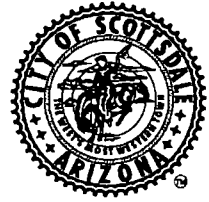


# CITY COUNCIL REPORT



Meeting Date: February 10, 2015  
 Charter Provision: *Provide for the orderly government and administration of the affairs of the City*  
 Objective: *Determine Policies*

## STUDY ITEM

**Police Officer Compensation Issues.** Staff presentation and discussion regarding the police officer compensation study with possible direction to staff regarding proposals to be included in the proposed FY 2015/16 operating budget.

## BACKGROUND

The Human Resources Department conducted a study of police officer compensation in Scottsdale and five other Valley cities during July, August and September 2014. Following completion of the study, a cross-departmental team comprised of representatives the City Manager's Office, City Treasurer's Office, Human Resources Department, the Fraternal Order of Police and the Police Officers of Scottsdale Association met regularly to discuss the results of the study. The goal was to identify options to ensure police officers are paid fairly and equitably.

## ANALYSIS & ASSESSMENT

Compensation-related data was collected from Scottsdale and five other local cities in order to complete a comprehensive analysis of the police officer job classification. The cities are Chandler, Gilbert, Glendale, Mesa, Phoenix and Tempe. They were selected because they are those cities with which Scottsdale is most competitive with in police officer recruitment.

Data collected by the Human Resources Department included:

- the total number of civilian and sworn positions (Attachment A);
- assignment pays (Attachments B-C);
- specialty pays (Attachments D-E);
- Fair Labor Standards Act status (Attachment F);
- lateral/waiver hiring starting pay (Attachments F and M);
- ranges for police officers (Attachment F);
- minimum, midpoint and maximum of pay ranges (Attachment F);
- progression through pay ranges (Attachment G);
- actual and typical starting salaries based on hire and/or promotion date (Attachment H);
- attrition rates; recruitment, hiring and training costs (Attachments I, J, K, L and M);

While the same information was requested from all cities, not all cities were able to provide the information in the same format. Information that was received from each city is attached.

Research shows the base salary range for police officer is competitive with other law enforcement agencies. Scottsdale police officers do not progress through the pay range as quickly as other local agencies. This is due to other local agencies having a defined compensation plan to provide “steps” through the pay ranges. Also, Scottsdale has fewer assignment and specialty pays than other agencies. Finally, other cities have a practice to pay transfer officers for experience.

The compensation study team was Donna Brown, human resources director, Diana Becker, senior human resources analyst and Lisa Angelini, police personnel manager. The cross-departmental team was Fritz Behring, city manager, Jeff Nichols, city treasurer, Donna Brown, human resources director, Brent Stockwell, strategic initiatives director, Ryan McKinnon and Matt Heeran, police officers (Fraternal Order of Police) and Ethan Clark, police officer (Police Officers of Scottsdale Association). Chet Anderson, police officer (Fraternal Order of Police) also attended some meetings before and after his retirement from the city. Lauran Beebe, human resources manager and Amy Foster, systems integrator, also participated in some cross-departmental team meetings.

## **RESOURCE IMPACTS**

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The City Treasurer’s Office is preparing estimates of the costs of various options the City Council may want to consider. These estimates will be forwarded as part of the supplemental packet.

## **OPTIONS**

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The City Council may want to provide direction on any of the following issues:

- Police officer salary ranges
- Progression through salary ranges
- Assignment and specialty pays
- Transfer officer (lateral and waiver) policies

## **RESPONSIBLE DEPARTMENT(S)**

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City Manager, City Treasurer, Human Resources.

