

## MINUTES

### **Central Yavapai / Chino Valley / Central Arizona Fire and Medical Joint Work Study Session**

**Thursday, December 17, 2020, 5:00 pm - 5:30 pm**

**Central Arizona Fire and Medical Authority, Administration, 8603 E. Eastridge  
Drive, Prescott Valley**

#### **In-Person Attendance**

Dane Beck; Darlene Packard; Dave Dobbs; Dave Tharp; Kathy Goodman;  
Matt Zurcher; Owen (Buz) Mills; Pete Gordon; Scott A Freitag

#### **Remote Attendance**

Cyndy Dicus; Lorette Brashear; Nicolas Cornelius; Susanne Dixon

## **NOTICE OF MEETING**

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Chino Valley Fire District, Central Yavapai Fire District, and Central Arizona Fire and Medical Authority Board of Directors and the general public that the Chino Valley Fire District, Central Yavapai Fire District, and **Central Arizona Fire and Medical Authority** will hold a special meeting open to the public on **Monday, December 17, 2020 at 5:00 p.m.** The meeting will be held at **Central Arizona Fire and Medical Authority, Administration, 8603 E. Eastridge Drive, Prescott Valley, Arizona.** The Board(s) may vote to go into Executive Session on any agenda item, pursuant to A.R.S. §38-431.03(A)(3) for discussion and consultation for legal advice with Agencies' Attorney on matters as set forth in the agenda item. The following topics and any variables thereto, will be subject to Board consideration, discussion, approval, or other action. All items are set for possible action.

1. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS - CHINO VALLEY FIRE DISTRICT

**Clerk Dobbs called the Chino Valley Fire District meeting to order at 5:00 p.m.**

2. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS - CENTRAL YAVAPAI FIRE DISTRICT

**Chair Zurcher called the Central Yavapai Fire District meeting to order at 5:01 p.m.**

3. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS - CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY

**Clerk Packard called the Central Arizona Fire and Medical Authority meeting to order at 5:01 p.m.**

4. PLEDGE OF ALLEGIANCE

**Clerk Dobbs led the Pledge of Allegiance.**

5. PRESENTATIONS

A. Wage and Benefit Study Findings

**Carol Mercer, a representative from Segal, presented a summary of the findings**

of the Wage and Benefit Study. Please refer to the slides attached to these minutes.

There was an inquiry as to the geographical cost of labor versus cost of living. Carol Mercer provided an explanation, including that cost of labor is the standard.

Director Gordon noted the target salaries for the benchmark positions at 75th percentile, but inquired as to the definition of the target salary when speaking with the 95% or 105%. Carol Mercer provided an explanation, including that it was median and average. Chief Freitag gave an explanation of the 75th percentile designation, and how it is calculated.

Chief Freitag noted that regarding accrued time, some agencies who utilize PTO reported the full amount of their PTO in both the vacation and sick leave category. The graph presented doesn't represent the corrected data; we are actually more competitive than the graph indicates.

There was an inquiry as to whether the report was generated at the 75th percentile, and if it will be made available. Chief Freitag responded that this report provides information at the 25th, 50th, and 75th percentiles. The report, which explains in detail how the study was conducted and the comparators used, as well as Addendums A and B, which are the graphs, have been provided to the Union Executive Board so they can provide it to the members.

B. Wage and Benefit Study: Tentative Implementation Plan

Chief Freitag provided background on the Wage and Benefit Study process and the goals Senior Staff had in mind. There will be significant turnover in the Fire Service in the state of Arizona over the next five years, so departments will be competing for the best talent. Residency requirements are no longer allowed, so it is possible we could hire someone who lives in the valley and drives up here for work, so we have to be competitive across the entire state. The goal is a fair and competitive wage for all employees in the organization, and that we recruit and retain top talent.

Chief Rose presented a tentative implementation plan based off of the results of the Wage and Benefit Study (attached). The stated goals included fewer steps on the wage scales, increasing the step amount from 2.5% to 3.5%, and working towards the 75th percentile in starting and ending wages.

Chief Freitag addressed the difference in the number of steps on each wage scale by explaining that each wage scale is set to be at the 75th percentile for starting and ending wages, with 3.5% increases. Chief Rose confirmed that we stopped each ending wage at the 75th percentile using 3.5% step increases.

There were inquiries regarding the sub-steps, and what happens with promotions and new hires. Chief Rose explained that all sub-steps could be eliminated in one year, but we won't know until we get the NAV back and know how much we can allocate to adjusting the wage scales. Chief Freitag confirmed that new hires will come in at the lowest step available; as we progress through

the implementation, the sub-steps will be eliminated. He warned that because we're shrinking a scale down from 22 steps and trying to implement a new plan, it is difficult to make it so everyone thinks the plan is fair.

There was an inquiry as to whether longevity pay is disappearing. Chief Freitag responded that longevity was moved into the 3.5% step process to get to the 75th percentile; once you reach the top step of your scale, until there is a COLA or adjustment, there is not a longevity component.

Chief Freitag stated that as numbers come in from PSPRS, insurances, and net assessed valuations, we will be able to have a more concise conversation regarding what's possible. He believes we need to be competitive in the market, and the 75th percentile gives the Agency some cushion.

## 6. ADJOURNMENT

**Motion to adjourn at 6:03 p.m.**

Move: Dave Dobbs Second: Owen (Buz) Mills Status: Passed

Yes: Dave Dobbs, Darlene Packard, Cyndy Dicus, Matt Zurcher, Dane Beck, Pete Gordon, Owen (Buz) Mills, Lorette Brashear

**Signature indicating approval on next page.**

**Signature Page For: 2020 12 17 Joint Regular Minutes - Approved - Central Yavapai Fire District  
Board of Directors - CY Regular Meeting - 3/22/2021**

A handwritten signature in black ink, appearing to read "Darlene Packard". The signature is fluid and cursive, with a large initial "D" and a stylized "P".

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Darlene Packard , Board Clerk      03/23/2021

**Signature Page For: 2020 12 17 Joint Regular Minutes - Approved - Chino Valley Fire District Board of Directors - CV Regular Meeting - 3/22/2021**

A handwritten signature in black ink, appearing to read 'D. Dobbs', is written over a horizontal grey line.

Dave Dobbs , Board Clerk      03/22/2021

**Signature Page For: 2020 12 17 Joint Regular Minutes - Approved CEA - Central Arizona Fire and Medical Authority Board of Directors - CA Regular Meeting - 1/25/2021**

A handwritten signature in black ink, appearing to read "Darlene Packard". The signature is fluid and cursive, with a large initial "D" and a stylized "P".

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Darlene Packard , Board Clerk      01/26/2021



Central Arizona Fire and Medical Authority

# Compensation Study

## Report

November 30, 2020

# Executive Summary

## *Introduction*

**Central Arizona Fire and Medical Authority engaged Segal to conduct a compensation market analysis for thirty-one (31) benchmark jobs in four (4) divisions.**

- This document is organized as follows:
  - Executive Summary of Findings and Recommendations
  - Market Analysis Methodology
  - Market Analysis Results
- The purpose of this meeting:
  - Discuss results
  - Answer any questions regarding results



# Executive Summary

## *Project Steps*



### **Project Initiation/ Compensation Philosophy**

- Collect and review data
- Conduct stakeholder interviews
- Review Compensation Philosophy



### **Market Analysis**

- Identify benchmark jobs to market price
- Determine appropriate survey sources
- Obtain data for market pricing
- Perform variance analysis

# Executive Summary

## *Stakeholder Interview Common Themes*

1

Mission, culture, reputation, location and opportunity for stable career are primary factors that attract candidates

2

Interest in competitiveness of pay and benefits

3

Interest in prevalence of certification pay and specialty pay in peer market

4

Interest in competitiveness of structures – number of steps and step percentages

5

Ability to attract applicants in a very competitive environment

6

Interest in what competitors do for retirees

These themes were incorporated into the project.

# Executive Summary

## *Establishing the Market Target*

1

Survey sources were chosen and a custom survey was distributed to twenty-one (21) peer organizations, of which eighteen (18) responded. Survey data was adjusted based on geographic differentials.

Private sector data was collected from three (3) published survey sources<sup>1</sup>

2

3

Initial market analysis was conducted against market average survey data

The market target was defined as a competitive range of 95% to 105% of the market target, and this market target applies to all CAFMA benchmark jobs

4

5

The established market target should be evaluated over time for any necessary changes

The established market target of 95% to 105% was used for this analysis.

<sup>1</sup> Published survey sources used include CompAnalyst, ERI Salary Assessor and Payfactors.

