

Survey Results and FY 2027 Classification and Compensation Planning

FINDINGS AND RECOMMENDATIONS



Classification and Compensation Study

Purpose

- ▶ Review and updating of the City's ~200 job descriptions to reflect “the work of today”
- ▶ External compensation survey to determine our competitive position in the market.
- ▶ Data assist with budget planning, and to ensure pay offerings allow an employer to attract and retain talent.

Application

- ▶ Data can be used to develop pay plans that are consistent, sustainable, defensible.
- ▶ Can assist with the creation or reinforcement of compensation strategy or policy.

Study Scope

Scope

- ▶ All employees were invited to complete job questionnaires documenting their duties.
- ▶ PSPC performed a pay and benefits survey of the City's classifications.
- ▶ Updated pay grades have been modeled to re-align to market averages.

Additional Methodology Notes

- ▶ Survey job comparisons are made at the job description level.
- ▶ Pay structure comparisons at grade Midpoint for civilian, Entry and Top Out also for Police.

External / Past Comparators and Data Sources

Avondale	Maricopa
Buckeye	Mesa
Casa Grande	Oro Valley
Goodyear	Queen Creek
Marana	

- ▶ Approved comparators based on proximity, population, similarity of services.
- ▶ Data on pay and benefits collected.
- ▶ Data adjusted if needed for size-sensitive positions such as managers and directors when comparing to (example) Mesa or larger jurisdictions.

Survey Example

Apache Junction Job Class	Survey Job Class	Participant Organization	Apache Junction Midpoint	External Midpoint	Variance	
					\$	%
Building Inspector		Apache Junction	\$65,021	\$73,515	-\$8,494	-11.55%
	Residential Building Inspector	Maricopa		\$83,013		
	Building Inspector II	Goodyear		\$82,315		
	Building Inspector I	Buckeye		\$78,031		
	Building Inspector	Queen Creek		\$74,967		
	Building Inspector I	Mesa		\$74,815		
	Building Inspector	Avondale		\$73,247		
	Building Inspector	Casa Grande		\$67,526		
	Building Inspector I	Oro Valley		\$65,770		
	Building Inspector I	Marana		\$61,953		
				Prevailing Rate:	\$73,515	

Survey Example

Apache Junction Job Class	Survey Job Class	Participant Organization	Apache Junction Midpoint	External Midpoint	Variance	
					\$	%
Court Clerk			\$46,238	\$52,582	-\$6,344	-12.06%
	Court Specialist	Goodyear		\$59,140		
	Court Clerk	Maricopa		\$57,533		
	Court Clerk	Buckeye		\$53,352		
	Court Clerk I	Avondale		\$52,853		
	Court Clerk	Casa Grande		\$52,457		
	Court Clerk I	Oro Valley		\$51,532		
	Court Records Technician	Mesa		\$48,249		
	Court Clerk	Marana		\$45,541		
	No Match	Queen Creek		-		
			Prevailing Rate: \$52,582			

Survey Findings

Pay grade Comparisons

- ▶ Civilian Pay grades are more than -5% below Market for 75% of jobs.
- ▶ Police pay grades are below Market for command ranks, nearer market for Officer, Sergeant.
- ▶ The City is offering a competitive number, type, and level of employee benefits compared to the market cities, including health insurance, leave accrual, and add/assignment pay.

- **PSPC surveyed:**
 - 125+ Apache Junction jobs
 - Salary grade midpoints for civilian
 - Plus Entry and Top for Police

Survey Results	Position Count	Percentage of Positions
More than 5% Below Market	92	75%
Within 5% of Market	27	22%
5% + Ahead of Market	3	3%