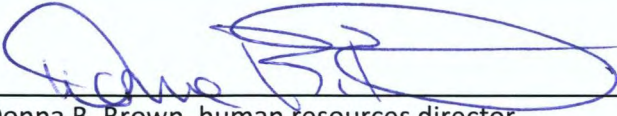
## **STAFF CONTACT(S)**

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Brent Stockwell, strategic initiatives director, [BStockwell@ScottsdaleAZ.gov](mailto:BStockwell@ScottsdaleAZ.gov), 480-312-7288

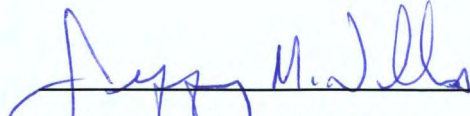
**APPROVED BY**

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Donna B. Brown, human resources director  
480-312-2615, [dbrown@ScottsdaleAZ.gov](mailto:dbrown@ScottsdaleAZ.gov)

1/27/15  
Date



Jeffery M. Nichols, city treasurer  
480-312-2615, [jenichols@ScottsdaleAZ.gov](mailto:jenichols@ScottsdaleAZ.gov)

1/27/15  
Date



Fritz Behring, city manager  
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1/27/15  
Date

**ATTACHMENTS**

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**A. Police Officer Staffing at Local Cities (1 page)**

This spreadsheet represents demographic data and provides the population, number of civilian and sworn positions per 1,000 residents for our comparison cities. In addition, it also illustrates the specific number of Police Officers per 1,000 residents in each of the cities.

**B. Assignment Pay Overview (2 pages)**

This spreadsheet presents data about the various assignment pays that police officers have at the comparison cities at a very high level – Yes (they have assignment pay) or N/A (they don't have it).

**C. Assignment Pay Details (4 pages)**

This spreadsheet presents detailed data about the various assignment pays that police officers have at the comparison cities.

**D. Specialty Pay Overview (2 pages)**

This spreadsheet presents data about the various specialty pays that police officers have at the comparison cities at a very high level – Yes (they have specialty pay) or N/A (they don't have it).

**E. Specialty Pay Details (14 pages)**

This spreadsheet presents detailed data about the various specialty pays that police officers have at the comparison cities.

**F. Police Officer – Multi Market Pay Range Comparison (2 pages)**

This spreadsheet provides a comparison of a number of data points about police officers including Fair Labor Standards Act status, classification summary, number of police officers, if other cities pay for lateral/waiver experience and the salary range.

**G. Progression through Ranges (1 page)**

This spreadsheet projects a pay range over a 15-year period for each of the comparison cities, regardless of whether the cities utilize a step plan or a simple minimum / midpoint / maximum pay range system. Also provided is a six-city average for each of the 15 years. The figures in green represent when a city has reached the maximum in its pay range. The intent of this information is to show which year police officers “reach the maximum” in the comparison cities.

**H. Police Officer Numbers (1 page)**

This spreadsheet compares four data sets over a 15-year period. It shows a side-by-side comparison of:

- the six-city average (yellow) from the previous Progression through Ranges spreadsheet
- “actual” (blue) Scottsdale police officer salaries which includes recruits, laterals/waivers and internal promotions
- “typical” (red) Scottsdale police officer salaries which includes only recruits, NOT laterals/waivers or internal promotions
- “current” (purple) Scottsdale pay range divided into annual increments

**I. Attrition and Training (5 pages)**

This spreadsheet presents detailed data on attrition for police recruit/officer. It includes the length of time for each phase of training.

**J. Attrition, Police Officers leaving to Other Law Enforcement Agencies (2 pages)**

This spreadsheet identifies police officers who have left Scottsdale for employment with local, out of state and federal law enforcement agencies by calendar year.

**K. Attrition Charts of Police Officers leaving to Other Law Enforcement Agencies (1 page)**

These charts show the number of police officers who have left the City for employment with local, out of state and federal law enforcement agencies. One chart identifies attrition by calendar year and the other by fiscal year.

**L. Hiring of Police Officers and Direct Costs (2 pages)**

This spreadsheet provides detailed information on the cost to recruit, hire and train a police officer. Included is miscellaneous equipment, uniforms, and associated costs.

**M. Pay for Experience (1 page)**

This spreadsheet provides detailed data on the starting pay of other law enforcement agencies for police officers hired with experience. Those applicants who are Arizona POST certified are called “Laterals.” Applicants who are certified out of state are called “Waivers.”



