \$108,500

ASSOCIATED COSTS

- \$220,576 Annual Expense



Holiday Double Time Pay

- Increase in Funding

APPLICATION/BENEFITS

- Remedy Underfunding of Holiday Pay Budget
- New Unfunded County Policy
 - Expected to Cost CCSO Approx. \$152,604
 - Due to Requirement of Double Time Pay
 - Currently No Budget Exists for This

ASSOCIATED COSTS

- \$152,604 Annual Expense



Compensatory Time Budget

- Increase in Funding

APPLICATION/BENEFITS

- Remedy Underfunding of Comp Time Budget
- Needed for Unanticipated Events
 - Affords Managers Flexibility
 - To Ensure Appropriate Staffing Levels

ASSOCIATED COSTS

- \$140,000 Annual Expense



Training Budget

- Increase in Funding

APPLICATION/BENEFITS

- Remedy Underfunding of Training Budget
- No Increase in Past Ten Years
 - Current Budget is \$30,990
 - Does Not Meet Needs of the Agency

ASSOCIATED COSTS

- \$62,000 Annual Expense



Cochise County Sheriff's Office

Salary Survey 2019

Lieutenant Curtis Wilkins

Introduction

- This is a 5 year analysis of the salary market data the Sheriff's Office and County have used in an attempt to reach and maintain a competitive market value for all employees. We want to show the successes and highlight the need to maintain yearly market analysis and a merit system based on the employee's education, productivity and organizational value to justify a pay increase.





Market Survey History

- We are in year 3 of a 3 year roll out where the goal is to increase the salary budget for CCSO by \$1,050,000 to bring the entire Sheriff's department to market value
- 2017 CCSO received \$400,000 and the market used was all of the AZ counties
- 2018 CCSO received \$250,000 and the market used was the agreed upon 6 AZ counties
- 2019 CCSO received TBD and the market used is now 5 AZ counties



Agencies Compared

- Our salary comparisons were done in 3 groups:
- 1) Overall state comparisons
- 2) Arizona County comparisons
 - Coconino
 - Mohave
 - Navajo
 - Yavapai
 - Yuma
- 3) Local city agency comparisons



Comparison Parameters

1) Minimum (min), midpoint (mid) and maximum (max) salary range



2) Actual average pay (mean)- this is the true average pay at the time of the survey of the actual employees



Average pay ranges were then calculated for each position and compared to CCSO



Median pay-which is the middle number in a range of pay figures

Example of a Comparison

ADMINISTRATIVE ASSISTANT

2019

<u>Agency</u>	<u>Pay Range</u>			<u>Average Pay</u>
	Min	Mid	Max	
1) Coconino	37,992	46,920	55,848	41,534
2) Mohave	28,829	40,269	51,709	36,141
3) Navajo	29,335	33,002	36,669	30,900
4) Pima				
5) Yavapai	36,221	45,345	54,468	38,397
6) Yuma	39,562	51,044	62,525	46,218
Market Averages	34,387.80	43,315.80	52,243.80	38,638.00
Market Median	36,221	45,345	54,468	38,397
Cochise	30,458	37,650	44,841	37,027

Range Type	Market	CCSO	Difference	%Difference
	Average	CCSO Actual		
Actual	38638	37027	-1611	-4.17%
Maximum	52243	44841	-7402	-14.17%
Middle	43315	37650	-5665	-13.08%
Minimum	34387	30458	-3929	-11.43%
	Median	CCSO Actual	Difference	% Difference
Actual	38397	37027	-1370	-3.57%
Maximum	54468	44841	-9627	-17.67%
Middle	45345	37650	-7695	-16.97%
Minimum	36221	30458	-5763	-15.91%