# Market Analysis Methodology

## *Custom Survey Participants*

Arizona Fire and Medical Authority	Drexel Heights Fire District
City of Avondale	Golder Ranch Fire District
City of Cottonwood	Northwest Fire District
City of Flagstaff	Sedona Fire District
City of Goodyear	Sun City Fire District
City of Prescott	Superstition Fire & Medical District
City of Tempe	Timber Mesa Fire and Medical District
Copper Canyon Fire & Medical District	Town of Queen Creek
Daisy Mountain Fire & Medical	Verde Valley Fire District

# Market Analysis Methodology

## *Geographic Differentials for Survey Participants*

Survey Participants	Location	ERI Geographic Factor	Geographic Adjustment %
Central Arizona Fire and Medical Authority	Prescott Valley, aZ	90.8	
Arizona Fire and Medical Authority	Sun City, AZ (El Mirage)	96.1	-5.5%
City of Avondale	Avondale, AZ	96.1	-5.5%
City of Cottonwood	Cottonwood, AZ (Camp Verde)	91.1	-0.3%
City of Flagstaff	Flagstaff, AZ	91.2	-0.4%
City of Goodyear	Goodyear, AZ	96.0	-5.4%
City of Prescott	Prescott, AZ	90.8	0.0%
City of Tempe	Tempe, AZ	96.1	-5.5%
Gilbert Fire Department	Gilbert, AZ	96.1	-5.5%
Copper Canyon Fire & Medical	Camp Verde, AZ	91.1	-0.3%
Daisy Mountain Fire and Medical	Anthem, AZ	96.1	-5.5%
Drexel Heights Fire District	Tucson, AZ	91.5	-0.8%
Golder Ranch Fire District	Tucson, AZ	91.5	-0.8%
Northwest Fire District	Tucson, AZ	91.5	-0.8%
Sedona Fire District	Sedona, AZ	91.2	-0.4%
Sun City Fire District	Sun City, AZ (El Mirage)	96.1	-5.5%
Superstition Fire and Medical	Apache Junction, AZ	96.2	-5.6%
Timber Mesa Fire and Medical	Show Low, AZ	89.7	1.2%
Town of Queen Creek Fire	Town of Queen Creek, AZ	96.0	-5.4%
Verde Valley Fire District	Cottonwood, AZ (Camp Verde)	91.1	-0.3%

# Executive Summary

## Market Analysis Results

	Base Pay Ranges <sup>1</sup>		
	Minimum	Midpoint	Maximum
Custom Survey Sources	95%	97%	104%
Published Data Sources	108%	106%	101%
<b>Overall Market Average</b>	<b>97%</b>	<b>98%</b>	<b>103%</b>

Overall, CAFMA’s salaries are within the competitive range.

Reports comparing CAFMA’s pay ranges by benchmark job to market average and median pay ranges are included in Appendix A

<sup>1</sup> Values below 95% of the market average are below market and are shown in red text. Values that are between 95% and 105% of the market average are considered competitive with the market and are shown in black text. Values beyond 105% of the market average are above market and are shown in blue text.

# Executive Summary

## Market Analysis Results

### Base Pay Competitiveness by Job Family<sup>1</sup>

CAFMA Base Pay as % of Peer Market Average					
Job Family	Benchmark Titles in Family	Benchmark Titles w/ 5+ Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Administration	8	8	95%	97%	98%
Operations	9	8	94%	90%	106%
Planning and Logistics	13	12	106%	108%	107%
Prevention	3	3	90%	95%	99%

Two (2) benchmark job titles did not have enough market data to meet the data sufficiency requirement and are excluded from the overall market comparison.

<sup>1</sup> Values below 95% of the market average are below market and are shown in red text. Values that are between 95% and 105% of the market average are considered competitive with the market and are shown in black text. Values beyond 105% of the market average are above market and are shown in blue text.

# Market Analysis Results

## *Market Competitiveness – Benchmarked Jobs Only*

Market Competitiveness	Number of Jobs	Percent of Jobs
Below 95% of Market Average	5	15%
Within 95% to 105% of Market Average	17	55%
Above 105% of Market Average	8	24%
No CAFMA data for comparison	1	6%

Overall, CAFMA is well positioned to the market target.



# Market Analysis Results

## *Pay Practices Comparison – Pay Structure*

Survey Participant	Administrative Jobs	Non-Exempt Sworn Jobs	Exempt Sworn Jobs
Arizona Fire and Medical Authority	Open Range Structure	Open Range Structure	Open Range Structure
City of Avondale	Open Range Structure	Step Structure	Open Range Structure
City of Cottonwood	Open Range Structure	Open Range Structure	Open Range Structure
City of Flagstaff	Open Range Structure	Open Range Structure	Open Range Structure
City of Goodyear	Open Range Structure	Step Structure	Step Structure
City of Prescott	Pay Ranges	Pay Ranges	Pay Ranges
City of Tempe	Flat Rate	Step Structure	Flat Rate
Copper Canyon Fire & Medical District	Step Structure	Step Structure	-
Daisy Mountain Fire & Medical	Flat Rate	Step Structure	Step Structure
Drexel Heights Fire District	Step Structure	Step Structure	Step Structure
Golder Ranch Fire District	Step Structure	Step Structure	Step Structure
Northwest Fire District	Step Structure	Step Structure	Step Structure
Sedona Fire District	Step Structure	Step Structure	Step Structure
Sun City Fire District	Step Structure	Step Structure	Step Structure
Superstition Fire & Medical District	Step Structure	Step Structure	Step Structure
Timber Mesa Fire and Medical District	Step Structure	Step Structure	Step Structure
Town of Queen Creek	Open Range Structure	Step Structure	Open Range Structure
Verde Valley Fire District	Step Structure	Step Structure	Step Structure
<b>Central Arizona Fire and Medical Authority</b>	<b>Step Structure</b>	<b>Step Structure</b>	<b>Step Structure</b>

# Market Analysis Results

## *Pay Practices Comparison - Step Structure*

Organization Name	Type of Structure	Number of Steps in Step Structure	Step Percentages	Notes
	Non-Ops and Ops			
City of Avondale	Open Range/Step	5 to 9	4.00%	9 for FF, 5 for Engineer and Captain
City of Goodyear	Open Range/Step	3 to 7	5.00%	7 for FF, 3 for Engineer and Captain
Copper Canyon Fire & Medical District	Step/Step	10	3.00%	
Drexel Heights Fire District	Step/Step	2 to 14	2.50%	
Golder Ranch Fire District	Step/Step	Non-Ops 6 to 7 EX Ops 8 to 10 NE Ops 10 to 12	Non-Ops 5.00% Ex Ops 5.00% to 2.80% NE Ops 4.60% to 3.30%	
Northwest Fire District	Step/Step	Non-Ops 15 Ops 7 to 12	Non-Ops 3.00% to 2.25% Ops 1.50% to 2.50%	FF & Eng - 12 steps of 2.00%; Captain 7 steps of 1.50%
Sedona Fire District	Step/Step	7	5.00%	
Sun City Fire District	Step/Step	2 to 7	5.00%	FF 7 steps, Engineer & Captain 2 steps; BC & AC 5 steps
Superstition Fire & Medical District	Step/Step	7	5.00%	
Timber Mesa Fire and Medical District	Step/Step	12	3.00%	
Town of Queen Creek	Open Range/Step	5 to 9	5.00%	9 for FF, BC and Fire Marshal; 5 for Engineer & Captain
Verde Valley Fire District	Step/Step	20	2.50%	
<b>CAFMA</b>	<b>Step/Step</b>	<b>22</b>	<b>2.50% to 1.00%</b>	

# Market Analysis Results

## *Pay Practices Comparison – Pay Progression*

### Employees Pay Progression - Operations

Type of Pay Progression	Number of Organizations Providing	Percent of Organizations Providing	Provided by CAFMA
Longevity (Time in Job)	6	33%	Yes
Individual Performance (Merit)	10	56%	Yes
Across-the-Board (General Increase)	8	44%	Yes
Other Increase	4	22%	No

### Employees Pay Progression - Non-Operations

Type of Pay Progression	Number of Organizations Providing	Percent of Organizations Providing	Provided by CAFMA
Longevity (Time in Job)	5	28%	Yes
Individual Performance (Merit)	11	61%	Yes
Across-the-Board (General Increase)	9	50%	Yes
Other Increase	4	22%	No

Other Increases include: step increases, cost-of-living adjustments, market adjustments, and structure adjustments.