**Police Officer Staffing at the Local Cities**

	<b>Scottsdale</b>	<b>Chandler</b>	<b>Gilbert</b>	<b>Glendale</b>	<b>Mesa</b>	<b>Phoenix</b>	<b>Tempe</b>
<b>Population</b>	224,800	245,426	231,200	234,100	452,900	1,495,900	167,900
<b>Civilian</b>	252	153	115	128	407	972	151
<i>Per 1000 residents</i>	1.1	0.6	0.5	0.5	0.9	0.6	0.9
<i>% of Total Positions</i>	38%	33%	34%	23%	33%	26%	29%
<b>Sworn</b>	413	317	224	419	816	2,811	365
<i>Per 1000 residents</i>	1.8	1.3	1.0	1.8	1.8	1.9	2.2
<i>% of Total Positions</i>	62%	67%	66%	77%	67%	74%	71%
<b>Total # of positions</b>	666	470	339	547	1,223	3,783	516
<i>Per 1000 residents</i>	3.0	1.9	1.5	2.3	2.7	2.5	3.1
<b>Police Officers</b>	328	249	187	329	674	2,356	289
<i>Per 1000 residents</i>	1.5	1.0	0.8	1.4	1.5	1.6	1.7
<i>% of Total Positions</i>	49%	53%	55%	60%	55%	62%	56%

**Sources:**

Population: Annual Municipality Population Projections, Maricopa Association of Governments, Aug. 21, 2013

Type and Rank: Provided by each city

Assignment Pay Overview

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
1	<b>Air Patrol</b>	n/a	n/a	n/a	Yes	NR	n/a
2	<b>Bicycle</b>	n/a	n/a	n/a	NR	Yes	n/a
3	<b>Bomb Squad</b>	n/a	n/a	Yes	n/a	NR	NR
4	<b>Detective</b> (list if specific i.e. Financial Crimes, Narcotics, Undercover, etc)	n/a	n/a	Yes	n/a	NR	See under "Other"
5	<b>Field Training Officer</b>	Yes	Yes	Yes	Yes	Yes	Yes
6	<b>Internal Affairs</b>	n/a	n/a	n/a	Yes	NR	NR
7	<b>K-9</b>	n/a	Yes	Yes	n/a	Yes	Yes
8	<b>Motorcycle</b> (also called 'Motors')	n/a	Yes	Yes	n/a	NR	NR
9	<b>Mounted (Horse)</b>	n/a	n/a	n/a	n/a	NR	NR
10	<b>School Resource Officer</b>	n/a	n/a	n/a	n/a	NR	NR
11	<b>SWAT</b>	n/a	n/a	Yes	n/a	NR	NR
12	<b>Take home car</b>	n/a	Yes	n/a	n/a	NR	NR
13	<b>OTHER</b>	n/a	n/a	NR	n/a	Yes	Yes
14	<b>Rescue Pilot</b>					Yes	n/a
15	<b>Flight Instructor</b>					Yes	n/a
16	<b>Chief Pilot</b>					Yes	n/a
17	<b>Traffic</b>					Yes	Yes
18	<b>DUI Enforcement</b>					Yes	n/a
19	<b>Policy &amp; Procedure Officers</b>						Yes

Assignment Pay Overview

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
20	SIB HAZ-MAT Detectives & Sergeants					Yes	n/a
21	All other SIB Detectives & Sergeants					Yes	n/a
22	Gang Detectives & Sergeants					Yes	n/a
23	EOD Detectives					Yes	n/a
24	SVU Detectives					Yes	n/a
25	SVU Sergeants					Yes	n/a
26	Homicide Detectives					Yes	n/a
27	Homicide Sergeants					Yes	n/a
28	Check & Fraud Detectives					Yes	n/a
29	Computer Forensic Detectives					Yes	n/a
30	All other CIB Detectives & Sergeants					Yes	n/a