Lessons Learned

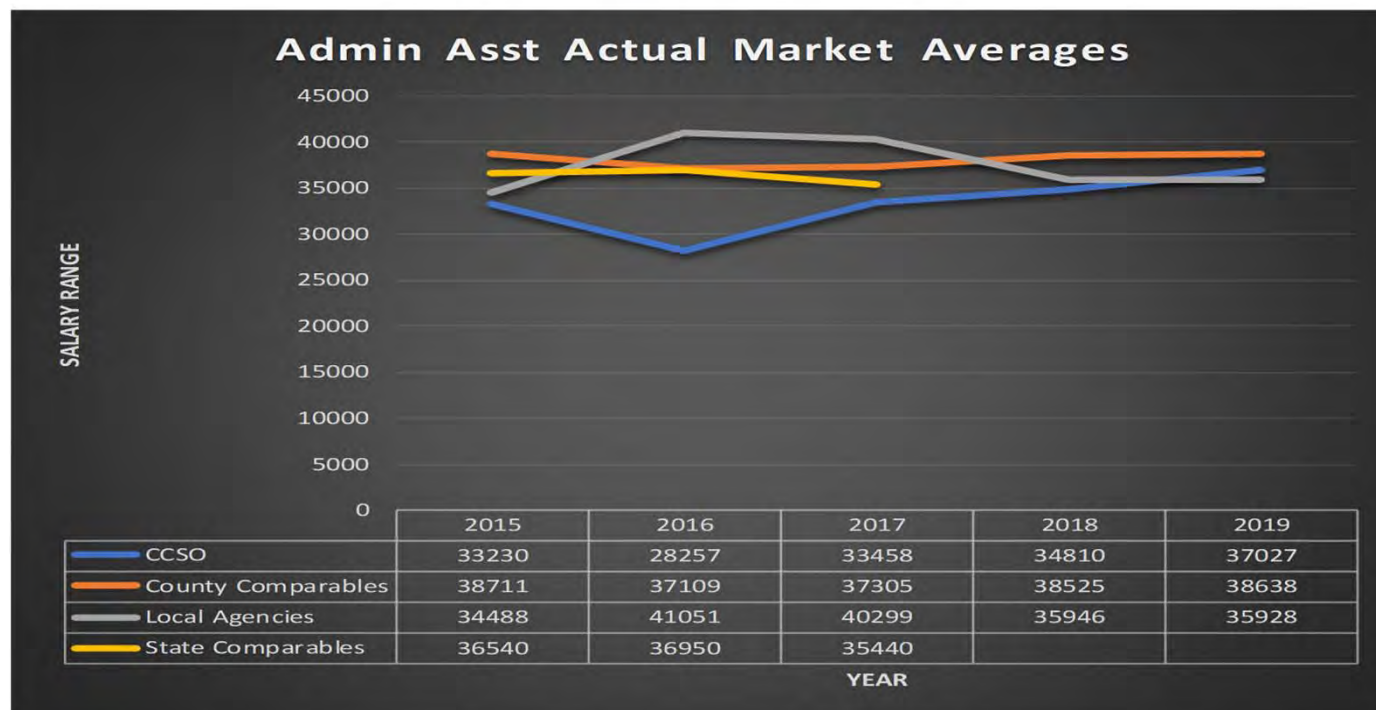
- According to the consumer price index inflation calculator, \$1 dollar in 2015 has the same buying power as \$1.08 in 2019. This is an 8% increase over a 5 year period or 1.6% growth per year. The simple fact is the county needs to maintain market adjustments and conduct a market analysis yearly for their employees. Allowing employees to fall behind the market even a couple of years is demoralizing to the employee and requires a larger payment to catch them up to their market value.



Here Comes the Data

- The following graphs are comparisons of the 5 year trends for CCSO, the 5 county comparables, local city agencies, and state data comparables.
- The following charts are for the current year comparing CCSO and the 5 comparable counties.

<u>Year</u>	<u>% Below</u>	<u>CCSO</u>	<u>5 Counties</u>	<u>Local</u>	<u>State</u>
2015	14.16%	33230	38711	34488	36540
2016	23.85%	28257	37109	41051	36950
2017	10.31%	33458	37305	40299	35440
2018	9.64%	34810	38525	35946	
2019	4.17%	37027	38638	35928	

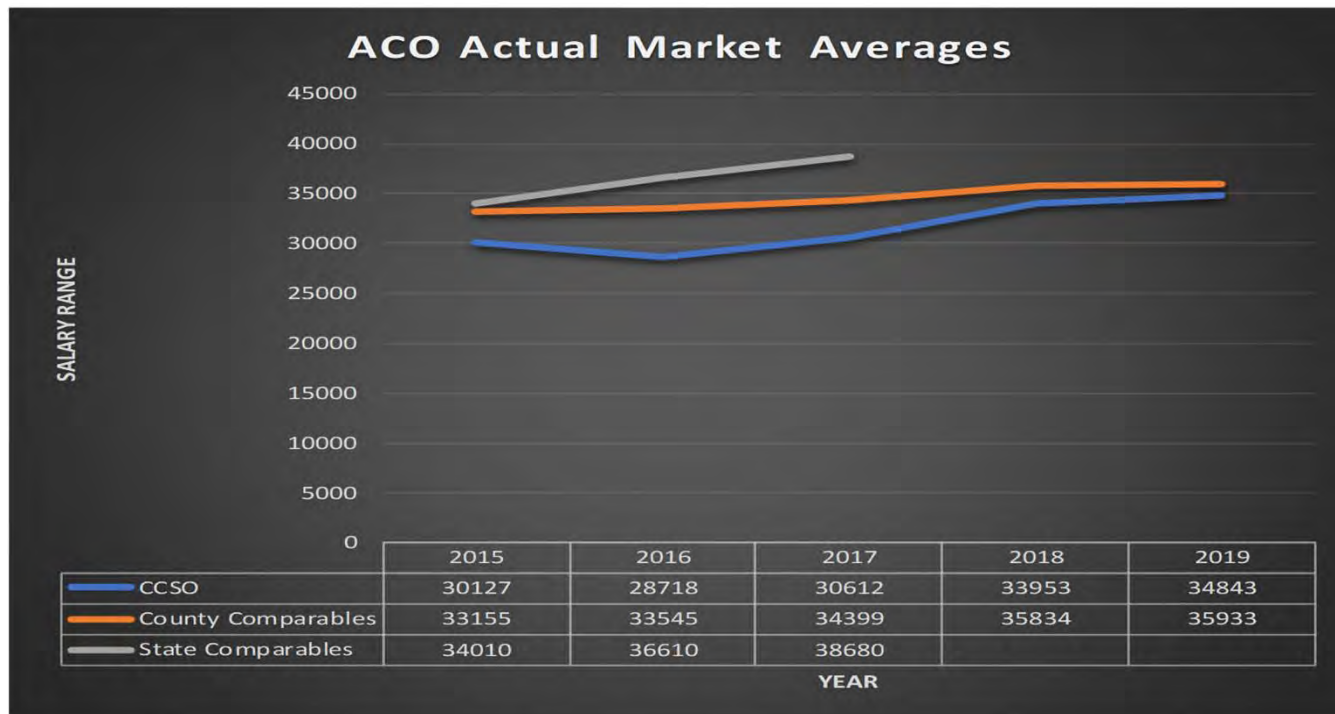


Administrative Assistant 2019

<u>Agency</u>	<u>Pay Range</u>			<u>Average Pay</u>
	Min	Mid	Max	
1) Coconino	37,992	46,920	55,848	41,534
2) Mohave	28,829	40,269	51,709	36,141
3) Navajo	29,335	33,002	36,669	30,900
4) Pima				
5) Yavapai	36,221	45,345	54,468	38,397
6) Yuma	39,562	51,044	62,525	46,218
Market Averages	34,387.80	43,315.80	52,243.80	38,638.00
Market Median	36,221	45,345	54,468	38,397
Cochise	30,458	37,650	44,841	37,027

