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City of San Luis, Arizona

Total Compensation Report

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I. Introduction

CPS HR Consulting was retained by the City of San Luis, Arizona (City) to conduct a total compensation study for forty (40) benchmark classifications. The study followed a citywide classification study and began in early 2017. The objective of the study was to determine the competitiveness of the City's compensation plan in the labor market. To achieve this, CPS HR established a labor market of 10 comparable cities and collected and analyzed base salary and total compensation data.

This Final Total Compensation Report contains the project scope and work plan, describes the methodologies utilized in data collection and analysis, and provides the total compensation results for all survey classifications. The data for this report was collected during the months of March through April 2017. Discussions with the City regarding the classification and compensation study results have been ongoing for over a year. Consequently, all salary and benefit data is as of January 1, 2017. City-wide averages and classification specific results are summarized in Section IV of this report. Survey results for each classification are presented in [Appendices A-1 and A-4](#). In addition, other benefits and premium pay elements of interest to the City were collected and are summarized in Section V and details presented in [Appendix B](#).

Since data collection started in 2017, it is important to address the reason for being presented in the next calendar year. CPS HR and the City agreed to start the compensation study (phase two) while the classification study (onset in September 2016) was being finalized. However, the classification phase required more time and discussion than anticipated due to changes in executive leadership, particularly in Human Resources. Extra classification steps were also added to the original scope of work prior to completion. In June 2017, the City added a formal appeal process to allow employees a final opportunity to provide comments and/or address potential errors to allocation recommendations prior to implementation of the classification study results.

CPS HR was also asked to provide recommendations for application of the data to the salary setting process. Proposed salary grades were presented during several meetings with the City Manager, Human Resources Manager, recently appointed Finance Director, and other key personnel over the course of the first two quarters in 2018. In May 2018, the City requested additional work related to point factor comparison to assure that all classifications were allocated to an appropriate pay grade. Proposed salary grades for all classifications in the City are outlined in a separate Excel worksheet format. The separate report includes internal equity considerations for all classifications and addresses the fiscal impact of implementation to the City.

II. Project Scope and Work Plan

To complete the total compensation study, CPS HR Project Team completed the following tasks:

- Project Manager, Jennifer Ramos, met with, and clarified the scope of work with the City's Human Resource Director and Senior HR Analyst.
- Reviewed City background materials including classification specifications, salary schedules, position control documents, organization charts, and internal alignment documentation.
- Developed a survey instrument (presented in [Appendix C](#)).
- Received confirmation from the City regarding the 10 labor market agencies, 40 benchmark classifications to be surveyed, and the survey instrument.
- Due to the time constraints and size of the study, CPS HR determined that the most expeditious way of obtaining data was to gather as much information as possible from online sources and then follow-up with the surveyed agency to validate data and complete missing information.
- Researched salary and benefits data from the respective labor market agencies, including salary schedules, classification specifications, benefits summaries, MOU's and position control documents where available. The Project Team followed through with agencies to request further information or clarification on job matching and/or benefits levels.
- Prepared a draft total compensation report in October 2017 for client review and comment.
- Received comments from the City in late December 2017.
- Conducted a series of phone meetings with the City in January 2018 to discuss compensation report findings in detail.
- Submitted a revised draft report based on City comments on January 24, 2018.
- Held a series of compensation related meetings with City management to discuss Proposed Salary Grade recommendations during the months of February through March 2018.
- Prepared a compensation report based on discussions with the City and submitted draft on March 23, 2018.
- Held additional compensation related meetings with City management to discuss Proposed Salary Grade recommendations during the months of April through June 2018.
- The City requested a Point Factor Study in May 2018. CPS HR performed this as a separate scope of work to determine allocation of classifications to pay grades using market driven factors.
- Prepared and submitted a revised draft report on June 4, 2018.
- Prepared and submitted this Final Total Compensation Report on July 3, 2018.

III. Compensation Study Parameters

The first step in conducting a total compensation survey is to determine the basic parameters for the survey. These parameters included:

- Confirmation of the City’s labor market position
- Labor market agencies (comparable agencies)
- Survey classifications (benchmark classifications)
- Survey scope

Labor Market Position

CPS HR provides a labor market data analysis based on the median of the market. The labor market median, which is described as the “middle” of the market, is the data point at which half of the complete range of data (excluding the City’s data) is higher, and half of the complete range of data (excluding the City’s data) is lower. The median is a common market position, particularly in smaller data sets, because the data is less likely to be skewed by high and low payers in the market.

Labor Market Agencies

The agencies surveyed comprise the City’s 10 labor market agencies for all 40 classifications surveyed; the final labor market agencies are listed below in Table 1. The respective agencies were selected based on population, area size, and proximity to San Luis. Other critical factors impacting agency participation in the survey included: (1) the availability (transparency) of key compensation and benefit data (i.e. approved budget, job descriptions, salary plan, personnel rules and regulations, etc.) on the agency website or from other public information sources (e.g. Arizona State Retirement System, Arizona Public Safety Retirement System); and (2) the availability and willingness of agency personnel to assist with completing the surveys and/or verify completed surveys.

Of the original 10 agencies on the approved labor market list, eight (8) did not have necessary data available publicly for CPS HR to complete the surveys. Further, when contacted by CPS HR consultants, many indicated a lack of available personnel to assist in completing the survey. From the original list, only the cities of Yuma and Florence had the necessary information immediately available online and/or expressed willingness to complete and/or verify the survey for accuracy. To identify additional comparable agencies, CPS HR consultants utilized the 2015 Arizona League of Cities and Towns Compensation Survey to identify possible alternate participants.

CPS HR also considered the cost of living and cost of wages, proximity of the labor market agencies, and services provided in order to identify an appropriate labor market for this study. Table 1 presents the original and final list of the 10 agencies (cities/towns) for the study’s labor market.

Table 1: Original and Final Labor Market Cities/Towns

| Original List | Final List |
|-----------------------|-----------------------------|
| City of Calexico, CA | City of Apache Junction, AZ |
| City of El Centro, CA | City of Buckeye, AZ |
| City of El Mirage, AZ | City of Casa Grande, AZ |
| City of Florence, AZ | City of Florence, AZ* |
| City of Kingman, AZ | City of Lake Havasu, AZ |
| City of Nogales, AZ | City of Maricopa, AZ |
| City of Yuma, AZ | City of Oro Valley, AZ |
| Graham County, AZ | City of Prescott Valley, AZ |
| Santa Cruz County, AZ | City of Sierra Vista, AZ |
| Town of Marana, AZ | City of Yuma, AZ* |

CPS HR considered other key financial factors when confirming the final list of the 10 labor market agencies (cities/towns); Tables 2 and 3 below present the cost of living and cost of wages respectively. Cost of living and cost of wages considerations help us arrive at sound recommendations as part of total compensation. Cost of living measures the amount of money needed to sustain a certain level of living, including basic expenses such as the cost of housing, food, and taxes in an area. Cost of living is often used to compare how expensive it is to live in one city versus another locale. Cost of wages measures the cost of labor or the sum of all wages paid to employees, as well as the cost of employee benefits and payroll taxes, paid by an employer. Cost of wages often factors in direct and indirect (overhead) costs associated with wages paid by the employer.

Table 2 presents the cost of living in San Luis in comparison to the labor market agencies, as well as a summary of the United States average of cost of living as a point of reference.

Table 2: Labor Market Cities/Towns Cost of Living

| Comparison City | Base City Income Levels | | | | | |
|-----------------------|-------------------------|----------|----------|----------|-----------|---------|
| | \$20,000 | \$40,000 | \$60,000 | \$80,000 | \$100,000 | Average |
| San Luis, AZ | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Apache Junction, AZ | 99.4% | 99.5% | 99.6% | 99.7% | 99.7% | 99.6% |
| Buckeye, AZ | 107.2% | 105.9% | 105.1% | 104.1% | 103.4% | 105.1% |
| Casa Grande, AZ | 99.8% | 99.9% | 99.9% | 99.9% | 99.9% | 99.9% |
| Florence, AZ | 101.2% | 101.0% | 100.9% | 100.7% | 100.6% | 100.9% |
| Lake Havasu City, AZ | 109.0% | 107.3% | 106.3% | 105.2% | 104.3% | 106.4% |
| Maricopa, AZ | 105.0% | 104.1% | 103.5% | 102.8% | 102.4% | 103.5% |
| Oro Valley, AZ | 167.4% | 154.5% | 146.7% | 138.0% | 131.4% | 147.6% |
| Prescott Valley, AZ | 106.0% | 104.9% | 104.2% | 103.5% | 102.9% | 104.3% |
| Sierra Vista, AZ | 103.4% | 102.8% | 102.4% | 102.0% | 101.6% | 102.4% |
| Yuma, AZ | 109.8% | 107.9% | 106.8% | 105.6% | 104.6% | 107.0% |
| United States Average | 110.9% | 111.5% | 111.0% | 109.9% | 109.1% | 110.5% |

Table 3 presents the cost of wages paid by San Luis in comparison to the labor market agencies, as well as a summary of the United States average of cost of wages as a point of reference.

Table 3: Labor Market Cities/Towns Cost of Wages

| Comparison City | Base City Income Levels | | | | | |
|-----------------------|-------------------------|----------|----------|----------|-----------|-----------|
| | \$20,800 | \$36,000 | \$48,000 | \$72,000 | \$108,000 | \$144,000 |
| San Luis, AZ | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Apache Junction, AZ | 107.0% | 106.3% | 105.2% | 104.0% | 103.2% | 102.3% |
| Buckeye, AZ | 107.8% | 107.1% | 106.0% | 104.9% | 104.1% | 102.9% |
| Casa Grande, AZ | 106.6% | 105.6% | 104.5% | 103.5% | 102.7% | 101.9% |
| Florence, AZ | 107.0% | 106.3% | 102.0% | 104.1% | 103.3% | 102.4% |
| Lake Havasu City, AZ | 102.8% | 101.4% | 100.8% | 100.9% | 101.5% | 101.1% |
| Maricopa, AZ | 107.4% | 106.6% | 105.5% | 104.5% | 103.6% | 102.6% |
| Oro Valley, AZ | 102.9% | 101.7% | 100.7% | 99.4% | 98.9% | 99.3% |
| Prescott Valley, AZ | 103.4% | 101.6% | 100.4% | 99.4% | 99.0% | 98.7% |
| Sierra Vista, AZ | 100.0% | 100.2% | 100.8% | 101.7% | 101.8% | 101.8% |
| Yuma, AZ | 100.0% | 99.2% | 99.3% | 99.8% | 100.3% | 100.1% |
| United States Average | 107.0% | 110.1% | 109.6% | 108.3% | 106.4% | 105.0% |

Survey Classifications

The survey benchmark classifications for the study are presented below, organized by employee groups (i.e. executive, safety, etc.) with the classifications in alphabetical order. Summary descriptions for survey benchmark classifications are included in the survey instrument displayed in [Appendix C](#).

Executive

City Attorney
City Clerk
City Manager
City Prosecutor
Director of Finance
Director of Parks and Recreation
Director of Planning and Zoning
Director of Public Works
Human Resources Manager
Magistrate

Safety – Police

Police Chief
Police Communications Supervisor
Police Lieutenant
Police Officer
Police Sergeant

Safety – Fire

Fire Captain
Fire Chief
Fire Fighter

Administrative, Management, Professional, Technical, and Miscellaneous

Accountant II^
Administrative Assistant
Billing & Collections Manager
Building Inspector II
Chief Water/Wastewater Operator
Contracts and Grants Coordinator

Technical, and Miscellaneous (continued)

Associate Planner^
Custodian
Economic Development Manager
Equipment Operator
Heavy Equipment Operator
HR Analyst^
IT Manager
Maintenance Technician
Mechanic
Public Works Supervisor
Purchasing Coordinator
Recreation Specialist
Risk Property Coordinator
Senior Services Manager
Wastewater Operator
Wastewater Supervisor

^ Represents a new classification level proposed by CPS HR. Classification was identified and used as a benchmark due to being the journey level more readily found at labor market agencies. Journey level classes also provide a middle data point in a classification series in order to build out salary ranges more effectively.

Survey Data Collection Scope

Comparable Classifications – Classification Matching

When conducting a salary survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, and knowledge, skill and ability requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher

responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.

In the process of matching comparable classifications from other agencies, CPS HR does not only rely on classification specifications. CPS HR references position control documents, where available, to specifically identify which classification, and level of classification, perform the duties of the City's classification. This is particularly relevant to non-supervisory, non-management classifications where there are multi-level classifications within the series matched from the other agencies. This level of analysis is important because classification specifications may describe a certain level of work, for example, as the journey level, when the use of the classification series demonstrates that the majority are assigned to a higher level, which may be described in the classification specification as an advanced level in the classification series. In addition, block budgeting or other fiscal tools facilitating series progression through multiple levels, may provide greater flexibility in the use of the classification structure than is evident in the content of the classification specification. To the extent possible, CPS HR identifies the operational use of a classification, irrespective of how it is defined in the classification specification, in the determination as to whether it is a comparable job match.

Comparable Classifications – Required Number of Comparable Classifications

CPS HR's best practice is that benchmark positions must have a minimum of three classification matches to be analyzed. In most studies, it is common to have some classes for which limited market data exists. However, a compensation plan is developed through the analysis of external market data and internal relationships. Therefore, if there is an absence of sufficient labor market data (three matches) for a particular classification, CPS HR will look to other factors to develop a salary recommendation. Many salary recommendations are ultimately based upon internal equity with other classes.

There are many reasons a benchmark class may not have enough comparable data including:

- Differences in the delivery of services
- Differences in span of control
- Differences in organizational structure
- Differences in operational size
- The classification is not commonly found in other agencies
- Agency does not provide that service

Labor Market Benefits Collected

CPS HR collected numerous benefits and compensation practices (a variety of compensable factors), in addition to base salary, to complete the total compensation evaluation of the City in the labor market. When measuring the market, the goal is to identify an agency's competitive position in the labor market to attract and retain talent, in addition to promoting internal equity. This is done by measuring those

benefits that new employees would currently receive upon their date of hire. In addition, reported benefits and premium pay are those which all employees in the group would qualify for, versus premium pay provided to a limited group of employees, such as shift differentials, or assignment pay.

The benefits data collected for the study is presented in Table 4 below.

Table 4: Total Compensation Benefit Data Collected

| Benefit or Pay Practice | Description |
|---|--|
| Comparable Classification Title | <p>CPS HR matched the City’s benchmark classifications to those in the labor market agencies.</p> <p>The methods used by CPS HR for matching classifications is discussed in the previous section.</p> <p>The term “No Comparable Class” is used CPS HR did not find a comparable classification within an agency to a specific benchmark classification. No compensation data will be presented for the benchmark classification for that agency.</p> |
| Minimum and Maximum Base Salary | The minimum and maximum <i>monthly</i> base salary. Where salary range was not available. |
| Deferred Compensation Contribution | The amount(s) the comparator agency pays into a deferred compensation plan on behalf of the employee. This can be expressed as either an annual dollar amount or as a percentage of salary; in many cases, this is a voluntary employee benefit. |
| Longevity Pay Practice | The amount(s) the agency pays for years of service with the agency; for this analysis, CPS HR has used the 10-year level for eligible employees, as this is a more common achievement. Longevity pay at the 10-year mark was calculated into total compensation only if it was an increase to base pay, not a one-time payout. |
| Education Incentive Pay Practice | The amounts the agency pays for the acquisition of education above that which is required for the classification. |
| Medical Plan Contributions | <p>Medical Insurance plan – For standards purposes, the family rate for the <i>most commonly used</i> plan is measured in the market. In some agencies, a flat employer contribution rate is utilized, regardless of the plan selected by employees.</p> <p>Dental Insurance plan – For standards purposes, the family rate for the most commonly used plan is measured in the market. If no amount is entered in the datasheets, the cost may be included in the medical plan costs or the agency does not offer or contribute towards a dental benefit (the benefits summary tables will provide more detail on this).</p> |

| Benefit or Pay Practice | Description |
|---|---|
| | <p>Vision Insurance plan - For standards purposes, the family rate for the most commonly used plan is measured in the market. If no amount is entered in the datasheets, the cost may be included in the medical plan costs or the agency does not offer or contribute to a vision benefit (the benefits summary tables will provide more detail on this).</p> <p>Life Insurance – These costs are for life insurance amounts provided to the employee, and the cost of the benefit (i.e. \$0.15/per thousand dollars or a flat rate).</p> <p>Long Term Disability – These costs are for long term disability amounts provided to the employee, the costs of benefit, and any maximum benefit amount, if applicable (i.e. 66% of base pay to maximum of \$5,000 at a cost of \$0.70 per hundred dollars).</p> |
| <i>Retirement Contribution</i> | Employer’s contribution to mandated retirement plans, such as the Arizona State Retirement System (ASRS) or Arizona Public Safety Retirement System (APRS). For the purposes of this study, the applicable ASRS or APRS contribution rate has been utilized in the total compensation calculations, although all tier rates (when applicable) have been captured in the benefits summary tables. |
| <i>Social Security (Medicare and FICA) Contributions</i> | These amounts reflect the cost of the employer’s contributions to Medicare (1.45%) and FICA (6.20% to maximum of \$118,500 for FY 2017), if the agency participates. |
| <i>Leave Practices</i> | For standards purposes, leave practices reflect leave accrual rates and maximums at one, five, ten, fifteen and 20 years; sick leave accrual rates and maximums; holiday hours, and any administrative leave allotted to employees. |

IV. Survey Results

As indicated in the previous section, the survey involved the collection of total compensation data for the City’s survey classifications from each of the selected labor market agencies. All classifications met the requirement of three comparable classifications and thus are individually calculated and included in the overall City-wide results. The City should be aware that all data is as of January 1, 2017 and does not account for any adjustments since that time. As noted in the introduction section of this report, compensation data collection started in 2017, which is the reason for the January 1, 2017 effective date. According to background information shared with CPS HR, the City’s salary schedule as a whole has not been adjusted for over a decade. Consequently, the 2006-2007 Salary Schedule was used to make comparisons in this report. CPS HR does not believe that the January 1, 2017 effective date for data collection will negatively impact the results or recommendations of this report.

Detailed results and analyses are discussed below.

Compensation Results

The City's overall position within the labor market, and the averages for each classification, are presented in this section. Appendix A and B provide detailed results as described below.

- **Appendix A** presents all study classifications with total compensation results. Classifications are grouped by City pay/employee group and organized in alphabetical order. The classifications within each group are listed in Section III under Survey Classifications. The groups are presented in the following order and classifications are sorted alphabetically.

- [Appendix A-1](#): Executive
- [Appendix A-2](#): Safety – Fire
- [Appendix A-3](#): Safety – Police
- [Appendix A-4](#): Administrative/Management/Professional/Technical/Administrative

Note: The designation of “No Comparable Classifications” is used if an agency reported no comparable classification, or if a review of the duties and responsibilities assigned to the classification indicated that it was not comparable, or if the duties were significantly split among more than a single classification.

- [Appendix B](#) presents the collected benefit information for all employee groups. An analysis of these benefits is presented in Section V.

Note: The designation of “Not Applicable” is used if an agency does not provide a benefit; the designation of “Data Not Available” is used if an agency did not provide the needed information.

Comparable Classifications Results

CPS HR notes that the following classifications in this survey have special considerations with respect to the job matching strategy and/or results for some classifications is presented below.

- **Billing and Collections Manager** – The job matching strategy for this classification was to identify positions with duties and responsibilities related to overseeing utility service operations, including billing and collection, service connection/disconnection, and responding to customer service inquiries and complaints. At some agencies, these duties and functions are included in the Customer Service Manager class. The former classification title for this position was Utilities Director formerly in the Public Works Department. The Utilities division and management classification were moved over to the Finance Department as part of the city-wide classification study that preceded this compensation study.

- **Economic Development Manager** – Many agencies incorporate these duties into a broader classification of Community Planning and Development Director, with lower level managers over various sections such as community development, economic development, business development, grant administration, etc. As such, the matching strategy for this class was to look at multiple factors, including: organization structure, scope of duties/responsibilities performed, span of control, services, etc. The former classification title for this position was Community Development Director recommended for a title change as part of the city-wide classification study that preceded this compensation study.
- **Equipment Operator/Heavy Equipment Operator** – In some agencies, these positions are consolidated under the single classification of “Equipment Operator”, while at others, the duties/functions generally performed by equipment operators are included in the class specs for a “Maintenance Technician” (including a commercial driver’s license requirement). In cases where the job specs/descriptions revealed similar kinds of equipment operations and qualifications requirements, then they were considered reasonable matches for the classification.
- **Magistrate** – This classification had limited matches as many agencies utilize contract workers or other staff organized under the City Attorney’s office to perform this work.
- **Purchasing Coordinator** – This classification had limited matches as many agencies may utilize decentralized department staff in different job classes (i.e. administrative assistant, management analyst, etc.) to perform purchasing functions for their respective areas.
- **Risk Property Coordinator** – This classification had limited matches, as many agencies did not utilize this classification and/or the risk management function was decentralized under respective Department heads. Centralized risk management functions were typically organized under HR departments utilizing a "Risk" or "Safety" Manager classification.
- **Senior Services Manager** – This classification had limited matches, as many agencies with programs targeting adult and/or senior programs and activities, are structured under Community Services and/or Parks & Recreation programs. Frequent class titles performing this type of work include: Community Service Manager, Recreation Program Manager, Recreation Coordinator, etc.). The former classification title for this position was Senior Services Director recommended for a title change as part of the city-wide classification study that preceded this compensation study.

Labor Market Position by Employee Group

This section provides a summary of the City’s position within the labor market based on employee group/unit. Salary data is based on the City’s, and comparable agencies’, as of January 1, 2017. Table 5, and Figures 1 and 2, below summarize the market analysis city-wide and for each group. The detailed market analysis for the Executive, Fire, Police, and General Employees are shown in Tables 6 – 9 respectively.

In this study, all benchmark classifications are included in the analysis as all classifications surveyed met the minimum match criteria.

City of Lake Havasu is omitted from the survey results shown in Tables 5 - 9 as CPS HR was unable to collect benefits data from the agency; therefore, only base salary comparisons can be made. CPS HR presents Lake Havasu’s base salary compensation to the City’s and labor market averages in Table 10.

**Table 5: Agency Percent (%) Above/Below Labor Market Medians and Means
by Employee Group – All Groups**

| Employee Group | Base Salary | | Total Compensation | |
|-----------------|------------------------------------|----------------------------------|------------------------------------|----------------------------------|
| | Agency % Above/Below Market Median | Agency % Above/Below Market Mean | Agency % Above/Below Market Median | Agency % Above/Below Market Mean |
| Executive | -56.33% | -55.52% | -47.98% | -47.45% |
| Fire | -50.50% | -57.29% | -53.29% | -56.31% |
| Police | -46.88% | -47.21% | -50.03% | -46.89% |
| General | -45.20% | -45.16% | -26.84% | -27.64% |
| All | -48.92% | -49.28% | -37.20% | -37.39% |
| <i>Average*</i> | -49.73% | -51.30% | -44.54% | -44.57% |

*Average of Executive, Fire, Police, and General percentages.

Figure 1: Agency Percent (%) Above/Below Labor Market Medians and Means by Employee Group – Base Salary

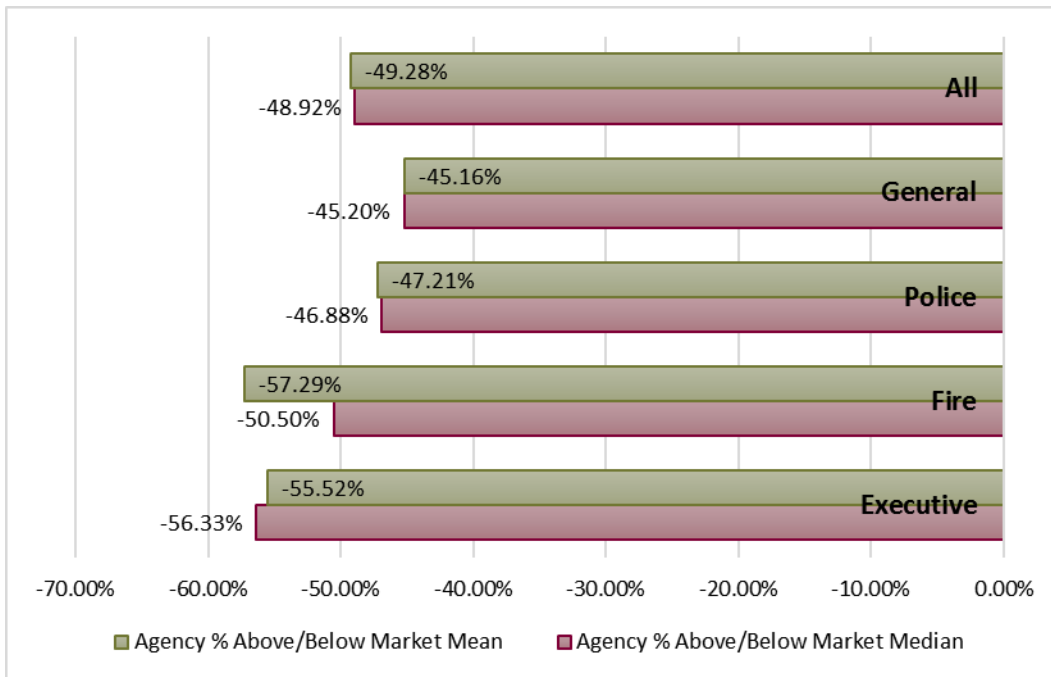
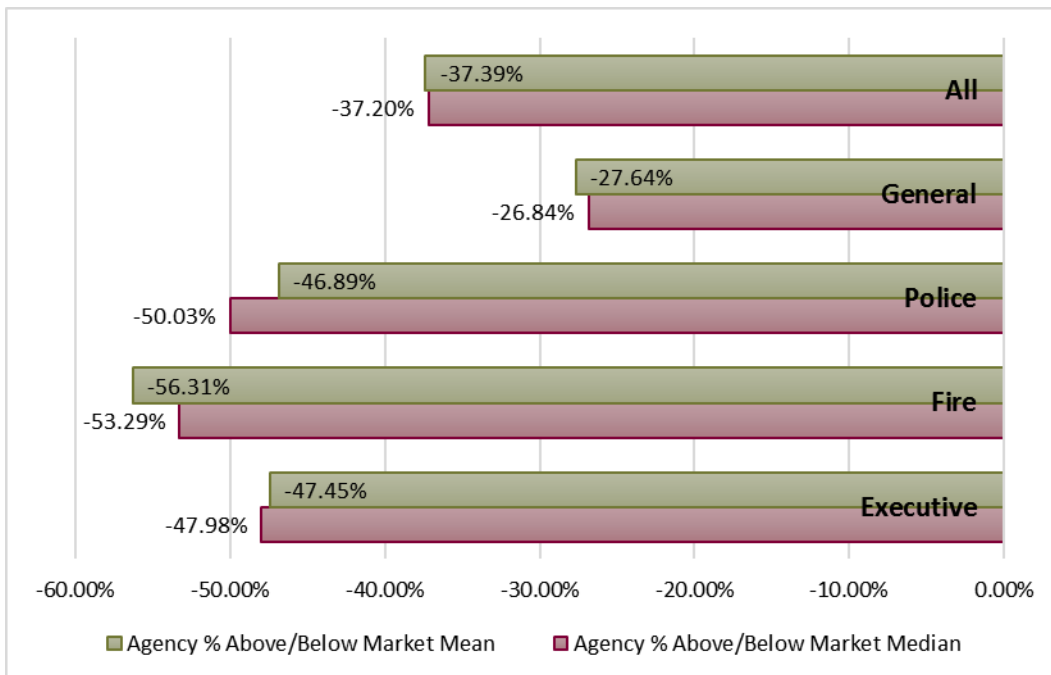


Figure 2: Agency Percent (%) Above/Below Labor Market Medians and Means by Employee Group – Total Compensation



Labor Market Position by Classification

This section provides a summary of the City's position within the labor market by classification. Tables 6 - 9 provide the following information for each classification and are arranged by employee group and sorted alphabetically. The tables identify the City's survey classification and number of comparable classifications identified within the analysis. The following data and calculations are presented for both base and total compensation.

- The City's minimum and maximum monthly salary for the survey classification.
- The labor market median and mean monthly maximum salary which is calculated using the maximum monthly salary for each of the comparable classes; that range of data is then computed to provide the median or mean amount.
- The percentage the City's maximum monthly salary is above or below the median and mean of the labor market; this number indicates what percentage of the City's salary is required to move it up or down to the market median or mean.

