

## AGENDA

**Central Arizona Fire and Medical Authority  
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**

### 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
2. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS - CENTRAL YAVAPAI FIRE DISTRICT
3. CALL TO ORDER / ROLL CALL OF BOARD MEMBERS - CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY
4. PLEDGE OF ALLEGIANCE
5. PRESENTATIONS
  - A. Wage and Benefit Study Findings
  - B. Wage and Benefit Study: Tentative Implementation Plan
6. ADJOURNMENT

Disabled persons needing reasonable accommodations should call 928-772-7711 prior to the scheduled meeting.



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.

# 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*

<b>Market Competitiveness</b>	<b>Number of Jobs</b>	<b>Percent of Jobs</b>
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 setps 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
Market Average	2.77%	3.28%	3.25%	-
CAFMA Average	5.00%	5.00%	2.50%	-

	FY 2020			
	Pay Schedule Adjustment	Average Pay Increase	Average Merit Increase	Average Incentive Bonus
Market Average	2.78%	3.35%	3.54%	-
CAFMA Average	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.

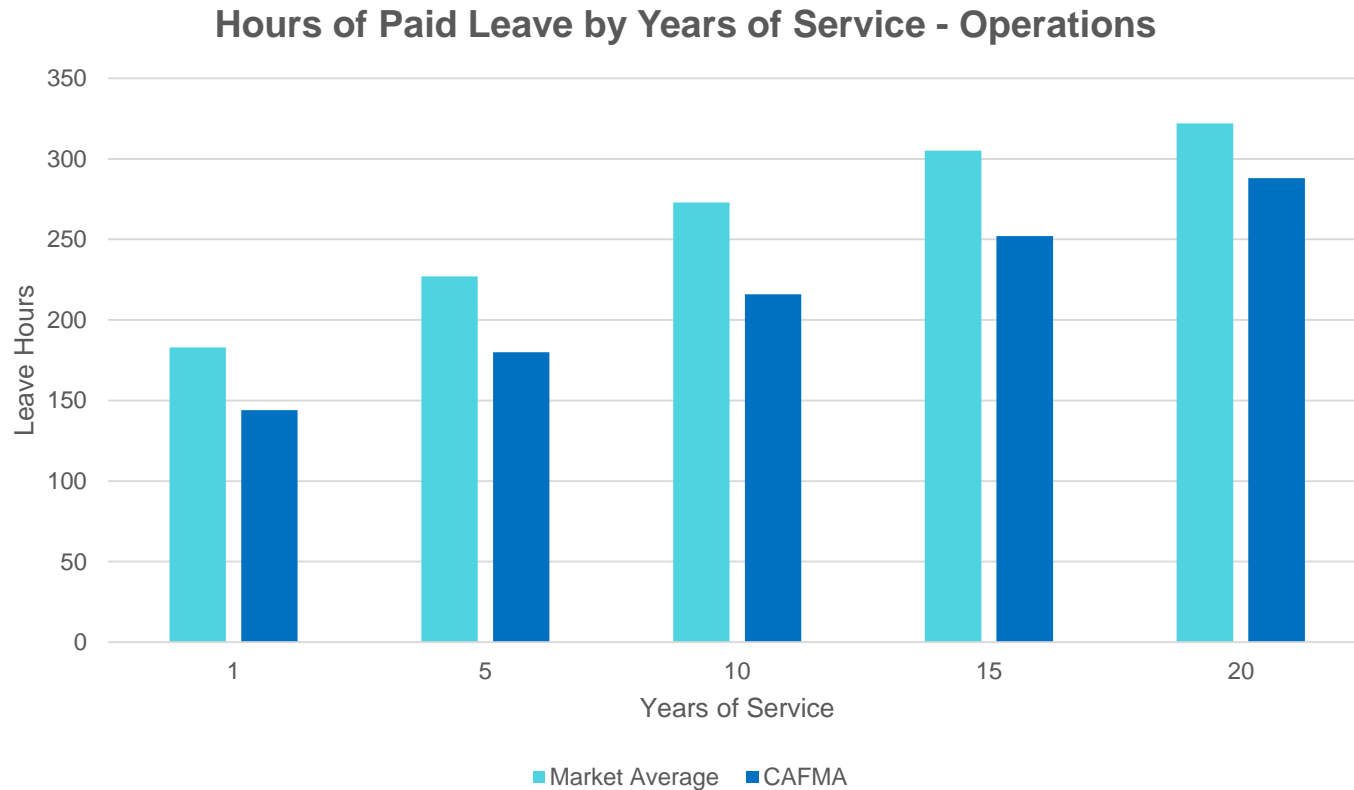
# Market Analysis Results

## *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

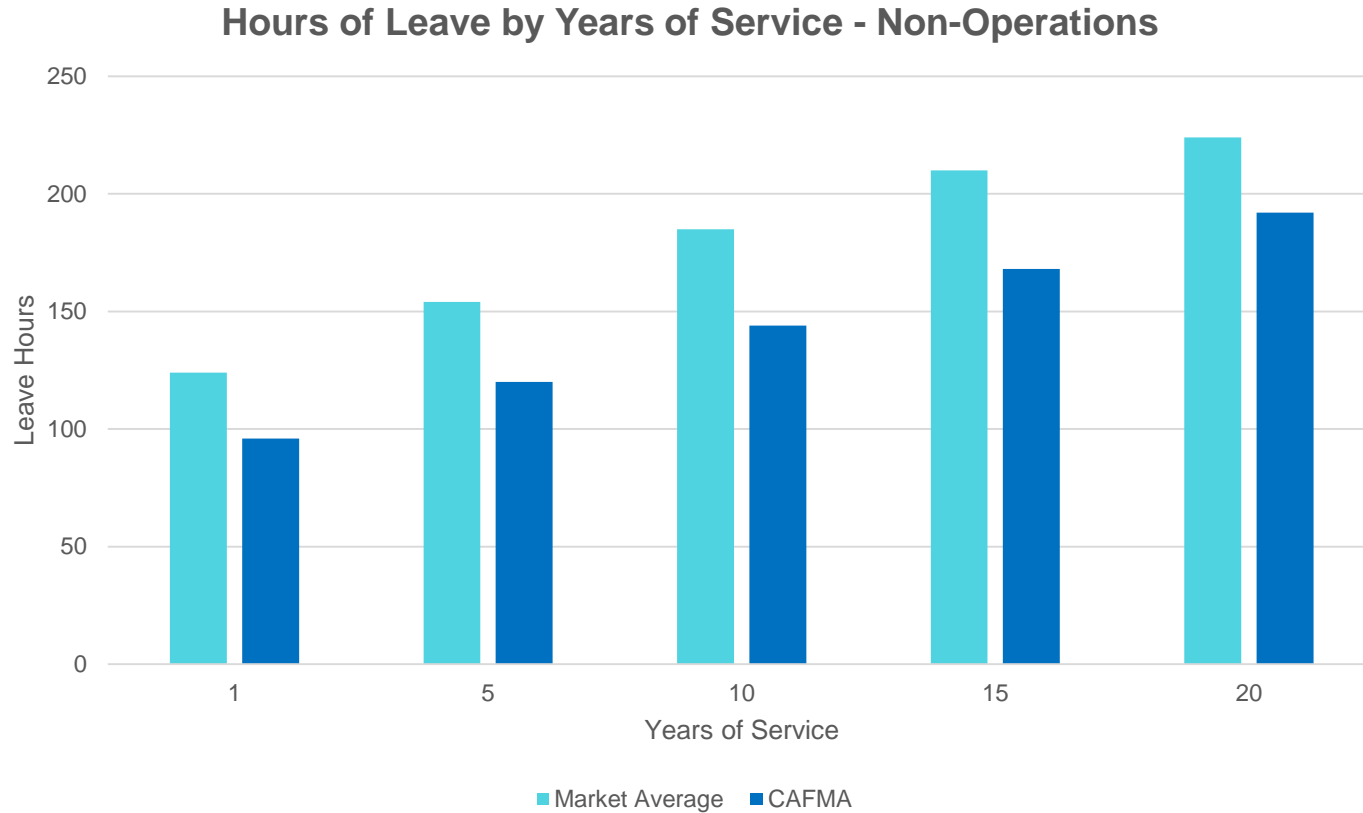
## *Paid Leave Comparison – Vacation/PTO Hours by Years of Service*