Range Type	Market	CCSO	Difference	%Difference
	Average	CCSO Actual		
Actual	38638	37027	-1611	-4.17%
Maximum	52243	44841	-7402	-14.17%
Middle	43315	37650	-5665	-13.08%
Minimum	34387	30458	-3929	-11.43%
	Median	CCSO Actual	Difference	% Difference
Actual	38397	37027	-1370	-3.57%
Maximum	54468	44841	-9627	-17.67%
Middle	45345	37650	-7695	-16.97%
Minimum	36221	30458	-5763	-15.91%

<u>Year</u>	<u>% Below</u>	<u>CCSO</u>	<u>5 Counties</u>	<u>Local</u>	<u>State</u>
2015	9.13%	30127	33155		34010
2016	14.39%	28718	33545		36610
2017	11.01%	30612	34399		38680
2018	5.25%	33953	35834		
2019	3.03%	34843	35933		

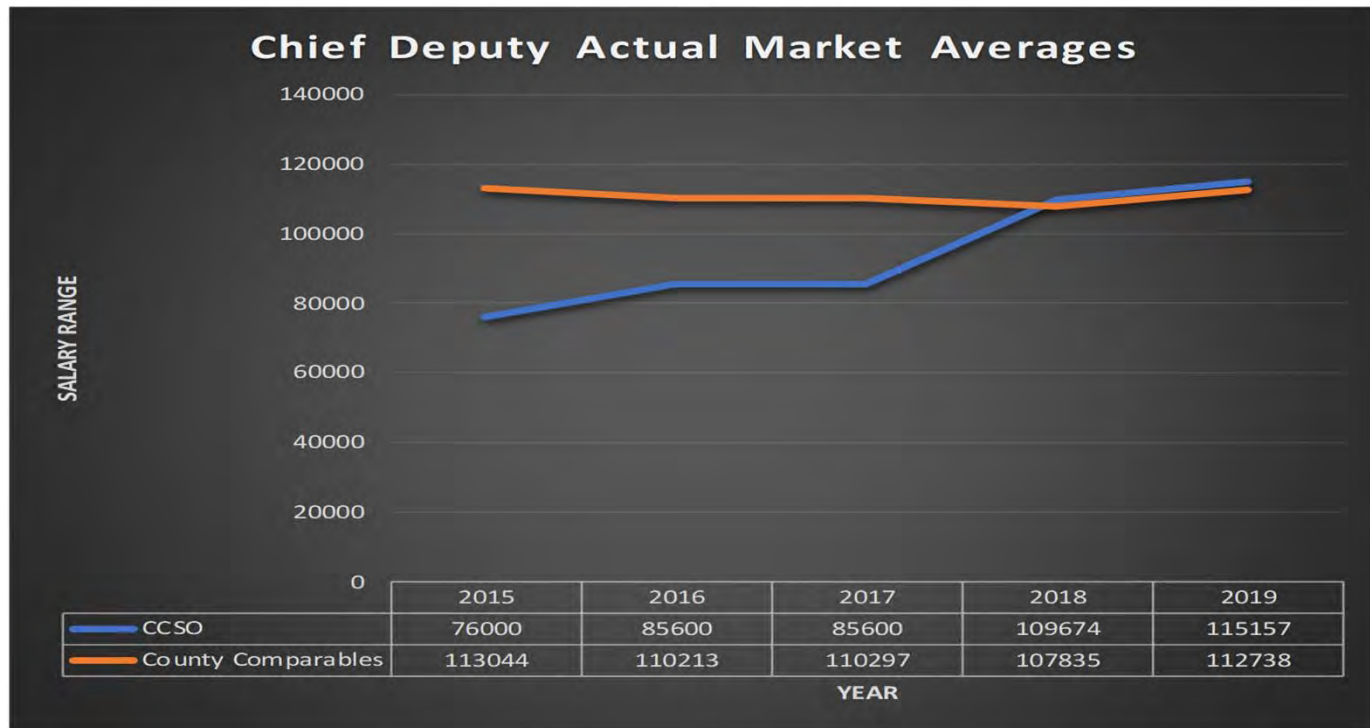


Animal Control Officer 2019

<u>Agency</u>	<u>Pay Range</u>			<u>Actual</u>
	Min	Mid	Max	<u>Average Pay</u>
1) Coconino	37,992	46,738	55,484	46,070
2) Mohave	28,829	36,754	44,678	34,939
3) Navajo	24,076	27,086	30,096	27,019
4) Pima				
5) Yavapi	32,854	41,129	49,404	37,485
6) Yuma	29,994	38,688	47,382	34,154
Market Average	30,749	38,079	45,409	35,933
Market Median	29,994	38,688	47,382	34,939
Cochise	29,799	36,559	43,318	34,843