Use of Mid-point vs. Maximum Salary

CPS HR typically presents compensation data by using the monthly salary minimum and maximum format as represented in the tables above in this report. At the request of the City, compensation data will also be represented using salary mid-points in *supplemental reports*. As an example, CPS HR compiled the 2018 Proposed Salary Schedule with salary grades for all City classifications, which includes datasheets with salary minimum, mid-points, and maximum. The City's existing salary grades have a difference or spread of 35% from the minimum to maximum salary range. The same rationale was applied in new salary recommendations. In the City's case, CPS HR believes that the mid-points provide a better measure of current employer labor costs in the labor market and actual salaries rather than maximum salary ranges. The compensation findings indicate a noticeable disparity in the City's labor market position by using the salary maximum comparison. The City's existing pay system (based on the 2006-2007 Salary Schedule provided to CPS HR by the City) is lagging significantly in the labor market with some classifications behind by 40-50% or more when compared to benchmarks in the labor market. It is unlikely that the City will be able to move salary ranges up to meet the labor market median or mean. Other alternatives have been discussed with City management, such as five-year projections or plans to bring salaries up to the labor market over time. Additional considerations are addressed in the recommendations section of this report. CPS HR and City management included these factors during discussions about Proposed Salary Grade recommendations, implementation plans, and fiscal impact considerations. These discussions resulted in the City recommending a Point Factor Study, separate from the original scope of work, to determine market driven salary grade allocations citywide.

Further compounding the issue in the City is the lack of a formal policy or consistent practice for moving employees through the salary ranges. Per the City's request, CPS HR provides a recommendation for employee movement within a salary in the conclusion of this report.

Table 6: Agency Percent (%) Above/Below Labor Market Medians and Means by Employee Group – Executive Employees

| Classification | # of matches | Base Salary | | | | | Total Compensation | | | | |
|----------------------------------|--------------|----------------|---------------|----------------------------------|-------------|--------------------------------|------------------------------------|---------------|----------------------------------|-------------|--------------------------------|
| | | City Max Base | Market Median | City % Above/Below Market Median | Market Mean | City % Above/Below Market Mean | Agency Max | Market Median | City % Above/Below Market Median | Market Mean | City % Above/Below Market Mean |
| City Attorney | 5 | \$9,547 | \$13,391 | -40.26% | \$13,057 | -36.76% | \$12,780 | \$16,517 | -29.24% | \$16,254 | -27.18% |
| City Clerk | 9 | \$5,278 | \$9,686 | -83.52% | \$10,176 | -92.80% | \$7,700 | \$12,326 | -60.08% | \$13,073 | -69.78% |
| City Manager | 8 | \$11,348 | \$15,671 | -38.09% | \$15,136 | -33.38% | \$14,832 | \$19,356 | -30.50% | \$18,939 | -27.69% |
| City Prosecutor | 5 | \$10,417 | \$9,686 | 7.02% | \$10,644 | -2.18% | Not included in Total Compensation | | | | |
| Director of Finance | 9 | \$7,276 | \$12,088 | -66.14% | \$11,387 | -56.49% | \$10,077 | \$15,094 | -49.78% | \$14,459 | -43.48% |
| Director of Parks and Recreation | 8 | \$6,266 | \$10,583 | -68.90% | \$10,491 | -67.43% | \$8,876 | \$13,327 | -50.15% | \$13,392 | -50.89% |
| Director of Planning and Zoning | 8 | \$6,274 | \$11,420 | -82.02% | \$10,900 | -73.73% | \$8,885 | \$14,327 | -61.25% | \$13,876 | -56.18% |
| Director of Public Works | 8 | \$7,836 | \$11,945 | -52.44% | \$11,803 | -50.62% | \$10,744 | \$14,920 | -38.87% | \$14,914 | -38.82% |
| Human Resources Manager* | 9 | \$5,833 | \$11,291 | -93.57% | \$11,358 | -94.72% | \$8,360 | \$14,231 | -70.22% | \$14,425 | -72.55% |
| Magistrate | 4 | \$7,836 | \$11,396 | -45.42% | \$11,530 | -47.14% | \$10,744 | \$15,228 | -41.74% | \$15,097 | -40.52% |
| | | Average | | -56.33% | | -55.52% | | | -47.98% | | -47.45% |

* Position with current salary of incumbent(s). No maximum salary available.

Table 7: Agency Percent (%) Above/Below Labor Market Medians and Means by Employee Group – Safety, Fire Employees

| Classification | # of matches | Base Salary | | | | | Total Compensation | | | | |
|----------------|--------------|----------------|---------------|----------------------------------|-------------|--------------------------------|--------------------|----------------|----------------------------------|----------------|--------------------------------|
| | | City Max Base | Market Median | City % Above/Below Market Median | Market Mean | City % Above/Below Market Mean | Agency Max | Market Median | City % Above/Below Market Median | Market Mean | City % Above/Below Market Mean |
| Fire Captain | 6 | \$4,901 | \$7,003 | -42.88% | \$7,528 | -53.59% | \$7,342 | \$10,731 | -46.17% | \$11,158 | -51.98% |
| Fire Chief | 6 | \$7,276 | \$12,555 | -72.55% | \$12,435 | -70.90% | \$10,212 | \$17,863 | -74.92% | \$17,800 | -74.31% |
| Fire Fighter | 6 | \$3,829 | \$5,210 | -36.05% | \$5,643 | -47.36% | \$6,046 | \$8,391 | -38.78% | \$8,625 | -42.64% |
| | | Average | | -50.50% | | -57.29% | | -53.29% | | -56.31% | |

Table 8: Agency Percent (%) Above/Below Labor Market Medians and Means by Employee Group – Safety, Police Employees

| Classification | # of matches | Base Salary | | | | | Total Compensation | | | | |
|-----------------------------------|--------------|----------------|---------------|----------------------------------|-------------|--------------------------------|--------------------|----------------|----------------------------------|----------------|--------------------------------|
| | | City Max Base | Market Median | City % Above/Below Market Median | Market Mean | City % Above/Below Market Mean | Agency Max | Market Median | City % Above/Below Market Median | Market Mean | City % Above/Below Market Mean |
| Police Chief | 9 | \$8,438 | \$12,745 | -51.04% | \$12,913 | -53.03% | \$12,187 | \$20,060 | -64.61% | \$18,915 | -55.21% |
| Police Communications Supervisor^ | 8 | | \$8,107 | | \$7,715 | | | \$10,495 | | \$9,983 | |
| Police Lieutenant | 9 | \$6,121 | \$8,837 | -44.37% | \$8,995 | -46.95% | \$8,703 | \$14,283 | -64.11% | \$13,387 | -53.82% |
| Police Officer | 9 | \$4,023 | \$5,726 | -42.33% | \$5,732 | -42.48% | \$6,553 | \$8,863 | -35.25% | \$8,918 | -36.10% |
| Police Sergeant | 9 | \$5,024 | \$7,525 | -49.78% | \$7,354 | -46.37% | \$7,830 | \$10,660 | -36.14% | \$11,152 | -42.43% |
| | | Average | | -46.88% | | -47.21% | | -50.03% | | -46.89% | |

^ New positions with no current salaries.

Table 9: Agency Percent (%) Above/Below Labor Market Medians and Means by Employee Group – General Employees

| Classification | # of matches | Base Salary | | | | | Total Compensation | | | | |
|----------------------------------|--------------|-----------------|---------------|----------------------------------|-------------|--------------------------------|--------------------|----------------|----------------------------------|----------------|--------------------------------|
| | | City Max Base | Market Median | City % Above/Below Market Median | Market Mean | City % Above/Below Market Mean | Agency Max | Market Median | City % Above/Below Market Median | Market Mean | City % Above/Below Market Mean |
| Accountant II | 9 | \$3,925 | \$6,191 | -57.73% | \$6,077 | -54.83% | \$6,090 | \$8,260 | -35.64% | \$8,258 | -35.60% |
| Administrative Assistant | 9 | \$3,145 | \$4,190 | -33.23% | \$4,284 | -36.22% | \$5,162 | \$5,970 | -15.66% | \$6,128 | -18.72% |
| Associate Planner^ | 9 | | \$6,271 | | \$6,362 | | | \$8,432 | | \$8,594 | |
| Billing and Collections Manager* | 7 | \$4,853 | \$7,288 | -50.18% | \$7,069 | -45.66% | \$7,194 | \$9,550 | -32.75% | \$9,431 | -31.09% |
| Building Inspector II | 9 | \$3,829 | \$5,348 | -39.67% | \$5,556 | -45.10% | \$5,976 | \$7,168 | -19.95% | \$7,639 | -27.84% |
| Chief Operator-Water/Wastewater | 6 | \$4,123 | \$5,904 | -43.20% | \$5,666 | -37.42% | \$6,325 | \$8,050 | -27.27% | \$7,774 | -22.89% |
| Contracts and Grant Coordinator | 8 | \$4,782 | \$6,412 | -34.09% | \$6,626 | -38.57% | \$7,110 | \$8,550 | -20.26% | \$8,918 | -25.43% |
| Custodian | 7 | \$2,065 | \$3,035 | -46.97% | \$2,990 | -44.78% | \$3,876 | \$4,660 | -20.21% | \$4,498 | -16.03% |
| Economic Development Manager* | 6 | \$5,333 | \$9,740 | -82.63% | \$9,470 | -77.57% | \$7,765 | \$12,951 | -66.78% | \$12,202 | -57.14% |
| Equipment Operator | 7 | \$2,847 | \$4,199 | -47.49% | \$4,237 | -48.83% | \$4,807 | \$6,053 | -25.93% | \$6,127 | -27.47% |
| Heavy Equipment Operator | 7 | \$3,143 | \$4,334 | -37.89% | \$4,416 | -40.51% | \$5,159 | \$6,127 | -18.75% | \$6,341 | -22.90% |
| HR Analyst^ | 8 | | \$5,564 | | \$5,435 | | | \$7,645 | | \$7,499 | |
| Information Technology Manager* | 5 | \$5,318 | \$7,525 | -41.50% | \$7,845 | -47.53% | \$7,747 | \$9,850 | -27.13% | \$10,138 | -30.85% |
| Maintenance Technician | 7 | \$2,778 | \$3,791 | -36.47% | \$3,804 | -36.93% | \$4,725 | \$5,541 | -17.27% | \$5,581 | -18.11% |
| Mechanic | 8 | \$3,384 | \$4,616 | -36.39% | \$4,587 | -35.55% | \$5,446 | \$6,333 | -16.30% | \$6,488 | -19.14% |
| Public Works Supervisor | 9 | \$5,278 | \$7,243 | -37.23% | \$7,373 | -39.70% | \$7,700 | \$9,753 | -26.66% | \$9,793 | -27.18% |
| Purchasing Coordinator^ | 5 | | \$6,382 | | \$6,613 | | | \$9,414 | | \$9,039 | |
| Recreation Specialist | 9 | \$3,221 | \$4,288 | -33.13% | \$4,595 | -42.65% | \$5,252 | \$6,110 | -16.33% | \$6,495 | -23.66% |
| Risk Property Coordinator | 3 | \$4,670 | \$6,384 | -36.70% | \$6,275 | -34.36% | \$6,976 | \$8,387 | -20.23% | \$8,414 | -20.60% |
| Senior Services Manager | 5 | \$4,440 | \$7,458 | -67.97% | \$7,623 | -71.69% | \$6,703 | \$9,753 | -45.51% | \$10,168 | -51.70% |
| Wastewater Operator | 7 | \$3,556 | \$4,711 | -32.48% | \$4,577 | -28.71% | \$5,651 | \$6,480 | -14.68% | \$6,445 | -14.07% |
| Water Supervisor | 7 | \$4,551 | \$7,458 | -63.88% | \$6,896 | -51.52% | \$6,835 | \$9,753 | -42.69% | \$9,208 | -34.72% |
| | | Averages | | -45.20% | | -45.16% | | -26.84% | | -27.64% | |

^ New positions with no current salaries
* Position with current salary of incumbent(s). No maximum salary available.

Table 10: Agency Percent (%) Above/Below City of Lake Havasu Base Salary

The City of Lake Havasu data is represented as base salary only. CPS HR was unable to obtain benefits information from Lake Havasu and benefits data was not found on the City’s website. The format below is not the same as the tables above with total compensation since benefits and other compensable factors are missing. Several fields contain “DNA” for data not available. Typically, CPS HR requires three matches to consider data valid; however, this section represents data for a single labor market agency. The summary below is included to show data collection efforts, and to provide additional input for salary determinations.

| Classification | # of matches | City of San Luis Maximum Base Salary | City of Lake Havasu Maximum Salary | % Above/Below City Maximum | Labor Market Median |
|-----------------------------------|--------------|--------------------------------------|------------------------------------|----------------------------|---------------------|
| Executive | | | | | |
| City Attorney | 0 | \$9,547 | DNA | DNA | \$13,391 |
| City Clerk | 1 | \$5,278 | \$7,426 | -40.70% | \$9,686 |
| City Manager | 0 | \$11,348 | DNA | DNA | \$15,671 |
| Director of Finance | 1 | \$7,276 | \$6,514 | 10.47% | \$12,088 |
| Director of Parks & Recreation | 0 | \$6,266 | DNA | DNA | \$10,583 |
| Director of Planning & Zoning | 1 | \$6,274 | \$6,514 | -3.83% | \$11,420 |
| Director of Public Works | 1 | \$7,836 | \$8,889 | -13.44% | \$11,945 |
| Human Resources Manager* | 1 | \$5,833 | \$7,426 | -27.31% | \$11,291 |
| Magistrate | 1 | \$7,836 | \$12,425 | -58.56% | \$11,396 |
| Safety, Fire | | | | | |
| Fire Captain | 1 | \$4,901 | \$5,783 | -18.00% | \$7,003 |
| Fire Chief | 1 | \$7,276 | \$8,889 | -22.17% | \$12,555 |
| Fire Fighter | 1 | \$3,829 | \$3,980 | -3.94% | \$5,210 |
| Safety, Police | | | | | |
| Police Chief | 1 | \$8,438 | \$8,889 | -5.34% | \$12,745 |
| Police Communications Supervisor^ | 1 | New Position | \$5,335 | DNA | \$8,107 |
| Police Lieutenant | 1 | \$6,121 | \$6,602 | -7.86% | \$8,837 |
| Police Officer | 1 | \$4,023 | \$3,928 | 2.36% | \$5,726 |
| Police Sergeant | 1 | \$5,024 | \$5,571 | -10.89% | \$7,525 |
| General | | | | | |
| Accountant II^ | 1 | New Position | \$4,177 | DNA | \$6,191 |
| Administrative Assistant | 1 | \$3,145 | \$4,288 | -36.34% | \$4,190 |
| Billing and Collections Manager* | 1 | \$4,853 | \$4,489 | 7.50% | \$7,288 |
| Building Inspector II | 1 | \$3,829 | \$3,851 | -0.57% | \$5,348 |
| Chief Operator | 1 | \$4,123 | \$3,652 | 11.42% | \$5,904 |
| City Prosecutor | 1 | \$10,417 | \$6,514 | 37.47% | \$9,686 |
| Contracts and Grant Coordinator | 1 | \$4,782 | \$4,177 | 12.65% | \$6,412 |
| Custodian | 0 | \$2,065 | DNA | DNA | \$3,035 |

| Classification | # of matches | City of San Luis Maximum Base Salary | City of Lake Havasu Maximum Salary | % Above/Below City Maximum | Labor Market Median |
|-------------------------------|--------------|--------------------------------------|------------------------------------|----------------------------|---------------------|
| Economic Development Manager* | 1 | \$5,333 | \$8,889 | -66.68% | \$9,740 |
| Equipment Operator | 1 | \$2,847 | \$3,281 | -15.24% | \$4,199 |
| Heavy Equipment Operator | 1 | \$3,143 | \$3,281 | -4.39% | \$4,334 |
| HR Analyst^ | 1 | New Position | \$3,110 | DNA | \$5,564 |
| IT Manager* | 1 | \$5,318 | \$6,514 | -22.49% | \$7,525 |
| Maintenance Technician | 1 | \$2,778 | \$2,794 | -0.58% | \$3,791 |
| Mechanic | 1 | \$3,384 | \$3,652 | -7.92% | \$4,616 |
| Planner^ | 1 | New Position | \$4,872 | DNA | \$6,271 |
| Public Works Supervisor | 1 | \$5,278 | \$6,514 | -23.42% | \$7,243 |
| Purchasing Coordinator^ | 1 | New Position | \$4,065 | DNA | \$6,382 |
| Recreation Specialist | 1 | \$3,221 | \$3,652 | -13.38% | \$4,288 |
| Risk Property Coordinator | 1 | \$4,670 | \$4,489 | 3.88% | \$6,514 |
| Senior Services Manager | 1 | \$4,440 | \$7,426 | -67.25% | \$7,458 |
| Wastewater Operator | 1 | \$3,556 | \$3,461 | 2.67% | \$4,711 |
| Water Supervisor | 1 | \$4,551 | \$4,744 | -4.24% | \$7,458 |

^ New positions with no current salaries

* Position with current salary of incumbent(s). No maximum salary available.

V. Benefits Summary Tables

In addition to the base salary and total compensation data presented in the datasheets provided within [Appendix A](#), CPS HR presents additional benefit information for all surveyed classifications displayed in table format in [Appendix B](#).

A summary of each table is provided below:

Tables B-1 to B-11

■ Table B-1 -General Information

- The number of budgeted employees for the ten labor market agencies surveyed (8 cities/2 towns) ranged from a low of 252 to a high of 955.
- None of the agencies had adopted dates for the next cost of living adjustments.
- All ten agencies used the “mid-point” of the adopted salary range as the control point for comparing the relative market position of their respective jobs.

■ Table B-2 - Retirement Practices

- Five of the agencies contribute to both Social Security and Medicare; four agencies contribute to Medicare only.
- Employees at all ten agencies hold membership in either the Arizona State Retirement System (ASRS) or Arizona Public Safety Retirement System (APRS) as applicable, except one agency contributes to a “401a” Plan for its non-safety employees.
- The agency average contribution rate for non-safety employees is 11.48%; the agency average for safety-police employees is 34.26%; and the average for safety-fire employees is 29.1%. The employer average total contribution across all retirement plans is 24.95%.

■ Table B-3 - Deferred Compensation, Longevity and Certification or Educational Incentive Pay Practices

- Nine agencies offered a deferred compensation plan with the “457” plan being most common; employee participation was voluntary and there was no employer match (except as provided to contract employees).
- Longevity Pay was provided by only one of the agencies (City of Yuma); with payment calculated as a lump sum percentage of the mid-point of the employee’s salary range at years: 3, 5, 10, 15, 20, and 25.
- Four agencies provided various levels of annual tuition reimbursement, ranging from \$450 per class, up a maximum \$5,250/year.

■ Table B-4 - Employee and Employer Contribution to Medical, Dental, Vision, Long Term Disability and Life Insurance

- Nine of the agencies provided health benefits within the framework of a cafeteria plan with pre-tax premium payments. Medical, dental and vision options were typically offered in the plans.
- Employer contributions range from a low of \$632/month (City of Florence) to \$1811/month (City of Buckeye).
- Five agencies provided LTD coverage with costs typically included as part of the ASRS/ASRS retirement plan contribution.
- Nine of the agencies provided life insurance; with a benefit amount based on a percentage of employee’s annual salary.

■ Table B-5 - Allowance Pay Practices

- Four agencies provided allowances to key management, administrative or safety personnel, who typically are subjected to 24/7 call-back or emergency response duties.

- The most common allowance was for telephone, ranging from \$50-\$100/month.
- Two agencies provided Uniform allowances to safety (fire/police) employees, ranging from \$659-\$1000/annual.

■ Table B-6 – Education/Certification Pay Incentives

- Seven agencies provided certification pay incentives to Safety employees (both fire and/or police), who attained special certification beyond requirements.
- Incentives for the “Paramedic Certification” was most common for Safety-Fire employees, and was calculated using various formulas (e.g. 10.00% differential in base pay, \$2.00/hour, \$379/month, etc.). Among fire employees, Incentives were also provided for HazMat and Special Operations Certifications, which ranged from \$0.75 to \$1.00/hour.
- “Skills” Pay incentives were provided to Police employees for certain certifications or training completed in areas such as: Field Training Officer, Investigations, Motorcycle, K-9, DUI, etc. Skills Pay ranged from \$1/hour to a flat monthly rate amount (i.e. level 1-\$43, level 2-\$87, etc.).

■ Table B-7: Comparison of Annual Compensation for Police Officer - Base Salary (midpoint) and Skill Pay

- Table B-7 shows the different types of Police Officer skill pay found in the City’s labor market and provides the annual compensation earned from each skill pay category. Weekly and monthly skill pay amounts were annualized for consistency in table comparisons. In addition to annual compensation for each skill pay category, the base salary midpoint for each agency is provided along with the total annual compensation of all possible skills pay categories.
- Figure B-1 - Comparison of Annual Compensation for Police Officer - Base Salary (midpoint) and Skill Pay
 - Figure B-1 shows a comparison of annual base pay (midpoint) and annual compensation earned from all Police Officer skill pay categories for each agency.
- Figure B-2 - Comparison of Annual Compensation for Police Officer - Skill Pay Only
 - Figure B-2 shows a comparison of annual compensation earned from each type of Police Officer skill pay found in the City’s labor market. Figure B-2 is comparison of skill pay only and does not include base pay.

■ Table B-8 - Comparison of Annual Compensation for Firefighter - Base Salary (midpoint) and Skill Pay

- Table B-8 shows the different types of Firefighter skill pay found in the City’s labor market and provides the annual compensation earned from each skill pay category. In addition

to annual compensation for each skill pay category, the base salary midpoint for each agency is provided along with the total annual compensation of all possible skills pay categories.

- Figure B-3 - Comparison of Annual Compensation for Firefighter - Base Salary (midpoint) and Skill Pay
 - Figure B-3 shows a comparison of annual base pay (midpoint) and annual compensation earned from all Firefighter skill pay categories for each agency.
- Figure B-4 - Comparison of Annual Compensation for Firefighter - Skill Pay Only
 - Figure B-4 shows a comparison of annual compensation earned from each type of Firefighter skill pay found in the City's labor market. Figure B-2 is comparison of skill pay only and does not include base pay.
- Table B-9 - Vacation Accrual
 - Vacation accrual rates for years 1, 5, 10 and 20 are displayed for all employee groups; the table also provides for a maximum accrual for each of these years.
 - Some agencies have elected to implement a PTO plan which combines vacation with sick leave.
- Table B-10 - Sick Leave, Holidays and Administrative Leave
 - The most common sick leave accrual is 96 hours per year, consistent with the City's practice; five agencies do not impose a limit on sick leave accruals for any of their employee groups, while four agencies have different maximum accruals for Non-safety and Safety employees.
 - All agencies provide holiday hours (which includes personal holidays) between 88 and 96 hours.
 - Three agencies provide some type of Administrative Leave, related to either job performance, workload/personal issues for FLSA exempt employees, or general management discretion.
- Table B-11 – Vacation and Sick Leave Cash-Out Practices
 - Five agencies have policies/practices that allow employees the option of “cashing out” a certain amount of accrued vacation leave once each calendar year. Restrictions on maximum number hours, available leave balances, to-date usage, etc. are as prescribed by the respective agencies leave policies/practices.
 - None of the agencies provide for accrued sick leave to be cashed-out.

VI. Recommendations

Employee Movement through Salary Ranges

The City requested a recommendation from CPS HR on how to address movement of employees through salary ranges. Implementation of a formal policy will help facilitate consistent and fair movement of employees through the proposed salary structure, rather than employees remaining stagnant in pay. Some salary guidelines that are typical of both public and private-sector organizations include: hiring pay, reclassifications, promotions, lateral moves, and demotions. Few policies specify plans to move employees through salary ranges other than through merit or promotional increases.

In addition to movement within a salary range, research shows that 5% to 10% difference between salary grades is generally a common practice. For this reason, CPS HR has created a proposed salary schedule with 7% to 10% difference between mid-point grades for the City's review. CPS HR would like to note that the City's most recent 2006-2007 Salary Schedule did not contain consistent mid-point differences. Some salary grades had 2.5% difference between grades, other grades had 5% difference, a couple of grades had 7% difference, and a handful of cases had over 10% difference between grades. Consistent application of salary grade differences and salary guidelines helps facilitate more accurate administration of a pay system and fair movement of employees. The City requested a Point Factor Study in May 2018. The results of this study will provide consistency in setting salary grades by focusing on market driven considerations, and CPS HR will apply consistent differentials between classification series to create a salary structure that will allow for effective movement of employees.

CPS HR did not find policies and practices for movement within a salary range in the City's labor market. However, examples exist in California agencies. The examples below are used in the City of Pasadena, California for two non-represented groups (with two options for interval movement within a salary range).

- 1) Non-Represented Non-Management Salary Resolution for classifications categorized as:
 - a. Technical & Administrative
 - b. Confidential & Clerical
 - c. Hourly (at-will)
- 2) Non- Represented Management Salary Resolution for confidential employees in classifications categorized in five levels:
 - Level 1 – Deputy Director Level Positions – At-will & confidential
 - Level 2 – Management – At-will & confidential
 - Level 3 – Safety Sworn Management
 - Level 4 – Confidential – At-will

Level 5 – Police Civilian Administrators and Supervisors

Option 1: Movement within the Salary Range at 2.5% Intervals¹

In option one, three criteria must be met for movement within the salary range.

1. Individuals are eligible for movement within the established salary range during the performance evaluation process. During the performance evaluation process, an individual demonstrating the ability to consistently meet expectations for the position which results in accomplishments achieved during the review period are eligible for salary increases.
2. Salary adjustments should not exceed 2.5% of base pay at any one time.
3. Performance evaluations should occur with the timelines established by the City's policy on performance evaluations.

The key to implementing this option in the City will be to maintain a current Annual Performance Management Program that holds managers and direct supervisors accountable for conducting performance evaluations on a yearly basis. The performance management program will require establishing clearly outlined criteria for measuring employee performance and applying fair and consistent standards to all employees. This option is more financially conservative than say a 3%-5% salary movement option. However, it could lead to a perception issue amongst City employees about the length of time it takes to reach the salary maximum.

Option 2: Movement within the Salary Range at 3-5% Intervals²

In option two, individuals are eligible for movement within the established salary range during the annual performance evaluation process as determined by his/her supervisor and with approval of his/her department director. During the annual performance evaluation process, an individual demonstrating the ability to consistently meet expectations for the position which results in accomplishments achieved during the review period are eligible for salary increases up to the control rate. Salary adjustments should not exceed 3% of annual base pay at any one time, nor occur more frequently than once every twelve months. Salary adjustments up to a maximum of 5% per year may be granted with approval from the City Manager or designee (e.g., Assistant City Manager, City Attorney or Human Resources Manager, when applicable).

The same performance management standards mentioned above in option one apply here. However, there are the added elements of fiscal impact, long-term sustainability, and executive management approval required. The City will have to determine if 5% increases across classifications and salary ranges is financially sustainable. Criteria will have to be established and standards carried out consistently to avoid the perception of favoritism. In addition, departments will have to be monitored to assess the number of employees who receive 3%, 4%, or 5% increases. This becomes another administrative process to monitor and enforce, as well as time commitment for review by the City Manager or designee.

¹ <https://ww5.cityofpasadena.net/human-resources/wp-content/uploads/sites/55/2017/02/Non-Rep-Non-Management-Salary-Resolution.pdf>

² <https://ww5.cityofpasadena.net/human-resources/wp-content/uploads/sites/55/2017/02/Non-Rep-Management-Salary-Resolution.pdf>

A standard 2% - 5% increase is the most competitive way to attract and retain talent in the City. The City will allow employee movement within a salary range within a 7 year period at 5% (or more years with lower percentage increments) if employee performance evaluations are conducted annually and in a timely manner.

Salary Step Plans

CPS HR has observed that some agencies incorporate "Steps" in the salary schedules for general employees and public safety fire and police employees. The number of "Steps" used on the schedule typically depends on the job class with lower class positions having a greater range of steps; the average number of steps range from 1- 10. CPS HR is not recommending a salary step plan as part of this study.

The City would benefit from implementing a formal policy for employee movement within the ranges. Based on research conducted by CPS HR on a similar recent project, the "Compensation Standards & Practices"³ for the University of Texas at Dallas are very comprehensive and could be a good starting place for a policy. However, they do not address any formal movement through ranges except through merit, promotion, or internal equity adjustments.

VII. Next Steps

This report provides detailed information concerning the scope of the project, the methodology used to complete the total compensation study, as well as the results of the study which show where the City stands in comparison to the labor market.

Key Considerations

Implementing compensation results raises a host of questions about fiscal impact, long-term sustainability, and balancing the need for competitiveness in the City's labor market with a realistic look at City resources in order to prevent employee layoffs down the road. CPS HR elaborated on various considerations and options during meetings with City management from March through June 2018.

Possible solutions for an implementation plan could include a targeted effort to address employee groups in a strategic manner or on a calendar rolling basis. For example, the City could start with positions that currently have higher turnover, such as public safety positions due to salary disparities compared to the established labor market, or hard to recruit positions. The goal would be to address the City's pain points first, while balancing factors such as fairness and perception. Working with the City, CPS HR advised and developed several implementation considerations. Although this step is not part of the original scope of work, nor standard procedure for CPS HR, we recognize that the City is in a unique circumstance due to the length of time since the last review of the City's compensation practices. The salary schedule as a whole was last addressed by the City in 2006-2007. Therefore, any attempt to bring

³ <http://www.utdallas.edu/hr/compensation/standards/#pay>

the compensation plan up-to-date will require careful consideration and strategic implementation efforts that are financial viable.