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

# Market Analysis Results

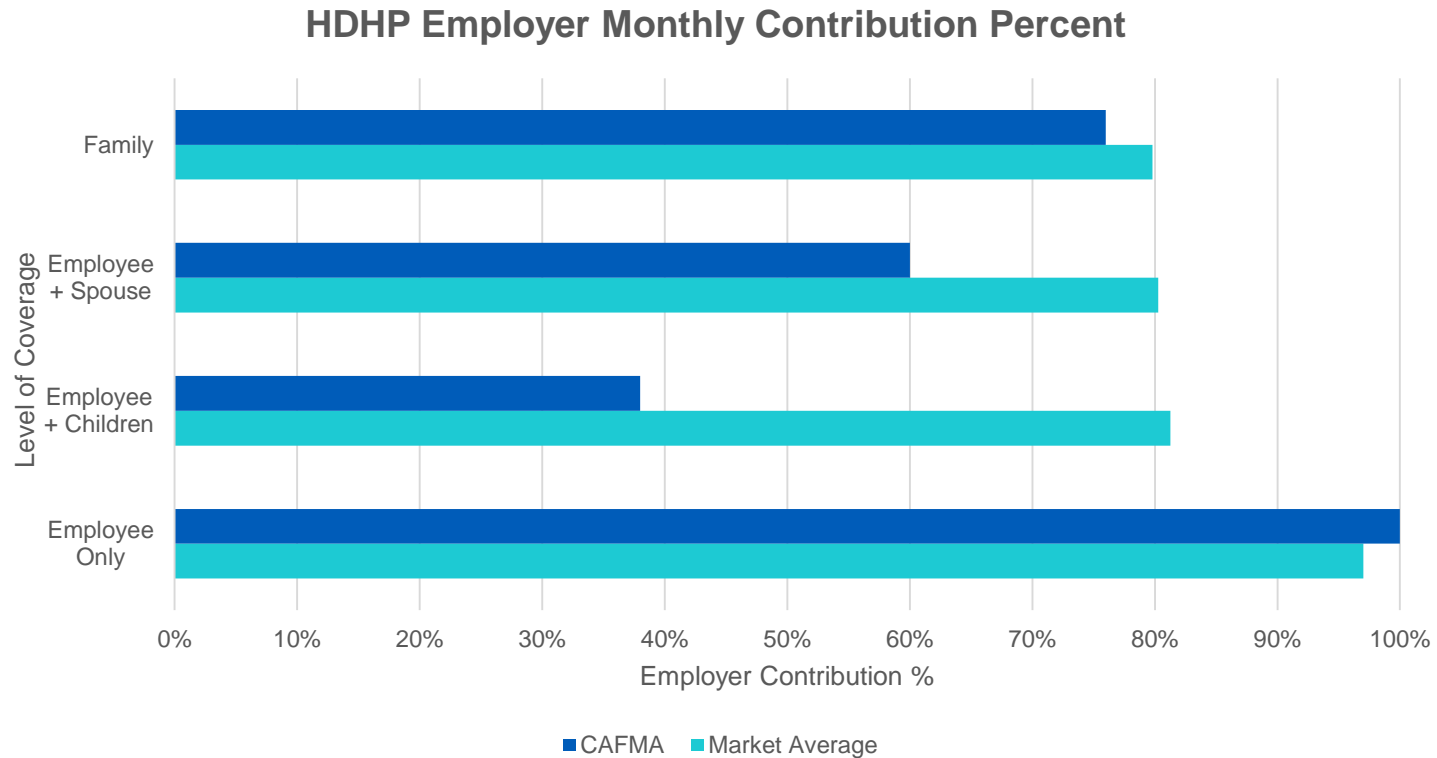
## *Paid Leave Comparison – Vacation/PTO Days by Years of Service*