<u>Range Type</u>	Market	CCSO	<u>Difference</u>	<u>%Difference</u>
	<u>Average</u>	<u>CCSO Actual</u>		
Actual	35933	34843	-1090	-3.03%
Maximum	45409	43318	-2091	-4.60%
Middle	38079	36559	-1520	-3.99%
Minimum	30749	29799	-950	-3.09%
	<u>Median</u>	<u>CCSO Actual</u>	<u>Difference</u>	<u>%Difference</u>
Actual	34939	34843	-96	-0.27%
Maximum	47382	43318	-4064	-8.58%
Middle	38688	36559	-2129	-5.50%
Minimum	29994	29799	-195	-0.65%

<u>Year</u>	<u>% Below</u>	<u>CCSO</u>	<u>5 Counties</u>
2015	32.77%	76000	113044
2016	22.33%	85600	110213
2017	22.39%	85600	110297
2018	-1.71%	109674	107835
2019	-2.15%	115157	112738

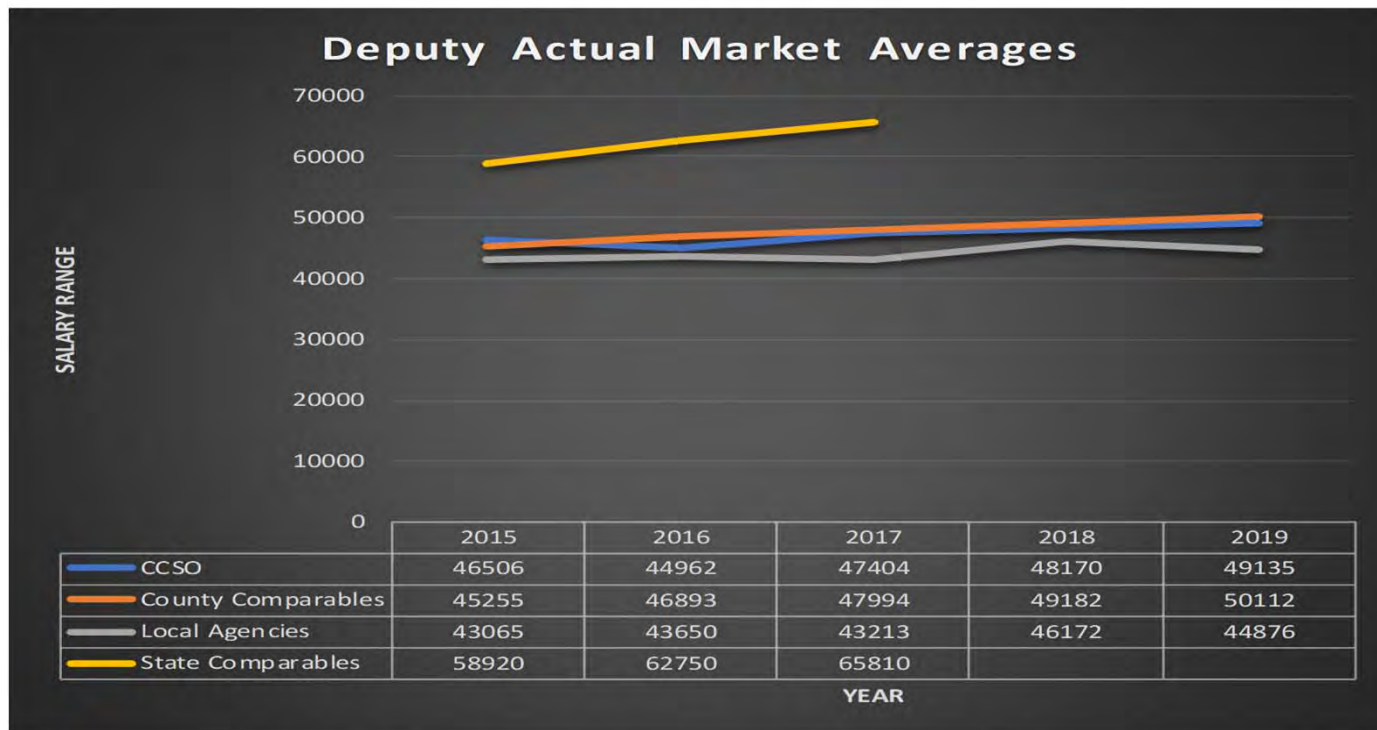


CHIEF DEPUTY 2019

<u>Agency</u>	<u>Pay Range</u> No pay ranges given	<u>Average Pay</u>
Cochise		115,157
1) Coconino		128,566
2) Mohave		118,601
3) Navajo		84,999
4) Pima		
5) Yavapai		126,984
6) Yuma		104,541
Actual market average		112,738

Market	CCSO		
<u>Average</u>	<u>CCSO Actual</u>	Difference	% Difference
112738	115157	2419	2.15%
<u>Median</u>	<u>CCSO Actual</u>		
118,601	115157	-3444	-2.90%

Year	% Below	CCSO	5 Counties	Local	State
2015	-2.76%	46506	45255	43065	58920
2016	4.12%	44962	46893	43650	62750
2017	1.23%	47404	47994	43213	65810
2018	2.06%	48170	49182	46172	
2019	1.95%	49135	50112	44876	