Should you require any further information, or have questions and comments with respect to this compensation report, please contact Jennifer Ramos, at (916) 471-3125 or via email at jramos@cpshr.us.

Appendix A-1: Executive Datasheets

City Attorney

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | City Attorney | \$7,056 | \$9,547 | | | | \$1,375 | \$34 | \$10 | | | \$1,084 | \$730 | \$12,780 |
| City of Apache Junction | City Attorney | \$11,833 | \$11,833 | | | \$885 | | | | | | \$1,358 | \$784 | \$14,860 |
| City of Buckeye | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Casa Grande | City Attorney | \$9,838 | \$13,541 | | | \$868 | | | | | | \$1,555 | \$809 | \$16,772 |
| City of Florence | Data Not Available (Current Contract Not Available) | | | | | | | | | | | | | |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Oro Valley | Legal Services Director | \$9,207 | \$13,810 | | | | \$1,095 | \$71 | | | | \$1,585 | \$812 | \$17,374 |
| City of Prescott Valley | Town Attorney | \$9,079 | \$12,709 | | \$1,652 | \$1,202 | | | | | | \$0 | \$184 | \$15,747 |
| City of Sierra Vista | No Comparable Class | | | | | | | | | | | | | |
| City of Yuma | City Attorney | \$9,565 | \$13,391 | | | \$657 | | | | | \$125 | \$1,537 | \$806 | \$16,517 |

| | |
|----------------------------------|----------|
| Base Salary Median | \$13,391 |
| Base Salary Mean | \$13,057 |
| Percentage Above or Below Median | -40.26% |
| Percentage Above or Below Mean | -36.76% |

| | |
|---|----------|
| Base Salary 66th Percentile | \$13,487 |
| Base Salary 75th Percentile | \$13,541 |
| Percentage Above or Below 66th Percentile | -41.27% |
| Percentage Above or Below 75th Percentile | -41.84% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|----------|
| Total Compensation Median | \$16,517 |
| Total Compensation Mean | \$16,254 |
| Percentage Above or Below Median | -29.24% |
| Percentage Above or Below Mean | -27.18% |

| | |
|---|----------|
| Total Compensation 66th Percentile | \$16,680 |
| Total Compensation 75th Percentile | \$16,772 |
| Percentage Above or Below 66th Percentile | -30.52% |
| Percentage Above or Below 75th Percentile | -31.24% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 5

City Clerk

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | City Clerk | \$3,901 | \$5,278 | | | | \$1,375 | \$34 | \$10 | | | \$599 | \$404 | \$7,700 |
| City of Apache Junction | City Clerk | \$8,463 | \$11,673 | | | \$885 | | | | | | \$1,340 | \$782 | \$14,680 |
| City of Buckeye | City Clerk | \$7,840 | \$12,778 | | | | \$1,735 | \$76 | | | | \$1,467 | \$798 | \$16,853 |
| City of Casa Grande | City Clerk | \$6,961 | \$9,618 | | | \$868 | | | | | | \$1,104 | \$736 | \$12,326 |
| City of Florence | Town Clerk | \$4,892 | \$7,814 | | | \$632 | | | | | | \$897 | \$598 | \$9,941 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | City Clerk | \$7,057 | \$9,728 | | | \$1,230 | | | | | \$8 | \$1,117 | \$744 | \$12,827 |
| City of Oro Valley | Town Clerk | \$7,575 | \$11,362 | | | | \$1,095 | \$71 | | | | \$1,304 | \$777 | \$14,609 |
| City of Prescott Valley | Town Clerk/Risk Management Director | \$6,919 | \$9,686 | | \$1,259 | \$1,202 | | | | | | \$0 | \$140 | \$12,288 |
| City of Sierra Vista | City Clerk | \$6,299 | \$9,448 | | | \$807 | | | | | | \$1,085 | \$723 | \$12,062 |
| City of Yuma | City Clerk | \$6,769 | \$9,477 | | | \$657 | | | | | \$125 | \$1,088 | \$725 | \$12,072 |

| | |
|----------------------------------|----------|
| Base Salary Median | \$9,686 |
| Base Salary Mean | \$10,176 |
| Percentage Above or Below Median | -83.52% |
| Percentage Above or Below Mean | -92.80% |

| | |
|---|----------|
| Base Salary 66th Percentile | \$10,186 |
| Base Salary 75th Percentile | \$11,362 |
| Percentage Above or Below 66th Percentile | -92.98% |
| Percentage Above or Below 75th Percentile | -115.27% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|----------|
| Total Compensation Median | \$12,326 |
| Total Compensation Mean | \$13,073 |
| Percentage Above or Below Median | -60.08% |
| Percentage Above or Below Mean | -69.78% |

| | |
|---|----------|
| Total Compensation 66th Percentile | \$13,326 |
| Total Compensation 75th Percentile | \$14,609 |
| Percentage Above or Below 66th Percentile | -73.07% |
| Percentage Above or Below 75th Percentile | -89.74% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 9

City Manager

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | City Manager | \$8,388 | \$11,348 | | | | \$1,375 | \$34 | \$10 | | | \$1,288 | \$777 | \$14,832 |
| City of Apache Junction | City Manager | \$12,500 | \$12,500 | | | \$885 | | | | | | \$1,435 | \$794 | \$15,614 |
| City of Buckeye | City Manager | \$16,250 | \$16,250 | | \$1,500 | | \$1,735 | \$76 | | | | \$1,866 | \$848 | \$22,274 |
| City of Casa Grande | City Manager | \$12,365 | \$17,037 | | | \$868 | | | | | | \$1,956 | \$859 | \$20,720 |
| City of Florence | Data Not Available (Current Contract Not Available) | | | | | | | | | | | | | |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | City Manager | \$10,948 | \$15,092 | | | \$1,230 | | | | | \$8 | \$1,733 | \$831 | \$18,894 |
| City of Oro Valley | Town Manager | \$11,571 | \$17,626 | | | | \$1,095 | \$71 | | | | \$2,023 | \$868 | \$21,683 |
| City of Prescott Valley | Town Manager | \$10,527 | \$14,738 | | \$1,916 | \$1,202 | | | | | | \$0 | \$214 | \$18,070 |
| City of Sierra Vista | City Manager | \$11,526 | \$11,526 | | | \$807 | | | | | | \$1,323 | \$779 | \$14,436 |
| City of Yuma | City Administrator | \$11,654 | \$16,315 | | | \$657 | | | | | \$125 | \$1,873 | \$849 | \$19,819 |

| | |
|----------------------------------|----------|
| Base Salary Median | \$15,671 |
| Base Salary Mean | \$15,136 |
| Percentage Above or Below Median | -38.09% |
| Percentage Above or Below Mean | -33.38% |

| | |
|---|----------|
| Base Salary 66th Percentile | \$16,290 |
| Base Salary 75th Percentile | \$16,496 |
| Percentage Above or Below 66th Percentile | -43.55% |
| Percentage Above or Below 75th Percentile | -45.36% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|----------|
| Total Compensation Median | \$19,356 |
| Total Compensation Mean | \$18,939 |
| Percentage Above or Below Median | -30.50% |
| Percentage Above or Below Mean | -27.69% |

| | |
|---|----------|
| Total Compensation 66th Percentile | \$20,378 |
| Total Compensation 75th Percentile | \$20,961 |
| Percentage Above or Below 66th Percentile | -37.39% |
| Percentage Above or Below 75th Percentile | -41.32% |

| | |
|---|-------|
| Percentile of District class total compensation within labor market | 12.5% |
|---|-------|

Total Matc 8

City Prosecutor*

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|------------------------------------|--------------|--------------|---------------|---------------|----------------|--------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | City Prosecutor* | \$10,417 | \$10,417 | | | | | | | | | | | N/A |
| City of Apache Junction | Assistant City Attorney/Prosecutor | \$6,631 | \$9,604 | | | | | | | | | | | N/A |
| City of Buckeye | No Comparable Class | | | | | | | | | | | | | |
| City of Casa Grande | City Prosecutor | \$6,205 | \$8,572 | | | | | | | | | | | N/A |
| City of Florence | No Comparable Class | | | | | | | | | | | | | |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | Legal Services Director | \$9,207 | \$13,810 | | | | | | | | | | | N/A |
| City of Prescott Valley | Prosecutor | \$6,919 | \$9,686 | | | | | | | | | | | N/A |
| City of Sierra Vista | No Comparable Class | | | | | | | | | | | | | |
| City of Yuma | City Prosecutor | \$8,248 | \$11,547 | | | | | | | | | | | N/A |

| | |
|----------------------------------|----------|
| Base Salary Median | \$9,686 |
| Base Salary Mean | \$10,644 |
| Percentage Above or Below Median | 7.02% |
| Percentage Above or Below Mean | -2.18% |

| | |
|---|----------|
| Base Salary 66th Percentile | \$10,877 |
| Base Salary 75th Percentile | \$11,547 |
| Percentage Above or Below 66th Percentile | -4.42% |
| Percentage Above or Below 75th Percentile | -10.85% |

| | |
|--|-------|
| Percentile of District class base salary within total labor market | 60.0% |
|--|-------|

| | |
|----------------------------------|-----|
| Total Compensation Median | N/A |
| Total Compensation Mean | N/A |
| Percentage Above or Below Median | N/A |
| Percentage Above or Below Mean | N/A |

| | |
|---|-----|
| Total Compensation 66th Percentile | N/A |
| Total Compensation 75th Percentile | N/A |
| Percentage Above or Below 66th Percentile | N/A |
| Percentage Above or Below 75th Percentile | N/A |

| | |
|---|-----|
| Percentile of District class total compensation within labor market | N/A |
|---|-----|

Total Matc 5

* Position with current salary of incumbent(s). No maximum salary available.

Director of Finance*

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|--------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Director of Finance* | \$5,378 | \$7,276 | | | | \$1,375 | \$34 | \$10 | | | \$826 | \$557 | \$10,077 |
| City of Apache Junction | Finance Director | \$8,463 | \$12,257 | | | \$885 | | | | | | \$1,407 | \$790 | \$15,339 |
| City of Buckeye | Finance Director | \$8,644 | \$14,089 | | | | \$1,735 | \$76 | | | | \$1,617 | \$817 | \$18,334 |
| City of Casa Grande | Finance Director | \$8,773 | \$12,088 | | | \$868 | | | | | | \$1,388 | \$788 | \$15,131 |
| City of Florence | Finance Director | \$6,109 | \$9,759 | | | \$632 | | | | | | \$1,120 | \$747 | \$12,258 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Director of Financial Services | \$7,780 | \$10,725 | | | \$1,230 | | | | | \$8 | \$1,231 | \$768 | \$13,962 |
| City of Oro Valley | Finance Director | \$8,769 | \$13,153 | | | | \$1,095 | \$71 | | | | \$1,510 | \$803 | \$16,632 |
| City of Prescott Valley | Finance Manager | \$5,821 | \$8,148 | | \$1,059 | \$1,202 | | | | | | \$0 | \$118 | \$10,527 |
| City of Sierra Vista | Chief Financial Officer | \$8,103 | \$10,129 | | | \$807 | | | | | | \$1,163 | \$759 | \$12,858 |
| City of Yuma | Director of Financial Services | \$8,665 | \$12,131 | | | \$657 | | | | | \$125 | \$1,393 | \$788 | \$15,094 |

| | |
|----------------------------------|----------|
| Base Salary Median | \$12,088 |
| Base Salary Mean | \$11,387 |
| Percentage Above or Below Median | -66.14% |
| Percentage Above or Below Mean | -56.49% |

| | |
|---|----------|
| Base Salary 66th Percentile | \$12,166 |
| Base Salary 75th Percentile | \$12,257 |
| Percentage Above or Below 66th Percentile | -67.21% |
| Percentage Above or Below 75th Percentile | -68.46% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|----------|
| Total Compensation Median | \$15,094 |
| Total Compensation Mean | \$14,459 |
| Percentage Above or Below Median | -49.78% |
| Percentage Above or Below Mean | -43.48% |

| | |
|---|----------|
| Total Compensation 66th Percentile | \$15,189 |
| Total Compensation 75th Percentile | \$15,339 |
| Percentage Above or Below 66th Percentile | -50.73% |
| Percentage Above or Below 75th Percentile | -52.21% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 9

* Position with current salary of incumbent(s). No maximum salary available.

Director of Parks and Recreation*

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-----------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Director of Parks and Recreation* | \$6,266 | \$6,266 | | | | \$1,375 | \$34 | \$10 | | | \$711 | \$479 | \$8,876 |
| City of Apache Junction | Recreation Superintendent | \$8,463 | \$12,257 | | | \$885 | | | | | | \$1,407 | \$790 | \$15,339 |
| City of Buckeye | Community Services Director | \$7,840 | \$12,778 | | | | \$1,735 | \$76 | | | | \$1,467 | \$798 | \$16,853 |
| City of Casa Grande | Recreation Program Superintendent | \$5,408 | \$7,288 | | | \$868 | | | | | | \$837 | \$558 | \$9,550 |
| City of Florence | Park and Recreation Director | \$5,673 | \$9,062 | | | \$632 | | | | | | \$1,040 | \$693 | \$11,428 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | Parks and Recreation Director | \$7,953 | \$11,930 | | | | \$1,095 | \$71 | | | | \$1,370 | \$785 | \$15,251 |
| City of Prescott Valley | Parks and Recreation Director | \$7,270 | \$10,176 | | \$1,323 | \$1,202 | | | | | | \$0 | \$148 | \$12,848 |
| City of Sierra Vista | Leisure Services Manager | \$6,299 | \$9,448 | | | \$807 | | | | | | \$1,085 | \$723 | \$12,062 |
| City of Yuma | Director of Parks and Recreation | \$7,850 | \$10,990 | | | \$657 | | | | | \$125 | \$1,262 | \$772 | \$13,805 |

| | |
|----------------------------------|-----------------|
| Base Salary Median | \$10,583 |
| Base Salary Mean | \$10,491 |
| Percentage Above or Below Median | -68.90% |
| Percentage Above or Below Mean | -67.43% |

| | |
|---|-----------------|
| Base Salary 66th Percentile | \$11,573 |
| Base Salary 75th Percentile | \$12,012 |
| Percentage Above or Below 66th Percentile | -84.69% |
| Percentage Above or Below 75th Percentile | -91.70% |

| | |
|--|-------------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|-------------|

| | |
|----------------------------------|-----------------|
| Total Compensation Median | \$13,327 |
| Total Compensation Mean | \$13,392 |
| Percentage Above or Below Median | -50.15% |
| Percentage Above or Below Mean | -50.89% |

| | |
|---|-----------------|
| Total Compensation 66th Percentile | \$14,701 |
| Total Compensation 75th Percentile | \$15,273 |
| Percentage Above or Below 66th Percentile | -65.64% |
| Percentage Above or Below 75th Percentile | -72.08% |

| | |
|---|-------------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|-------------|

Total Matc 8

* Position with current salary of incumbent(s). No maximum salary available.



Director of Planning and Zoning*

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-----------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Director of Planning and Zoning* | \$4,637 | \$6,274 | | | | \$1,375 | \$34 | \$10 | | | \$712 | \$480 | \$8,885 |
| City of Apache Junction | Development Services Director | \$8,463 | \$12,257 | | | \$885 | | | | | | \$1,407 | \$790 | \$15,339 |
| City of Buckeye | Development Services Director | \$7,840 | \$12,778 | | | | \$1,735 | \$76 | | | | \$1,467 | \$798 | \$16,853 |
| City of Casa Grande | Planning and Development Director | \$7,998 | \$11,038 | | | \$868 | | | | | | \$1,267 | \$772 | \$13,945 |
| City of Florence | Community Development Director | \$5,815 | \$9,288 | | | \$632 | | | | | | \$1,066 | \$711 | \$11,697 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Planning and Zoning Administrator | \$6,096 | \$8,404 | | | \$1,230 | | | | | \$8 | \$965 | \$643 | \$11,250 |
| City of Oro Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Prescott Valley | Community Development Director | \$8,431 | \$11,802 | | \$1,534 | \$1,202 | | | | | | \$0 | \$171 | \$14,709 |
| City of Sierra Vista | Director of Community Development | \$8,103 | \$12,154 | | | \$807 | | | | | | \$1,395 | \$788 | \$15,145 |
| City of Yuma | Planning Manager | \$6,769 | \$9,477 | | | \$657 | | | | | \$125 | \$1,088 | \$725 | \$12,072 |

| | |
|---|-----------------|
| Base Salary Median | \$11,420 |
| Base Salary Mean | \$10,900 |
| Percentage Above or Below Median | -82.02% |
| Percentage Above or Below Mean | -73.73% |

| | |
|--|-----------------|
| Base Salary 66th Percentile | \$12,020 |
| Base Salary 75th Percentile | \$12,180 |
| Percentage Above or Below 66th Percentile | -91.59% |
| Percentage Above or Below 75th Percentile | -94.13% |

| | |
|---|-------------|
| Percentile of District class base salary within total labor market | 0.0% |
|---|-------------|

| | |
|---|-----------------|
| Total Compensation Median | \$14,327 |
| Total Compensation Mean | \$13,876 |
| Percentage Above or Below Median | -61.25% |
| Percentage Above or Below Mean | -56.18% |

| | |
|--|-----------------|
| Total Compensation 66th Percentile | \$14,979 |
| Total Compensation 75th Percentile | \$15,193 |
| Percentage Above or Below 66th Percentile | -68.59% |
| Percentage Above or Below 75th Percentile | -71.00% |

| | |
|--|-------------|
| Percentile of District class total compensation within labor market | 0.0% |
|--|-------------|

Total Matc 8

* Position with current salary of incumbent(s). No maximum salary available.

Director of Public Works

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Director of Public Works | \$5,792 | \$7,836 | | | | \$1,375 | \$34 | \$10 | | | \$889 | \$599 | \$10,744 |
| City of Apache Junction | Public Works Director | \$8,463 | \$12,257 | | | \$885 | | | | | | \$1,407 | \$790 | \$15,339 |
| City of Buckeye | Public Works Director | \$8,644 | \$14,089 | | | | \$1,735 | \$76 | | | | \$1,617 | \$817 | \$18,334 |
| City of Casa Grande | Public Works Director | \$8,773 | \$12,088 | | | \$868 | | | | | | \$1,388 | \$788 | \$15,131 |
| City of Florence | Public Works Director | \$6,109 | \$9,759 | | | \$632 | | | | | | \$1,120 | \$747 | \$12,258 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Public Works Director/City Engineer | \$7,780 | \$10,725 | | | \$1,230 | | | | | \$8 | \$1,231 | \$768 | \$13,962 |
| City of Oro Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Prescott Valley | Public Works Director | \$8,431 | \$11,802 | | \$1,534 | \$1,202 | | | | | | \$0 | \$171 | \$14,709 |
| City of Sierra Vista | Director of Public Works | \$8,103 | \$12,154 | | | \$807 | | | | | | \$1,395 | \$788 | \$15,145 |
| City of Yuma | Director Public Works | \$8,248 | \$11,547 | | | \$657 | | | | | \$125 | \$1,326 | \$780 | \$14,434 |

| | |
|----------------------------------|----------|
| Base Salary Median | \$11,945 |
| Base Salary Mean | \$11,803 |
| Percentage Above or Below Median | -52.44% |
| Percentage Above or Below Mean | -50.62% |

| | |
|---|----------|
| Base Salary 66th Percentile | \$12,129 |
| Base Salary 75th Percentile | \$12,180 |
| Percentage Above or Below 66th Percentile | -54.78% |
| Percentage Above or Below 75th Percentile | -55.43% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|----------|
| Total Compensation Median | \$14,920 |
| Total Compensation Mean | \$14,914 |
| Percentage Above or Below Median | -38.87% |
| Percentage Above or Below Mean | -38.82% |

| | |
|---|----------|
| Total Compensation 66th Percentile | \$15,140 |
| Total Compensation 75th Percentile | \$15,193 |
| Percentage Above or Below 66th Percentile | -40.91% |
| Percentage Above or Below 75th Percentile | -41.41% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 8

Human Resources Manager*

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Human Resources Manager* | \$5,833 | \$5,833 | | | | \$1,375 | \$34 | \$10 | | | \$662 | \$446 | \$8,360 |
| City of Apache Junction | Human Resource Director | \$8,463 | \$12,257 | | | \$885 | | | | | | \$1,407 | \$790 | \$15,339 |
| City of Buckeye | Human Resources Director | \$7,840 | \$12,778 | | | | \$1,735 | \$76 | | | | \$1,467 | \$798 | \$16,853 |
| City of Casa Grande | HR Director | \$8,187 | \$11,291 | | | \$868 | | | | | | \$1,296 | \$776 | \$14,231 |
| City of Florence | Human Resource Director | \$5,400 | \$8,625 | | | \$632 | | | | | | \$990 | \$660 | \$10,907 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Director of Human Resources | \$7,780 | \$10,725 | | | \$1,230 | | | | | \$8 | \$1,231 | \$768 | \$13,962 |
| City of Oro Valley | Human Resources Director | \$8,351 | \$12,527 | | | | \$1,095 | \$71 | | | | \$1,438 | \$794 | \$15,925 |
| City of Prescott Valley | Human Resource Director | \$8,431 | \$11,802 | | \$1,534 | \$1,202 | | | | | | \$0 | \$171 | \$14,709 |
| City of Sierra Vista | Chief Human Resources Officer | \$7,484 | \$11,226 | | | \$807 | | | | | | \$1,289 | \$775 | \$14,097 |
| City of Yuma | Director of HR | \$7,850 | \$10,990 | | | \$657 | | | | | \$125 | \$1,262 | \$772 | \$13,805 |

| | |
|----------------------------------|----------|
| Base Salary Median | \$11,291 |
| Base Salary Mean | \$11,358 |
| Percentage Above or Below Median | -93.57% |
| Percentage Above or Below Mean | -94.72% |

| | |
|---|----------|
| Base Salary 66th Percentile | \$11,929 |
| Base Salary 75th Percentile | \$12,257 |
| Percentage Above or Below 66th Percentile | -104.52% |
| Percentage Above or Below 75th Percentile | -110.13% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|----------|
| Total Compensation Median | \$14,231 |
| Total Compensation Mean | \$14,425 |
| Percentage Above or Below Median | -70.22% |
| Percentage Above or Below Mean | -72.55% |

| | |
|---|----------|
| Total Compensation 66th Percentile | \$14,886 |
| Total Compensation 75th Percentile | \$15,339 |
| Percentage Above or Below 66th Percentile | -78.05% |
| Percentage Above or Below 75th Percentile | -83.48% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 9

* Position with current salary of incumbent(s). No maximum salary available.

Magistrate

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Magistrate | \$5,792 | \$7,836 | | | | \$1,375 | \$34 | \$10 | | | \$889 | \$599 | \$10,744 |
| City of Apache Junction | Magistrate | \$10,916 | \$10,916 | | | \$885 | | | | | | \$1,253 | \$771 | \$13,825 |
| City of Buckeye | Presiding Judge | \$11,875 | \$11,875 | | \$1,250 | | \$1,735 | \$76 | | | | \$1,363 | \$784 | \$17,084 |
| City of Casa Grande | No Comparable Class | | | | | | | | | | | | | |
| City of Florence | Contracted | | | | | | | | | | | | | |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Oro Valley | Magistrate Judge | \$8,769 | \$13,153 | | | | \$1,095 | \$71 | | | | \$1,510 | \$803 | \$16,632 |
| City of Prescott Valley | Magistrate | \$7,270 | \$10,176 | | \$1,323 | \$1,202 | | | | | | \$0 | \$148 | \$12,848 |
| City of Sierra Vista | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Yuma | No Comparable Class | | | | | | | | | | | | | |

| | |
|----------------------------------|-----------------|
| Base Salary Median | \$11,396 |
| Base Salary Mean | \$11,530 |
| Percentage Above or Below Median | -45.42% |
| Percentage Above or Below Mean | -47.14% |

| | |
|---|-----------------|
| Base Salary 66th Percentile | \$11,856 |
| Base Salary 75th Percentile | \$12,195 |
| Percentage Above or Below 66th Percentile | -51.30% |
| Percentage Above or Below 75th Percentile | -55.62% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|-----------------|
| Total Compensation Median | \$15,228 |
| Total Compensation Mean | \$15,097 |
| Percentage Above or Below Median | -41.74% |
| Percentage Above or Below Mean | -40.52% |

| | |
|---|-----------------|
| Total Compensation 66th Percentile | \$16,576 |
| Total Compensation 75th Percentile | \$16,745 |
| Percentage Above or Below 66th Percentile | -54.28% |
| Percentage Above or Below 75th Percentile | -55.86% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 4

Appendix A-2: Safety, Fire Datasheets

Fire Captain

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Fire Captain | \$3,623 | \$4,901 | | | | \$1,375 | \$34 | \$10 | | | \$647 | \$375 | \$7,342 |
| City of Apache Junction | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Buckeye | Fire Captain | \$6,005 | \$8,048 | | | | \$1,735 | \$76 | | | | \$1,045 | \$117 | \$11,020 |
| City of Casa Grande | Fire Captain | \$7,571 | \$10,441 | | | \$868 | | | | | | \$3,017 | \$151 | \$14,478 |
| City of Florence | Fire Captain | \$3,896 | \$6,030 | | | \$632 | | | | | | \$3,052 | \$87 | \$9,801 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Fire Captain | \$6,182 | \$6,958 | | \$70 | \$1,230 | | | | | \$8 | \$910 | \$532 | \$9,708 |
| City of Oro Valley | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Prescott Valley | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Sierra Vista | Fire Captain | \$4,934 | \$6,641 | | | \$807 | | | | | | \$2,486 | \$508 | \$10,442 |
| City of Yuma | Fire Captain | \$5,033 | \$7,047 | | | \$657 | | | | | \$125 | \$3,566 | \$102 | \$11,498 |

| | |
|---|----------------|
| Base Salary Median | \$7,003 |
| Base Salary Mean | \$7,528 |
| Percentage Above or Below Median | -42.88% |
| Percentage Above or Below Mean | -53.59% |

| | |
|---|----------------|
| Total Compensation Median | \$10,731 |
| Total Compensation Mean | \$11,158 |
| Percentage Above or Below Median | -46.17% |
| Percentage Above or Below Mean | -51.98% |

| | |
|--|----------------|
| Base Salary 66th Percentile | \$7,347 |
| Base Salary 75th Percentile | \$7,798 |
| Percentage Above or Below 66th Percentile | -49.91% |
| Percentage Above or Below 75th Percentile | -59.11% |

| | |
|--|----------------|
| Total Compensation 66th Percentile | \$11,164 |
| Total Compensation 75th Percentile | \$11,378 |
| Percentage Above or Below 66th Percentile | -52.05% |
| Percentage Above or Below 75th Percentile | -54.98% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 6

Fire Chief

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Fire Chief | \$5,378 | \$7,276 | | | | \$1,375 | \$34 | \$10 | | | \$960 | \$557 | \$10,212 |
| City of Apache Junction | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Buckeye | Fire Chief | \$9,076 | \$14,794 | | | | \$1,735 | \$76 | | | | \$1,920 | \$215 | \$18,740 |
| City of Casa Grande | Fire Chief | \$8,975 | \$12,365 | | | \$868 | | | | | | \$3,573 | \$179 | \$16,986 |
| City of Florence | Fire Chief | \$6,262 | \$10,003 | | | \$632 | | | | | | \$5,063 | \$145 | \$15,843 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Fire Chief | \$7,780 | \$10,725 | | \$107 | \$1,230 | | | | | \$8 | \$1,403 | \$768 | \$14,241 |
| City of Oro Valley | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Prescott Valley | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Sierra Vista | Fire Chief | \$9,318 | \$13,977 | | | \$807 | | | | | | \$5,233 | \$815 | \$20,832 |
| City of Yuma | Fire Chief | \$9,104 | \$12,745 | | | \$657 | | | | | \$125 | \$6,450 | \$185 | \$20,162 |

| | |
|---|----------|
| Base Salary Median | \$12,555 |
| Base Salary Mean | \$12,435 |
| Percentage Above or Below Median | -72.55% |
| Percentage Above or Below Mean | -70.90% |

| | |
|--|----------|
| Base Salary 66th Percentile | \$13,115 |
| Base Salary 75th Percentile | \$13,669 |
| Percentage Above or Below 66th Percentile | -80.24% |
| Percentage Above or Below 75th Percentile | -87.86% |

| | |
|---|-------------|
| Percentile of District class base salary within total labor market | 0.0% |
|---|-------------|

| | |
|---|----------|
| Total Compensation Median | \$17,863 |
| Total Compensation Mean | \$17,800 |
| Percentage Above or Below Median | -74.92% |
| Percentage Above or Below Mean | -74.31% |

| | |
|--|----------|
| Total Compensation 66th Percentile | \$19,166 |
| Total Compensation 75th Percentile | \$19,806 |
| Percentage Above or Below 66th Percentile | -87.68% |
| Percentage Above or Below 75th Percentile | -93.95% |

| | |
|--|-------------|
| Percentile of District class total compensation within labor market | 0.0% |
|--|-------------|