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

# Market Analysis Results

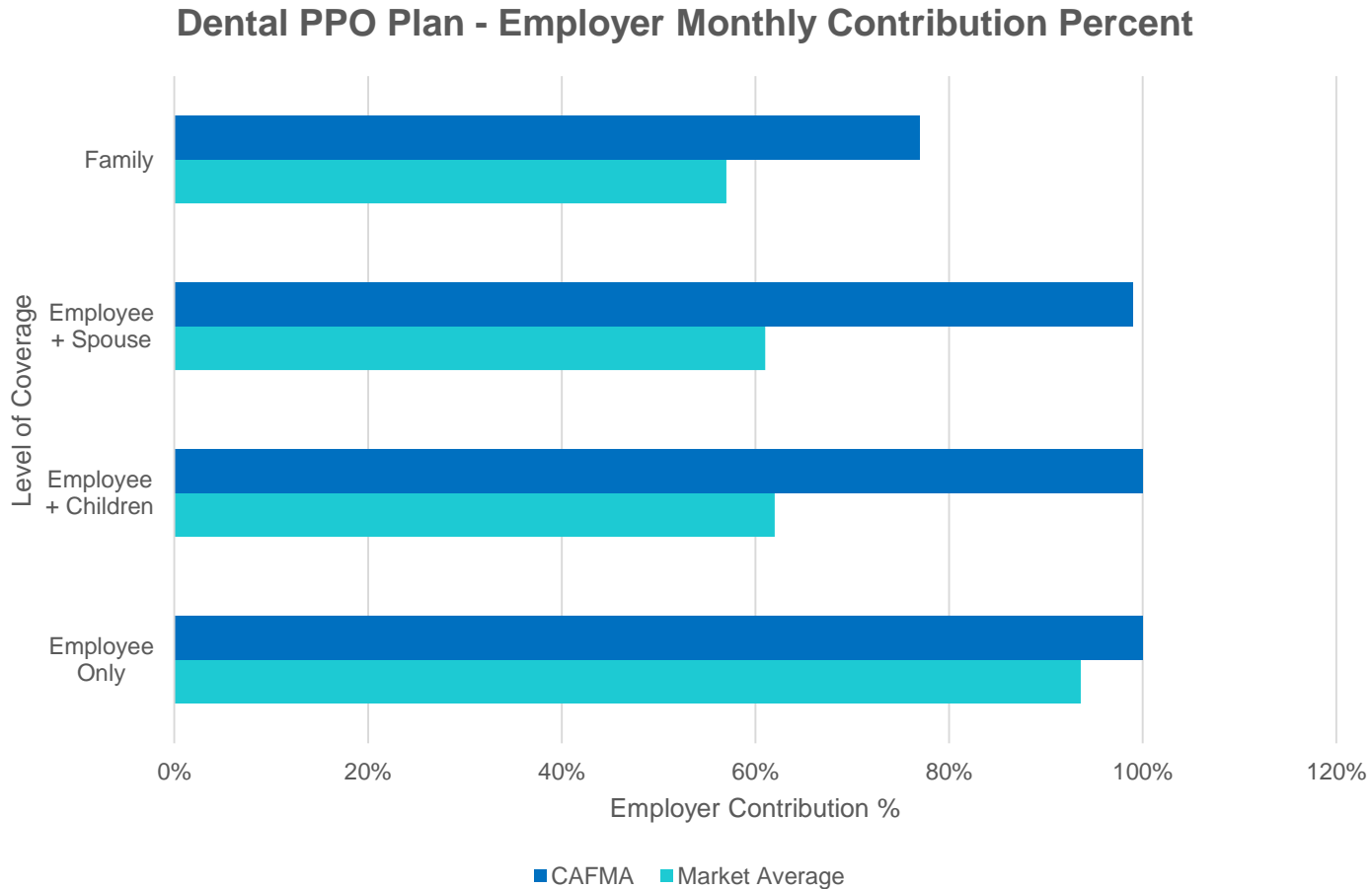
## Health Benefits Comparison – High Deductible Plan