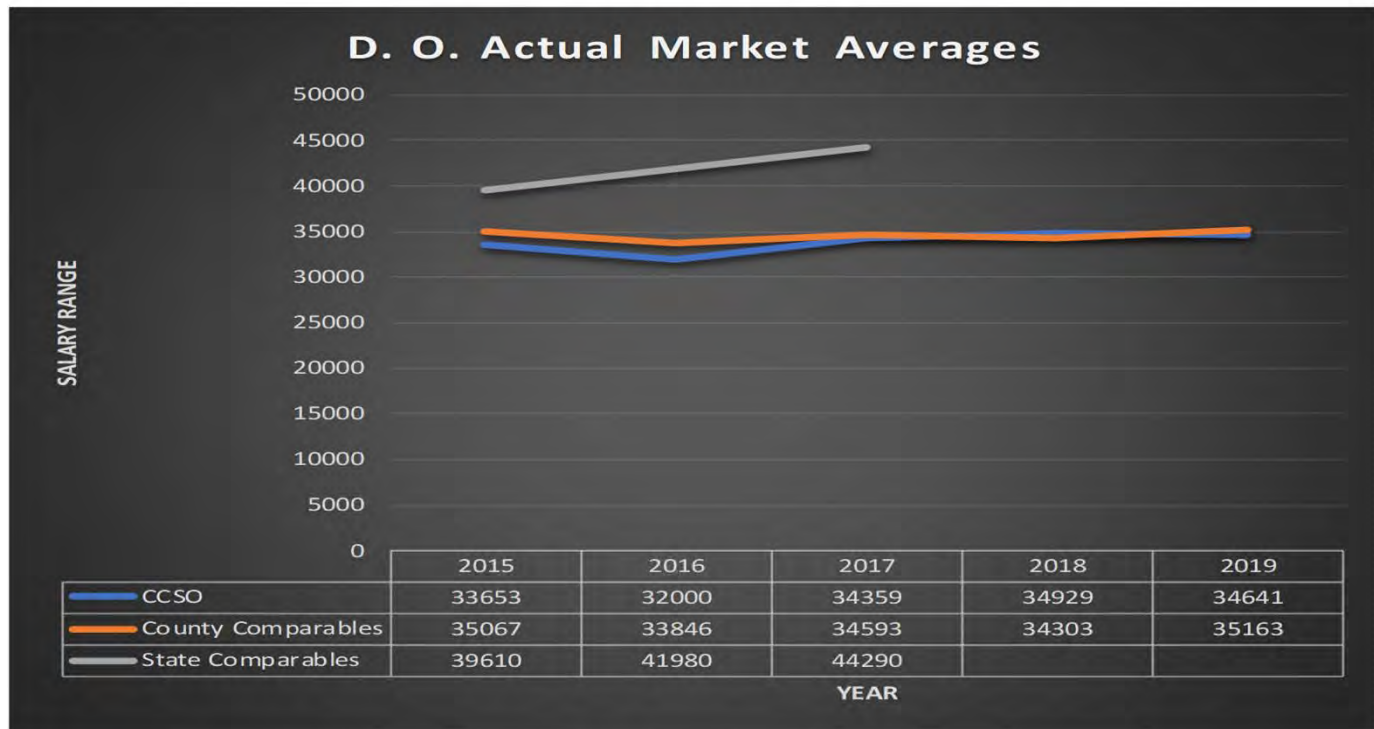


DEPUTY 2019

<u>Agency</u>	<u>Pay Range</u>			<u>Actual Average Pay</u>
	Min	Mid	Max	
1) Coconino	52,233	62,374	72,514	54,373
2) Mohave	40,539	51,699	62,858	48,587
3) Navajo	40,438	45,493	50,548	43,547
4) Pima				
5) Yavapi	48,540	60,766	72,992	53,302
6) Yuma	48,235	62,442	76,648	50,752
Market Average	45,997	56,555	67,112	50,112
Market Median	48,235	60,766	72,514	50,752
Cochise	45,150	54,600	64,050	49,135

Range Type	Market	CCSO	Difference	%Difference
	Average	CCSO Actual		
Actual	50112	49135	-977	-1.95%
Maximum	67112	64050	-3062	-4.56%
Middle	56555	54600	-1955	-3.46%
Minimum	45997	45150	-847	-1.84%
	Median	CCSO Actual	Difference	%Difference
Actual	50752	49135	-1617	-3.19%
Maximum	72514	64050	-8464	-11.67%
Middle	60766	54600	-6166	-10.15%
Minimum	48235	45150	-3085	-6.40%

<u>Year</u>	<u>% Below</u>	<u>CCSO</u>	<u>5 Counties</u>	<u>Local</u>	<u>State</u>
2015	4.03%	33653	35067		39610
2016	5.45%	32000	33846		41980
2017	0.68%	34359	34593		44290
2018	-1.82%	34929	34303		
2019	1.48%	34641	35163		