# Market Analysis Results

## *Pay Practices Comparison – Pay Policies*

Type of Pay Policy	Number of Organizations With Policy	Percent of Organizations With Policy	CAFMA Has Policy
<b>Operations</b>			
Pay schedule adjustment results in pay increase to all employees	1	6%	No
Have a formal promotion pay policy.	0	0%	Yes
Have a formal reclassification pay policy.	13	72%	Yes
<b>Non-Operations</b>			
Pay schedule adjustment results in pay increase to all employees	2	11%	No
Have a formal promotion pay policy.	12	67%	Yes
Have a formal reclassification pay policy.	6	33%	Yes

# Market Analysis Results

## *Pay Practices Comparison – Pay and Pay Schedule Increases*

	FY 2019			
	Pay Schedule Adjustment	Average Pay Increase	Average Merit Increase	Average Incentive Bonus
<b>Market Average</b>	2.77%	3.28%	3.25%	-
<b>CAFMA Average</b>	5.00%	5.00%	2.50%	-

	FY 2020			
	Pay Schedule Adjustment	Average Pay Increase	Average Merit Increase	Average Incentive Bonus
<b>Market Average</b>	2.78%	3.35%	3.54%	-
<b>CAFMA Average</b>	0.93%	*	2.50%	-

\*In 2020 Paramedics received a 24% pay increase in assignment pay and all Firefighters received an additional step (2.5%) increase.

# Market Analysis Results

## *Pay Practices Comparison – Supplemental Pay*

### Pay Practices Summary

- Most peer organizations provide the same types of Supplemental Pay as CAFMA, although amounts provided and pay frequency vary by peer.
  - Holiday Pay
  - Certification Pay
  - Acting Pay
  - Call-back Pay
- 82% of peer organizations provide educational assistance.
- 50% of peer organizations provide Longevity Pay.

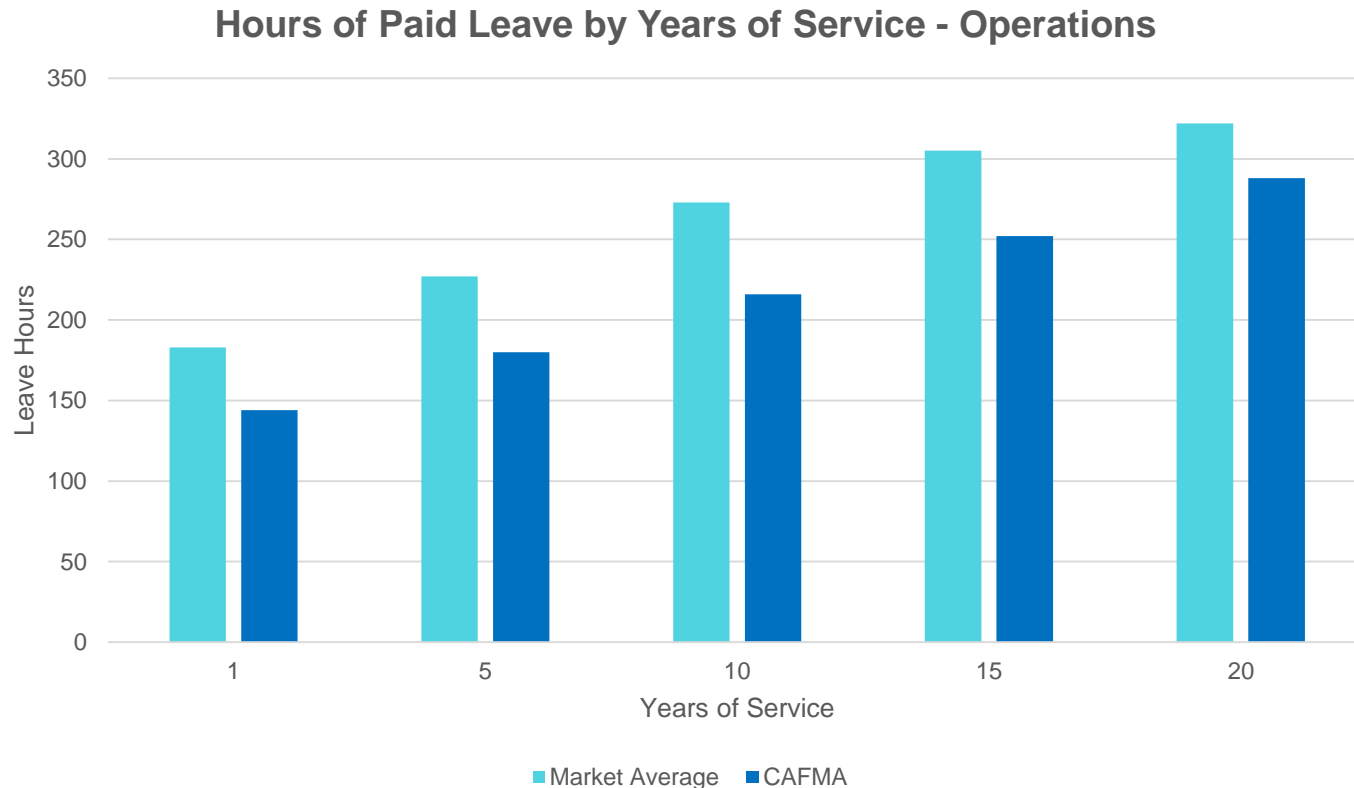
# Market Analysis Results

## *Paid Leave Comparison – Type of Paid Leave*

Survey Participant	Type of Leave Program
Arizona Fire and Medical Authority	Paid Time Off
City of Avondale	Traditional
City of Cottonwood	Traditional
City of Flagstaff	Traditional
City of Goodyear	Traditional
City of Prescott	Paid Time Off
City of Tempe	Traditional
Copper Canyon Fire & Medical District	Traditional
Daisy Mountain Fire & Medical	Traditional
Drexel Heights Fire District	Traditional
Golder Ranch Fire District	Paid Time Off
Northwest Fire District	Paid Time Off
Sedona Fire District	Traditional
Sun City Fire District	Traditional
Superstition Fire & Medical District	Traditional
Timber Mesa Fire and Medical District	Paid Time Off
Town of Queen Creek	Traditional
Verde Valley Fire District	Traditional
<b>Central Arizona Fire and Medical Authority</b>	Traditional

# Market Analysis Results

## *Paid Leave Comparison – Vacation/PTO Hours by Years of Service*

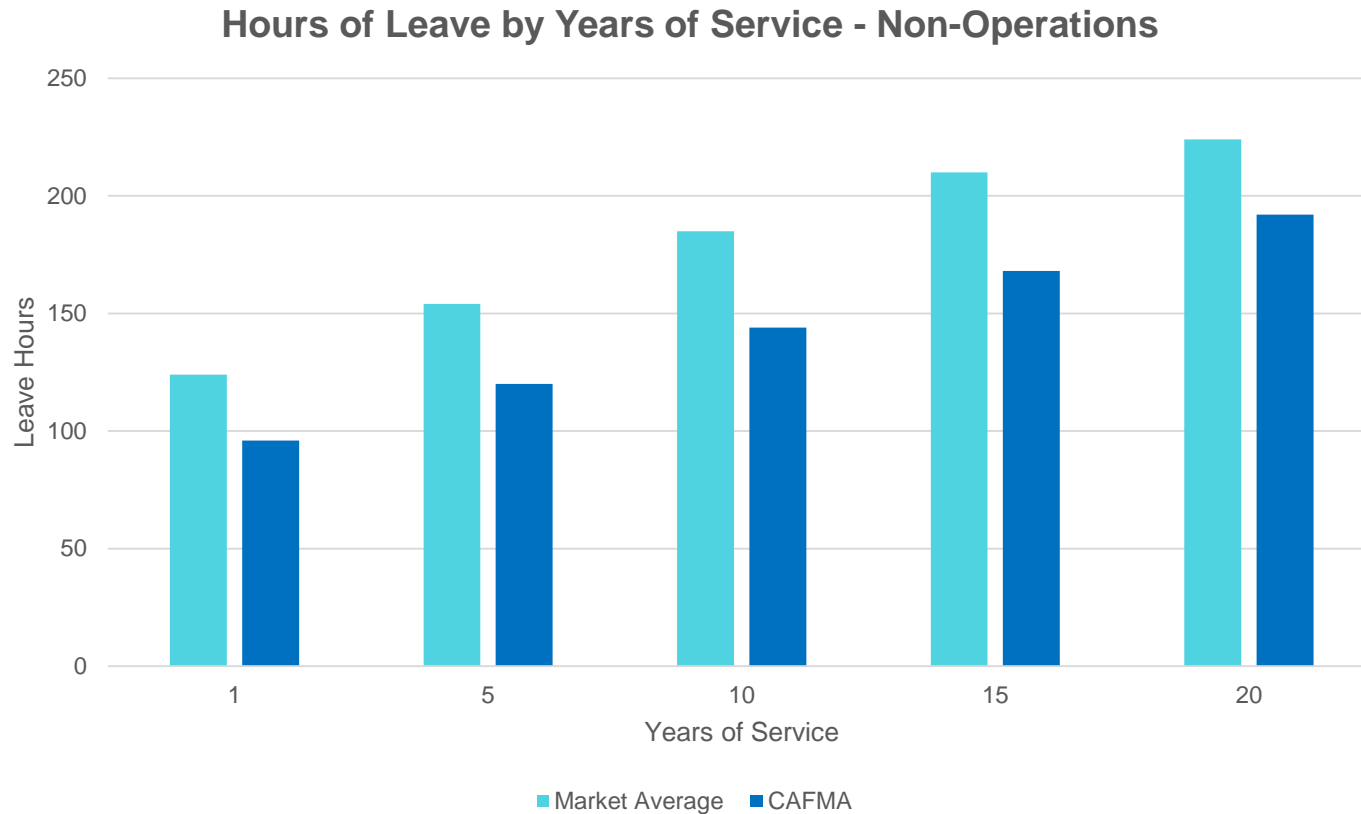


CAFMA offers less hours of vacation than the market for Operations.