Total Matc 6

Fire Fighter

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Fire Fighter | \$2,830 | \$3,829 | | | | \$1,375 | \$34 | \$10 | | | \$505 | \$293 | \$6,046 |
| City of Apache Junction | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Buckeye | Firefighter | \$3,860 | \$5,987 | | | | \$1,735 | \$76 | | | | \$777 | \$87 | \$8,662 |
| City of Casa Grande | Fire Fighter | \$5,618 | \$7,751 | | | \$868 | | | | | | \$2,240 | \$112 | \$10,971 |
| City of Florence | Firefighter | \$3,043 | \$4,711 | | | \$632 | | | | | | \$2,384 | \$68 | \$7,796 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Firefighter | \$4,084 | \$5,174 | | \$52 | \$1,230 | | | | | \$8 | \$677 | \$396 | \$7,536 |
| City of Oro Valley | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Prescott Valley | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Sierra Vista | Firefighter/ EMT | \$3,516 | \$5,245 | | | \$807 | | | | | | \$1,964 | \$401 | \$8,417 |
| City of Yuma | Fire Fighter/EMT | \$3,562 | \$4,987 | | | \$657 | | | | | \$125 | \$2,524 | \$72 | \$8,365 |

| | |
|---|---------|
| Base Salary Median | \$5,210 |
| Base Salary Mean | \$5,643 |
| Percentage Above or Below Median | -36.05% |
| Percentage Above or Below Mean | -47.36% |

| | |
|--|---------|
| Base Salary 66th Percentile | \$5,468 |
| Base Salary 75th Percentile | \$5,802 |
| Percentage Above or Below 66th Percentile | -42.79% |
| Percentage Above or Below 75th Percentile | -51.51% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|---|---------|
| Total Compensation Median | \$8,391 |
| Total Compensation Mean | \$8,625 |
| Percentage Above or Below Median | -38.78% |
| Percentage Above or Below Mean | -42.64% |

| | |
|--|---------|
| Total Compensation 66th Percentile | \$8,490 |
| Total Compensation 75th Percentile | \$8,601 |
| Percentage Above or Below 66th Percentile | -40.42% |
| Percentage Above or Below 75th Percentile | -42.25% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 6

Appendix A-3: Safety, Police Datasheets

Police Chief

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|--|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Police Chief | \$6,237 | \$8,438 | | | | \$1,375 | \$34 | \$10 | | | \$1,684 | \$646 | \$12,187 |
| City of Apache Junction | Director of Public Safety/Police Chief | \$8,886 | \$12,870 | | | \$885 | | | | | | \$5,940 | \$799 | \$20,493 |
| City of Buckeye | Police Chief | \$9,530 | \$15,532 | | | | \$1,735 | \$76 | | | | \$3,151 | \$837 | \$21,332 |
| City of Casa Grande | Police Chief | \$9,185 | \$12,649 | | | \$868 | | | | | | \$5,748 | \$796 | \$20,060 |
| City of Florence | Police Chief | \$6,579 | \$10,509 | | | \$632 | | | | | | \$4,520 | \$765 | \$16,426 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Chief of Police | \$7,780 | \$10,725 | | | \$1,230 | | | | | \$8 | \$1,322 | \$768 | \$14,053 |
| City of Oro Valley | Police Chief | \$9,667 | \$14,501 | | | | \$1,095 | \$71 | | | | \$3,720 | \$823 | \$20,209 |
| City of Prescott Valley | Police Chief | \$9,079 | \$12,709 | | \$1,652 | \$1,202 | | | | | | \$0 | \$184 | \$15,747 |
| City of Sierra Vista | Police Chief | \$9,318 | \$13,977 | | | \$807 | | | | | | \$6,510 | \$815 | \$22,109 |
| City of Yuma | Chief of Police | \$9,104 | \$12,745 | | | \$657 | | | | | \$125 | \$5,482 | \$797 | \$19,806 |

| | |
|----------------------------------|----------|
| Base Salary Median | \$12,745 |
| Base Salary Mean | \$12,913 |
| Percentage Above or Below Median | -51.04% |
| Percentage Above or Below Mean | -53.03% |

| | |
|---|----------|
| Base Salary 66th Percentile | \$13,180 |
| Base Salary 75th Percentile | \$13,977 |
| Percentage Above or Below 66th Percentile | -56.20% |
| Percentage Above or Below 75th Percentile | -65.64% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|----------|
| Total Compensation Median | \$20,060 |
| Total Compensation Mean | \$18,915 |
| Percentage Above or Below Median | -64.61% |
| Percentage Above or Below Mean | -55.21% |

| | |
|---|----------|
| Total Compensation 66th Percentile | \$20,289 |
| Total Compensation 75th Percentile | \$20,493 |
| Percentage Above or Below 66th Percentile | -66.48% |
| Percentage Above or Below 75th Percentile | -68.16% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 9

Police Communications Supervisor^

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | New Position | | | | | | | | | | | | | |
| City of Apache Junction | Police Telecommunications Administrator | \$4,713 | \$6,825 | | | \$885 | | | | | | \$784 | \$522 | \$9,016 |
| City of Buckeye | Police Support Services Administrator | \$6,250 | \$9,377 | | | | \$1,735 | \$76 | | | | \$1,076 | \$717 | \$12,982 |
| City of Casa Grande | Public Safety Communications Manager | \$5,932 | \$8,187 | | | \$868 | | | | | | \$940 | \$626 | \$10,621 |
| City of Florence | Police Support Services Manager | \$4,093 | \$6,335 | | | \$632 | | | | | | \$727 | \$485 | \$8,179 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Public Safety Communications Manager | \$6,401 | \$8,824 | | | \$1,230 | | | | | \$8 | \$1,013 | \$675 | \$11,750 |
| City of Oro Valley | Police Communications Manager | \$5,935 | \$8,902 | | | | \$1,095 | \$71 | | | | \$1,022 | \$681 | \$11,771 |
| City of Prescott Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Sierra Vista | Communications Administrator | \$5,351 | \$8,026 | | | \$807 | | | | | | \$921 | \$614 | \$10,368 |
| City of Yuma | 911 Emergency Dispatcher Supervisor | \$3,743 | \$5,240 | | | \$657 | | | | | \$125 | \$602 | \$401 | \$7,024 |

| | |
|----------------------------------|----------------|
| Base Salary Median | \$8,107 |
| Base Salary Mean | \$7,715 |
| Percentage Above or Below Median | |
| Percentage Above or Below Mean | |

| | |
|----------------------------------|-----------------|
| Total Compensation Median | \$10,495 |
| Total Compensation Mean | \$10,214 |
| Percentage Above or Below Median | |
| Percentage Above or Below Mean | |

| | |
|---|----------------|
| Base Salary 66th Percentile | \$8,582 |
| Base Salary 75th Percentile | \$8,844 |
| Percentage Above or Below 66th Percentile | |
| Percentage Above or Below 75th Percentile | |

| | |
|---|-----------------|
| Total Compensation 66th Percentile | \$11,321 |
| Total Compensation 75th Percentile | \$11,755 |
| Percentage Above or Below 66th Percentile | |
| Percentage Above or Below 75th Percentile | |

| | |
|--|--|
| Percentile of District class base salary within total labor market | |
|--|--|

| | |
|---|--|
| Percentile of District class total compensation within labor market | |
|---|--|

Total Matc 8

^ New position with no current salaries

Police Lieutenant

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|----------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Police Lieutenant | \$4,524 | \$6,121 | | | | \$1,375 | \$34 | \$10 | | | \$695 | \$468 | \$8,703 |
| City of Apache Junction | Lieutenant | \$6,805 | \$8,711 | | | \$885 | | | | | | \$4,020 | \$666 | \$14,283 |
| City of Buckeye | Police Lieutenant | \$7,807 | \$9,759 | | | | \$1,735 | \$76 | | | | \$1,980 | \$747 | \$14,297 |
| City of Casa Grande | Police Lieutenant | \$6,494 | \$8,975 | | | \$868 | | | | | | \$1,030 | \$687 | \$11,560 |
| City of Florence | Police Lieutenant | \$5,139 | \$8,210 | | | \$632 | | | | | | \$3,531 | \$628 | \$13,001 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Police Lieutenant | \$6,401 | \$8,824 | | | \$1,230 | | | | | \$8 | \$1,088 | \$675 | \$11,825 |
| City of Oro Valley | Police Lieutenant | \$7,214 | \$10,821 | | | | \$1,095 | \$71 | | | | \$2,776 | \$769 | \$15,532 |
| City of Prescott Valley | Police Lieutenant | \$5,406 | \$7,568 | | | \$1,202 | | | | | | \$1,960 | \$110 | \$10,840 |
| City of Sierra Vista | Police Lieutenant | \$6,637 | \$8,837 | | | \$807 | | | | | | \$4,116 | \$676 | \$14,436 |
| City of Yuma | Police Lieutenant | \$6,604 | \$9,246 | | | \$657 | | | | | \$125 | \$3,977 | \$707 | \$14,712 |

| | |
|----------------------------------|----------------|
| Base Salary Median | \$8,837 |
| Base Salary Mean | \$8,995 |
| Percentage Above or Below Median | -44.37% |
| Percentage Above or Below Mean | -46.95% |

| | |
|---|----------------|
| Base Salary 66th Percentile | \$9,051 |
| Base Salary 75th Percentile | \$9,246 |
| Percentage Above or Below 66th Percentile | -47.87% |
| Percentage Above or Below 75th Percentile | -51.05% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|-----------------|
| Total Compensation Median | \$14,283 |
| Total Compensation Mean | \$13,387 |
| Percentage Above or Below Median | -64.11% |
| Percentage Above or Below Mean | -53.82% |

| | |
|---|-----------------|
| Total Compensation 66th Percentile | \$14,336 |
| Total Compensation 75th Percentile | \$14,436 |
| Percentage Above or Below 66th Percentile | -64.72% |
| Percentage Above or Below 75th Percentile | -65.88% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 9

Police Officer

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|----------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Police Officer | \$2,973 | \$4,023 | | | | \$1,375 | \$34 | \$10 | | | \$803 | \$308 | \$6,553 |
| City of Apache Junction | Police Officer | \$4,274 | \$5,892 | | | \$885 | | | | | | \$2,719 | \$451 | \$9,947 |
| City of Buckeye | Police Officer | \$4,517 | \$6,413 | | | | \$1,735 | \$76 | | | | \$1,301 | \$491 | \$10,016 |
| City of Casa Grande | Police Officer | \$4,294 | \$5,932 | | | \$868 | | | | | | \$681 | \$454 | \$7,935 |
| City of Florence | Police Officer | \$3,529 | \$5,463 | | | \$632 | | | | | | \$2,350 | \$418 | \$8,863 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Police Officer | \$4,142 | \$5,669 | | | \$1,230 | | | | | \$8 | \$699 | \$434 | \$8,040 |
| City of Oro Valley | Police Officer | \$4,091 | \$5,482 | | | | \$1,095 | \$71 | | | | \$1,406 | \$419 | \$8,474 |
| City of Prescott Valley | Police Officer | \$3,732 | \$5,226 | | | \$1,202 | | | | | | \$1,354 | \$76 | \$7,857 |
| City of Sierra Vista | Police Officer | \$4,090 | \$5,726 | | | \$807 | | | | | | \$2,667 | \$438 | \$9,638 |
| City of Yuma | Police Officer | \$4,131 | \$5,783 | | | \$657 | | | | | \$125 | \$2,487 | \$442 | \$9,495 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$5,726 |
| Base Salary Mean | \$5,732 |
| Percentage Above or Below Median | -42.33% |
| Percentage Above or Below Mean | -42.48% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$5,814 |
| Base Salary 75th Percentile | \$5,892 |
| Percentage Above or Below 66th Percentile | -44.51% |
| Percentage Above or Below 75th Percentile | -46.46% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$8,863 |
| Total Compensation Mean | \$8,918 |
| Percentage Above or Below Median | -35.25% |
| Percentage Above or Below Mean | -36.10% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$9,535 |
| Total Compensation 75th Percentile | \$9,638 |
| Percentage Above or Below 66th Percentile | -45.51% |
| Percentage Above or Below 75th Percentile | -47.09% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 9

Police Sergeant

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|----------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Police Sergeant | \$3,713 | \$5,024 | | | | \$1,375 | \$34 | \$10 | | | \$1,003 | \$384 | \$7,830 |
| City of Apache Junction | Sergeant | \$5,878 | \$7,525 | | | \$885 | | | | | | \$3,473 | \$576 | \$12,458 |
| City of Buckeye | Police Sergeant | \$6,160 | \$8,010 | | | | \$1,735 | \$76 | | | | \$1,625 | \$613 | \$12,059 |
| City of Casa Grande | Police Sergeant | \$5,536 | \$7,634 | | | \$868 | | | | | | \$876 | \$584 | \$9,962 |
| City of Florence | Police Sergeant | \$4,300 | \$6,656 | | | \$632 | | | | | | \$2,863 | \$509 | \$10,660 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Police Sergeant | \$5,881 | \$7,442 | | | \$1,230 | | | | | \$8 | \$918 | \$569 | \$10,167 |
| City of Oro Valley | Police Sergeant | \$6,151 | \$6,790 | | | | \$1,095 | \$71 | | | | \$1,742 | \$519 | \$10,217 |
| City of Prescott Valley | Police Sergeant | \$4,777 | \$6,689 | | | \$1,202 | | | | | | \$1,732 | \$97 | \$9,720 |
| City of Sierra Vista | Police Sergeant | \$6,067 | \$7,848 | | | \$807 | | | | | | \$3,656 | \$600 | \$12,911 |
| City of Yuma | Police Sergeant | \$5,420 | \$7,589 | | | \$657 | | | | | \$125 | \$3,264 | \$581 | \$12,216 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$7,525 |
| Base Salary Mean | \$7,354 |
| Percentage Above or Below Median | -49.78% |
| Percentage Above or Below Mean | -46.37% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$7,602 |
| Base Salary 75th Percentile | \$7,634 |
| Percentage Above or Below 66th Percentile | -51.31% |
| Percentage Above or Below 75th Percentile | -51.95% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|----------|
| Total Compensation Median | \$10,660 |
| Total Compensation Mean | \$11,152 |
| Percentage Above or Below Median | -36.14% |
| Percentage Above or Below Mean | -42.43% |

| | |
|---|----------|
| Total Compensation 66th Percentile | \$12,103 |
| Total Compensation 75th Percentile | \$12,216 |
| Percentage Above or Below 66th Percentile | -54.57% |
| Percentage Above or Below 75th Percentile | -56.01% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 9

Appendix A-4: General Classification Datasheets

Administrative Assistant

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Administrative Assistant | \$2,323 | \$3,145 | | | | \$1,375 | \$34 | \$10 | | | \$357 | \$241 | \$5,162 |
| City of Apache Junction | Administrative Assistant | \$2,893 | \$4,190 | | | \$885 | | | | | | \$481 | \$321 | \$5,877 |
| City of Buckeye | Executive Assistant | \$3,479 | \$4,871 | | | | \$1,735 | \$76 | | | | \$559 | \$373 | \$7,614 |
| City of Casa Grande | Administrative Assistant | \$3,339 | \$4,606 | | | \$868 | | | | | | \$529 | \$352 | \$6,355 |
| City of Florence | Administrative Assistant | \$2,658 | \$3,865 | | | \$632 | | | | | | \$444 | \$296 | \$5,236 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Administrative Assistant | \$2,932 | \$4,042 | | | \$1,230 | | | | | \$8 | \$464 | \$309 | \$6,053 |
| City of Oro Valley | Senior Office Specialist | \$3,305 | \$4,957 | | | | \$1,095 | \$71 | | | | \$569 | \$379 | \$7,071 |
| City of Prescott Valley | Administrative Support II | \$2,642 | \$3,699 | | \$481 | \$1,202 | | | | | | \$0 | \$54 | \$5,436 |
| City of Sierra Vista | Department Specialist | \$2,975 | \$4,334 | | | \$807 | | | | | | \$498 | \$332 | \$5,970 |
| City of Yuma | Administrative Specialist | \$2,892 | \$3,993 | | | \$657 | | | | | \$125 | \$458 | \$305 | \$5,539 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$4,190 |
| Base Salary Mean | \$4,284 |
| Percentage Above or Below Median | -33.23% |
| Percentage Above or Below Mean | -36.22% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$4,410 |
| Base Salary 75th Percentile | \$4,606 |
| Percentage Above or Below 66th Percentile | -40.23% |
| Percentage Above or Below 75th Percentile | -46.45% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$5,970 |
| Total Compensation Mean | \$6,128 |
| Percentage Above or Below Median | -15.66% |
| Percentage Above or Below Mean | -18.72% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$6,138 |
| Total Compensation 75th Percentile | \$6,355 |
| Percentage Above or Below 66th Percentile | -18.91% |
| Percentage Above or Below 75th Percentile | -23.12% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Associate Planner^

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|----------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | New Position | | | | | | | | | | | | | |
| City of Apache Junction | Senior Planner | \$4,948 | \$7,166 | | | \$885 | | | | | | \$823 | \$548 | \$9,422 |
| City of Buckeye | Planner II | \$5,335 | \$8,005 | | | | \$1,735 | \$76 | | | | \$919 | \$612 | \$11,347 |
| City of Casa Grande | Planner | \$4,606 | \$6,349 | | | \$868 | | | | | | \$729 | \$486 | \$8,432 |
| City of Florence | Planner | \$3,708 | \$5,739 | | | \$632 | | | | | | \$659 | \$439 | \$7,469 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Planner | \$4,549 | \$6,271 | | | \$1,230 | | | | | \$8 | \$720 | \$480 | \$8,709 |
| City of Oro Valley | Planner | \$4,017 | \$6,025 | | | | \$1,095 | \$71 | | | | \$692 | \$461 | \$8,344 |
| City of Prescott Valley | Planner | \$3,921 | \$5,489 | | \$714 | \$1,202 | | | | | | \$0 | \$80 | \$7,484 |
| City of Sierra Vista | Planner I | \$4,287 | \$6,431 | | | \$807 | | | | | | \$738 | \$492 | \$8,468 |
| City of Yuma | Associate Planner | \$4,131 | \$5,783 | | | \$657 | | | | | \$125 | \$664 | \$442 | \$7,671 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$6,271 |
| Base Salary Mean | \$6,362 |
| Percentage Above or Below Median | |
| Percentage Above or Below Mean | |

| | |
|---|---------|
| Base Salary 66th Percentile | \$6,372 |
| Base Salary 75th Percentile | \$6,431 |
| Percentage Above or Below 66th Percentile | |
| Percentage Above or Below 75th Percentile | |

Percentile of District class base salary within total labor market

| | |
|----------------------------------|---------|
| Total Compensation Median | \$8,432 |
| Total Compensation Mean | \$8,594 |
| Percentage Above or Below Median | |
| Percentage Above or Below Mean | |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$8,536 |
| Total Compensation 75th Percentile | \$8,709 |
| Percentage Above or Below 66th Percentile | |
| Percentage Above or Below 75th Percentile | |

Percentile of District class total compensation within labor market

Total Matc 9

^ New position with no current salaries

Billing and Collections Manager*

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|--|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Billing and Collections Manager* | \$4,853 | \$4,853 | | | | \$1,375 | \$34 | \$10 | | | \$551 | \$371 | \$7,194 |
| City of Apache Junction | Utility Billing Supervisor | \$4,274 | \$6,191 | | | \$885 | | | | | | \$711 | \$474 | \$8,260 |
| City of Buckeye | Water Resources Administrative Manager | \$6,245 | \$9,377 | | | | \$1,735 | \$76 | | | | \$1,076 | \$717 | \$12,982 |
| City of Casa Grande | Senior Accountant | \$5,288 | \$7,288 | | | \$868 | | | | | | \$837 | \$558 | \$9,550 |
| City of Florence | Utility Billing Supervisor | \$2,725 | \$3,962 | | | \$632 | | | | | | \$455 | \$303 | \$5,352 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | Water Utility Administrator | \$6,232 | \$9,348 | | | | \$1,095 | \$71 | | | | \$1,073 | \$715 | \$12,302 |
| City of Prescott Valley | Customer Accounts Manager | \$4,222 | \$5,912 | | \$769 | \$1,202 | | | | | | \$0 | \$86 | \$7,968 |
| City of Sierra Vista | No Comparable Class | | | | | | | | | | | | | |
| City of Yuma | Customer Service Manager | \$5,288 | \$7,403 | | | \$657 | | | | | \$125 | \$850 | \$566 | \$9,601 |

| | |
|---|----------------|
| Base Salary Median | \$7,288 |
| Base Salary Mean | \$7,069 |
| Percentage Above or Below Median | -50.18% |
| Percentage Above or Below Mean | -45.66% |

| | |
|---|----------------|
| Total Compensation Median | \$9,550 |
| Total Compensation Mean | \$9,431 |
| Percentage Above or Below Median | -32.75% |
| Percentage Above or Below Mean | -31.09% |

| | |
|--|----------------|
| Base Salary 66th Percentile | \$7,398 |
| Base Salary 75th Percentile | \$8,376 |
| Percentage Above or Below 66th Percentile | -52.45% |
| Percentage Above or Below 75th Percentile | -72.58% |

| | |
|--|-----------------|
| Total Compensation 66th Percentile | \$9,599 |
| Total Compensation 75th Percentile | \$10,952 |
| Percentage Above or Below 66th Percentile | -33.43% |
| Percentage Above or Below 75th Percentile | -52.23% |

| | |
|---|--------------|
| Percentile of District class base salary within total labor market | 14.2% |
|---|--------------|

| | |
|--|--------------|
| Percentile of District class total compensation within labor market | 14.2% |
|--|--------------|

Total Matc 7

* Position with current salary of incumbent(s). No maximum salary available.

Building Inspector II

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Building Inspector II | \$2,830 | \$3,829 | | | | \$1,375 | \$34 | \$10 | | | \$435 | \$293 | \$5,976 |
| City of Apache Junction | Building Inspector/Plans Examiner | \$3,692 | \$5,348 | | | \$885 | | | | | | \$614 | \$409 | \$7,256 |
| City of Buckeye | Building Inspector, Senior | \$4,919 | \$7,379 | | | | \$1,735 | \$76 | | | | \$847 | \$564 | \$10,602 |
| City of Casa Grande | Building Inspector | \$3,835 | \$5,288 | | | \$868 | | | | | | \$607 | \$405 | \$7,168 |
| City of Florence | Senior Building Inspector | \$3,529 | \$5,463 | | | \$632 | | | | | | \$627 | \$418 | \$7,140 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Plans Examiner- Building Inspector | \$4,126 | \$5,688 | | | \$1,230 | | | | | \$8 | \$653 | \$435 | \$8,014 |
| City of Oro Valley | Building Inspector II | \$4,218 | \$6,327 | | | | \$1,095 | \$71 | | | | \$726 | \$484 | \$8,703 |
| City of Prescott Valley | Building Inspector | \$3,219 | \$4,507 | | \$586 | \$1,202 | | | | | | \$0 | \$65 | \$6,360 |
| City of Sierra Vista | Senior Building Inspector | \$3,444 | \$5,017 | | | \$807 | | | | | | \$576 | \$384 | \$6,784 |
| City of Yuma | Building Inspector | \$3,562 | \$4,987 | | | \$657 | | | | | \$125 | \$573 | \$382 | \$6,723 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$5,348 |
| Base Salary Mean | \$5,556 |
| Percentage Above or Below Median | -39.67% |
| Percentage Above or Below Mean | -45.10% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$5,526 |
| Base Salary 75th Percentile | \$5,688 |
| Percentage Above or Below 66th Percentile | -44.32% |
| Percentage Above or Below 75th Percentile | -48.55% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$7,168 |
| Total Compensation Mean | \$7,639 |
| Percentage Above or Below Median | -19.95% |
| Percentage Above or Below Mean | -27.84% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$7,468 |
| Total Compensation 75th Percentile | \$8,014 |
| Percentage Above or Below 66th Percentile | -24.98% |
| Percentage Above or Below 75th Percentile | -34.12% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 9

Chief Operator-Water/Wastewater

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Chief Operator | \$3,048 | \$4,123 | | | | \$1,375 | \$34 | \$10 | | | \$468 | \$315 | \$6,325 |
| City of Apache Junction | Water Treatment Lead Operator | \$4,274 | \$6,191 | | | \$885 | | | | | | \$711 | \$474 | \$8,260 |
| City of Buckeye | Water Resources Chief Operator | \$4,255 | \$6,382 | | | | \$1,735 | \$76 | | | | \$733 | \$488 | \$9,414 |
| City of Casa Grande | Chief Water/Wastewater Operator | \$4,398 | \$6,069 | | | \$868 | | | | | | \$697 | \$464 | \$8,098 |
| City of Florence | Senior Treatment Plant Operator | \$3,007 | \$4,373 | | | \$632 | | | | | | \$502 | \$335 | \$5,842 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | Lead Water Utility Operator | \$3,826 | \$5,739 | | | | \$1,095 | \$71 | | | | \$659 | \$439 | \$8,003 |
| City of Prescott Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Sierra Vista | No Comparable Class | | | | | | | | | | | | | |
| City of Yuma | Water/Wastewater Operator III | \$3,743 | \$5,240 | | | \$657 | | | | | \$125 | \$602 | \$401 | \$7,024 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$5,904 |
| Base Salary Mean | \$5,666 |
| Percentage Above or Below Median | -43.20% |
| Percentage Above or Below Mean | -37.42% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$6,106 |
| Base Salary 75th Percentile | \$6,161 |
| Percentage Above or Below 66th Percentile | -48.09% |
| Percentage Above or Below 75th Percentile | -49.42% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$8,050 |
| Total Compensation Mean | \$7,774 |
| Percentage Above or Below Median | -27.27% |
| Percentage Above or Below Mean | -22.89% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$8,147 |
| Total Compensation 75th Percentile | \$8,220 |
| Percentage Above or Below 66th Percentile | -28.79% |
| Percentage Above or Below 75th Percentile | -29.95% |

| | |
|---|-------|
| Percentile of District class total compensation within labor market | 16.6% |
|---|-------|

Total Matc 6

Contracts and Grant Coordinator

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|--|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Grants Coordinator | \$3,534 | \$4,782 | | | | \$1,375 | \$34 | \$10 | | | \$543 | \$366 | \$7,110 |
| City of Apache Junction | Grants Administrator | \$4,071 | \$5,896 | | | \$885 | | | | | | \$677 | \$451 | \$7,909 |
| City of Buckeye | Grants Program Administrator | \$5,335 | \$8,005 | | | | \$1,735 | \$76 | | | | \$919 | \$612 | \$11,347 |
| City of Casa Grande | Grants Coordinator | \$4,013 | \$5,536 | | | \$868 | | | | | | \$636 | \$424 | \$7,463 |
| City of Florence | Grants Coordinator | \$3,993 | \$6,181 | | | \$632 | | | | | | \$710 | \$473 | \$7,995 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Grants and Accounting Coordinator | \$5,254 | \$7,243 | | | \$1,230 | | | | | \$8 | \$831 | \$554 | \$9,867 |
| City of Oro Valley | Police Administrative Services Manager | \$4,429 | \$6,643 | | | | \$1,095 | \$71 | | | | \$763 | \$508 | \$9,080 |
| City of Prescott Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Sierra Vista | Contracts Administrator | \$4,954 | \$7,431 | | | \$807 | | | | | | \$853 | \$568 | \$9,660 |
| City of Yuma | Grant Coordinator | \$4,340 | \$6,076 | | | \$657 | | | | | \$125 | \$698 | \$465 | \$8,020 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$6,412 |
| Base Salary Mean | \$6,626 |
| Percentage Above or Below Median | -34.09% |
| Percentage Above or Below Mean | -38.57% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$7,015 |
| Base Salary 75th Percentile | \$7,290 |
| Percentage Above or Below 66th Percentile | -46.70% |
| Percentage Above or Below 75th Percentile | -52.45% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$8,550 |
| Total Compensation Mean | \$8,918 |
| Percentage Above or Below Median | -20.26% |
| Percentage Above or Below Mean | -25.43% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$9,439 |
| Total Compensation 75th Percentile | \$9,711 |
| Percentage Above or Below 66th Percentile | -32.77% |
| Percentage Above or Below 75th Percentile | -36.59% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 8

Custodian

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|--------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Custodian | \$1,527 | \$2,065 | | | | \$1,375 | \$34 | \$10 | | | \$234 | \$158 | \$3,876 |
| City of Apache Junction | No Comparable Class | | | | | | | | | | | | | |
| City of Buckeye | No Comparable Class | | | | | | | | | | | | | |
| City of Casa Grande | Custodian | \$2,261 | \$3,113 | | | \$868 | | | | | | \$357 | \$238 | \$4,577 |
| City of Florence | Custodian | \$2,011 | \$2,721 | | | \$632 | | | | | | \$312 | \$208 | \$3,874 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Custodian | \$2,084 | \$2,873 | | | \$1,230 | | | | | \$8 | \$330 | \$220 | \$4,661 |
| City of Oro Valley | Custodian | \$2,130 | \$3,195 | | | | \$1,095 | \$71 | | | | \$367 | \$244 | \$4,972 |
| City of Prescott Valley | Building Maintenance Assistant | \$2,168 | \$3,035 | | \$395 | \$1,202 | | | | | | \$0 | \$44 | \$4,676 |
| City of Sierra Vista | Custodian | \$2,220 | \$3,234 | | | \$807 | | | | | | \$371 | \$247 | \$4,660 |
| City of Yuma | Custodian | \$1,969 | \$2,757 | | | \$657 | | | | | \$125 | \$317 | \$211 | \$4,066 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$3,035 |
| Base Salary Mean | \$2,990 |
| Percentage Above or Below Median | -46.97% |
| Percentage Above or Below Mean | -44.78% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$3,110 |
| Base Salary 75th Percentile | \$3,154 |
| Percentage Above or Below 66th Percentile | -50.60% |
| Percentage Above or Below 75th Percentile | -52.74% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$4,660 |
| Total Compensation Mean | \$4,498 |
| Percentage Above or Below Median | -20.21% |
| Percentage Above or Below Mean | -16.03% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$4,661 |
| Total Compensation 75th Percentile | \$4,668 |
| Percentage Above or Below 66th Percentile | -20.23% |
| Percentage Above or Below 75th Percentile | -20.42% |

| | |
|---|-------|
| Percentile of District class total compensation within labor market | 14.2% |
|---|-------|

Total Matc 7

Economic Development Manager*

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Economic Development Manager* | \$5,333 | \$5,333 | | | | \$1,375 | \$34 | \$10 | | | \$605 | \$408 | \$7,765 |
| City of Apache Junction | Economic Development Administrator | \$6,631 | \$9,604 | | | \$885 | | | | | | \$1,103 | \$735 | \$12,326 |
| City of Buckeye | Deputy Director of Planning | \$6,583 | \$9,875 | | | | \$1,735 | \$76 | | | | \$1,134 | \$755 | \$13,575 |
| City of Casa Grande | Economic Development Manager | \$5,662 | \$7,810 | | | \$868 | | | | | | \$897 | \$597 | \$10,172 |
| City of Florence | Economic Development Coordinator | \$3,993 | \$6,181 | | | \$632 | | | | | | \$710 | \$473 | \$7,995 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Prescott Valley | Community Development Director | \$8,431 | \$11,802 | | \$1,534 | \$1,202 | | | | | | \$0 | \$171 | \$14,709 |
| City of Sierra Vista | No Comparable Class | | | | | | | | | | | | | |
| City of Yuma | Director Community Development | \$8,248 | \$11,547 | | | \$657 | | | | | \$125 | \$1,326 | \$780 | \$14,434 |

| | |
|---|----------------|
| Base Salary Median | \$9,740 |
| Base Salary Mean | \$9,470 |
| Percentage Above or Below Median | -82.63% |
| Percentage Above or Below Mean | -77.57% |

| | |
|--|-----------------|
| Base Salary 66th Percentile | \$10,377 |
| Base Salary 75th Percentile | \$11,129 |
| Percentage Above or Below 66th Percentile | -94.57% |
| Percentage Above or Below 75th Percentile | -108.68% |

| | |
|---|-------------|
| Percentile of District class base salary within total labor market | 0.0% |
|---|-------------|

| | |
|---|----------------|
| Total Compensation Median | \$12,951 |
| Total Compensation Mean | \$12,202 |
| Percentage Above or Below Median | -66.78% |
| Percentage Above or Below Mean | -57.14% |

| | |
|--|----------------|
| Total Compensation 66th Percentile | \$13,833 |
| Total Compensation 75th Percentile | \$14,219 |
| Percentage Above or Below 66th Percentile | -78.14% |
| Percentage Above or Below 75th Percentile | -83.12% |

| | |
|--|-------------|
| Percentile of District class total compensation within labor market | 0.0% |
|--|-------------|

Total Match 6

* Position with current salary of incumbent(s). No maximum salary available.