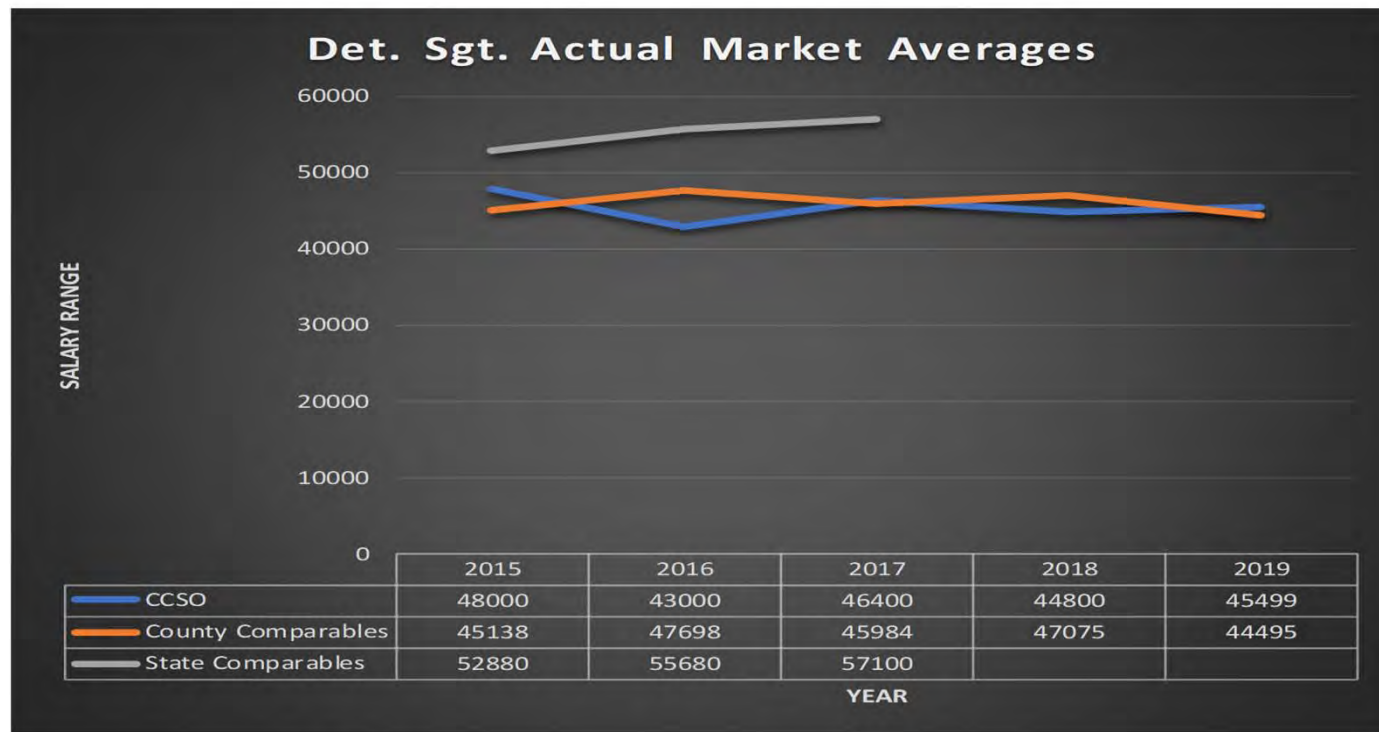


Detention Officer 2019

<u>Agency</u>	<u>Pay Range</u>			<u>Average Pay</u>
	Min	Mid	Max	
1) Coconino	34,961	43,177	51,393	37,609
2) Mohave	30,264	42,276	54,288	33,571
3) Navajo	29,335	33,002	36,669	30,068
4) Pima				
5) Yavapai	36,211	45,340	54,468	36,299
6) Yuma	36,650	47,279	57,907	38,272
Market Averages	33,484.20	42,214.60	50,945.00	35,163.80
Market Median	34,961	43,177	54,288	36,299
Cochise	32,000	40,000	48,000	34,641

Range Type	Market	CCSO	Difference	%Difference
	<u>Average</u>	<u>CCSO Actual</u>		
Actual	35163	34641	-522	-1.48%
Maximum	50945	48000	-2945	-5.78%
Middle	42214	40000	-2214	-5.24%
Minimum	33484	32000	-1484	-4.43%
	<u>Median</u>	<u>CCSO Actual</u>	<u>Difference</u>	<u>%Difference</u>
Actual	36299	34641	-1658	-4.57%
Maximum	54288	48000	-6288	-11.58%
Middle	43177	40000	-3177	-7.36%
Minimum	34961	32000	-2961	-8.47%

<u>Year</u>	<u>% Below</u>	<u>CCSO</u>	<u>5 Counties</u>	<u>Local</u>	<u>State</u>
2015	-6.34%	48000	45138		52880
2016	9.85%	43000	47698		55680
2017	-0.90%	46400	45984		57100
2018	4.83%	44800	47075		
2019	-2.26%	45499	44495		