# Market Analysis Results

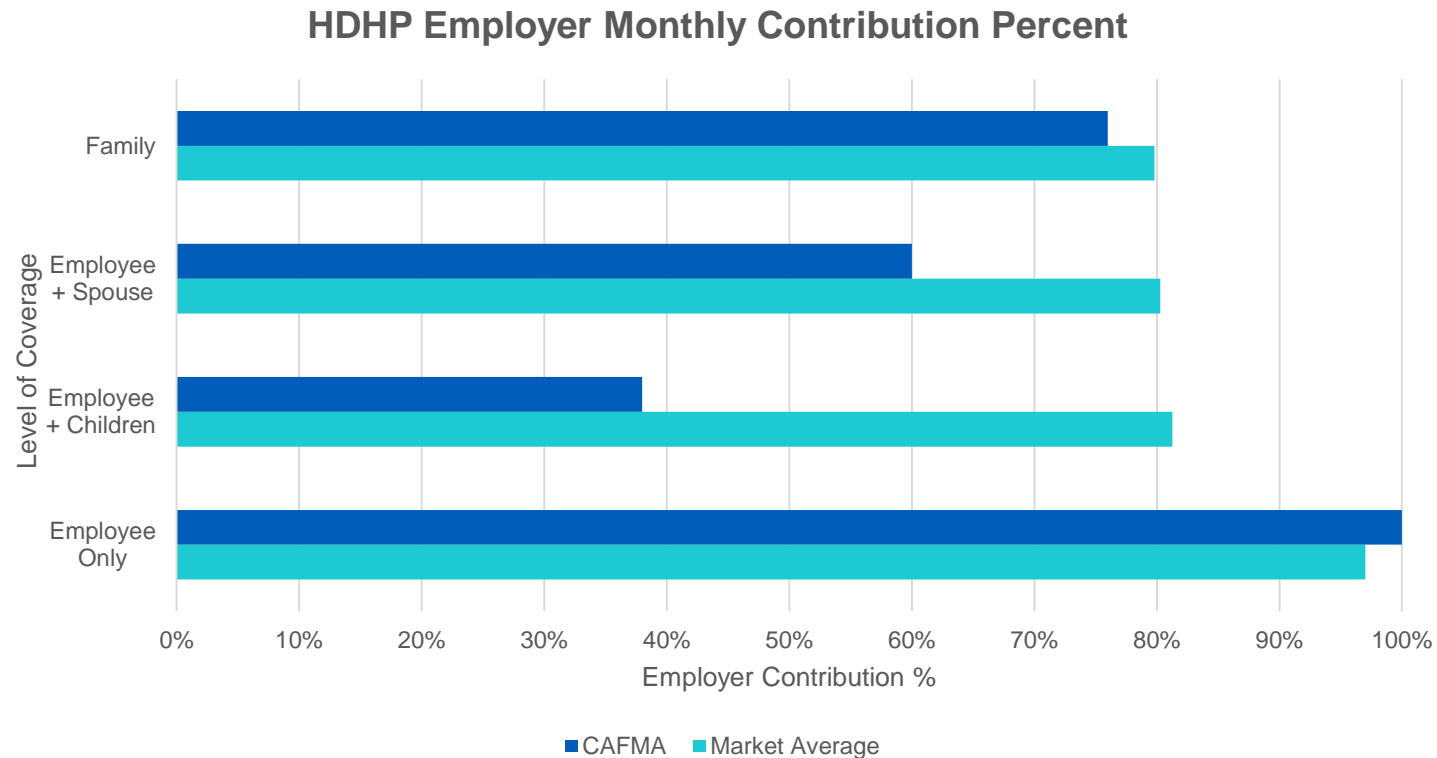
## *Paid Leave Comparison – Vacation/PTO Days by Years of Service*



CAFMA offers less days of vacation than the market for Non-Operations.

# Market Analysis Results

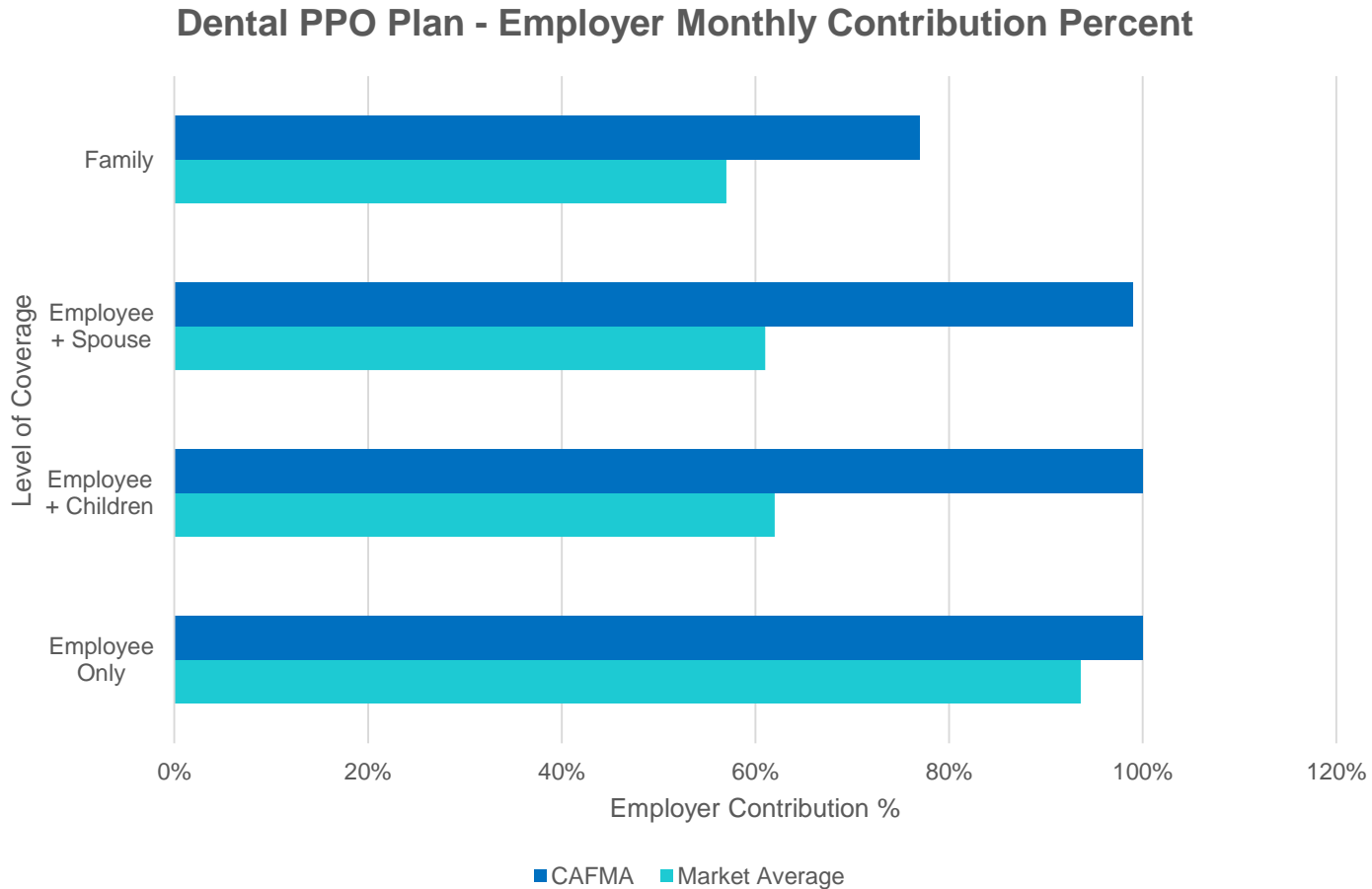
## *Health Benefits Comparison – High Deductible Plan*



CAFMA contributes more than market for Employee Only Plans, but less than the market for all other plans.