Proposed Pay Table – Civilian with 2% COLA

Grade	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	Step 14	Step 15	Step 16
13	\$35,112	\$36,004	\$36,895	\$37,828	\$38,740	\$39,738	\$40,714	\$41,732	\$42,793	\$43,832	\$44,957	\$46,081	\$47,227	\$48,415	\$49,624	\$48,651
14	\$36,873	\$37,807	\$38,719	\$39,716	\$40,692	\$41,711	\$42,771	\$43,811	\$44,935	\$46,039	\$47,206	\$48,372	\$49,603	\$50,812	\$52,106	\$51,085
15	\$38,698	\$39,695	\$40,671	\$41,689	\$42,750	\$43,790	\$44,914	\$46,018	\$47,184	\$48,351	\$49,539	\$50,770	\$52,043	\$53,379	\$54,716	\$53,643
16	\$40,650	\$41,668	\$42,729	\$43,769	\$44,851	\$45,996	\$47,163	\$48,309	\$49,518	\$50,749	\$52,022	\$53,316	\$54,652	\$56,031	\$57,432	\$56,306
17	\$42,708	\$43,747	\$44,829	\$45,975	\$47,100	\$48,288	\$49,497	\$50,727	\$52,000	\$53,295	\$54,631	\$55,989	\$57,389	\$58,832	\$60,317	\$59,134
18	\$44,808	\$45,933	\$47,078	\$48,245	\$49,476	\$50,685	\$51,958	\$53,273	\$54,610	\$55,968	\$57,368	\$58,790	\$60,275	\$61,781	\$63,309	\$62,067
19	\$47,036	\$48,224	\$49,433	\$50,664	\$51,937	\$53,231	\$54,546	\$55,925	\$57,326	\$58,768	\$60,211	\$61,739	\$63,266	\$64,857	\$66,470	\$65,166
20	\$49,412	\$50,643	\$51,916	\$53,210	\$54,525	\$55,904	\$57,304	\$58,726	\$60,190	\$61,696	\$63,245	\$64,815	\$66,427	\$68,082	\$69,822	\$68,453
21	\$51,873	\$53,167	\$54,483	\$55,862	\$57,262	\$58,683	\$60,147	\$61,675	\$63,202	\$64,794	\$66,385	\$68,061	\$69,779	\$71,498	\$73,280	\$71,843
22	\$54,461	\$55,819	\$57,241	\$58,662	\$60,126	\$61,632	\$63,160	\$64,751	\$66,364	\$68,018	\$69,716	\$71,455	\$73,238	\$75,083	\$76,950	\$75,442
23	\$57,198	\$58,620	\$60,084	\$61,590	\$63,139	\$64,709	\$66,321	\$67,976	\$69,673	\$71,413	\$73,195	\$75,041	\$76,908	\$78,839	\$80,791	\$79,206
24	\$60,062	\$61,569	\$63,096	\$64,688	\$66,279	\$67,934	\$69,610	\$71,371	\$73,153	\$74,977	\$76,866	\$78,775	\$80,748	\$82,764	\$84,864	\$83,200
25	\$63,054	\$64,645	\$66,236	\$67,891	\$69,588	\$71,328	\$73,110	\$74,935	\$76,823	\$78,733	\$80,706	\$82,721	\$84,779	\$86,901	\$89,065	\$87,318
26	\$66,215	\$67,870	\$69,546	\$71,307	\$73,068	\$74,892	\$76,781	\$78,690	\$80,663	\$82,679	\$84,737	\$86,858	\$89,022	\$91,250	\$93,541	\$91,707
27	\$69,504	\$71,265	\$73,025	\$74,850	\$76,738	\$78,648	\$80,600	\$82,636	\$84,673	\$86,795	\$88,959	\$91,208	\$93,456	\$95,811	\$98,209	\$96,283
28	\$72,983	\$74,808	\$76,696	\$78,605	\$80,557	\$82,573	\$84,631	\$86,752	\$88,916	\$91,144	\$93,414	\$95,748	\$98,145	\$100,606	\$103,131	\$101,109
29	\$76,653	\$78,542	\$80,515	\$82,509	\$84,567	\$86,710	\$88,874	\$91,102	\$93,372	\$95,705	\$98,103	\$100,543	\$103,067	\$105,634	\$108,286	\$106,163
30	\$80,472	\$82,467	\$84,525	\$86,667	\$88,810	\$91,059	\$93,308	\$95,642	\$98,039	\$100,479	\$103,004	\$105,571	\$108,223	\$110,896	\$113,697	\$111,467
31	\$84,482	\$86,604	\$88,768	\$90,995	\$93,266	\$95,599	\$97,975	\$100,437	\$102,961	\$105,507	\$108,138	\$110,832	\$113,633	\$116,455	\$119,361	\$117,021
32	\$88,725	\$90,932	\$93,202	\$95,536	\$97,933	\$100,352	\$102,855	\$105,465	\$108,074	\$110,790	\$113,548	\$116,370	\$119,298	\$122,268	\$125,323	\$122,866
33	\$93,159	\$95,493	\$97,848	\$100,288	\$102,792	\$105,380	\$108,011	\$110,726	\$113,484	\$116,306	\$119,234	\$122,204	\$125,259	\$128,378	\$131,603	\$129,022
34	\$97,806	\$100,246	\$102,728	\$105,316	\$107,947	\$110,663	\$113,400	\$116,242	\$119,149	\$122,141	\$125,174	\$128,314	\$131,518	\$134,806	\$138,180	\$135,470
35	\$102,685	\$105,253	\$107,883	\$110,599	\$113,336	\$116,179	\$119,085	\$122,056	\$125,111	\$128,230	\$131,433	\$134,722	\$138,095	\$141,553	\$145,075	\$142,230