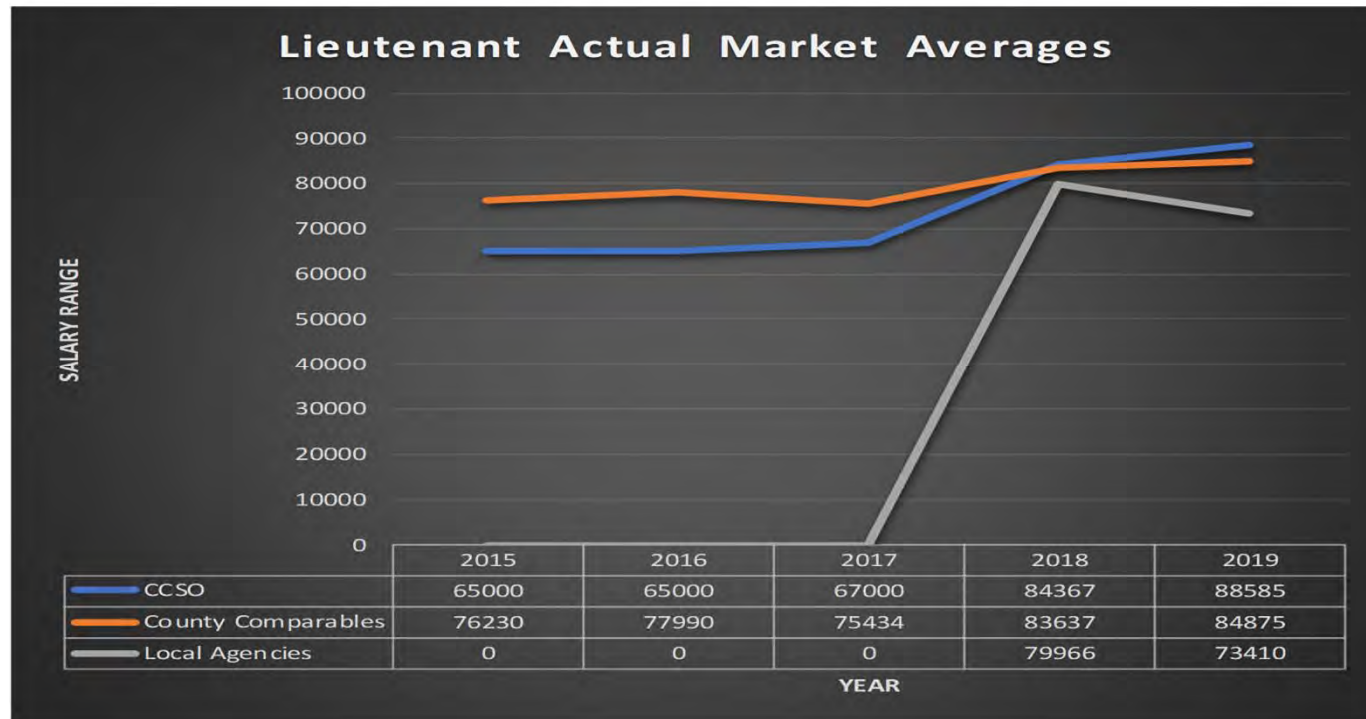


Detention Sergeant 2019

<u>Agency</u>	<u>Pay Range</u>			<u>Average Pay</u>
	Min	Mid	Max	
1) Coconino	51,104	63,113	75,122	58,826
2) Mohave	42,557	54,278	65,998	45,260
3) Navajo	35,742	40,210	44,677	36,101
4) Pima				
5) Yavapai	48,540	60,766	72,992	31,745
6) Yuma	43,035	55,526	68,016	50,544
Market Averages	44,195.60	54,778.30	65,361.00	44,495.20
Market Median	43,035	55,526	68,016	45,260
Cochise	44,000	49,500	55,000	45,499

	Market	CCSO		
Range Type	<u>Average</u>	<u>CCSO Actual</u>	<u>Difference</u>	<u>%Difference</u>
Actual	44495	45499	1004	2.26%
Maximum	65361	55000	-10361	-15.85%
Middle	54778	49500	-5278	-9.64%
Minimum	44195	44000	-195	-0.44%
	<u>Median</u>	<u>CCSO Actual</u>	<u>Difference</u>	<u>% Difference</u>
Actual	45260	45499	239	0.53%
Maximum	68016	55000	-13016	-19.14%
Middle	55526	49500	-6026	-10.85%
Minimum	43035	44000	965	2.24%

Year	% Below	CCSO	5 Counties	Local
2015	14.73%	65000	76230	0
2016	16.66%	65000	77990	0
2017	11.18%	67000	75434	0
2018	-0.87%	84367	83637	79966
2019	-4.37%	88585	84875	73410



Lieutenant 2019

<u>Agency</u>	<u>Pay Range</u>			<u>Average Pay</u>
	Min	Mid	Max	
1) Coconino	69,685	86,061	102,437	89,699
2) Mohave	57,013	72,748	88,483	81,664
3) Navajo				
4) Pima				
5) Yavapai	71,716	89,780	107,843	90,077
6) Yuma	61,318	79,113	96,907	78,062
Market Averages	64,933.00	81,925.25	98,917.50	84,875.50
Market Median	65,502	82,587	99,672	85,682
Cochise	65,000	76,793	88,585	88,585

Range Type	Market	CCSO		
	Average	CCSO Actual	Difference	%Difference
Actual	84875	88585	3710	4.37%
Maximum	98917	88585	-10332	-10.45%
Middle	81925	76793	-5132	-6.26%
Minimum	64933	65000	67	0.10%
	Median	CCSO Actual	Difference	%Difference
Actual	85682	88585	2903	3.39%
Maximum	99672	88585	-11087	-11.12%
Middle	82587	76793	-5794	-7.02%
Minimum	65502	65000	-502	-0.77%

<u>Year</u>	<u>% Below</u>	<u>CCSO</u>	<u>5 Counties</u>	<u>Local</u>	<u>State*</u>
2015	25.70%	22590	30405		36540
2016	22.99%	22249	28891		36950
2017	13.97%	25839	30034		35440
2018	1.99%	29690	30294		
2019	5.53%	29690	31427		