# Market Analysis Results

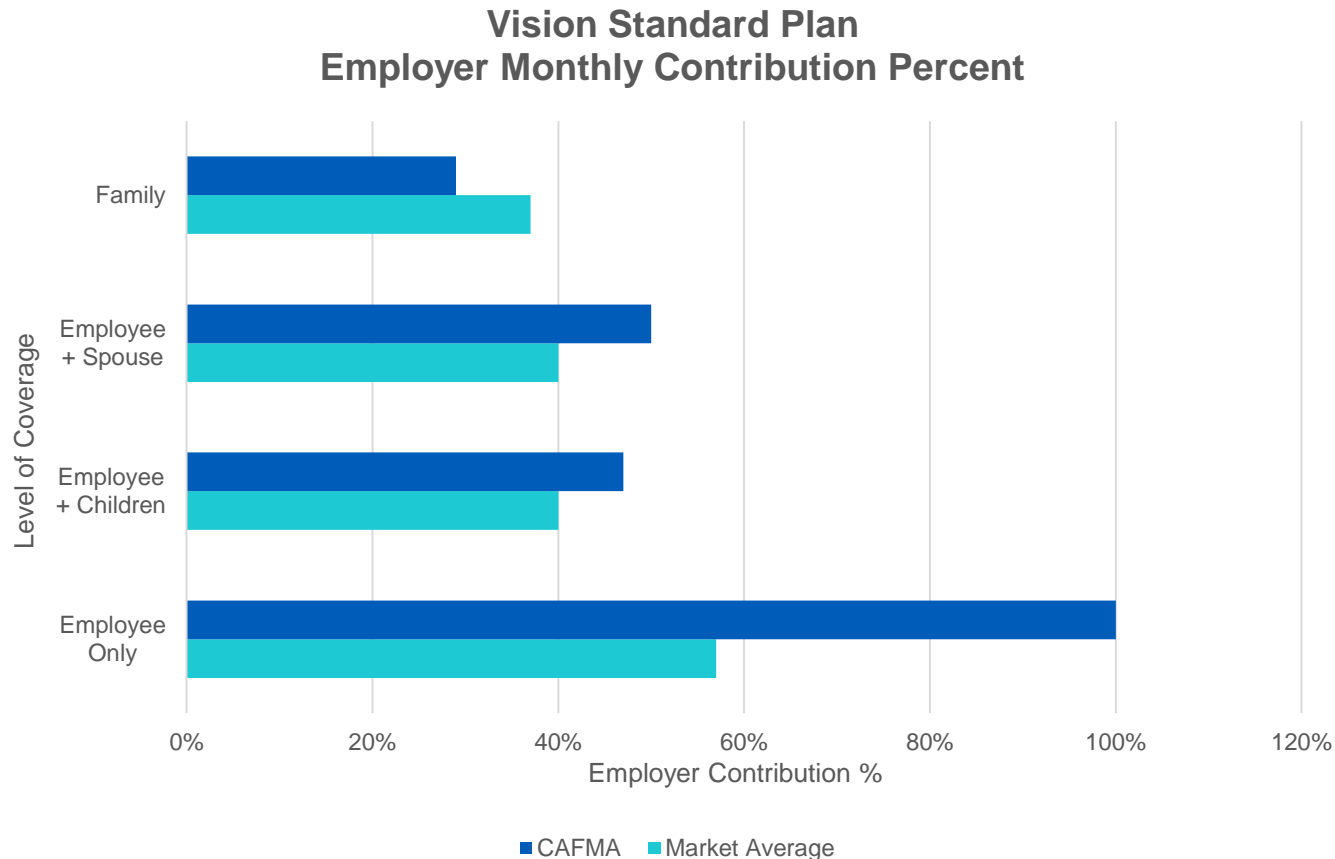
## *Health Benefits Comparison – Dental PPO Plan*



CAFMA's Dental Plan contribution is more competitive than the market.

# Market Analysis Results

## *Health Benefits Comparison – Vision Standard Plan*



CAFMA's Vision Plan is more competitive for all tiers with the exception of the family plan.

# Market Analysis Results

## *Retiree Health Benefits Comparison*

**Like CAFMA, three survey participants reported contributing to a Post-Employment Health Plan.**

# Market Analysis Results

## *Retirement Comparison*

### Retirement Contributions

- 83% (15 of 18) peer organizations do not make employer contributions to Defined Contribution 401(a) Plans
- 83% (15 of 18) peer organizations do not make employer contributions to Deferred Compensation Plans
- CAFMA and three survey participants make contributions into a Post-Employment Health Plan (PEHP) for all employees.

## Pay Range Competitiveness by Benchmark Job - Survey Market Average

Benchmark Job Title	Count of Matches	CAFMA Pay Range			Survey Overall Market Average Pay Range			CAFMA Pay Range as % of Market Average			CAFMA Rank Among Market Data		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Fire Chief	18	\$101,890	\$128,150	\$154,410	\$122,307	\$146,957	\$171,200	83%	87%	90%	0.15	0.22	0.23
Assistant Chief of Administration	14	\$104,817	\$126,487	\$148,157	\$102,468	\$116,921	\$132,594	102%	108%	112%	0.54	0.64	0.69
Administrative Manager	9	\$64,298	\$78,969	\$93,639	\$62,614	\$78,019	\$95,409	103%	101%	98%	0.67	0.44	0.44
Administrative Assistant II	15	\$36,178	\$45,231	\$54,284	\$36,676	\$45,063	\$54,382	99%	100%	100%	0.33	0.40	0.60
Finance Manager	13	\$64,298	\$78,969	\$93,639	\$70,816	\$86,417	\$103,079	91%	91%	91%	0.15	0.23	0.15
Finance Specialist II	20	\$40,753	\$50,951	\$61,148	\$39,457	\$47,279	\$56,010	103%	108%	109%	0.70	0.85	0.85
Human Resources Manager	13	\$64,298	\$78,969	\$93,639	\$66,039	\$82,040	\$100,719	97%	96%	93%	0.58	0.50	0.42
Human Resources Specialist II	14	\$40,753	\$50,951	\$61,148	\$45,513	\$55,085	\$65,297	90%	92%	94%	0.14	0.21	0.21
Assistant Chief of Operations	15	\$104,817	\$126,487	\$148,157	\$107,303	\$121,581	\$137,658	98%	104%	108%	0.50	0.67	0.71
Battalion Chief	17	\$83,353	\$103,591	\$123,829	\$85,799	\$99,070	\$112,341	97%	105%	110%	0.41	0.65	0.88
Fire Captain	17	\$66,038	\$81,105	\$96,172	\$71,236	\$81,467	\$91,079	93%	100%	106%	0.25	0.41	0.88
Fire Engineer	17	\$55,209	\$67,806	\$80,402	\$60,773	\$69,453	\$77,619	91%	98%	104%	0.20	0.25	0.67
Firefighter	17	\$45,094	\$55,711	\$66,328	\$47,388	\$56,670	\$65,952	95%	98%	101%	0.24	0.41	0.59
Training Chief	12	\$83,329	\$103,562	\$123,794	\$91,879	\$104,898	\$117,917	91%	99%	105%	0.42	0.50	0.67
EMS Battalion Chief	11	\$83,329	\$103,562	\$123,794	\$88,863	\$101,607	\$114,351	94%	102%	108%	0.20	0.40	0.60
EMS Captain	9	\$66,038	\$81,105	\$96,172	\$87,247	\$96,769	\$106,936	76%	84%	90%	0.00	0.00	0.50
Community Paramedic	5	N/A	N/A	N/A	\$64,328	\$75,363	\$86,398	N/A	N/A	N/A	N/A	N/A	N/A
Assistant Chief of Planning and Logistics	11	\$104,817	\$126,487	\$148,157	\$106,697	\$119,443	\$133,325	98%	106%	111%	0.56	0.80	1.00
Fleet Services Manager	16	\$83,329	\$103,562	\$123,794	\$69,405	\$87,084	\$105,615	120%	119%	117%	0.85	1.00	0.85
Fire Mechanic II	12	\$53,687	\$65,937	\$78,186	\$50,456	\$59,520	\$70,305	106%	111%	111%	0.83	0.92	0.92
Facility Maintenance Coordinator	10	\$64,298	\$78,969	\$93,639	\$61,439	\$76,677	\$93,737	105%	103%	100%	0.50	0.63	0.50
Facility Maintenance Technician II	13	\$41,794	\$52,252	\$62,710	\$40,086	\$48,789	\$57,973	104%	107%	108%	0.50	0.75	0.67
Warehouse Operations Manager	6	\$64,298	\$78,969	\$93,639	\$63,140	\$78,393	\$96,088	102%	101%	97%	0.67	0.50	0.50
Warehouse Technician II	6	\$41,794	\$52,252	\$62,710	\$32,216	\$38,827	\$46,851	130%	135%	134%	0.83	1.00	1.00
Technical Services Manager	9	\$83,329	\$103,562	\$123,794	\$78,784	\$100,358	\$124,270	106%	103%	100%	0.78	0.89	0.56
Telecommunications Specialist	6	\$69,202	\$84,991	\$100,780	\$55,722	\$69,474	\$84,057	124%	122%	120%	1.00	1.00	0.83
Technical Services Technician II	6	\$53,582	\$65,807	\$78,032	\$53,824	\$66,616	\$80,888	100%	99%	96%	0.67	0.50	0.33
GIS Records Management Specialist II	7	\$53,582	\$65,807	\$78,032	\$56,104	\$67,191	\$80,190	96%	98%	97%	0.14	0.43	0.43
Fire Marshal	17	\$83,329	\$103,562	\$123,794	\$89,048	\$103,688	\$117,663	94%	100%	105%	0.31	0.41	0.56
Assistant Fire Marshal	6	\$61,619	\$75,678	\$89,737	\$67,224	\$77,612	\$88,000	92%	98%	102%	0.17	0.17	0.33
Fire Inspector I	13	\$40,123	\$50,163	\$60,202	\$50,429	\$61,077	\$71,725	80%	82%	84%	0.00	0.00	0.00