Equipment Operator

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Equipment Operator | \$2,104 | \$2,847 | | | | \$1,375 | \$34 | \$10 | | | \$323 | \$218 | \$4,807 |
| City of Apache Junction | PW Maintenance Worker Specialist | \$3,038 | \$4,396 | | | \$885 | | | | | | \$505 | \$336 | \$6,122 |
| City of Buckeye | Equipment Operator I | \$2,874 | \$4,025 | | | | \$1,735 | \$76 | | | | \$462 | \$308 | \$6,606 |
| City of Casa Grande | Equipment Operator | \$3,043 | \$4,199 | | | \$868 | | | | | | \$482 | \$321 | \$5,870 |
| City of Florence | No Comparable Class | | | | | | | | | | | | | |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Equipment Operator | \$2,932 | \$4,042 | | | \$1,230 | | | | | \$8 | \$464 | \$309 | \$6,053 |
| City of Oro Valley | Heavy Equipment Operator II | \$3,305 | \$4,957 | | | | \$1,095 | \$71 | | | | \$569 | \$379 | \$7,071 |
| City of Prescott Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Sierra Vista | Street Maintenance Technician I/II | \$2,975 | \$4,334 | | | \$807 | | | | | | \$498 | \$332 | \$5,970 |
| City of Yuma | Equipment Operator | \$2,649 | \$3,708 | | | \$657 | | | | | \$125 | \$426 | \$284 | \$5,199 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$4,199 |
| Base Salary Mean | \$4,237 |
| Percentage Above or Below Median | -47.49% |
| Percentage Above or Below Mean | -48.83% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$4,329 |
| Base Salary 75th Percentile | \$4,365 |
| Percentage Above or Below 66th Percentile | -52.04% |
| Percentage Above or Below 75th Percentile | -53.32% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$6,053 |
| Total Compensation Mean | \$6,127 |
| Percentage Above or Below Median | -25.93% |
| Percentage Above or Below Mean | -27.47% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$6,119 |
| Total Compensation 75th Percentile | \$6,364 |
| Percentage Above or Below 66th Percentile | -27.30% |
| Percentage Above or Below 75th Percentile | -32.39% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 7

Heavy Equipment Operator

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Heavy Equipment Operator | \$2,323 | \$3,143 | | | | \$1,375 | \$34 | \$10 | | | \$357 | \$240 | \$5,159 |
| City of Apache Junction | PW Maintenance Worker Specialist | \$3,038 | \$4,400 | | | \$885 | | | | | | \$505 | \$337 | \$6,127 |
| City of Buckeye | Equipment Operator II- Streets | \$3,045 | \$4,264 | | | | \$1,735 | \$76 | | | | \$490 | \$326 | \$6,891 |
| City of Casa Grande | Heavy Equipment Operator | \$3,499 | \$4,823 | | | \$868 | | | | | | \$554 | \$369 | \$6,614 |
| City of Florence | No Comparable Class | | | | | | | | | | | | | |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Equipment Operator | \$2,932 | \$4,042 | | | \$1,230 | | | | | \$8 | \$464 | \$309 | \$6,053 |
| City of Oro Valley | Heavy Equipment Operator III | \$3,305 | \$4,957 | | | | \$1,095 | \$71 | | | | \$569 | \$379 | \$7,071 |
| City of Prescott Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Sierra Vista | Street Maintenance Technician I/II | \$2,975 | \$4,334 | | | \$807 | | | | | | \$498 | \$332 | \$5,970 |
| City of Yuma | Heavy Equipment Operator | \$2,924 | \$4,093 | | | \$657 | | | | | \$125 | \$470 | \$313 | \$5,658 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$4,334 |
| Base Salary Mean | \$4,416 |
| Percentage Above or Below Median | -37.89% |
| Percentage Above or Below Mean | -40.51% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$4,397 |
| Base Salary 75th Percentile | \$4,612 |
| Percentage Above or Below 66th Percentile | -39.91% |
| Percentage Above or Below 75th Percentile | -46.72% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$6,127 |
| Total Compensation Mean | \$6,341 |
| Percentage Above or Below Median | -18.75% |
| Percentage Above or Below Mean | -22.90% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$6,594 |
| Total Compensation 75th Percentile | \$6,752 |
| Percentage Above or Below 66th Percentile | -27.81% |
| Percentage Above or Below 75th Percentile | -30.88% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 7

City of San Luis, Arizona
Draft Total Compensation Report

CPS HR CONSULTING

HR Analyst[^]

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | New Position | | | | | | | | | | | | | |
| City of Apache Junction | Human Resource Analyst | \$4,071 | \$5,896 | | | \$885 | | | | | | \$677 | \$451 | \$7,909 |
| City of Buckeye | Human Resources Specialist | \$3,479 | \$4,871 | | | | \$1,735 | \$76 | | | | \$559 | \$373 | \$7,614 |
| City of Casa Grande | HR Analyst | \$4,102 | \$5,662 | | | \$868 | | | | | | \$650 | \$433 | \$7,613 |
| City of Florence | HR Coordinator | \$3,120 | \$4,825 | | | \$632 | | | | | | \$554 | \$369 | \$6,380 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Human Resource Analyst | \$4,126 | \$5,688 | | | \$1,230 | | | | | \$8 | \$653 | \$435 | \$8,014 |
| City of Oro Valley | Human Resources Analyst | \$3,644 | \$5,465 | | | | \$1,095 | \$71 | | | | \$627 | \$418 | \$7,676 |
| City of Prescott Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Sierra Vista | Management Analyst I- Human Resources | \$4,587 | \$6,881 | | | \$807 | | | | | | \$790 | \$526 | \$9,004 |
| City of Yuma | HR Specialist | \$2,997 | \$4,195 | | | \$657 | | | | | \$125 | \$482 | \$321 | \$5,780 |

| | |
|----------------------------------|----------------|
| Base Salary Median | \$5,564 |
| Base Salary Mean | \$5,435 |
| Percentage Above or Below Median | |
| Percentage Above or Below Mean | |

| | |
|---|----------------|
| Base Salary 66th Percentile | \$5,678 |
| Base Salary 75th Percentile | \$5,740 |
| Percentage Above or Below 66th Percentile | |
| Percentage Above or Below 75th Percentile | |

| | |
|--|--|
| Percentile of District class base salary within total labor market | |
|--|--|

| | |
|----------------------------------|----------------|
| Total Compensation Median | \$7,645 |
| Total Compensation Mean | \$7,499 |
| Percentage Above or Below Median | |
| Percentage Above or Below Mean | |

| | |
|---|----------------|
| Total Compensation 66th Percentile | \$7,821 |
| Total Compensation 75th Percentile | \$7,935 |
| Percentage Above or Below 66th Percentile | |
| Percentage Above or Below 75th Percentile | |

| | |
|---|--|
| Percentile of District class total compensation within labor market | |
|---|--|

Total Matc 8

[^] New position with no current salaries

Information Technology Manager*

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Information Technology Manager* | \$5,318 | \$5,318 | | | | \$1,375 | \$34 | \$10 | | | \$604 | \$407 | \$7,747 |
| City of Apache Junction | Systems Administrator | \$4,948 | \$7,525 | | | \$885 | | | | | | \$864 | \$576 | \$9,850 |
| City of Buckeye | No Comparable Class | | | | | | | | | | | | | |
| City of Casa Grande | Information Technology Manager | \$5,288 | \$7,288 | | | \$868 | | | | | | \$837 | \$558 | \$9,550 |
| City of Florence | Information Technology Manager | \$5,268 | \$8,415 | | | \$632 | | | | | | \$966 | \$644 | \$10,657 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Prescott Valley | IT Manager | \$6,269 | \$8,776 | | \$1,141 | \$1,202 | | | | | | \$0 | \$127 | \$11,246 |
| City of Sierra Vista | No Comparable Class | | | | | | | | | | | | | |
| City of Yuma | Senior Systems Administrator | \$5,159 | \$7,223 | | | \$657 | | | | | \$125 | \$829 | \$553 | \$9,387 |

| | |
|---|----------------|
| Base Salary Median | \$7,525 |
| Base Salary Mean | \$7,845 |
| Percentage Above or Below Median | -41.50% |
| Percentage Above or Below Mean | -47.53% |

| | |
|---|-----------------|
| Total Compensation Median | \$9,850 |
| Total Compensation Mean | \$10,138 |
| Percentage Above or Below Median | -27.13% |
| Percentage Above or Below Mean | -30.85% |

| | |
|--|----------------|
| Base Salary 66th Percentile | \$8,095 |
| Base Salary 75th Percentile | \$8,415 |
| Percentage Above or Below 66th Percentile | -52.21% |
| Percentage Above or Below 75th Percentile | -58.24% |

| | |
|--|-----------------|
| Total Compensation 66th Percentile | \$10,366 |
| Total Compensation 75th Percentile | \$10,657 |
| Percentage Above or Below 66th Percentile | -33.80% |
| Percentage Above or Below 75th Percentile | -37.55% |

| | |
|--|-------------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|-------------|

| | |
|---|-------------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|-------------|

Total Matc 5

* Position with current salary of incumbent(s). No maximum salary available.

Maintenance Technician*

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Maintenance Technician* | \$2,053 | \$2,778 | | | | \$1,375 | \$34 | \$10 | | | \$315 | \$213 | \$4,725 |
| City of Apache Junction | Maintenance Worker-PW/Parks | \$2,267 | \$3,283 | | | \$885 | | | | | | \$377 | \$251 | \$4,796 |
| City of Buckeye | Maintenance Worker (Streets) | \$2,874 | \$4,025 | | | | \$1,735 | \$76 | | | | \$462 | \$308 | \$6,606 |
| City of Casa Grande | Senior Maintenance Worker | \$3,043 | \$4,199 | | | \$868 | | | | | | \$482 | \$321 | \$5,870 |
| City of Florence | No Comparable Class | | | | | | | | | | | | | |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | Heavy Equipment Operator II | \$3,147 | \$4,721 | | | | \$1,095 | \$71 | | | | \$542 | \$361 | \$6,790 |
| City of Prescott Valley | Public Works Maintenance Technician | \$2,707 | \$3,791 | | \$493 | \$1,202 | | | | | | \$0 | \$55 | \$5,541 |
| City of Sierra Vista | Public Works Maintenance Worker-Streets | \$2,470 | \$3,565 | | | \$807 | | | | | | \$409 | \$273 | \$5,054 |
| City of Yuma | PW Maintenance Specialist | \$2,174 | \$3,043 | | | \$657 | | | | | \$125 | \$349 | \$233 | \$4,407 |

| | |
|----------------------------------|----------------|
| Base Salary Median | \$3,791 |
| Base Salary Mean | \$3,804 |
| Percentage Above or Below Median | -36.47% |
| Percentage Above or Below Mean | -36.93% |

| | |
|----------------------------------|----------------|
| Total Compensation Median | \$5,541 |
| Total Compensation Mean | \$5,581 |
| Percentage Above or Below Median | -17.27% |
| Percentage Above or Below Mean | -18.11% |

| | |
|---|----------------|
| Base Salary 66th Percentile | \$4,016 |
| Base Salary 75th Percentile | \$4,112 |
| Percentage Above or Below 66th Percentile | -44.55% |
| Percentage Above or Below 75th Percentile | -48.02% |

| | |
|---|----------------|
| Total Compensation 66th Percentile | \$5,857 |
| Total Compensation 75th Percentile | \$6,238 |
| Percentage Above or Below 66th Percentile | -23.96% |
| Percentage Above or Below 75th Percentile | -32.03% |

| | |
|--|-------------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|-------------|

| | |
|---|--------------|
| Percentile of District class total compensation within labor market | 14.2% |
|---|--------------|

Total Matc 7

* Position with current salary of incumbent(s). No maximum salary available.

Mechanic

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|--------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Mechanic | \$2,501 | \$3,384 | | | | \$1,375 | \$34 | \$10 | | | \$384 | \$259 | \$5,446 |
| City of Apache Junction | Mechanic | \$3,349 | \$4,851 | | | \$885 | | | | | | \$557 | \$371 | \$6,664 |
| City of Buckeye | Auto Mechanic | \$3,479 | \$4,871 | | | | \$1,735 | \$76 | | | | \$559 | \$373 | \$7,614 |
| City of Casa Grande | Equipment Mechanic | \$3,499 | \$4,823 | | | \$868 | | | | | | \$554 | \$369 | \$6,614 |
| City of Florence | Mechanic | \$2,863 | \$4,162 | | | \$632 | | | | | | \$478 | \$318 | \$5,590 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Parks Equipment Mechanic | \$2,932 | \$4,042 | | | \$1,230 | | | | | \$8 | \$464 | \$309 | \$6,053 |
| City of Oro Valley | Fleet Maintenance Mechanic III | \$3,470 | \$5,205 | | | | \$1,095 | \$71 | | | | \$598 | \$398 | \$7,367 |
| City of Prescott Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Sierra Vista | Fleet Technician I | \$2,975 | \$4,334 | | | \$807 | | | | | | \$498 | \$332 | \$5,970 |
| City of Yuma | Equipment Mechanic | \$3,148 | \$4,408 | | | \$657 | | | | | \$125 | \$506 | \$337 | \$6,033 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$4,616 |
| Base Salary Mean | \$4,587 |
| Percentage Above or Below Median | -36.39% |
| Percentage Above or Below Mean | -35.55% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$4,840 |
| Base Salary 75th Percentile | \$4,856 |
| Percentage Above or Below 66th Percentile | -43.04% |
| Percentage Above or Below 75th Percentile | -43.50% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$6,333 |
| Total Compensation Mean | \$6,488 |
| Percentage Above or Below Median | -16.30% |
| Percentage Above or Below Mean | -19.14% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$6,645 |
| Total Compensation 75th Percentile | \$6,840 |
| Percentage Above or Below 66th Percentile | -22.01% |
| Percentage Above or Below 75th Percentile | -25.59% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 8

Public Works Supervisor

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-----------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Public Works Supervisor | \$3,901 | \$5,278 | | | | \$1,375 | \$34 | \$10 | | | \$599 | \$404 | \$7,700 |
| City of Apache Junction | Public Works Manager | \$6,015 | \$8,711 | | | \$885 | | | | | | \$1,000 | \$666 | \$11,262 |
| City of Buckeye | Environmental Manager | \$5,834 | \$8,753 | | | | \$1,735 | \$76 | | | | \$1,005 | \$670 | \$12,238 |
| City of Casa Grande | Streets Superintendent | \$5,408 | \$7,458 | | | \$868 | | | | | | \$856 | \$571 | \$9,753 |
| City of Florence | Public Works Superintendent | \$4,300 | \$6,656 | | | \$632 | | | | | | \$764 | \$509 | \$8,561 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Street Maintenance Superintendent | \$5,254 | \$7,243 | | | \$1,230 | | | | | \$8 | \$831 | \$554 | \$9,867 |
| City of Oro Valley | Manager, Operations | \$6,870 | \$10,306 | | | | \$1,095 | \$71 | | | | \$1,183 | \$762 | \$13,417 |
| City of Prescott Valley | Street Maintenance Supervisor | \$4,328 | \$6,060 | | \$788 | \$1,202 | | | | | | \$0 | \$88 | \$8,138 |
| City of Sierra Vista | Public Works Supervisor | \$3,797 | \$5,531 | | | \$807 | | | | | | \$635 | \$423 | \$7,396 |
| City of Yuma | Public Works Superintendent | \$4,030 | \$5,642 | | | \$657 | | | | | \$125 | \$648 | \$432 | \$7,503 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$7,243 |
| Base Salary Mean | \$7,373 |
| Percentage Above or Below Median | -37.23% |
| Percentage Above or Below Mean | -39.70% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$7,809 |
| Base Salary 75th Percentile | \$8,711 |
| Percentage Above or Below 66th Percentile | -47.95% |
| Percentage Above or Below 75th Percentile | -65.04% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$9,753 |
| Total Compensation Mean | \$9,793 |
| Percentage Above or Below Median | -26.66% |
| Percentage Above or Below Mean | -27.18% |

| | |
|---|----------|
| Total Compensation 66th Percentile | \$10,257 |
| Total Compensation 75th Percentile | \$11,262 |
| Percentage Above or Below 66th Percentile | -33.22% |
| Percentage Above or Below 75th Percentile | -46.27% |

| | |
|---|-------|
| Percentile of District class total compensation within labor market | 22.2% |
|---|-------|

Total Matc 9

Purchasing Coordinator^

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|----------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | New Position | | | | | | | | | | | | | |
| City of Apache Junction | No Comparable Class | | | | | | | | | | | | | |
| City of Buckeye | Purchasing Agent | \$4,255 | \$6,382 | | | | \$1,735 | \$76 | | | | \$733 | \$488 | \$9,414 |
| City of Casa Grande | No Comparable Class | | | | | | | | | | | | | |
| City of Florence | No Comparable Class | | | | | | | | | | | | | |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Purchasing Coordinator | \$3,930 | \$5,417 | | | \$1,230 | | | | | \$8 | \$622 | \$414 | \$7,691 |
| City of Oro Valley | Procurement Administrator | \$5,935 | \$8,902 | | | | \$1,095 | \$71 | | | | \$1,022 | \$681 | \$11,771 |
| City of Prescott Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Sierra Vista | Buyer II | \$3,280 | \$4,778 | | | \$807 | | | | | | \$549 | \$366 | \$6,499 |
| City of Yuma | Purchasing and Contracts Manager | \$5,420 | \$7,588 | | | \$657 | | | | | \$125 | \$871 | \$580 | \$9,822 |

| | |
|----------------------------------|----------------|
| Base Salary Median | \$6,382 |
| Base Salary Mean | \$6,613 |
| Percentage Above or Below Median | |
| Percentage Above or Below Mean | |

| | |
|---|----------------|
| Base Salary 66th Percentile | \$7,154 |
| Base Salary 75th Percentile | \$7,588 |
| Percentage Above or Below 66th Percentile | |
| Percentage Above or Below 75th Percentile | |

| | |
|--|--|
| Percentile of District class base salary within total labor market | |
|--|--|

| | |
|----------------------------------|----------------|
| Total Compensation Median | \$9,414 |
| Total Compensation Mean | \$9,039 |
| Percentage Above or Below Median | |
| Percentage Above or Below Mean | |

| | |
|---|----------------|
| Total Compensation 66th Percentile | \$9,675 |
| Total Compensation 75th Percentile | \$9,822 |
| Percentage Above or Below 66th Percentile | |
| Percentage Above or Below 75th Percentile | |

| | |
|---|--|
| Percentile of District class total compensation within labor market | |
|---|--|

Total Matc 5

^ New position with no current salaries

Recreation Specialist

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|--------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Recreation Specialist | \$2,381 | \$3,221 | | | | \$1,375 | \$34 | \$10 | | | \$366 | \$246 | \$5,252 |
| City of Apache Junction | Recreation Assistant | \$2,755 | \$3,989 | | | \$885 | | | | | | \$458 | \$305 | \$5,637 |
| City of Buckeye | Recreation Coordinator | \$4,255 | \$6,382 | | | | \$1,735 | \$76 | | | | \$733 | \$488 | \$9,414 |
| City of Casa Grande | Recreation Programmer | \$2,908 | \$4,013 | | | \$868 | | | | | | \$461 | \$307 | \$5,649 |
| City of Florence | Recreation Programmer | \$2,593 | \$3,771 | | | \$632 | | | | | | \$433 | \$288 | \$5,124 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | Recreation Coordinator | \$4,126 | \$5,688 | | | \$1,230 | | | | | \$8 | \$653 | \$435 | \$8,014 |
| City of Oro Valley | Assistant Recreation Manager | \$2,998 | \$4,496 | | | | \$1,095 | \$71 | | | | \$516 | \$344 | \$6,522 |
| City of Prescott Valley | Recreation Coordinator | \$3,063 | \$4,288 | | \$557 | \$1,202 | | | | | | \$0 | \$62 | \$6,110 |
| City of Sierra Vista | Recreation Coordinator | \$3,444 | \$5,017 | | | \$807 | | | | | | \$576 | \$384 | \$6,784 |
| City of Yuma | Recreation Program Coordinator | \$2,649 | \$3,708 | | | \$657 | | | | | \$125 | \$426 | \$284 | \$5,199 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$4,288 |
| Base Salary Mean | \$4,595 |
| Percentage Above or Below Median | -33.13% |
| Percentage Above or Below Mean | -42.65% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$4,642 |
| Base Salary 75th Percentile | \$5,017 |
| Percentage Above or Below 66th Percentile | -44.11% |
| Percentage Above or Below 75th Percentile | -55.76% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$6,110 |
| Total Compensation Mean | \$6,495 |
| Percentage Above or Below Median | -16.33% |
| Percentage Above or Below Mean | -23.66% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$6,595 |
| Total Compensation 75th Percentile | \$6,784 |
| Percentage Above or Below 66th Percentile | -25.58% |
| Percentage Above or Below 75th Percentile | -29.17% |

| | |
|---|-------|
| Percentile of District class total compensation within labor market | 22.2% |
|---|-------|

Total Matc 9

Risk Property Coordinator*

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Risk Property Coordinator* | \$4,670 | \$4,670 | | | | \$1,375 | \$34 | \$10 | | | \$530 | \$357 | \$6,976 |
| City of Apache Junction | No Comparable Class | | | | | | | | | | | | | |
| City of Buckeye | No Comparable Class | | | | | | | | | | | | | |
| City of Casa Grande | Safety/Risk Management Specialist | \$4,199 | \$5,797 | | | \$868 | | | | | | \$665 | \$443 | \$7,774 |
| City of Florence | No Comparable Class | | | | | | | | | | | | | |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | Emergency Management and Safety Coordinator | \$4,429 | \$6,643 | | | | \$1,095 | \$71 | | | | \$763 | \$508 | \$9,080 |
| City of Prescott Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Sierra Vista | No Comparable Class | | | | | | | | | | | | | |
| City of Yuma | Risk Management Coordinator | \$4,560 | \$6,384 | | | \$657 | | | | | \$125 | \$733 | \$488 | \$8,387 |

| | |
|---|----------------|
| Base Salary Median | \$6,384 |
| Base Salary Mean | \$6,275 |
| Percentage Above or Below Median | -36.70% |
| Percentage Above or Below Mean | -34.36% |

| | |
|---|----------------|
| Total Compensation Median | \$8,387 |
| Total Compensation Mean | \$8,414 |
| Percentage Above or Below Median | -20.23% |
| Percentage Above or Below Mean | -20.60% |

| | |
|--|----------------|
| Base Salary 66th Percentile | \$6,467 |
| Base Salary 75th Percentile | \$6,514 |
| Percentage Above or Below 66th Percentile | -38.48% |
| Percentage Above or Below 75th Percentile | -39.48% |

| | |
|--|----------------|
| Total Compensation 66th Percentile | \$8,609 |
| Total Compensation 75th Percentile | \$8,734 |
| Percentage Above or Below 66th Percentile | -23.40% |
| Percentage Above or Below 75th Percentile | -25.19% |

| | |
|---|-------------|
| Percentile of District class base salary within total labor market | 0.0% |
|---|-------------|

| | |
|--|-------------|
| Percentile of District class total compensation within labor market | 0.0% |
|--|-------------|

Total Matc 4

* Position with current salary of incumbent(s). No maximum salary available.