36	\$107,798	\$110,514	\$113,272	\$116,115	\$119,001	\$121,992	\$125,026	\$128,166	\$131,348	\$134,637	\$137,989	\$141,468	\$144,990	\$148,597	\$152,331	\$149,344
37	\$113,209	\$116,030	\$118,937	\$121,928	\$124,983	\$128,102	\$131,285	\$134,552	\$137,925	\$141,405	\$144,905	\$148,533	\$152,246	\$156,044	\$159,947	\$156,811
38	\$118,873	\$121,865	\$124,899	\$128,017	\$131,221	\$134,488	\$137,840	\$141,299	\$144,820	\$148,448	\$152,161	\$155,959	\$159,863	\$163,851	\$167,946	\$164,653
39	\$124,814	\$127,932	\$131,115	\$134,403	\$137,777	\$141,214	\$144,736	\$148,363	\$152,076	\$155,874	\$159,756	\$163,745	\$167,861	\$172,041	\$176,369	\$172,910
40	\$131,051	\$134,340	\$137,692	\$141,108	\$144,651	\$148,279	\$151,991	\$155,789	\$159,672	\$163,660	\$167,776	\$171,956	\$176,241	\$180,654	\$185,173	\$181,542
41	\$137,628	\$141,044	\$144,587	\$148,194	\$151,885	\$155,683	\$159,587	\$163,554	\$167,649	\$171,828	\$176,135	\$180,527	\$185,046	\$189,692	\$194,381	\$190,570
42	\$144,502	\$148,088	\$151,779	\$155,577	\$159,502	\$163,469	\$167,564	\$171,744	\$176,029	\$180,421	\$184,940	\$189,565	\$194,317	\$199,155	\$204,140	\$200,138
43	\$151,694	\$155,492	\$159,396	\$163,384	\$167,437	\$171,637	\$175,923	\$180,336	\$184,834	\$189,438	\$194,211	\$199,049	\$204,034	\$209,126	\$214,345	\$210,142
44	\$159,269	\$163,278	\$167,352	\$171,553	\$175,817	\$180,230	\$184,728	\$189,332	\$194,063	\$198,942	\$203,886	\$208,999	\$214,218	\$219,564	\$225,081	\$220,667
45	\$167,267	\$171,425	\$175,732	\$180,124	\$184,622	\$189,226	\$193,957	\$198,815	\$203,758	\$208,872	\$214,091	\$219,437	\$224,932	\$230,554	\$236,304	\$231,670
46	\$175,605	\$179,997	\$184,516	\$189,119	\$193,829	\$198,688	\$203,652	\$208,744	\$213,985	\$219,310	\$224,805	\$230,427	\$236,177	\$242,075	\$248,121	\$243,256
47	\$184,388	\$189,013	\$193,723	\$198,561	\$203,546	\$208,638	\$213,836	\$219,204	\$224,677	\$230,278	\$236,049	\$241,947	\$247,994	\$254,189	\$260,554	\$255,445
48	\$193,617	\$198,454	\$203,419	\$208,511	\$213,709	\$219,076	\$224,529	\$230,130	\$235,879	\$241,799	\$247,845	\$254,019	\$260,363	\$266,897	\$273,580	\$268,216
49	\$203,313	\$208,384	\$213,581	\$218,907	\$224,402	\$230,003	\$235,752	\$241,671	\$247,676	\$253,892	\$260,214	\$266,749	\$273,411	\$280,242	\$287,243	\$281,611
50	\$213,454	\$218,779	\$224,253	\$229,875	\$235,625	\$241,481	\$247,527	\$253,743	\$260,066	\$266,579	\$273,220	\$280,051	\$287,074	\$294,223	\$301,607	\$295,693

Proposed Pay Table – Police with 2% COLA

Rank	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
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Recruit	\$67,191
	\$32.30

Officer	\$70,564	\$74,093	\$77,797	\$81,687	\$85,771	\$90,060	\$94,563	\$99,291	\$104,256
	\$33.93	\$35.62	\$37.40	\$39.27	\$41.24	\$43.30	\$45.46	\$47.74	\$50.12

Sergeant	\$109,424	\$114,895	\$120,640	\$126,672
	\$52.61	\$55.24	\$58.00	\$60.90

Lieutenant	\$133,005	\$139,655	\$146,638	\$153,970
	\$63.94	\$67.14	\$70.50	\$74.02

Commander	\$161,668	\$169,751	\$178,239	\$187,151
	\$77.73	\$81.61	\$85.69	\$89.98

Applying the Findings

Implementing Study Recommendations

- ▶ Civilian jobs have been placed on updated pay grades using available market data and internal alignment.
- ▶ Adjustments to Police pay table have been modeled to catch up to market.

Implementation Costs

- ▶ The estimated cost of proposed Civilian grade placements is \$1,200,000 plus benefits.
- ▶ Adjustments to Police pay tables estimated \$601,000 plus benefits.