## Pay Range Competitiveness by Benchmark Job - Survey Market Median

Benchmark Job Title	Count of Matches	CAFMA Pay Range			Survey Overall Market Median Pay Range			CAFMA Pay Range as % of Market Median			CAFMA Rank Among Market Data		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Fire Chief	18	\$101,890	\$128,150	\$154,410	\$119,837	\$150,886	\$177,926	85%	85%	87%	0.15	0.22	0.23
Assistant Chief of Administration	14	\$104,817	\$126,487	\$148,157	\$99,084	\$117,491	\$134,625	106%	108%	110%	0.54	0.64	0.69
Administrative Manager	9	\$64,298	\$78,969	\$93,639	\$62,200	\$83,500	\$95,225	103%	95%	98%	0.67	0.44	0.44
Administrative Assistant II	15	\$36,178	\$45,231	\$54,284	\$36,987	\$45,319	\$53,652	98%	100%	101%	0.33	0.40	0.60
Finance Manager	13	\$64,298	\$78,969	\$93,639	\$76,077	\$90,126	\$105,092	85%	88%	89%	0.15	0.23	0.15
Finance Specialist II	20	\$40,753	\$50,951	\$61,148	\$39,822	\$47,312	\$54,794	102%	108%	112%	0.70	0.85	0.85
Human Resources Manager	13	\$64,298	\$78,969	\$93,639	\$61,929	\$82,000	\$102,896	104%	96%	91%	0.58	0.50	0.42
Human Resources Specialist II	14	\$40,753	\$50,951	\$61,148	\$47,002	\$55,768	\$66,056	87%	91%	93%	0.14	0.21	0.21
Assistant Chief of Operations	15	\$104,817	\$126,487	\$148,157	\$104,747	\$120,410	\$137,743	100%	105%	108%	0.50	0.67	0.71
Battalion Chief	17	\$83,353	\$103,591	\$123,829	\$85,128	\$99,604	\$113,088	98%	104%	109%	0.41	0.65	0.88
Fire Captain	17	\$66,038	\$81,105	\$96,172	\$71,620	\$82,571	\$91,235	92%	98%	105%	0.25	0.41	0.88
Fire Engineer	17	\$55,209	\$67,806	\$80,402	\$60,487	\$69,886	\$77,587	91%	97%	104%	0.20	0.25	0.67
Firefighter	17	\$45,094	\$55,711	\$66,328	\$47,108	\$56,815	\$65,704	96%	98%	101%	0.24	0.41	0.59
Training Chief	12	\$83,329	\$103,562	\$123,794	\$91,469	\$103,741	\$115,867	91%	100%	107%	0.42	0.50	0.67
EMS Battalion Chief	11	\$83,329	\$103,562	\$123,794	\$91,469	\$103,971	\$112,701	91%	100%	110%	0.20	0.40	0.60
EMS Captain	9	\$66,038	\$81,105	\$96,172	\$83,322	\$94,186	\$103,435	79%	86%	93%	0.00	0.00	0.50
Community Paramedic	5	N/A	N/A	N/A	\$62,126	\$69,691	\$77,256	N/A	N/A	N/A	N/A	N/A	N/A
Assistant Chief of Planning and Logistics	11	\$104,817	\$126,487	\$148,157	\$103,858	\$119,272	\$137,888	101%	106%	107%	0.56	0.80	1.00
Fleet Services Manager	16	\$83,329	\$103,562	\$123,794	\$68,247	\$82,300	\$100,300	122%	126%	123%	0.85	1.00	0.85
Fire Mechanic II	12	\$53,687	\$65,937	\$78,186	\$47,064	\$55,226	\$63,352	114%	119%	123%	0.83	0.92	0.92
Facility Maintenance Coordinator	10	\$64,298	\$78,969	\$93,639	\$63,758	\$76,672	\$92,635	101%	103%	101%	0.50	0.63	0.50
Facility Maintenance Technician II	13	\$41,794	\$52,252	\$62,710	\$41,706	\$49,818	\$58,170	100%	105%	108%	0.50	0.75	0.67
Warehouse Operations Manager	6	\$64,298	\$78,969	\$93,639	\$61,795	\$78,959	\$97,934	104%	100%	96%	0.67	0.50	0.50
Warehouse Technician II	6	\$41,794	\$52,252	\$62,710	\$30,492	\$38,655	\$45,924	137%	135%	137%	0.83	1.00	1.00
Technical Services Manager	9	\$83,329	\$103,562	\$123,794	\$81,182	\$99,700	\$122,335	103%	104%	101%	0.78	0.89	0.56
Telecommunications Specialist	6	\$69,202	\$84,991	\$100,780	\$55,053	\$69,896	\$85,334	126%	122%	118%	1.00	1.00	0.83
Technical Services Technician II	6	\$53,582	\$65,807	\$78,032	\$50,212	\$64,900	\$83,950	107%	101%	93%	0.67	0.50	0.33
GIS Records Management Specialist II	7	\$53,582	\$65,807	\$78,032	\$43,452	\$53,210	\$62,968	123%	124%	124%	0.14	0.43	0.43
Fire Marshal	17	\$83,329	\$103,562	\$123,794	\$88,365	\$105,615	\$120,110	94%	98%	103%	0.31	0.41	0.56
Assistant Fire Marshal	6	\$61,619	\$75,678	\$89,737	\$68,048	\$80,453	\$91,960	91%	94%	98%	0.17	0.17	0.33
Fire Inspector I	13	\$40,123	\$50,163	\$60,202	\$49,817	\$60,896	\$73,012	81%	82%	82%	0.00	0.00	0.00