Senior Services Manager

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|-----------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Senior Services Manager | \$3,282 | \$4,440 | | | | \$1,375 | \$34 | \$10 | | | \$504 | \$340 | \$6,703 |
| City of Apache Junction | No Comparable Class | | | | | | | | | | | | | |
| City of Buckeye | Recreation Manager | \$6,250 | \$9,377 | | | | \$1,735 | \$76 | | | | \$1,076 | \$717 | \$12,982 |
| City of Casa Grande | Recreation Program Superintendent | \$5,408 | \$7,458 | | | \$868 | | | | | | \$856 | \$571 | \$9,753 |
| City of Florence | No Comparable Class | | | | | | | | | | | | | |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | Recreation Facility Manager | \$4,218 | \$6,327 | | | | \$1,095 | \$71 | | | | \$726 | \$484 | \$8,703 |
| City of Prescott Valley | No Comparable Class | | | | | | | | | | | | | |
| City of Sierra Vista | Leisure Services Manager | \$6,299 | \$9,448 | | | \$807 | | | | | | \$1,085 | \$723 | \$12,062 |
| City of Yuma | Recreation Program Supervisor | \$4,791 | \$5,505 | | | \$657 | | | | | \$125 | \$632 | \$421 | \$7,340 |

| | |
|---|----------------|
| Base Salary Median | \$7,458 |
| Base Salary Mean | \$7,623 |
| Percentage Above or Below Median | -67.97% |
| Percentage Above or Below Mean | -71.69% |

| | |
|--|-----------------|
| Base Salary 66th Percentile | \$8,686 |
| Base Salary 75th Percentile | \$9,377 |
| Percentage Above or Below 66th Percentile | -95.63% |
| Percentage Above or Below 75th Percentile | -111.19% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|---|-----------------|
| Total Compensation Median | \$9,753 |
| Total Compensation Mean | \$10,168 |
| Percentage Above or Below Median | -45.51% |
| Percentage Above or Below Mean | -51.70% |

| | |
|--|-----------------|
| Total Compensation 66th Percentile | \$11,231 |
| Total Compensation 75th Percentile | \$12,062 |
| Percentage Above or Below 66th Percentile | -67.56% |
| Percentage Above or Below 75th Percentile | -79.97% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 5

Wastewater Operator

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Wastewater Operator | \$2,628 | \$3,556 | | | | \$1,375 | \$34 | \$10 | | | \$404 | \$272 | \$5,651 |
| City of Apache Junction | Water Quality/Systems Specialist | \$3,877 | \$5,615 | | | \$885 | | | | | | \$645 | \$430 | \$7,574 |
| City of Buckeye | Water Resources Operator II | \$3,479 | \$4,871 | | | | \$1,735 | \$76 | | | | \$559 | \$373 | \$7,614 |
| City of Casa Grande | Water/Wastewater Plant Treatment Operator | \$3,417 | \$4,711 | | | \$868 | | | | | | \$541 | \$360 | \$6,480 |
| City of Florence | Wastewater Treatment Plant Operator | \$2,593 | \$3,771 | | | \$632 | | | | | | \$433 | \$288 | \$5,124 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | Water Utility Operator III | \$3,470 | \$5,205 | | | | \$1,095 | \$71 | | | | \$598 | \$398 | \$7,367 |
| City of Prescott Valley | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Sierra Vista | Wastewater Worker | \$2,447 | \$3,565 | | | \$807 | | | | | | \$409 | \$273 | \$5,054 |
| City of Yuma | Water/Wastewater Operator II | \$3,072 | \$4,300 | | | \$657 | | | | | \$125 | \$494 | \$329 | \$5,905 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$4,711 |
| Base Salary Mean | \$4,577 |
| Percentage Above or Below Median | -32.48% |
| Percentage Above or Below Mean | -28.71% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$4,865 |
| Base Salary 75th Percentile | \$5,038 |
| Percentage Above or Below 66th Percentile | -36.80% |
| Percentage Above or Below 75th Percentile | -41.68% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$6,480 |
| Total Compensation Mean | \$6,445 |
| Percentage Above or Below Median | -14.68% |
| Percentage Above or Below Mean | -14.07% |

| | |
|---|---------|
| Total Compensation 66th Percentile | \$7,331 |
| Total Compensation 75th Percentile | \$7,470 |
| Percentage Above or Below 66th Percentile | -29.74% |
| Percentage Above or Below 75th Percentile | -32.21% |

| | |
|---|-------|
| Percentile of District class total compensation within labor market | 28.5% |
|---|-------|

Total Matc 7

Water Supervisor

| Surveyed Agency | Classification Title | Monthly Min. | Monthly Max. | Longevity Pay | Deferred Comp | Cafeteria Plan | Health | Dental | Vision | Other Cash | Other Health | Retirement | Social Security | Monthly Total Compensation |
|-------------------------|---------------------------------------|--------------|--------------|---------------|---------------|----------------|---------|--------|--------|------------|--------------|------------|-----------------|----------------------------|
| City of San Luis | Water Supervisor | \$3,364 | \$4,551 | | | | \$1,375 | \$34 | \$10 | | | \$517 | \$348 | \$6,835 |
| City of Apache Junction | Water District Engineer | \$5,455 | \$7,901 | | | \$885 | | | | | | \$907 | \$604 | \$10,297 |
| City of Buckeye | Wastewater Supervisor | \$5,335 | \$8,005 | | | | \$1,735 | \$76 | | | | \$919 | \$612 | \$11,347 |
| City of Casa Grande | Wastewater Superintendent | \$5,408 | \$7,458 | | | \$868 | | | | | | \$856 | \$571 | \$9,753 |
| City of Florence | Water/Wastewater Superintendent | \$3,993 | \$6,181 | | | \$632 | | | | | | \$710 | \$473 | \$7,995 |
| City of Lake Havasu | Data Not Available | | | | | | | | | | | | | |
| City of Maricopa | No Comparable Class | | | | | | | | | | | | | |
| City of Oro Valley | Water Distribution Superintendent | \$5,127 | \$7,690 | | | | \$1,095 | \$71 | | | | \$883 | \$588 | \$10,327 |
| City of Prescott Valley | No Comparable Class, Contracted Out | | | | | | | | | | | | | |
| City of Sierra Vista | Wastewater Supervisor | \$3,797 | \$5,531 | | | \$807 | | | | | | \$635 | \$423 | \$7,396 |
| City of Yuma | Water Treatment Operations Supervisor | \$3,932 | \$5,505 | | | \$657 | | | | | \$125 | \$632 | \$421 | \$7,340 |

| | |
|----------------------------------|---------|
| Base Salary Median | \$7,458 |
| Base Salary Mean | \$6,896 |
| Percentage Above or Below Median | -63.88% |
| Percentage Above or Below Mean | -51.52% |

| | |
|---|---------|
| Base Salary 66th Percentile | \$7,681 |
| Base Salary 75th Percentile | \$7,796 |
| Percentage Above or Below 66th Percentile | -68.77% |
| Percentage Above or Below 75th Percentile | -71.29% |

| | |
|--|------|
| Percentile of District class base salary within total labor market | 0.0% |
|--|------|

| | |
|----------------------------------|---------|
| Total Compensation Median | \$9,753 |
| Total Compensation Mean | \$9,208 |
| Percentage Above or Below Median | -42.69% |
| Percentage Above or Below Mean | -34.72% |

| | |
|---|----------|
| Total Compensation 66th Percentile | \$10,276 |
| Total Compensation 75th Percentile | \$10,312 |
| Percentage Above or Below 66th Percentile | -50.35% |
| Percentage Above or Below 75th Percentile | -50.88% |

| | |
|---|------|
| Percentile of District class total compensation within labor market | 0.0% |
|---|------|

Total Matc 7

Appendix B: Benefits Summary Tables

Table B-1 Agency General Information

| Agency | Budgeted Employees FTE | Date of Next Cost of Living Adjustment | Step Plan | Control Point |
|-------------------------|------------------------|--|-----------|---------------|
| City of San Luis | 238 | None Scheduled | N/A | Midpoint |
| City of Apache Junction | 283 | None Scheduled | Varies | Midpoint |
| City of Buckeye | 472 | None Scheduled | N/A | Midpoint |
| City of Casa Grande | 454 | None Scheduled | 15 | Midpoint |
| City of Florence | 299 | None Scheduled | N/A | Midpoint |
| City of Maricopa | 305 | None Scheduled | Varies | DNA |
| Town of Oro Valley | 414 | None Scheduled | Varies | Midpoint |
| Town of Prescott Valley | 252 | None Scheduled | Varies | Midpoint |
| City of Sierra Vista | 339 | None Scheduled | Varies | Midpoint |
| City of Yuma | 955 | None Scheduled | N/A | Midpoint |

Table B-2: Retirement Practices

| Agency | Retirement Type & Benefit Formula ⁴ | | Agency Retirement Rate ⁵ | Social Security Practices ⁶ |
|--------------------------------|--|--------------|-------------------------------------|--|
| City of San Luis | Non-Safety | ASRS | 11.35% | Medicare & FICA |
| | Safety-Police | PSPRS | 19.96% | |
| | Safety-Fire | PSPRS | 13.20% | |
| City of Apache Junction | Non-Safety | ASRS | 11.48% | Medicare & FICA |
| | Safety-Police | PSPRS | 46.15% | |
| City of Buckeye | Non-Safety | ASRS | 11.48% | Medicare & FICA |
| | Safety-Police | PSPRS | 20.29% | Medicare Only |
| | Safety-Fire | PSPRS | 12.98% | Medicare Only |
| City of Casa Grande | Non-Safety | ASRS | 11.48% | Medicare & FICA |
| | Safety-Police | PSPRS | 45.44% | Medicare Only |
| | Safety-Fire | PSPRS | 28.90% | Medicare Only |
| City of Florence | Non-Safety | ASRS | 11.48% | Medicare & FICA |
| | Safety-Police | PSPRS | 43.01% | Medicare Only |
| | Safety-Fire | PSPRS | 50.61% | Medicare Only |
| City of Maricopa | Non-Safety | ASRS | 11.48% | Medicare & FICA |
| | Safety-Police | PSPRS | 12.33% | |
| | Safety-Fire | PSPRS | 13.08% | |
| Town of Oro Valley | Non-Safety | ASRS | 11.48% | Medicare & FICA |
| | Safety-Police | PSPRS | 25.65% | |
| Town of Prescott Valley | Non-Safety | 401a | 0.00% ⁷ | Medicare Only |
| | Safety-Police | PSPRS | 25.90% | |

⁴ Retirement Type & Benefit Formulas:

Arizona ASRS (Non-Safety) Retirement Formula: Total Service Credit X Graded Multiplier X Average Monthly Compensation (AMC) = Monthly Benefit.

Arizona PSPRS (Safety) Retirement Formulas: Tier I: 50% @ 62, 3-year average comp, Tier II: 62.5% @ 52.5, high 5-year average comp

⁵ Social Security Practices are FICA at 6.20% and/or Medicare at 1.45%.

⁷ The Town of Prescott Valley contributes 13.00% to a 401a instead of retirement for non-safety employees.

Table B-2: Retirement Practices

| Agency | Retirement Type & Benefit Formula ⁴ | | Agency Retirement Rate ⁵ | Social Security Practices ⁶ |
|----------------------|--|-------|-------------------------------------|--|
| City of Sierra Vista | Non-Safety | ASRS | 11.48% | Medicare & FICA |
| | Safety-Police | PSPRS | 46.58% | |
| | Safety-Fire | PSPRS | 37.44% | |
| City of Yuma | Non-Safety | ASRS | 11.48% | Medicare & FICA |
| | Safety-Police | PSPRS | 43.01% | |
| | Safety-Fire | PSPRS | 50.61% | Medicare Only |

Table B-3: Deferred Compensation/Longevity/Education Reimbursement Practices

| Agency | | Deferred Compensation | Longevity Pay | Educational Reimbursement |
|-------------------------|------------------------------|---|---------------|--|
| City of San Luis | All | None | None | None |
| City of Apache Junction | All | 457, No employer contribution | None | Full-Time: \$3,500 per FY Part-Time: \$1,750 per FY –PT |
| City of Buckeye | All | 457, No employer contribution exception of City Manager (\$1,500/month) and Presiding Judge (\$1,250/month) | None | \$5,250 annually |
| City of Casa Grande | All | 457, No employer contribution | None | None |
| City of Florence | All | 457, No employer contribution | None | None (Suspended) |
| City Maricopa | Non-Safety, Safety-Police | 457, No employer contribution | None | None |
| | Safety-Fire | 457, Agency matches up to 1% | | |
| Town of Oro Valley | All | 457, No employer contribution | None | \$3,000 per FY for tuition only |
| Town of Prescott | Non-Safety, Fire | 457, no employer contribution 401(a): agency contributes 13.00% retirement substitute. Employee mandatory contribution as substitution for retirement plan is 8.00%. | None | None (policy has not been in effect since 2008) |
| | Police | 457, No employer contribution | | |

Table B-3: Deferred Compensation/Longevity/Education Reimbursement Practices

| Agency | Deferred Compensation | Longevity Pay | Educational Reimbursement |
|-----------------------------|-----------------------|---|--|
| City of Sierra Vista | All | 457, available to all employees; City Manager only receives matching contribution of incumbent's choice ⁸ | None |
| City of Yuma | All | 457, No employer contribution | Associate's or Bachelor's: max of \$400 per class Graduate school: max of \$475 per class |
| | | Lump sum percentage of the mid-point of employee's pay range at: 3 years - 1% 5 years - 1% 10 years - 1.5% 15 years - 2% 20 years - 2.5% 25 years+ - 2.5% | \$1,500 annually |

⁸ City of Sierra Vista City Manager receives a 457 matching contribution with no employer maximum. This is not calculated into the total compensation as the incumbent's election is unknown.

Table B-4: Employer Contribution to Medical/Dental/Vision Insurance/Long Term Disability/Life Insurance

| Agency | Employer Contribution to Health Benefits ⁹ | | | Long Term Disability | Life Insurance |
|-------------------------|---|---------------------|---------------------|----------------------|----------------|
| | Medical | Dental | Vision | | |
| City of San Luis | \$1,374.89 | \$33.95 | \$10.19 | Provided | Provided |
| City of Apache Junction | \$884.91 | Included in medical | Included in medical | Provided | Provided |
| City of Buckeye | \$1,735.00 | \$76.00 | N/A | Not provided | Provided |
| City of Casa Grande | \$868.40 | Included in medical | Included in medical | Provided | Provided |
| City of Florence | \$632.33 | Included in medical | Included in medical | Not provided | Provided |
| City of Maricopa | \$1,229.65 ¹⁰ | Included in Medical | Included in Medical | Provided | Provided |
| Town of Oro Valley | \$1,095.00 | \$71.00 | N/A | Provided | Provided |
| Town of Prescott Valley | \$1,120.02 | Included in Medical | Included in medical | Provided | Provided |
| City of Sierra Vista | \$807.06 | \$65.33 | N/A | Provided | Provided |
| City of Yuma | \$782.00 ¹¹ | Included in medical | N/A | Not provided | Provided |

⁹ The rates listed are for the most commonly used health plan(s) among all employees of the agency.

¹⁰ City of Maricopa pays an additional \$8.00 for telemedicine app to access doctors.

¹¹ City of Yuma contributes \$657 to a High Deductible Health Plan and provides an additional \$125 monthly contribution to a Health Savings Account.

Table B-5: Allowance Pay Practices

| Agency | Allowance Pay Description | Applicable to | Amount |
|-------------------------|---------------------------|--|--|
| City of San Luis | Car | City Manager, Fire Chief, Chief of Police | |
| | Phone Allowance | Department Heads and/or key personnel | \$50 monthly |
| | Housing Allowance | City Manager | Per contract terms |
| City of Apache Junction | None | | |
| City of Buckeye | None | | |
| City of Casa Grande | None | | |
| City of Florence | None | | |
| City of Maricopa | Uniform Allowance | Fire Fighter & Fire Chief | \$659.00 annually |
| | | Police Officer & Police Sergeant | \$1,000 annually (Additional \$300 allowance for Motor Officers, SRT, and K9) |
| | | Parks & Recreation/Maintenance | \$125 annually for boots |
| | Phone Allowance | Police Chief, Directors & Management | \$50 .00 - \$75.00 monthly |
| Town of Oro Valley | Phone Allowance | Water Utility Administrator, Recreation Facility Manager, Magistrate, and Finance, HR, and Community Development Directors | \$65.00 monthly |
| Town of Prescott Valley | Phone Allowance | Directors, Chief Police, Police Lieutenant | \$100.00 monthly |
| City of Sierra Vista | None | | |
| City of Yuma | None | | |

Table B-6: Education/Certification Pay Incentives

| Agency | Applicable to | Description |
|-------------------------|---------------------------------|---|
| City of San Luis | Fire Fighter | Paramedic Certification: \$1.10/hour |
| | Police Officer | Skills pay for K9, Detective, Motorcycle: \$1/hour |
| City of Apache Junction | None | N/A |
| City of Buckeye | Fire Fighter | Paramedic Certification: \$2/hour Tactical Response Certification: \$0.75/hour Hazards Materials Certification: \$0.75/hour |
| | Police Officer | Paramedic Certification: \$2.00/hour |
| City of Casa Grande | Fire Fighter | Paramedic Certification: 10% differential |
| City of Florence | Fire Employees | Paramedic Certification: All fire employees including management are eligible for EMT certification incentive. It is a premium of the midpoint of range. Agency declined to provide calculation. |
| City of Maricopa | Fire Fighter | Special Operations Pay-Hazardous Materials, Technical Rescue and other special operation programs approved by Fire Chief must be assigned to duties related to certification. \$100 per pay period=\$216.66 monthly. Limited to 1 special operation incentive per pay period. |
| Town of Oro Valley | Police Officer | Skills pay for SRO, K-9, DUI, Motorcycle, FTO: \$1/hr |
| Town of Prescott Valley | None | N/A |
| City of Sierra Vista | Firefighter | Paramedic Certification: \$379 per month |
| | Police Officer | Skills Pay: (all amounts are monthly) Officer level I \$43, Level II \$87, Level III \$130, Level IV \$173 K-9 Stipend: 10.83 hours overtime monthly Paramedic Certification: \$379 per month POST Cert: \$166/month |
| City of Yuma | Fire Fighter/EMT & Fire Captain | Hazmat Certification: \$100 monthly Technical & Rescue Certification: \$100 monthly Paramedic Certification: \$500 monthly – fire suppression |

Table B-7: Comparison of Annual Compensation for Police Officer - Base Salary (midpoint) and Skill Pay

| Agency | Base Salary Mid-Point | Skill Pay | | | | | | | | Skill Pay (Total) | Base Salary + Skill Pay |
|-------------------------|-----------------------|-----------|-----------|------------|-----------|---------|---------|---------|---------|-------------------|-------------------------|
| | | K-9 | Detective | Motorcycle | Paramedic | SRO | DUI | FTO | EMT | | |
| City of San Luis | \$41,976 | \$2,080 | \$2,080 | \$2,080 | | | | | | \$6,240 | \$48,216 |
| City of Apache Junction | \$60,996 | | | | | | | | | | \$60,996 |
| City of Buckeye | \$65,580 | | | | \$4,160 | | | | | \$4,160 | \$69,740 |
| City of Casa Grande | \$61,356 | | | | | | | | | | \$61,356 |
| City of Florence | \$53,952 | | | | | | | | | | \$53,952 |
| City of Maricopa | \$58,866 | | | | | | | | | | \$58,866 |
| City of Oro Valley | \$57,438 | \$2,080 | | \$2,080 | | \$2,080 | \$2,080 | \$2,080 | | \$10,400 | \$67,838 |
| City of Prescott Valley | \$53,748 | | | | | | | | | | \$53,748 |
| City of Sierra Vista | \$58,896 | \$5,520 | | | \$4,548 | | | | \$2,040 | \$12,108 | \$71,004 |
| City of Yuma | \$59,484 | | | | | | | | | | \$59,484 |

Figure B-1: Comparison of Annual Compensation for Police Officer - Base Salary (midpoint) and Skill Pay

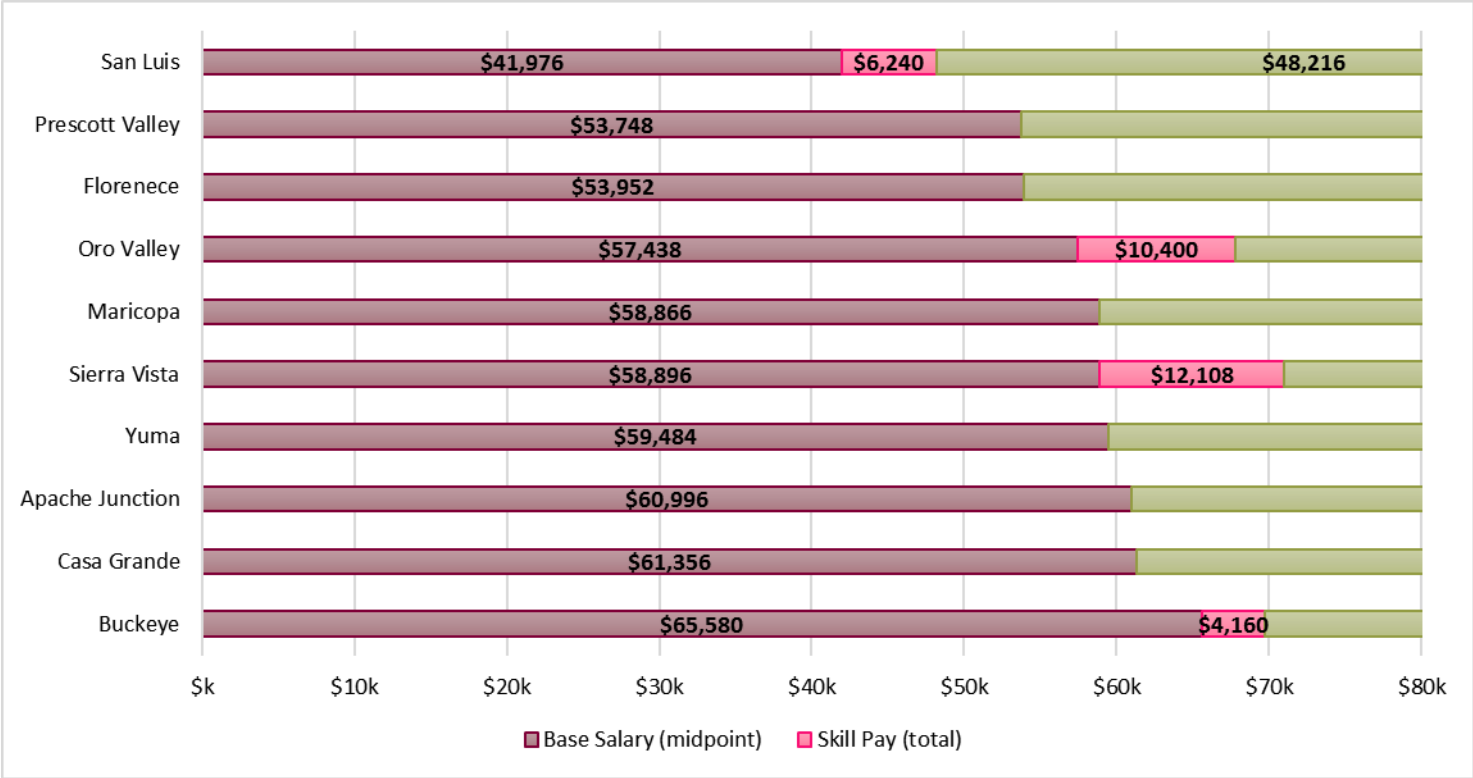


Figure B-2: Comparison of Annual Compensation for Police Officer - Skill Pay Only

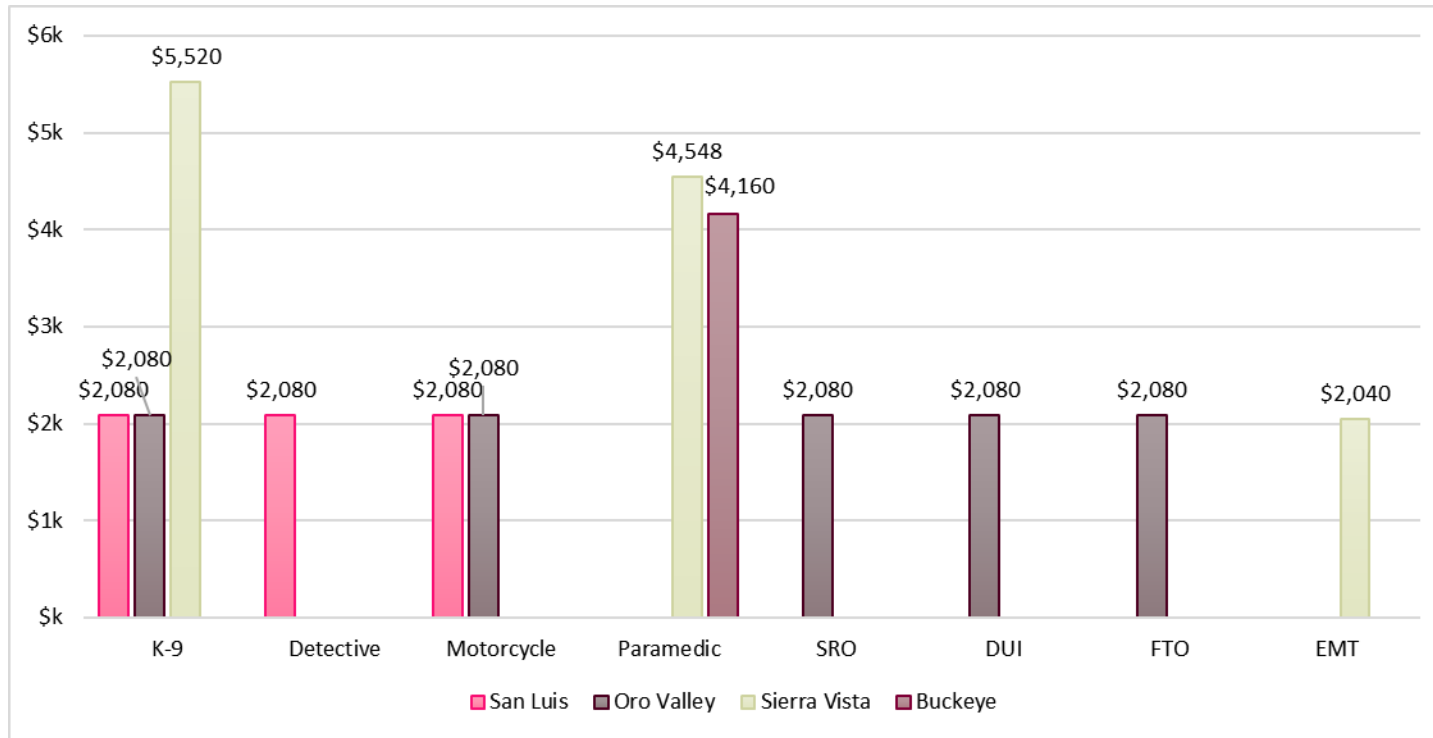


Table B-8: Comparison of Annual Compensation for Firefighter - Base Salary (midpoint) and Skill Pay

| Agency | Base Salary Mid-Point | Skill Pay | | | | | Skill Pay (Total) | Base Salary + Skill Pay |
|----------------------|-----------------------|------------|-----------|------------|-----------|------------|-------------------|-------------------------|
| | | K-9 | Detective | Motorcycle | Paramedic | SRO | | |
| City of San Luis | \$39,954 | | \$3,032 | | | | \$3,032 | \$42,986 |
| City of Buckeye | \$59,082 | \$2,242.50 | \$5,980 | \$2,242.50 | | | \$10,465 | \$69,547 |
| City of Casa Grande* | \$77,514 | | | | | | | \$77,514 |
| City of Florence** | \$46,524 | | | | | | | \$46,524 |
| City of Lake Havasu | \$56,148 | | | | | | | \$56,148 |
| City of Maricopa*** | \$55,548 | | | | | \$2,955.92 | \$2,599.92 | \$58,148 |
| City of Sierra Vista | \$52,566 | | \$4,548 | | | | \$4,548 | \$57,114 |
| City of Yuma | \$51,295 | \$1,200 | \$6,000 | | \$1,200 | | \$8,400 | \$59,695 |

*Casa Grande provides a 10% differential for Paramedic cert but did not provide details on how it is calculated
 *Florence provides a premium for Paramedic cert that is a percentage of midpoint but declined to provide calculation
 ** Maricopa provides special operations pay that includes Hazmat, Technical Rescue, and other special operations program. Incumbents are limited to one special operation incentive per pay period.