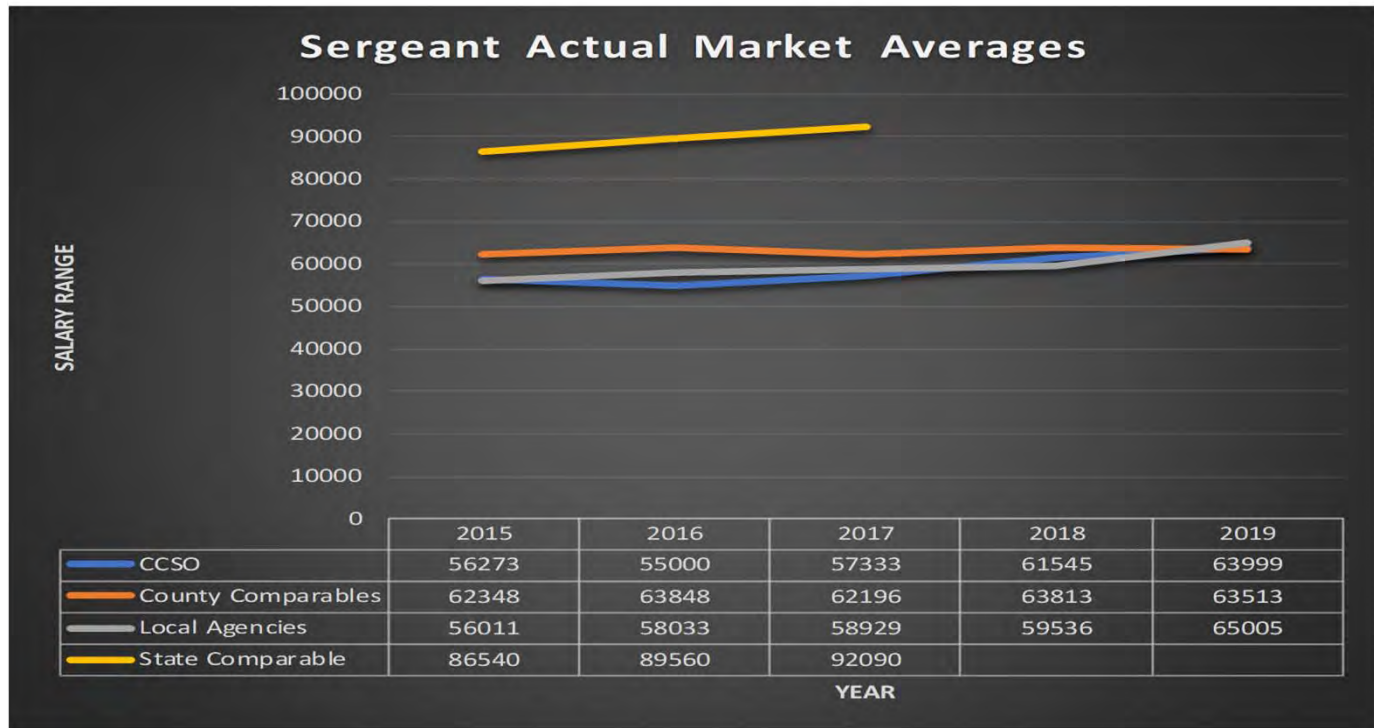
* State Data combined Secretaries and Administrative Assistants into the same category

Secretary 2019

<u>Agency</u>	<u>Pay Range</u>			<u>Average Pay</u>
	Min	Mid	Max	
1) Coconino	35,081	43,325	51,569	37,096
2) Mohave				
3) Navajo	24,076	27,086	30,096	26,215
4) Pima				
5) Yavapai				
6) Yuma	28,246	36,452	44,658	30,971
Market Averages	29,134.33	35,621.00	42,107.67	31,427.33
Market Median	28,246	36,452	44,658	30,971
Cochise	27,711	34,719	41,726	29,690

Range Type	Market	CCSO		
	<u>Average</u>	<u>CCSO Actual</u>	<u>Difference</u>	<u>%Difference</u>
Actual	31427	29690	-1737	-5.53%
Maximum	42107	41726	-381	-0.90%
Middle	35621	34719	-902	-2.53%
Minimum	29134	27711	-1423	-4.88%
	<u>Median</u>	<u>CCSO Actual</u>	<u>Difference</u>	<u>%Difference</u>
Actual	30971	29690	-1281	-4.14%
Maximum	44658	41726	-2932	-6.57%
Middle	36452	34719	-1733	-4.75%
Minimum	28246	27711	-535	-1.89%

<u>Year</u>	<u>% Below</u>	<u>CCSO</u>	<u>5 Counties</u>	<u>Local</u>	<u>State</u>
2015	9.74%	56273	62348	56011	86540
2016	13.86%	55000	63848	58033	89560
2017	7.82%	57333	62196	58929	92090
2018	3.55%	61545	63813	59536	
2019	-0.77%	63999	63513	65005	



Sergeant 2019

<u>Agency</u>	<u>Pay Range</u>			<u>Average Pay</u>
	Min	Mid	Max	
1) Coconino	56,969	70,357	83,745	75,708
2) Mohave	49,254	62,837	76,419	65,430
3) Navajo	48,069	54,078	60,086	48,305
4) Pima				
5) Yavapai	59,001	73,862	88,723	68,506
6) Yuma	56,056	72,322	88,587	59,618
Market Averages	53,869.80	66,690.90	79,512.00	63,513.40
Market Median	56,056	70,357	83,745	65,430
Cochise	57,750	66,150	74,550	63,999

	Market	CCSO		
Range Type	<u>Market</u>	<u>CCSO Actual</u>	<u>Difference</u>	<u>%Difference</u>
Actual	63513	63999	486	0.77%
Maximum	79512	74550	-4962	-6.24%
Middle	66690	66150	-540	-0.81%
Minimum	53869	57750	3881	7.20%
	<u>Median</u>	<u>CCSO Actual</u>	<u>Difference</u>	<u>%Difference</u>
Actual	65430	63999	-1431	-2.19%
Maximum	83745	74550	-9195	-10.98%
Middle	70357	66150	-4207	-5.98%
Minimum	56056	57750	1694	3.02%