N/A - No CAFMA data for analysis

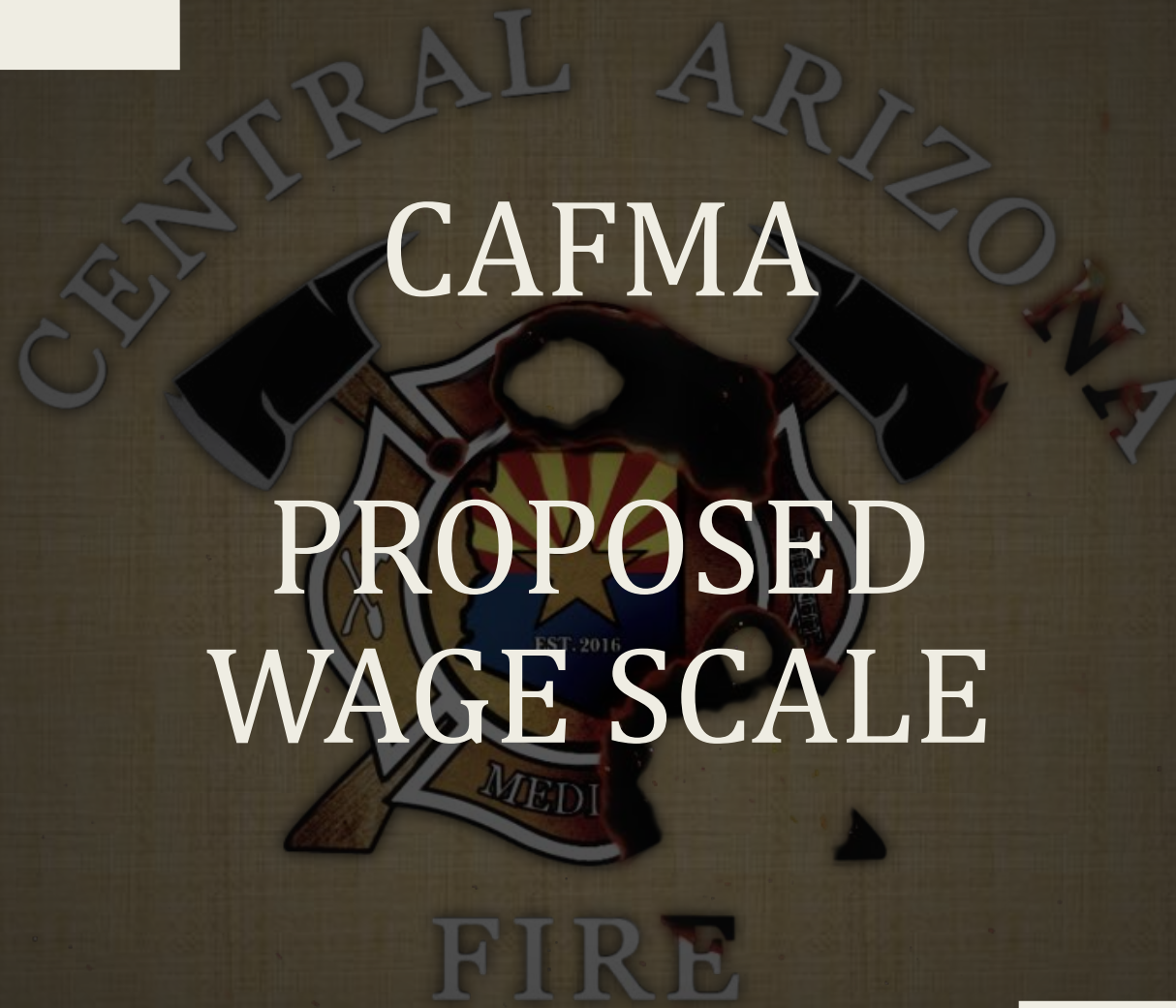


PAID LEAVE HOURS BY YEARS OF SERVICE - OPERATIONS

Survey Participant	Leave Days Based on	Leave Hours by Years of Service - Operations																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Arizona Fire and Medical Authority	23 Hours	144.00	144.00	144.00	144.00	144.00	192.00	192.00	192.00	192.00	192.00	240.00	240.00	240.00	240.00	240.00	288.00	288.00	288.00	288.00	288.00
City of Avondale	24 Hours	257.95	286.00	286.00	286.00	319.28	319.28	319.28	319.28	319.28	352.82	352.82	352.82	352.82	352.82	375.44	375.44	375.44	375.44	375.44	375.44
City of Cottonwood	24 Hours	112.06	112.06	112.06	112.06	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22	168.22
City of Flagstaff	12 Hours	123.20	123.20	123.20	123.20	145.60	145.60	145.60	145.60	145.60	179.20	179.20	179.20	179.20	179.20	201.60	201.60	201.60	201.60	201.60	235.20
City of Goodyear	24 Hours	159.90	159.90	159.90	159.90	159.90	192.92	192.92	192.92	192.92	224.12	224.12	224.12	224.12	224.12	256.88	256.88	256.88	256.88	256.88	256.88
City of Prescott	24 Hours	156.82	156.82	190.36	190.36	190.36	190.36	190.36	190.36	190.36	223.90	223.90	223.90	223.90	223.90	246.26	246.26	246.26	246.26	246.26	246.26
City of Tempe	24 Hours	156.74	156.74	156.74	156.74	190.34	190.34	190.34	190.34	190.34	223.94	223.94	223.94	223.94	223.94	280.06	280.06	280.06	280.06	280.06	302.40
Copper Canyon Fire & Medical District	24 Hours	144.00	144.00	144.00	216.00	216.00	216.00	216.00	216.00	216.00	288.00	288.00	288.00	288.00	288.00	288.00	288.00	288.00	288.00	288.00	288.00
Daisy Mountain Fire & Medical																					
Drexel Heights Fire District	24 Hours	288.08	288.08	288.08	288.08	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92	335.92
Golder Ranch Fire District		338.00	338.00	338.00	338.00	390.00	390.00	390.00	390.00	390.00	416.00	416.00	416.00	416.00	416.00	442.00	442.00	442.00	442.00	442.00	468.00
Northwest Fire District	24 Hours	263.90	263.90	263.90	263.90	312.00	312.00	312.00	312.00	312.00	335.92	335.92	335.92	335.92	335.92	360.10	360.10	360.10	360.10	360.10	384.02
Sedona Fire District	24 Hours	120.00	120.00	120.00	168.00	168.00	168.00	168.00	168.00	240.00	240.00	240.00	240.00	240.00	312.00	312.00	312.00	312.00	213.00	384.00	384.00
Sun City Fire District	24 Hours	120.00	120.00	120.00	120.00	168.00	168.00	168.00	168.00	168.00	216.00	216.00	216.00	216.00	216.00	264.00	264.00	264.00	264.00	264.00	312.00
Superstition Fire & Medical District		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Timber Mesa Fire and Medical District	24 Hours	263.90	263.90	263.90	263.90	312.00	312.00	312.00	312.00	312.00	384.00	384.00	384.00	384.00	384.00	432.12	432.12	432.12	432.12	432.12	432.12
Town of Queen Creek	24 Hours	134.40	134.40	134.40	134.40	201.60	201.60	201.60	201.60	201.60	252.00	252.00	252.00	408.00	252.00	268.80	268.80	268.80	268.80	268.80	268.80
Verde Valley Fire District	24 Hours	144.30	144.30	144.30	216.06	216.06	216.06	216.06	216.06	216.06	336.18	336.18	336.18	336.18	336.18	408.20	408.20	408.20	408.20	408.20	408.20
Market Average		182.95	184.71	186.80	198.79	227.33	232.39	232.39	232.39	236.89	273.01	276.01	276.01	285.76	280.51	304.97	307.97	307.97	301.79	312.47	322.09
Central Arizona Fire and Medical Authority	24 Hours	144.00	144.00	144.00	144.00	180.00	180.00	180.00	180.00	180.00	216.00	216.00	216.00	216.00	216.00	252.00	252.00	252.00	252.00	252.00	288.00