Figure B-3: Comparison of Annual Compensation for Firefighter - Base Salary (midpoint) and Skill Pay

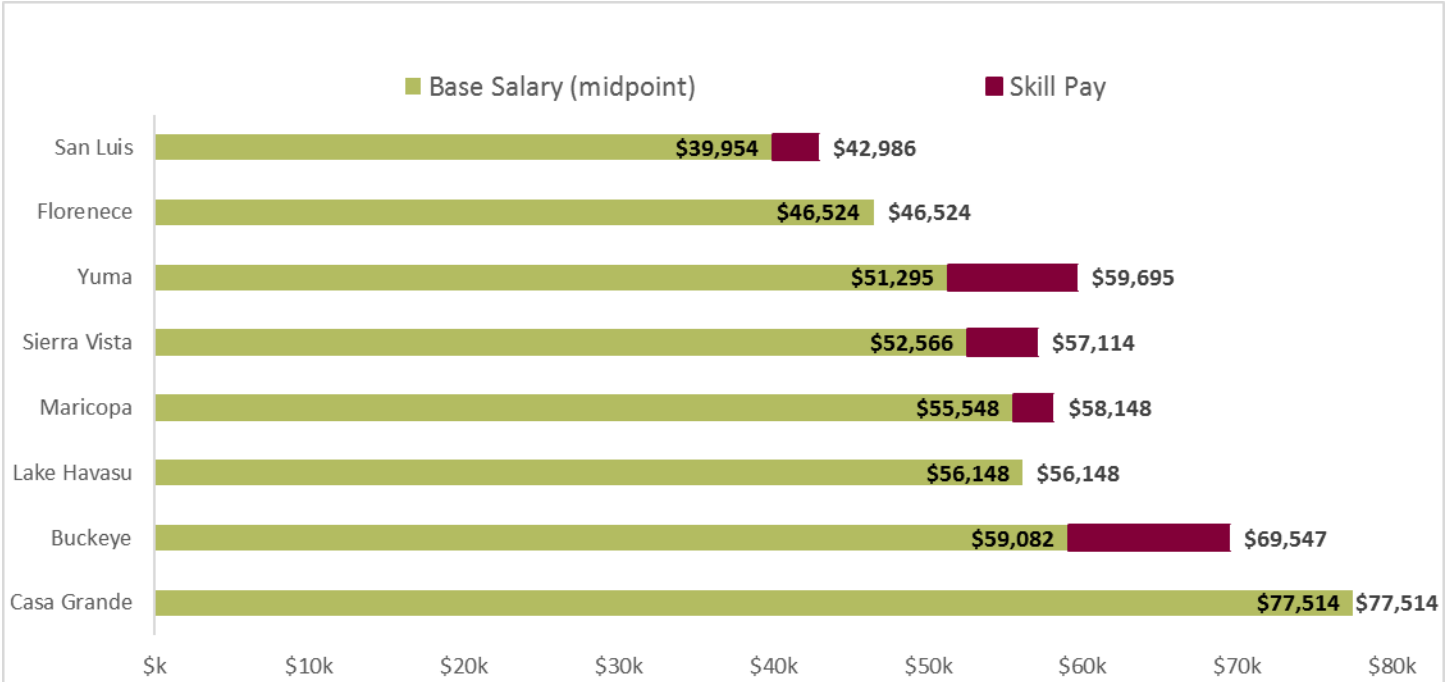


Figure B-4: Comparison of Annual Compensation for Firefighter - Skill Pay Only

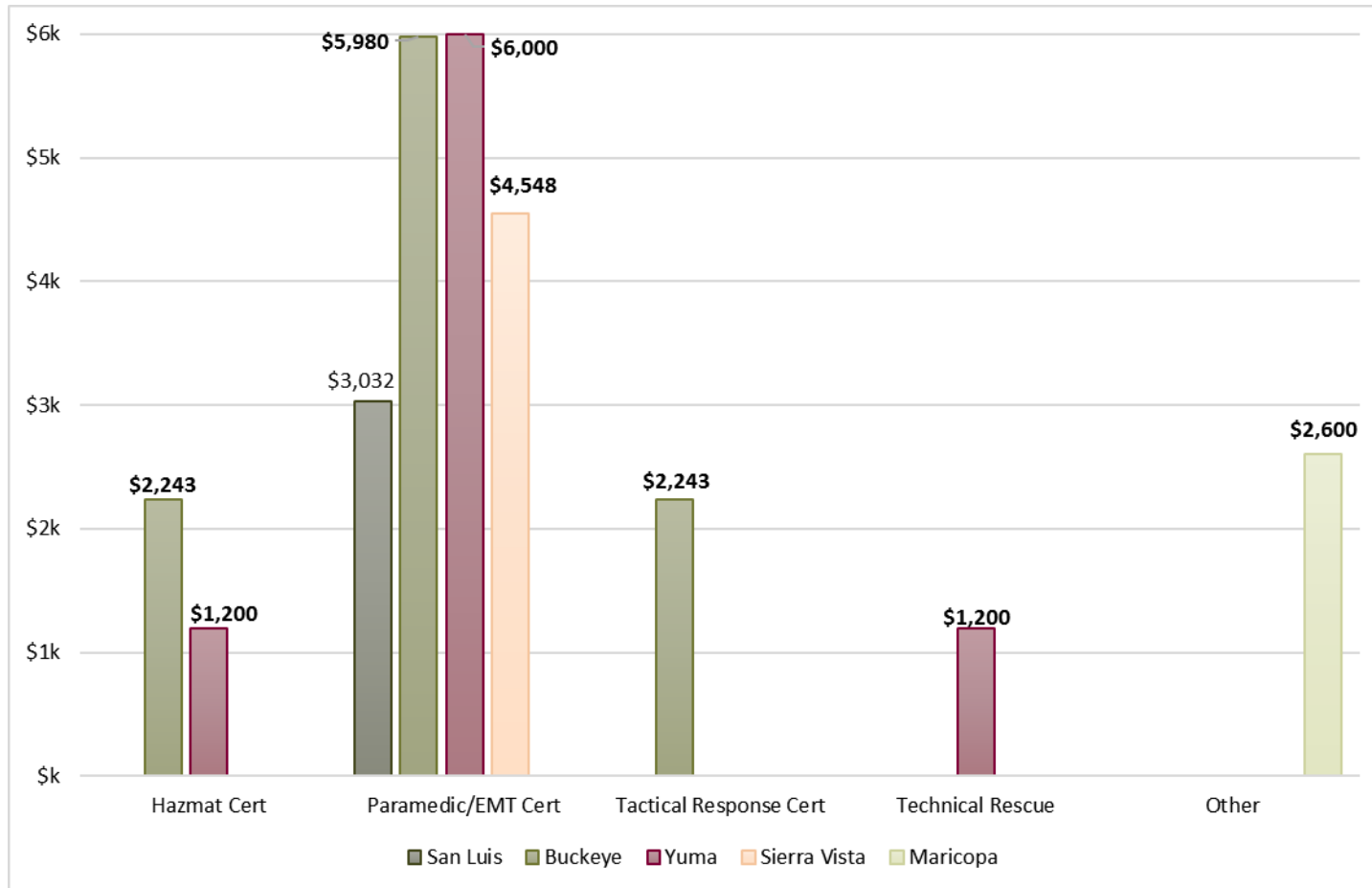


Table B-9: Vacation Accrual Rates (In Hours)

| Agency | | Year 1 | | Year 5 | | Year 10 | | Max Accrual | |
|---------------------------------------|------------------------------------|----------------|-------------|----------------|-------------|----------------|-------------|----------------|-------------|
| | | Annual Accrual | Max Accrual | Annual Accrual | Max Accrual | Annual Accrual | Max Accrual | Annual Accrual | Max Accrual |
| City of San Luis | 40-Hour: Non-Safety, Safety-Police | 80 | 320 | 116.16 | 320 | 120.12 | 320 | 120.12@10 | 320 |
| | 56-Hour: Safety-Fire | 106 | 320 | 127.14 | 320 | 159.12 | 320 | 159.12@10 | 320 |
| City of Apache Junction | 40-Hour: Non-Safety, Safety-Police | 96 | 320 | 120 | 320 | 144 | 320 | 192 @ 15 | 320 |
| City of Buckeye | 40-Hour: Non-Safety, Safety-Police | 96 | 240 | 128 | 240 | 144 | 240 | 184 @ 15 | 240 |
| | 56-Hour: Safety-Fire | 134 | 336 | 179 | 336 | 202 | 336 | 258 @ 15 | 336 |
| City of Casa Grande | 40-Hour: Non-Safety, Safety-Police | 96 | 144 | 144 | 216 | 192 | 288 | 240 @ 15 | 360 |
| | 56-Hour: Safety-Fire | 134.4 | 201.6 | 201.6 | 302.4 | 268.8 | 403.2 | 337.2 @ 15 | 505.8 |
| City of Florence | 40-Hour: Non-Safety, Safety-Police | 96 | 192 | 120 | 240 | 160 | 320 | 200 @ 15 | 400 |
| | 56-Hour: Safety-Fire | 127 | 254 | 159 | 318 | 212 | 424 | 265 @ 15 | 530 |
| City of Maricopa | 40-Hour: Non-Safety, Safety-Police | 88 | 286 | 112 | 286 | 144 | 286 | 192 @ 15 | 286 |
| | 56-Hour: Safety-Fire | 124 | 400 | 157 | 400 | 202 | 400 | 269 @ 15 | 400 |
| Town of Oro Valley | General | 96 | 144 | 96 | 144 | 136 | 204 | 176 @ 11 | 300 @ 20 |
| | Exempt | 136 | 204 | 136 | 204 | 176 | 264 | 176 @ 11 | 300 @ 20 |
| | Dept. Heads | 176 | 264 | 176 | 264 | 176 | 264 | 176 @ 11 | 300 @ 20 |
| Town of Prescott Valley ¹² | 40-Hour: Non-Safety, Safety-Police | 120 | Unlimited | 160 | Unlimited | 200 | Unlimited | 200 @ 10 | Unlimited |
| City of Sierra Vista | 40-Hour: Non-Safety, Safety-Police | 96 | 240 | 120 | 240 | 144 | 288 | 192 @ 20 | 336 |
| | 56-Hour: Safety-Fire | 144 | 360 | 180 | 360 | 252 | 432 | 288 @ 20 | 204 |

¹² The Town of Prescott Valley has a General Leave plan to include all paid time off with no separate sick leave bank.

Table B-9: Vacation Accrual Rates (In Hours)

| Agency | | Year 1 | | Year 5 | | Year 10 | | Max Accrual | |
|----------------------------|------------------------------------|----------------|-------------|----------------|-------------|----------------|-------------|----------------|-------------|
| | | Annual Accrual | Max Accrual | Annual Accrual | Max Accrual | Annual Accrual | Max Accrual | Annual Accrual | Max Accrual |
| City of Yuma ¹³ | 40-Hour: Non-Safety, Safety-Police | 136 | 272 | 176 | 352 | 184 | 368 | 216 @ 20 | 432 |
| | 56-Hour: Safety-Fire | 190 | 380 | 246 | 292 | 258 | 516 | 302 @ 20 | 604 |

¹³ The City of Yuma has a General Leave plan to include all paid time off, but maintains a separate “major medical leave” bank; details for major medical leave are in Table B-8.

Table B-10: Sick Leave/Holidays/Administrative Leave

| Agency | | Sick Leave Annual Accrual (Hours) | Sick Leave Maximum Accrual (Hours) | Holidays (Days) | Administrative Leave & Other Practices |
|--------------------------------|---|--|---|---|--|
| City of San Luis | 40-Hour: Non-Safety, Safety-Police | 96 | 360 | Holidays: 11 | N/A |
| | 56-Hour: Safety-Fire | 127 | 360 | | |
| City of Apache Junction | 40-Hour: Non-Safety, Safety-Police | 96 | 1040 | Holidays: 11 Floating: 1 ¹⁴ | |
| City of Buckeye | 40-Hour: Non-Safety, Safety-Police | 96 | 480 | Holidays: 12 Floating: 0 | N/A |
| | 56-Hour: Safety-Fire | 135 | 672 | | |
| City of Casa Grande | 40-Hour: Non-Safety, Safety-Police | 96 | 1280 | Holidays: 10 Floating: 1 | N/A |
| | 56-Hour: Safety-Fire | 134.4 | 1792 | | |
| City of Florence | 40-Hour & 56-Hour : Non- Safety, Safety-Police, Safety-Fire | 96 | 960 | Holidays: 11 Floating: 0 | N/A |
| City of Maricopa | 40-Hour: Non-Safety, Safety-Police | 96 | Unlimited | Holidays: 10 Floating: 1 | Performance Leave: 1 “personal” day for employees that meet or exceed expectations on annual performance review |
| | 56-Hour: Safety-Fire | 135 | Unlimited | | |

¹⁴ City of Apache Junction does not provide an actual floating holiday, this is representing “Birthday Leave”

Table B-10: Sick Leave/Holidays/Administrative Leave

| Agency | Sick Leave Annual Accrual (Hours) | Sick Leave Maximum Accrual (Hours) | Holidays (Days) | Administrative Leave & Other Practices |
|---------------------------------------|--|---|---|---|
| Town of Oro Valley All | 96 | Unlimited | Holidays: 12 Floating: 1 ¹⁵ | Administrative Leave: Up to 10 days/year at discretion of Town Manager, no specific schedule for any position |
| Town of Prescott Valley All | None, General Leave plan (PTO) | N/A | Holidays: 11 Floating: 0 | DNA |
| City of Sierra Vista | 40-Hour: Non-Safety, Safety-Police | 96 | Unlimited | No Administrative Leave |
| | 56-Hour: Safety-Fire | 144 | Unlimited | |
| City of Yuma | 40-Hour: Non-Safety, Safety-Police | 57.5 Major Medical Leave | Unlimited | Executive Leave: At discretion of Department Director or City Administrator, leave may be provided for workload or personal issues to FLSA exempt employees |
| | 56-Hour: Safety-Fire | 80 Major Medical Leave | Unlimited | |

¹⁵ Town of Oro Valley does not provide an actual floating holiday, this is representing "Birthday Leave"

Table B-11: Vacation and Sick Leave Cash-Out Practices

| Agency | Vacation Leave Cash-Out | | Sick Leave Cash-out | | |
|-------------------------|-------------------------|---|---|---------------|---|
| | Cash-out Annually | Policy Notes | Cash-out | Service Years | Policy Notes |
| City of San Luis | Yes | 40 hours | No | No | -- |
| City of Apache Junction | No | -- | Yes | No | The City offers Sick Leave payout upon an employee death or when an employee resigns in good standing. The payout shall be as follows: Hours between 0 – 320 @ 0% Hours between 321 – 639 @ 50% Hours between 640 – 1040 @ 25% |
| City of Buckeye | Yes | 40 hr (Non-Safety & Police): Up to 80 hours cashed with 80 hours remaining and 40 taken in the prior 12 months 56 hr (Fire): Up to 112 hours cashed with 112 hours remaining and 40 taken in the prior 12 months | Annual cash-out option, no cash-out at termination/retirement | No | Annual Cash out up to 80 hours (112 for Cert fire) at rate of 50% regular hourly pay. To be eligible for this program, employees must have a sick leave balance exceeding eighty (80) hours (112 hours, per above) as of the last pay period preceding the end of the fiscal year. Only accrued hours exceeding 80 (112 hours, per above) will be available for cash out. |
| City of Casa Grande | No | -- | Annual cash-out option and at termination/retirement | No | A sick leave buy-back program is offered to employees who have worked for a full calendar year. Up to 32 hours (45 for firefighters) may be “sold” back to the City through this program. |
| City of Florence | No | -- | No | No | -- |
| City of Maricopa | Yes | 56 hr (Fire): With 56 hours taken, at the end of the calendar year EEs are cashed out for any hours in excess of the max accrual | No | No | -- |

Table B-11: Vacation and Sick Leave Cash-Out Practices

| Agency | Vacation Leave Cash-Out | | Sick Leave Cash-out | | |
|--------------------------------|-------------------------|---|--|---------------|--|
| | Cash-out Annually | Policy Notes | Cash-out | Service Years | Policy Notes |
| Town of Oro Valley | No | -- | Cash out at termination and option to transfer to Annual Leave | No | <p>Employees not terminated for cause: one-half of an employee’s accrued sick leave beyond 480 hours will be paid upon separation. Employees terminated for cause do not receive any payout for unused sick leave.</p> <p>Transfer of Sick Leave to Annual Leave: Any unused portion of the first 56 hours of sick leave accrued in the previous fiscal year in excess of 480 hours will be transferred automatically.</p> |
| Town of Prescott Valley | Yes | Cash out of 2x annual accrual | N/A | N/A | -- |
| City of Sierra Vista | Yes | <p>40 hour/week employees may cash-out end of calendar year up to 40 hours so long as minimum 40 hours used and balance of 100 hours.</p> <p>56 hour/week employees may cash-out end of calendar year up to 56 hours so long as minimum 56 hours used and balance of 150 hours.</p> | Yes | No | <p>40 hour/week may cash-out 50% of first 480 hours and 25% of any remaining hours</p> <p>56 hour/week may cash-out 50% of first 672 hours and 25% of any remaining hours</p> |

Table B-11: Vacation and Sick Leave Cash-Out Practices

| Agency | Vacation Leave Cash-Out | | Sick Leave Cash-out | | |
|--------------|-------------------------|--|---------------------|---------------|---|
| | Cash-out Annually | Policy Notes | Cash-out | Service Years | Policy Notes |
| City of Yuma | Varies | Vacation cash-out is at the City's discretion and based upon economic conditions. If cash-out is approved for a calendar year, employees may elect once, and at the time set by the City, to either (a) convert General Leave to Major Medical Leave accrual, or (b) sell-back leave to the City subject to certain restrictions. No more than 40 hours of unused vacation may be sold/converted each time. Employee must have used at least 40 hours of vacation in the preceding year. | Yes | No | Major Medical Leave will be payable to employees who voluntarily resign or retire. The amount will be a percentage of a minimum number of years of service as determined by the City Administrator, up to 20% based on years of service |

Appendix C: Salary Survey

City of San Luis Total Compensation Survey

Introduction

CPS HR Consulting, on behalf of the City of San Luis, Arizona (City) is conducting a total compensation survey for 40 job classifications. The City has identified your agency as part of their labor market and would greatly appreciate your assistance in providing base salary and benefit information on the classes surveyed.

A CPS HR Consultant researched your agency's website in order to conduct an initial job match. This survey tool is prepopulated with information available online, such as: job descriptions, published salary ranges, benefits information, and/or provisions outlined in MOUs. We kindly ask you to help us validate the information **OR** provide accurate information.

Survey Structure

This salary and benefits survey comprises four sections as follows:

Section 1: General Information – Your Agency

The first section asks for general information with respect to your agency's size, salary plan structure, and any scheduled pay increases or decreases.

Section 2: Compensation Survey (separate document)

This section comprises the compensation survey and asks for salary data for the survey class descriptions. A summary description for each survey classification has been provided.

The following pieces of information are needed for each classification.

- Current comparable class title.
- The monthly minimum and maximum salary for the comparable class.
- If you utilize an open range pay structure with a control point, please provide the control or market point for that class.
- What bargaining unit (if represented by a union) the comparable class is assigned to.
- Please include copies of job descriptions, salary schedules, organization charts and a benefit summary if this information is not provided on your agency's website.
- Any additional relevant information on your comparable classification.

Section 3: Benefits Survey

This section asks for premium pay, pension practices, education, health, and leave practices data.

Section 4: Confidential Classification Pay and Benefits Differentials

This section asks for salary and benefits information for confidential classifications.

Completing & Returning the Survey

If you have any questions about the survey or data being requested, please contact [CONSULTANT] by phone at [(###) - ### -####], or email at [EMAIL ADDRESS].

Please send the completed survey and background information by [DATE DESIRED BY COMPLETING CONSULTANT]. **If you are unable to complete by that date, please let us know when you anticipate it would be possible to return or what we can help with.** Please return the survey to [CONSULTANT] by email at [EMAIL ADDRESS].

Participating Agency Information

Please complete the following information so that we can track responses and follow-up with questions on the survey if necessary.

| | | |
|--------------|-------|-------|
| [Keywords] | | |
| Agency Name | | |
| Contact Name | | Title |
| Email | Phone | Fax |

General Instructions:

To participate in this study, please follow these instructions:

1. Complete all sections of the questionnaire using the salary and benefit information for your staff positions that match the classifications listed.
2. Please include copies of salary schedules, organization charts and the classification specifications for the comparable classes if this information is not provided on your agency's website.
3. Please send the completed survey and background information by [DATE DESIRED BY COMPLETING CONSULTANT], or at your earliest convenience, by email at [EMAIL ADDRESS].

Thank you in advance for your assistance.

■ Comments & Consultant Notes

| |
|--|
| |
|--|

CPS HR Consulting Staff Quality Control Checklist:

| | |
|----------------------|--|
| Data Collection by*: | |
| Data Audited by: | |
| CompCalc Entry by: | |
| CompCalc QC by: | |

***CPS HR Documents Checklist**

- Class Specs (for ALL positions)
- All MOUs, Amendments or Salary Resolutions (for ALL applicable units)
- Salary Schedule(s)
- Financial Budget
- Allocation Documents
- Organizational and/or Departmental Chart(s)
- Benefits Summaries
- Other:

Section 2: Compensation Survey

Salary Data Collection Sheets – Salaries effective as of **March 1, 2017**.

- If your agency/organization does not have a comparable, class, please enter “No Comparable Classification” or “NCC” in the “Your Organization Class Title” and list the job title that performs these duties in “If no match, what position performs these duties?”
- If your agency has a comparable class but it is unfilled and not funded in current budget, please indicate with “UNFUNDED”
- For safety positions, please list minimum education requirement (e.g., Basic POST, Intermediate POST, etc.)
- For Employee Group/Union: for safety employees in non-POA or Fire Unions, e.g., those in Mid-management MOUs, please enter the Union title and “Police” or “Fire”. Example: Mid Management – Police or Mid Management – Fire.

| # | Survey Class Title | Class Description | | | |
|----|--------------------------------------|---|---------------------------|-----------------------------|--|
| 1. | Accountant II | Journey level classification. Under limited supervision performs professional accounting and budgeting duties; maintains the City's accounting system, prepares mandated reports and financial statements and performs financial analysis and research. Requires Bachelor's degree and two (2) years professional governmental accounting experience. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 2. | Administrative Assistant | Advanced journey level classification. Under general supervision, performs specialized administrative clerical, office-technical and/or secretarial work of above-average difficulty and complexity in a variety of office settings throughout the City. Performs most complex work and may supervise work of lower clerical, administrative or technical workers. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|----|----------------------------------|--|--|--|--|
| 3. | Billing and Collections Manager^ | Department head classification. Under limited supervision assists in planning, organizing, directing, and reviewing the functions of the Utility Section including | | | |

| | | | | |
|--------------------------------------|---|---------------------------|-----------------------------|--|
| | but not limited to: utility billing and collection, meter reading, service connection and disconnection and installation of water meters. Provides leadership to and coordinates activities with other City divisions, departments and outside agencies. Provides highly responsible and complex administrative support to the department director. | | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | |
|----|--------------------------------------|--|---------------------------|--|
| 4. | Building Inspector II | Advanced journey level classification. Under direction, inspects residential and commercial construction projects to ensure compliance with building safety, engineering, and architectural codes, regulations, ordinances, statutes, and standards. May oversee work of lower class workers. Required Certifications: Building Inspector issued by the International Code Conference (ICC). | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union |
| | | | | If no match, what position performs these duties? |
| | | | | |
| | Required Certifications: | | | |
| | Notes: | | | |

| # | Survey Class Title | Class Description | | |
|----|--------------------------------------|---|---------------------------|--|
| 5. | Chief Operator - Water/Wastewater*^ | Advanced journey level classification. Under general supervision, oversees the operation of water/wastewater treatment plant, system components, and related equipment and ensures regulatory compliance of the City water/wastewater treatment plant. Required Certifications: Certification from the State of Arizona as a Water or Wastewater Treatment Plant Operator at appropriate level. | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union |
| | | | | If no match, what position performs these duties? |
| | | | | |
| | Required Certifications: | | | |
| | Notes: | | | |

| # | Survey Class Title | Class Description | | |
|---|--------------------|-------------------|--|--|
|---|--------------------|-------------------|--|--|

| | | | | |
|--------------------------------------|---|---------------------------|-----------------------------|--|
| 6. City Manager^ | <p>Top administrative classification. Under Council direction, plans, organizes, directs, and manages all City programs and services and related operational activities; provides leadership to the City organization; advises and assists the City Council; represents the City's interests with other levels and agencies of government, business interests, and community at large.</p> <p>Required Certifications:</p> | | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 7. | City Attorney^ | <p>Department Head classification. Under administrative direction, plans, organizes, directs, and reviews the functions of the City Attorney Office; provides leadership to the department and the City organization; coordinates assigned activities with other City departments and outside agencies; and provides highly responsible and complex administrative support to the City Manager. Law school graduation with Juris Doctorate and local government legal experience.</p> <p>Required Certifications: Certified Attorney with the State of Arizona Bar.</p> | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 8. | City Clerk^ | <p>Department Head classification. Under administrative direction, plans, organizes, directs, and reviews the functions of the City Clerk Department, including but not limited to: statutory responsibilities of City Clerk, municipal and special elections, records management, preparation and recording of the activities and decisions of the City Council, and codification and maintenance of official City records; provides leadership to the department and the City organization.</p> <p>Required Certifications: Certified Municipal Clerk (CMC) or Master Municipal Clerk (MMC) by International Institute of Municipal Clerks.</p> | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|----|--------------------------------------|---|---------------------------|-----------------------------|--|
| 9. | Community Development Manager^ | Management classification. Under direction of Department Head, assists with planning, organizing, directing, and reviewing the functions of the Community Development Division including but not limited to community and economic development, grant development and administration, and business development and retention. Provides leadership to the department and the City organization; coordinates assigned activities with other City divisions, departments and outside agencies. Provides highly responsible and complex administrative support to the department director and city manager; and performs other related duties as required. Requires Bachelor's Degree in Business Administration, Public Administration, Economics, or closely related area of study. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 10. | Contracts & Grants Coordinator | Advanced level classification. Under limited supervision, coordinates grants received from Federal agencies, the State of AZ and private entities, and ensures that the Schedule of Expenditures of Federal Awards (SEFA) is compiled with accuracy and ready for the Auditors. Assists the department with accounting or finance matters such as accounts payable, various reconciliations and/or preparing journal entries, and other related duties as required. Required Certifications: | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 11. | Custodian | Entry to Journey level classification. Under general supervision, maintains clean and sanitary buildings/offices/facilities and performs minor repairs. Sets up and arranges meeting rooms as required. Sweeps, mops, scrubs, and polishes floors, and vacuums and steam cleans carpets. Cleans and disinfects restrooms including floors, sinks, tile, countertops, toilets, mirrors, and other fixtures and stocks with lavatory supplies (toilet paper, paper towels, hand soap, etc.). | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |

| | | | | |
|---------------------------------|--|--|--|--|
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 12. | Director of Public Works^ | <p>Department head classification. Under administrative direction, plans, organizes, directs and reviews the functions of the Public Works Department including but not limited to: potable water treatment and distribution, water and wastewater collection and treatment, solid waste collection and disposal, street installation, maintenance and repair, fleet services, capital project construction, and construction inspection. Provides leadership to the department and the City organization; coordinates assigned activities with other City departments and outside agencies; and provides highly responsible and complex administrative support to the City Manager.</p> <p>Required Certifications: Registration as a Civil Engineer with the State of Arizona, or licensure in another state and able to obtain Arizona registration within six (6) months of employment.</p> | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 13. | Equipment Operator | <p>Entry to journey level classification. Under general supervision, operates light to medium construction, maintenance, and transportation equipment in a variety of maintenance activities including excavating, trenching, sanitation collection, street cleaning, loading and related operations in accordance with all safety regulations. Operates a variety of equipment and trucks, including dump truck, water truck, compaction roller, crack sealer machine, backhoe, boom/lift truck and street sweeper. One (1) year experience in the operation and routine maintenance of various diesel and powered maintenance equipment.</p> <p>Required Certification: A valid Arizona Commercial Driver's License (A or B) is required at the time of appointment and must be maintained throughout employment.</p> | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |

| | |
|---------------|--|
| Notes: | |
|---------------|--|

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 14. | Finance Director^ | Department head classification. Under administrative direction, plans, organizes, directs, and reviews the functions of the Finance Department including but not limited to: accounting, budget, payroll, purchasing, grant administration, risk management, and utility billing and collections; provides leadership to the department and the City organization; coordinates assigned activities with other City departments and outside agencies; and provides highly responsible and complex administrative support to the City Manager. Required Certifications: Certified Public Accountant or Certified Government Financial Manager. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 15. | Fire Captain^ | Senior Officer classification. Under limited supervision, supervises the day-to-day activities of an assigned crew of the City Fire Department. Supervises, coordinates, and participates in fire suppression activities and medical emergency calls; Supervises the personnel and effective use of fire and equipment at the scene of emergencies and determines appropriate emergency action plans. Required Certifications: Emergency Medical Technician (EMT) or Emergency Paramedic (CEP) and Firefighter I & II by the State of Arizona. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------|--|--|--|--|
| 16. | Fire Chief^ | Department head and Command Officer classification. Under general direction, plans, organizes, directs, and manages all programs, projects, and services provided by the City Fire Department. Determines departmental policies and procedures and participates in short and long-range planning of departmental goals and objectives; prepares the annual Fire Department budget and monitors | | | |

| | expenditures. AAS in Fire Science and ten (10) years at a Senior Officer or Command Staff level. | | | |
|---------------------------------|--|--------------------|----------------------|---|
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|---------------------------------|--------------------|--|----------------------|---|--|
| 17. | Fire Fighter* | <p>Fully-trained journey level classification. Under general supervision, provides fire suppression, emergency medical services, and emergency responses to City residents. Responds to fire, medical, and other emergency calls for assistance; extinguishes fires and conducts search and rescue operations. Operates fire and rescue vehicles, equipment, and pumps. Assesses medical needs, provides basic emergency medical care, and transports patients to the hospital; checks assigned apparatus for medical supplies and equipment and cleans and disinfects vehicle and equipment. Conducts inspections of commercial/residential/industrial facilities for fire hazards and regulatory compliance.</p> <p>Required Certifications: Emergency Medical Technician (EMT) certification and Firefighter I & II by the State of Arizona.</p> | | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? | |
| | | | | | |
| Required Certifications: | | | | | |
| Notes: | | | | | |