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

# Market Analysis Results

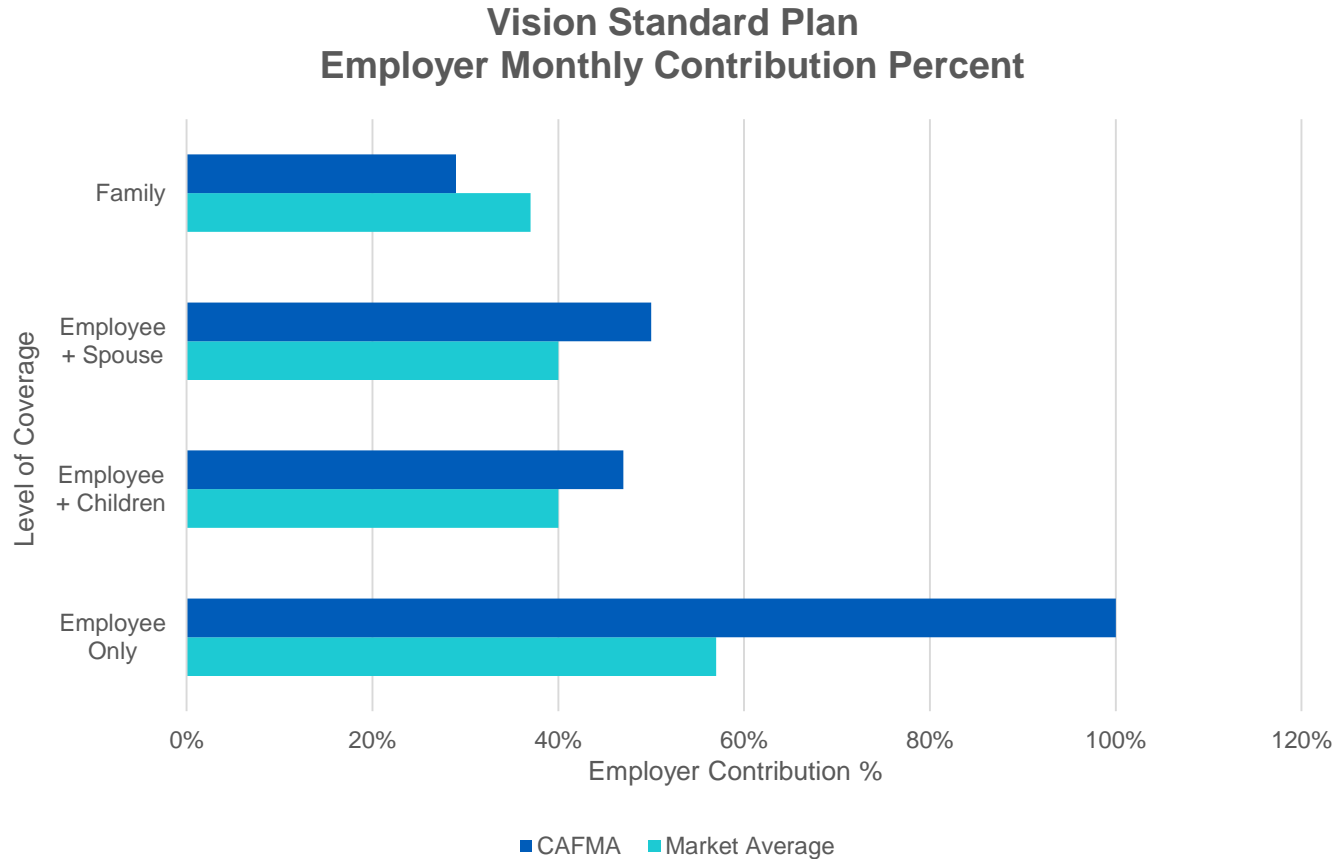
## Health Benefits Comparison – Dental PPO Plan



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
<b>Market Average</b>		<b>182.95</b>	<b>184.71</b>	<b>186.80</b>	<b>198.79</b>	<b>227.33</b>	<b>232.39</b>	<b>232.39</b>	<b>232.39</b>	<b>236.89</b>	<b>273.01</b>	<b>276.01</b>	<b>276.01</b>	<b>285.76</b>	<b>280.51</b>	<b>304.97</b>	<b>307.97</b>	<b>307.97</b>	<b>301.79</b>	<b>312.47</b>	<b>322.09</b>
<b>Central Arizona Fire and Medical Authority</b>	<b>24 Hours</b>	<b>144.00</b>	<b>144.00</b>	<b>144.00</b>	<b>144.00</b>	<b>180.00</b>	<b>180.00</b>	<b>180.00</b>	<b>180.00</b>	<b>180.00</b>	<b>216.00</b>	<b>216.00</b>	<b>216.00</b>	<b>216.00</b>	<b>216.00</b>	<b>252.00</b>	<b>252.00</b>	<b>252.00</b>	<b>252.00</b>	<b>252.00</b>	<b>288.00</b>

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	200.00	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
<b>Market Average</b>		<b>124.49</b>	<b>126.49</b>	<b>127.69</b>	<b>134.23</b>	<b>153.72</b>	<b>159.72</b>	<b>159.72</b>	<b>159.72</b>	<b>163.72</b>	<b>184.57</b>	<b>186.57</b>	<b>186.56</b>	<b>186.56</b>	<b>190.56</b>	<b>210.14</b>	<b>214.14</b>	<b>214.14</b>	<b>214.14</b>	<b>218.14</b>	<b>224.28</b>
<b>Central Arizona Fire and Medical Authority</b>		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