PAID LEAVE HOURS BY YEARS OF SERVICE - NON-OPERATIONS

Survey Participant	Employee Group	Leave Hours by Years of Service - Non-Operations																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Arizona Fire and Medical Authority		90.00	90.00	90.00	90.00	90.00	130.00	130.00	130.00	130.00	130.00	170.00	170.00	170.00	170.00	170.00	210.00	210.00	210.00	210.00	210.00
City of Avondale	Non-Exempt	96.20	116.20	116.20	116.20	140.12	140.12	140.12	140.12	140.12	164.04	164.01	163.98	163.95	163.92	180.16	180.16	180.16	180.16	180.16	180.16
	Exempt	120.12	140.12	140.12	140.12	164.04	164.04	164.04	164.04	164.04	180.16	180.16	180.16	180.16	180.16	180.16	180.16	180.16	180.16	180.16	180.16
City of Cottonwood	Non-Exempt	80.00	80.00	80.00	80.00	80.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00
	Exempt	120.00	120.00	120.00	120.00	120.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00
City of Flagstaff	Non-Exempt	88.14	88.14	88.14	88.14	104.26	104.26	104.26	104.26	104.26	128.18	128.18	128.18	128.18	128.18	144.04	144.04	144.04	144.04	144.04	167.96
	Exempt	128.18	128.18	128.18	128.18	144.04	144.04	144.04	144.04	144.04	167.96	167.96	167.96	167.96	167.96	184.08	184.08	184.08	184.08	184.08	184.08
City of Goodyear		114.14	114.14	114.14	114.14	137.80	137.80	137.80	137.80	137.80	159.90	159.90	159.90	159.90	159.90	183.30	183.30	183.30	183.30	183.30	183.30
City of Prescott		112.20	112.20	136.12	136.12	136.12	136.12	136.12	136.12	136.12	160.40	160.40	160.40	160.40	160.40	175.90	175.90	175.90	175.90	175.90	175.90
City of Tempe		111.96	111.96	111.96	111.96	135.96	135.96	135.96	135.96	135.96	159.96	159.96	159.96	159.96	159.96	200.04	200.04	200.04	200.04	200.04	216.00
Copper Canyon Fire & Medical District		120.00	120.00	120.00	160.00	160.00	160.00	160.00	160.00	160.00	200.00	200.00	200.00	200.00	200.00	200.00	240.00	240.00	240.00	240.00	240.00
Daisy Mountain Fire & Medical																					
Drexel Heights Fire District		191.88	191.88	191.88	191.88	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98	239.98
Golder Ranch Fire District		260.00	260.00	260.00	260.00	312.00	312.00	312.00	312.00	312.00	364.00	364.00	364.00	364.00	364.00	416.00	416.00	416.00	416.00	416.00	442.00
Northwest Fire District		178.36	178.36	178.36	178.36	212.42	212.42	212.42	212.42	212.42	229.58	229.58	229.58	229.58	229.58	246.74	246.74	246.74	246.74	246.74	263.64
Sedona Fire District	Non-Exempt	80.00	80.00	80.00	120.00	120.00	120.00	120.00	120.00	120.00	160.00	160.00	160.00	160.00	160.00	200.00	200.00	200.00	200.00	200.00	240.00
	Exempt	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	160.00	200.00	200.00	200.00	200.00	200.00	240.00
Sun City Fire District		80.00	80.00	80.00	80.00	120.00	120.00	120.00	120.00	120.00	160.00	160.00	160.00	160.00	160.00	160.00	200.00	200.00	200.00	200.00	240.00
Superstition Fire & Medical District		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Timber Mesa Fire and Medical District		159.90	159.90	159.90	159.90	199.94	199.94	199.94	199.94	199.94	239.98	239.98	239.98	239.98	239.98	320.06	320.06	320.06	320.06	320.06	320.06
Town of Queen Creek		96.00	96.00	96.00	96.00	144.00	144.00	144.00	144.00	144.00	168.00	168.00	168.00	168.00	168.00	192.00	192.00	192.00	192.00	192.00	192.00
Verde Valley Fire District		102.70	102.70	102.70	153.66	153.66	153.66	153.66	153.66	153.66	239.20	239.20	239.20	239.20	239.20	290.40	290.40	290.40	290.40	290.40	290.40
Market Average		124.49	126.49	127.69	134.23	153.72	159.72	159.72	159.72	163.72	184.57	186.57	186.56	186.56	190.56	210.14	214.14	214.14	214.14	218.14	224.28
Central Arizona Fire and Medical Authority		96.00	96.00	96.00	96.00	120.00	120.00	120.00	120.00	120.00	144.00	144.00	144.00	144.00	144.00	168.00	168.00	168.00	168.00	168.00	192.00



# CAFMA PROPOSED WAGE SCALE

# Goals

- Evaluate the current wages & benefits for all divisions
- Develop a wage scale that has few steps
- Increase the step amount from 2.5% to 3.5%
- Work towards the 75<sup>th</sup> percentile in starting and ending wages

# Orientation

- Colors noted in the proposed scales
  - *Green = Starting and ending wages in current wage scales*
  - *Blue = Starting and ending wages at the 75<sup>th</sup> percentile using the Segal wage study*
- Sub-Steps
  - *Sub-steps were created for instances when personnel have current wages that are not within the proposed wage scale.*
  - *The beginning wage of all sub-steps are the beginning wage from the current wage scale. All sub-steps are calculated at 3.5%.*

# Development

- The proposed changes were developed using data provided by Segal to ensure a consistent approach in the creation of the wage scales across all divisions.
- No personnel will lose pay in this process.
  - *If an ending wage was higher in the current wage scale than the 75<sup>th</sup> percentile from the Segal study, then the higher wage remained as the ending wage.*
  - *The longevity pay from the current wage scales were used in calculating the ending wage and the proximity to the 75<sup>th</sup> percentile.*

# Implementation

- The implementation of the proposed changes will be based on funding
- All personnel would be moved to the closest step above what they are currently making
- Priority will be given to personnel that would not find themselves in the proposed wage scale



# FF, Eng., Capt. Wage Scales

[illegible]



# BC, AC Wage Scales

[illegible]

# Prevention Wage Scales

[illegible]

# Facilities Wage Scales

Sal	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP											
Rge	1	2	3	4	5	6	7	8	9	10	11	12	13											
1	12.15/hr		Arizona Minimum Wage																					
2	13.00	13.46	13.93	14.41	14.92	15.44	15.98	16.54	17.12	17.72	18.34	18.98	19.64	hourly										
															Starting Wage increase		Start	End		Start	End			
	34,292											51,454			FAC Tech I wage increase									
	35,396	36,635	37,917	39,244	40,618	42,039	43,511	45,034	46,610	48,241	49,930	51,677	53,486	annual		3.22%		3.22%	3.95%		3.22%	3.95%		
3	17.02	17.61	18.23	18.87	19.53	20.21	20.92	21.65	22.41	23.19	24.00	24.84	25.71	hourly										
	41,794											62,710	63,432		FAC Tech II wage increase									
	43,387	44,906	46,477	48,104	49,788	51,530	53,334	55,200	57,132	59,132	61,202	63,344	65,561	annual		3.81%		0.38%	4.55%		0.38%	4.55%		
4	20.86	21.59	22.34	23.13	23.94	24.77	25.64	26.54	27.47	28.43	29.42	30.45	31.52	hourly										
															FAC Tech III wage increase									
	53,486	55,358	57,296	59,301	61,376	63,525	65,748	68,049	70,431	72,896	75,447	78,088	80,821	annual		0.00%		0.00%	1.12%		0.00%	1.12%		
5	25.71	26.61	27.55	28.51	29.51	30.54	31.61	32.72	33.86	35.05	36.27	37.54	38.86	hourly										
	64,298											93,639	98,866		FAC MNGR wage increase									
	65,854	68,159	70,544	73,014	75,569	78,214	80,951	83,785	86,717	89,752	92,894	96,145	99,510	annual		2.42%		2.42%	6.27%		2.42%	6.27%		
6	31.66	32.77	33.92	35.10	36.33	37.60	38.92	40.28	41.69	43.15	44.66	46.22	47.84	hourly										

# Fleet Wage Scales

[illegible]



# Tech Services Wage Scales

[illegible]

# Warehouse Wage Scales

[illegible]

# Admin Wage Scales

Sal Rge	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11	STEP 12	STEP 13
1	12.15/hr	Arizona Minimum Wage											
2	13.00	13.33	13.66	14.00	14.35	14.71	15.08	15.45	15.84	16.24	16.64	17.06	17.48
	34,292	35,492	36,734	38,020	39,351	40,728	42,154	43,629	45,156	46,736	48,372	50,065	51,818
15	16.49	17.06	17.66	18.28	18.92	19.58	20.27	20.98	21.71	22.47	23.26	24.07	24.91
	30,631										45,960		
	32,800	33,948	35,136	36,366	37,639	38,956	40,320	41,731	43,191	44,703	46,268	47,887	49,563
3	15.77	16.32	16.89	17.48	18.10	18.73	19.38	20.06	20.77	21.49	22.24	23.02	23.83
	36,178										54,284		57,088
	38,824	40,183	41,589	43,045	44,551	46,111	47,725	49,395	51,124	52,913	54,765	56,682	58,666
4	18.67	19.32	19.99	20.69	21.42	22.17	22.94	23.75	24.58	25.44	26.33	27.25	28.20
	40,753										61,148		
	44,703	46,268	47,887	49,563	51,298	53,093	54,951	56,875	58,865	60,926	63,058	65,265	67,549
5	21.49	22.24	23.02	23.83	24.66	25.53	26.42	27.34	28.30	29.29	30.32	31.38	32.48
	46,639									69,286			
	51,298	53,093	54,952	56,875	58,866	60,926	63,058	65,265	67,550	69,914	72,361	74,894	
6	24.66	25.53	26.42	27.34	28.30	29.29	30.32	31.38	32.48	33.61	34.79	36.01	
	64,298									93,639		102,242	
	70,434	72,899	75,451	78,091	80,825	83,653	86,581	89,612	92,748	95,994	99,354	102,832	
7	33.86	35.05	36.27	37.54	38.86	40.22	41.63	43.08	44.59	46.15	47.77	49.44	
	50,934										74,177		
	54,281	56,181	58,147	60,182	62,289	64,469	66,725	69,061	71,478	73,979	76,569	79,249	82,022
37	26.10	27.01	27.96	28.93	29.95	30.99	32.08	33.20	34.36	35.57	36.81	38.10	39.43



# Finance Wage Scales

[illegible]



# HR Wage Scales

[illegible]

# Implementation Costs

- Operations = \$349,960 (66)
- Chiefs = \$36,945 (2)
- Prevention = \$28,139 (3)
- Facilities = \$2,426
- Fleet = \$6,130
- Tech Services = \$7,049
- Warehouse = \$2,178
- Admin = \$4,656 (2)
- Finance = \$13,242 (1)
- HR = \$1,708

**Total Cost including EREs = \$793,582**