| # | Survey Class Title | Class Description | | | |
|---------------------------------|--------------------------|---|----------------------|---|--|
| 18. | Heavy Equipment Operator | <p>Journey level classification. Under general supervision, operates heavy equipment to construct, maintain, and repair City streets, grounds, and facilities. Operates graders, backhoes, dump trucks, bob cats, crack/chip sealers, concrete finishers, asphalt cutters, dump trucks, and other heavy equipment as required. Operates heavy equipment to facilitate building construction, maintenance, repair, and/or demolition tasks. Two (2) years journey-level experience operating medium/heavy equipment.</p> <p>Required Certifications: Valid Arizona Commercial Driver's License (A or B)</p> | | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? | |
| | | | | | |
| Required Certifications: | | | | | |

| | |
|---------------|--|
| Notes: | |
|---------------|--|

| # | Survey Class Title | Class Description | | | |
|-----|---------------------------------|--|--------------------|----------------------|---|
| 19. | HR Analyst | Journey level classification. Under limited supervision performs a variety of professional, technical, and analytical Human Resources work in recruitment, selection, classification, compensation, benefit administration, training and employee development, and employee relations. May advise managers on sensitive human resource matters and perform other related duties as required. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|---------------------------------|--|--------------------|----------------------|---|
| 20. | HR Director^ | Department head classification. Under administrative direction, plans, organizes, directs, and reviews the functions of the Human Resources Department including but not limited to: recruitment, selection, classification, compensation, training, benefits, employee relations, employee discipline, equal opportunity programs and safety programs. Provides leadership to the department and the City organization; coordinates assigned activities with other City departments and outside agencies; and provides highly responsible and complex administrative support to the City Manager. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|---------------------------------|--|--|--|--|
| 21. | Information Technology Manager^ | Advanced journey level classification. Under limited supervision, installs, maintains, troubleshoots and upgrades computer hardware, software, personal computer networks, peripheral equipment and city-wide electronic mail systems; assesses user training needs and trains users in effective use of applications; makes recommendations regarding hardware and software acquisitions; prepares documentation and provides user assistance to city staff; and performs related work as required. Confers with Department Directors in planning and solving administrative and operational problems where computerization appears to be necessary. Develops operational and capital department budgets and monitors department expenditures to assure proper budgetary control is maintained. Bachelor's | | | |

| | Degree in Computer Science or related field, and three (3) years of experience in a full-service IT environment. | | | |
|---------------------------------|--|--------------------|----------------------|---|
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|---------------------------------|--------------------|---|----------------------|---|--|
| 22. | Magistrate^ | <p>Under administrative direction, plans, organizes, directs, and reviews the functions of the Municipal Court. Performs the statutory duties of Magistrate including: adjudicates/processes misdemeanors, City ordinance violations, and traffic complaints; schedules pre-trial conferences, conducts hearings, arraignments, trials and other court proceedings, and sentences violators; receives and grants/denies requests for Search Warrants, petitions for Orders of Protection, injunctions against Harassment, and related legal actions; researches and analyzes legal information, laws codes, and regulations to facilitate decision-making related to court cases. Selects, trains, motivates, and evaluates personnel; provides or coordinates staff training; conducts performance evaluations; implements discipline procedures.</p> <p>Required Certifications: Graduation from an accredited school of law with a Juris Doctorate. Two years practice of criminal law.</p> | | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? | |
| | | | | | |
| Required Certifications: | | | | | |
| Notes: | | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|-------------------------------------|---|--|--|--|
| 23. | Maintenance Technician-Public Works | <p>Entry to Journey level classification. Under general supervision, maintains and repairs City streets, grounds, and facilities. Performs a variety of manual labor, repair, and maintenance work utilizing various hand and power tools, equipment, machinery, and/or vehicles. Maintains and repairs streets, grounds, and facilities using hand and power tools, equipment, machinery, and vehicles; Fabricates, installs, maintains, and replaces directional and traffic signs, sidewalks, curbs, and gutters using heavy equipment and materials; Performs basic building construction, maintenance, and repair tasks (remodeling, framing, sheetrock installation, roofing, stucco, painting, basic plumbing/electrical work, etc.); Performs operator-level inspection, servicing, fueling, and maintenance (including washing) of assigned tools, equipment, and vehicles.</p> <p>Required Certification: Commercial driver's license (A or B) must be obtained within six months of employment.</p> | | | |

| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
|---------------------------------|--------------------|--------------------|----------------------|---|
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | |
|---------------------------------|--------------------|---|----------------------|---|
| 24. | Mechanic | <p>Journey level classification. Under limited supervision, independently performs highly skilled and complex diagnosis, maintenance and repairs of a wide variety of diesel, gasoline and hydraulic powered vehicles (medium and light duty), including: generators, trucks, cars, police vehicles, fire apparatus and various types of construction equipment. Researches reference manuals concerning unusual or difficult repairs; performs welding on City vehicles and equipment as required. Stores, handles, applies and disposes of hazardous materials as required. One (1) year full-time automotive service, maintenance, and/or repair work.</p> | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | |
|---------------------------------|------------------------------|--|----------------------|---|
| 25. | Parks & Recreation Director^ | <p>Department head classification. Under administrative direction, plans, organizes, directs, and reviews the functions of the Parks and Recreation Department including but not limited to: park maintenance and repair, facility maintenance and repair, and recreation programs including aquatics, cultural center, youth center and youth services, senior center and senior services and related programs; provides leadership to the department and the City organization; coordinates assigned activities with other City departments and outside agencies; and provides highly responsible and complex administrative support to the City Manager</p> | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | |
|---|--------------------|-------------------|--|--|
|---|--------------------|-------------------|--|--|

| | | | | |
|--------------------------------------|---|---------------------------|-----------------------------|--|
| 26. Planner | Journey level professional classification. Under direction, performs professional planning duties, and assists developers and the general public to achieve compliance with City's development standards. Ensures compliance with City, State and Federal planning and zoning codes, policies and procedures; participates in current and advance planning projects; performs plan review and performs other related duties as required. Required Certifications: | | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|---|---------------------------|-----------------------------|--|
| 27. | Planning & Zoning Director ^ | Department head classification. Under administrative direction, plans, organizes, directs, and reviews the functions of the Planning, Zoning and Development Department including but not limited to: building safety/inspection, plan review, planning, zoning, code enforcement, and community and economic development; provides leadership to the department and the City organization; coordinates assigned activities with other City departments and outside agencies; and provides highly responsible and complex administrative support to the City Manager. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 28. | Police Chief^ | Department head and Commanding Officer classification. Under administrative direction, plans, organizes, directs, and reviews the functions of the Police Department including but not limited to: patrol, investigations, dispatch, records, and other law enforcement services and programs. Provides leadership to the department and the City organization; coordinates assigned activities with other City departments and outside agencies. Provides highly responsible and complex administrative support to the City Manager. Required Certifications: Arizona POST certification. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |

| | |
|---------------------------------|--|
| Required Certifications: | |
| Notes: | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|---|---------------------------|-----------------------------|--|
| 29. | Police Communications Manager^ | Management classification. Under general supervision, supervises the operations of the public safety communications center and staff providing law enforcement/emergency communications support for the City. Oversees, and participates in the operation and monitoring of radio dispatch, telephone, and automated information systems providing law enforcement support. Prioritizes enforcement and service requests, assumes responsibility for complex situations, and ensures appropriate action is initiated and documented. Coordinates communications activities with internal departments and other public and private agencies to determine requirements and ensure optimal response, service, and support. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|---|---------------------------|-----------------------------|--|
| 30. | Police Lieutenant | Administrative Officer classification. Under limited supervision, oversees fiscal, personnel, and planning and operational functions of the Police Department to provide a safe community environment. This classification exists is to command and administer a patrol or bureau within the Police Department. When assigned as Lieutenant, or in the absence of superior officer, incumbents of this class command the Police Department during major events or emergencies. Required Certifications: Certification as a Law Enforcement Officer with Arizona POST is required. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------|--|--|--|--|
| 31. | Police Officer* | Fully trained journey-level position. Under general supervision, performs a variety of law enforcement work associated with patrol, traffic enforcement, and investigations. Enforces laws and ordinances, maintains order, protects life and property, investigates crimes, and assists in crime prevention activities. | | | |

| | <p>Patrols assigned areas, responds to calls for assistance, and takes appropriate action. Participates in rescue activities for sick and injured persons. Arrests, transports, and books violators and escorts prisoners to jail or court. Prepares detailed reports of felony and misdemeanor crimes as well as criminal and civil traffic complaints.</p> <p>Required Certifications: Certification as a Law Enforcement Officer with Arizona POST is required.</p> | | | |
|---------------------------------|---|--------------------|----------------------|---|
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|---------------------------------|--------------------|---|----------------------|---|--|
| 32. | Police Sergeant | <p>Advanced level classification. Under limited supervision, supervises law enforcement activities of Police Department staff on an assigned shift. Supervises, deploys, and evaluates the work of Police Officers on an assigned shift. Performs duties of a Police Officer as necessary, including patrols, arrests, issuing of citations, criminal cases, and testifying in court. Directs, reviews, and participates in the preparation of reports. Accompanies Police Officers on high risk calls and provides guidance and assistance to officers involved in vehicle stops.</p> <p>Required Certifications: Certification as a Law Enforcement Officer with Arizona POST is required.</p> | | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? | |
| | | | | | |
| Required Certifications: | | | | | |
| Notes: | | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------|---|--|--|--|
| 33. | Prosecutor^ | <p>Journey-level to advanced professional classification. Under limited direction, responsible for supervising and participating in the prosecution of cases in the City court and performs other related duties. Attends pretrial conferences with defendants, defense attorneys and judges.</p> <p>Reviews Police reports; conducts factual and legal analysis to determine whether legal issues should be prosecuted, based on the facts of law and evidence. Prepares criminal cases for trial; interviews witnesses; prepares documents; interviews complainants to determine appropriateness for filling criminal charges; tries jury and non-jury cases involving criminal and non-criminal matters coming before the City court, including municipal zoning and aesthetic code enforcement issues, and civil matters. Graduation from law school with Juris Doctorate (JD) and four (4) years' experience in practice of law.</p> | | | |

| | Required Certifications: Must be licensed by the Arizona Bar to practice law in the State of Arizona. | | | |
|---------------------------------|--|--------------------|----------------------|---|
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|---------------------------------|--------------------------|---|----------------------|---|--|
| 34. | Public Works Supervisor^ | Management classification. Under general supervision of Department Head, plans, organizes, directs and reviews the activities of an assigned section (i.e. Storm Drains Maintenance, Sanitary Solid Collection Maintenance, Streets & Parking Lots Maintenance), Solid Waste Collection, and the Right-of-Way Maintenance Division of the Public Works Department.; Supervises assigned crews to perform technically complex maintenance duties, and respond to citizens needs and inquiries; provides responsible and technical staff assistance. | | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? | |
| | | | | | |
| Required Certifications: | | | | | |
| Notes: | | | | | |

| # | Survey Class Title | Class Description | | | |
|---------------------------------|------------------------|---|----------------------|---|--|
| 35. | Purchasing Coordinator | Journey to advanced level classification. Under general supervision performs professional and technical activities in procuring a variety of services, supplies, materials, and equipment. Receives, examines and processes purchase requisitions; check for correct ordering, accounting, funding, and departmental approval information; issues purchase orders; resolves issues that arise during procurement process; negotiates with suppliers; manage supplier relationships; reviews existing state contracts for applicability to existing user department requirements. Develops and researches specifications; reviews and researches sole source procurement submittals; researches and identifies new sources for use in bidding; obtains bid and price information; work with departments to prepare equipment, materials and services specifications and other necessary documents to facilitate procurement; studies and collects data on current market conditions. Required Certifications: Certified Public Purchasing Officer, Certified Professional Public Buyer, or Certified Purchasing Manager. | | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? | |
| | | | | | |
| Required Certifications: | | | | | |

| | |
|---------------|--|
| Notes: | |
|---------------|--|

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 36. | Recreation Specialist | Entry to journey level classification. Under general supervision, provides support to various recreational services and activities sponsored by the City and may perform facilities, grounds and pool maintenance. Assists with, coordinates, and/or oversees recreational activities at the City gymnasium, parks or other facility. Leads, and participates in, recreational activities; coordinates training sessions and participates in special recreational events. May oversee activities of lower class workers. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------------------|--|---------------------------|-----------------------------|--|
| 37. | Risk Property Coordinator | Journey to advanced level classification. Under general supervision, administers and manages the City's risk management program. Receives, investigates and resolves claims; coordinates safety and risk control activities and performs other related duties as required. Develops and implements the organization's risk management program, mitigates risks, ensures compliance with state and federal laws and accreditation standards related to safety and risk management. Plan, organize and direct Risk Management activities including the workers' compensation program, general liability, loss control, safety, occupational medical, property, and other related insurance programs. Develops and implements systems, policies and procedures for the identification, collection, and analysis of risk related information. Leads, facilitates, trains and advises department in designing risk management programs within their own departments. Collects, evaluates, and maintains data concerning claims and other risk-related data. | | | |
| | Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | | |
| | Required Certifications: | | | | |
| | Notes: | | | | |

| # | Survey Class Title | Class Description | | | |
|-----|--------------------------|--|--|--|--|
| 38. | Senior Services Manager^ | Management classification. Under limited supervision performs program management and supervisory activities. Directs programs and activities provided by the City Senior Center and oversees facilities. Manages daily administrative and operational activities of the Senior Center; establishes departmental policies and procedures and directs changes in services or | | | |

| | programs as required. Performs case management assistance in helping senior citizens complete a variety of documents for enrollment in various social service programs and activities (e.g. Social Security, public assistance, food stamp documents, utility assistance, etc.). Represents the Senior Center and ensures coordination of activities and services between various departments, public and private agencies, organizations, and individuals. | | | |
|---------------------------------|---|--------------------|----------------------|---|
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | |
|---------------------------------|----------------------|--|----------------------|---|
| 39. | Wastewater Operator* | <p>Journey level classification. Under general supervision, operates, monitors, and maintains water/wastewater treatment plant, system components, and related equipment. Operates, monitors, and maintains wastewater treatment plant equipment and systems; Monitors water supply/quality and performs required treatment for water and wastewater systems; Maintains internal wastewater controls and procedures and ensures compliance with industry standards, regulatory requirements, permitted functions, and operating policies and procedures.</p> <p>Required Certifications: ADEQ Certificate in Wastewater Treatment or Collection, Grade 1 or higher.</p> | | |
| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

| # | Survey Class Title | Class Description | | |
|-----|--------------------|--|--|--|
| 40. | Water Supervisor*^ | <p>Journey level to advanced classification. Under general supervision, plans, coordinates, and oversees the installation, operation, maintenance, and repair of water treatment and distribution systems for the City of San Luis. Monitors and oversees the installation, maintenance, repair, and operation of water lines and related fixtures and equipment. Ensures water supply/quality and identifies required treatment for water and wastewater systems to maintain compliance with county, state and federal regulations. Plans current and future project requirements and requisitions required materials, parts, tools, and equipment. Performs inspections of water systems in new subdivisions and makes approval/denial recommendations;</p> <p>Required Certifications: Certification from the State of Arizona as a Water Operator at the appropriate level (Grade 4).</p> | | |

| Your Organization Class Title | Min Monthly Salary | Max Monthly Salary | Employee Group/Union | If no match, what position performs these duties? |
|-------------------------------|--------------------|--------------------|----------------------|---|
| | | | | |
| Required Certifications: | | | | |
| Notes: | | | | |

Section 3: Benefits Survey

- This is a survey of your employee benefits and employer premium costs effective **January 1, 2017**.
- For health and dental insurance, please enter the most commonly selected benefit plan and/or employer premium cost for family coverage (Employee +2).
- If employees do not receive a specific benefit, please enter “N/A” for Not Applicable in the appropriate columns.
- Please report all premiums as a **monthly** employer cost.
 - To convert from bi-weekly to monthly: (Bi-Weekly Rate * 26) ÷ 12

Bargaining Units Defined

- Please do not use generic titles such as 001, or titles that are not descriptive of the units represented.
- Please make sure the titles match those used in the salary portion of this survey.
- If benefits for more than one agency are identical, please record as one Bargaining Unit and include in notes which specific units are being grouped together.
- If a Bargaining Unit covers a combination of Miscellaneous, Sworn/Police, and Fire positions, please split the units into the appropriate number of Units based on the where any of the following are different: retirement rates, Medicare/FICA, Deferred Compensation, Longevity, Education/Certification incentives (e.g., POST), Medical Contributions, and Vacation/Holiday pay.
 - *Example:* Mid-Management – Non Rep, Mid Management – Fire, Mid Management – Police, Police Officer Association – Sworn, Police Officer Association – Non Sworn (e.g., dispatch)

| UNITS: | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|---|---|---|---|
| Which of these, if any, applies to the group? | <input type="checkbox"/> Safety-Fire <input type="checkbox"/> Safety-Police/Sworn <input type="checkbox"/> Non-Sworn <input type="checkbox"/> Confidential | <input type="checkbox"/> Safety-Fire <input type="checkbox"/> Safety-Police/Sworn <input type="checkbox"/> Non-Sworn <input type="checkbox"/> Confidential | <input type="checkbox"/> Safety-Fire <input type="checkbox"/> Safety-Police/Sworn <input type="checkbox"/> Non-Sworn <input type="checkbox"/> Confidential |
| If safety, specific to which positions? | | | |

Cash Add-Ons

California Agencies: Please provide data for employees hired on or after **1/1/2013** (PEPRA)

Arizona Agencies: Please provide data for employees as of **1/1/2017**, unless another date range is more applicable. If using a different starting point than 1/1/2017, please specify.

| Retirement Contribution Pickup Practices | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|--|---|---|---|
| What is the total Employee contribution, regardless of who pays it , as a percentage (%) of base salary? | | | |
| Does the employee pick-up any portion of the employer contribution? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| What is the percentage (%) of the Employee contribution <u>paid by Employer</u> (if applicable)? | | | |
| What is the percentage (%) of the Employee contribution <u>paid by the Employee</u> (if applicable) | | | |
| Notes | | | |

Retirement Program and Practices

California Agencies: Please provide data for employees hired on or after **1/1/2013** (PEPRA)

Arizona Agencies: Please provide data for employees as of **1/1/2017**, unless another date range is more applicable. If using a different starting point than 1/1/2017, please specify.

| Social Security | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|---|---|---|---|
| Does your agency participate in Social Security? If so, which rate? Medicare = 1.45% FICA = 6.20% Both = 7.65% | <input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate | <input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate | <input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate |
| Notes | | | |

| Retirement Plan Contribution | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|---|--|--|--|
| Please list the type of pension plan your agency participates in, e.g. PERS, etc. | <input type="checkbox"/> CA: CalPERS <input type="checkbox"/> CA: 37 Act <input type="checkbox"/> CA: Other <input type="checkbox"/> AZ: ASRS (Non-Safety) <input type="checkbox"/> AZ: PSRS (Safety) | <input type="checkbox"/> CA: CalPERS <input type="checkbox"/> CA: 37 Act <input type="checkbox"/> CA: Other <input type="checkbox"/> AZ: ASRS (Non-Safety) <input type="checkbox"/> AZ: PSRS (Safety) | <input type="checkbox"/> CA: CalPERS <input type="checkbox"/> CA: 37 Act <input type="checkbox"/> CA: Other <input type="checkbox"/> AZ: ASRS (Non-Safety) <input type="checkbox"/> AZ: PSRS (Safety) |
| If "Other", please indicate plan | | | |
| What is the actuarially determined Employer contribution (not including employee contributions paid by employer) as a percentage (%) of base salary? | | | |
| What percentage, if any, of the employer's portion is paid by the employee? | | | |
| What is the retirement formula (e.g. 2% @ 55, etc. based on Highest 3 Year Average)? | <u>AZ PSPRS (Safety):</u> <input type="checkbox"/> Tier I: 50% @ 62, 3 year average comp <input type="checkbox"/> Tier II: 62.5% @ 52.5, high 5 year average comp <u>AZ ASRS (Non-Safety):</u> <input type="checkbox"/> Misc. ASRS Benefit | <u>AZ PSPRS (Safety):</u> <input type="checkbox"/> Tier I: 50% @ 62, 3 year average comp <input type="checkbox"/> Tier II: 62.5% @ 52.5, high 5 year average comp <u>AZ ASRS (Non-Safety):</u> <input type="checkbox"/> Misc. ASRS Benefit Formula, see footnote <u>CA Classic:</u> | <u>AZ PSPRS (Safety):</u> <input type="checkbox"/> Tier I: 50% @ 62, 3 year average comp <input type="checkbox"/> Tier II: 62.5% @ 52.5, high 5 year average comp <u>AZ ASRS (Non-Safety):</u> <input type="checkbox"/> Misc. ASRS Benefit Formula, see footnote <u>CA Classic:</u> |

| Retirement Plan Contribution | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|--|--|--|--|
| | Formula, see footnote ¹⁶ <u>CA Classic:</u> <u>CA PEPR:</u> | <u>CA PEPR:</u> | <u>CA PEPR:</u> |
| Is there a vesting period for retirement benefits? If yes, please indicate what the vesting period is. | <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, vesting period: | <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, vesting period: | <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, vesting period: |

¹⁶ Arizona ASRS (Non-Safety) Retirement Formula: ***Total Service Credit X Graded Multiplier X Average Monthly Compensation (AMC) = Monthly Benefit. (CPS Staff: See internal AZ guide and employee handbook in salary survey folder.)***

Contribution to Deferred Compensation

| Deferred Compensation Practices | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|--|---|---|---|
| What is the maximum Employer contribution (enter as dollars or percentage of <u>base monthly salary</u>). | | | |
| Please list the type(s) of plans offered, e.g. 401K, 457, etc. | | | |
| Is this a matching contribution? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| If this is a matching contribution, please provide details of the policy (e.g., 50% of employee contribution, maximum of 5%) | | | |
| Notes | | | |

Longevity

| Longevity Pay Practices | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|---|---|---|---|
| Enter the <u>amount paid per month</u> , in dollars, or as a percentage of monthly salary, for premium pay based on length of service. Enter each level of longevity pay including the year of service and corresponding premium pay amount. Put "N/A" if this benefit is not provided. | | | |
| Is this a single lump sum payment? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Notes | | | |

Education, Certification, and Other Incentive Pay Practices

| Incentive | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|--|---------------------------|---------------------------|---------------------------|
| <u>Education/Certification Reimbursement</u> | | | |
| Enter the maximum amount paid <u>annually, in dollars</u> , for cost of tuition and books . Put "N/A" if this benefit is not provided. | | | |
| <u>Educational Incentive Pay Practices</u> | | | |
| <u>Sworn & Dispatchers</u> : Enter the amount <u>paid per month</u> in dollars or percent for POST certification. Please indicate if Intermediate, Advanced, or Supervisory. Please indicate which positions these benefits apply to. | | | |
| <u>FIRE</u> : Enter the amount paid per month, in dollars, or as a percentage of salary, for achievement of advanced degrees or training beyond that required for the class. Put "N/A" if this benefit is not provided. Please indicate which positions these benefits apply to. | | | |
| <u>Bilingual Pay</u> | | | |
| Enter the amount paid per month, in dollars, or as a percentage of salary, for Bilingual Pay. Put "N/A" if this benefit is not provided. This benefit need not apply to all positions within the unit. | | | |

Special Pay Practices

Please provide details on Certification Incentives, Bonus Pay or Performance Incentives, and Allowance Pay Practices for solely for the positions listed.

Certification & Educational Incentives

For the positions listed below, please list any certification or educational incentives that are not a requirement of the job. Please indicate the amount paid per month in dollars or percentage for these achievements. If the achievement of certification or advanced education is a single lump sum payment, please indicate as such.

| Survey # | Benchmark Position | Agency Class Match | Unit | Pay Incentive Description |
|----------|---------------------------------|--------------------|------|---------------------------|
| 5 | Chief Water/Wastewater Operator | | | |
| 17 | Fire Fighter | | | |
| 31 | Police Officer | | | |
| 39 | Water/Wastewater Operator | | | |
| 40 | Water/Wastewater Supervisor | | | |

Allowance Pay Practices

For the positions listed below, please list any allowance pay practices (e.g., phone, vehicle, etc). Please indicate the amount paid per month in dollars or percentage. -- All Director/Supervisor – level positions

| Survey # | Benchmark Position | Agency Class Match | Unit | Car | Phone | Other | Notes |
|----------|-----------------------------------|--------------------|------|-----|-------|-------|-------|
| 3 | Billing and Collections Manager | | | | | | |
| 5 | Chief Operator - Water/Wastewater | | | | | | |
| 6 | City Manager | | | | | | |
| 7 | City Attorney | | | | | | |
| 8 | City Clerk | | | | | | |
| 9 | Community Development Manager | | | | | | |
| 12 | Director of Public Works | | | | | | |
| 14 | Finance Director | | | | | | |
| 15 | Fire Captain | | | | | | |
| 16 | Fire Chief | | | | | | |
| 20 | HR Director | | | | | | |
| 21 | Information Technology Manager | | | | | | |
| 22 | Magistrate | | | | | | |
| 25 | Parks & Recreation Director | | | | | | |
| 27 | Planning & Zoning Director | | | | | | |
| 28 | Police Chief | | | | | | |
| 29 | Police Communications Manager | | | | | | |
| 33 | Prosecutor | | | | | | |
| 34 | Public Works Supervisor | | | | | | |
| 38 | Senior Services Manager | | | | | | |
| 40 | Water Supervisor | | | | | | |

Health Programs

| Cafeteria Plan Practices | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|--|---|---|---|
| Does your agency/organization have a cafeteria plan provision? If so, please answer the following two questions in regards to the Cafeteria Plan. | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| What is the <u>employer's maximum monthly dollar amount contribution</u> ? | | | |
| What is the <u>employee's maximum monthly dollar amount contribution</u> ? | | | |
| What benefit items is this payment intended to cover? (i.e., medical, dental, etc.) | <input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability <input type="checkbox"/> Life Insurance <input type="checkbox"/> Other (list below) | <input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability <input type="checkbox"/> Life Insurance <input type="checkbox"/> Other (list below) | <input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability <input type="checkbox"/> Life Insurance <input type="checkbox"/> Other (list below) |
| Other benefits: | | | |

For all benefits provided separate from any cafeteria-style plan, please complete the following questions regarding Medical, Dental and Vision Insurance.

| Insurance Programs and Costs | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|--|---------------------------|---------------------------|---------------------------|
| <u>Medical</u> | | | |
| What is the <u>employer's maximum monthly contribution, in dollars, for full family medical coverage, for the most commonly selected plan.</u> | | | |
| What is the <u>employee's maximum monthly contribution, in dollars, for full family medical coverage for the most commonly selected plan.</u> | | | |
| <u>Dental</u> | | | |

| Insurance Programs and Costs | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|--|--|--|--|
| List the <u>employer's maximum monthly contribution</u> , in dollars, for full family dental coverage for the most commonly selected plan (if included in medical, indicate by entering "inc."). | | | |
| What is the <u>employee's maximum monthly contribution</u> , in dollars? | | | |
| <u>Vision</u> | | | |
| List the <u>employer's maximum contribution</u> for full family vision coverage for the most commonly selected plan (if included in medical, indicate by entering "inc."). | | | |
| <i>What is the <u>employee's maximum monthly contribution</u>, in dollars?</i> | | | |
| <u>Life Insurance & Disability</u> | | | |
| Which, if any, does the employer provide and pay for? | <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability <input type="checkbox"/> Life Insurance | <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability <input type="checkbox"/> Life Insurance | <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability <input type="checkbox"/> Life Insurance |

Vacation and Sick Leave Practices

| Incentive | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|---|---|---|---|
| <u>Vacation Leave</u> | | | |
| List the number of hours accrued annually as well as the maximum that can be accrued annually: | Annual Accrual | Max. Accrual | Annual Accrual |
| Year 1 | | | |
| Year 5 | | | |
| Year 10 | | | |
| Year 20 | | | |
| Year of service for max accrual: | | | |
| Can employees cash out vacation leave on an annual basis? (Excludes termination or retirement). | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| If yes, please provide details of the terms for cashing out vacation leave, or attach a copy of the policy. | | | |
| <u>Sick Leave</u> | | | |
| | Annual Accrual | Max. Accrual | Annual Accrual |
| List the number of hours per year, as well as the maximum accrual allowed. | | | |
| Does your agency allow employees to cash out sick leave at termination or retirement? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does your agency allow employees to apply sick leave to service time upon retirement? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| If yes, please provide details of the terms for cashing out sick leave, or attach a copy of the policy. | | | |
| <u>Holidays</u> | | | |

| Incentive | [Bargaining Unit 1 Title] | [Bargaining Unit 2 Title] | [Bargaining Unit 3 Title] |
|---|---|---|---|
| List the number of regular holidays provided each year to each group. | | | |
| List any additional floating holidays provided each year to each group. | | | |
| <u>Admin Leave</u> | | | |
| Is Administrative or other leave (e.g., Wellness) provided to all or specific classifications? If yes, record in following table. | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No |