Assignment Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale	
1	<b>Air Patrol</b>	n/a	n/a	n/a	n/a	75150	NR	n/a
2	<b>Bicycle</b>	n/a	n/a	n/a	n/a	NR	Officers & Sergeants - 3%	n/a
3	<b>Bomb Squad</b>	n/a	n/a	\$210/month	n/a	NR	NR	n/a
4	<b>Detective</b> (list if specific i.e. Financial Crimes, Narcotics, Undercover, etc)	n/a	n/a	Tier I - Vehicular Crimes, Homicide and Sex Crimes - all \$210/month. Tier II - Financial Crimes, Domestic Violence, Special Investigations, Property, Training, CALEA / Accreditation - All \$175/month	n/a	NR	See under "Other"	n/a
5	<b>Field Training Officer</b>	5% (includes K-9 FTO also)	5% when training someone	additional \$3/hr	5%	5% of regular rate of pay for Canine Unit Training Officers, Field Training Officers, and officers assigned to train traffic/ DUI enforcement.	Field Training Officers - 5%; Field Training Sergeants - 3%; Patrol Sergeant with 2 or more Field Training Officers - 3%	5%
6	<b>Internal Affairs</b>	n/a	n/a	n/a	5%	NR	NR	n/a

**Assignment Pay Details**

	<b>Chandler</b>	<b>Gilbert</b>	<b>Glendale</b>	<b>Mesa</b>	<b>Phoenix</b>	<b>Tempe</b>	<b>Scottsdale</b>	
7					5% of regular rate of pay for Canine Unit Training Officers, Field Training Officers, and officers assigned to train traffic/ DUI enforcement.			
	<b>K-9</b>	n/a	1 hour of pay daily for dog care	\$210/month plus 4 hours additional straight time to care for K-9 at home	n/a	K9 Master Trainer - 5%	1 hour of pay each day to care for their dog	
8	<b>Motorcycle (also called 'Motors')</b>	n/a	one hour of pay per week for motor maintenance	\$210/month	n/a	NR	NR	n/a
9	<b>Mounted (Horse)</b>	n/a	n/a	n/a	n/a	NR	NR	n/a
10	<b>School Resource Officer</b>	n/a	n/a	n/a	n/a	NR	NR	n/a
11	<b>SWAT</b>	n/a	n/a	\$210/month	n/a	NR	NR	n/a
12	<b>Take home car</b>	n/a	command, detectives, traffic	n/a	n/a	NR	NR	n/a
13	<b>OTHER</b>	n/a	n/a	NR	n/a	Yes	Yes	n/a
14	<b>Rescue Pilot</b>					77958		n/a
15	<b>Flight Instructor</b>					80870		n/a
16	<b>Chief Pilot</b>					83845		n/a
17	<b>Traffic</b>					5% of regular rate of pay for Canine Unit Training Officers, Field Training Officers, and officers assigned to train traffic/ DUI enforcement.	Traffic VCU Detectives - 7%; Traffic VCU Sergeants - 5%; Hit & Run Traffic Detectives - 3%; all other Traffic Officers & Sergeants - 3%	n/a

Assignment Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
18					5% of regular rate of pay for Canine Unit Training Officers, Field Training Officers, and officers assigned to train traffic/ DUI enforcement.		n/a
19						3%	n/a
20						5%	n/a
21						3%	n/a
22						3%	n/a
23						5%	n/a
24						7%	n/a
25						5%	n/a
26						7%	n/a
27						5%	n/a

Assignment Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
28	Check & Fraud Detectives					5%	n/a
29	Computer Forensic Detectives					5%	n/a
30	All other CIB Detectives & Sergeants					3%	n/a

Specialty Pay Overview

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
1 Additional Pay for completing Education / Degrees	n/a	n/a	Yes	n/a	NR	NR	n/a
2 Career Enhancement	n/a	n/a	n/a	n/a	Yes	NR	n/a
3 Court Time	Yes	n/a	n/a	n/a	Yes	NR	n/a
4 Deferred Comp (city contribution)	Yes	n/a	Yes	Yes	Yes	NR	n/a
5 Longevity	Yes	n/a	Yes	Yes	Yes	NR	n/a
6 Master Police Officer / Senior Officer	n/a	Yes	n/a	n/a	NR	NR	n/a
7 Medical leave conversion to vacation or cash	Yes	n/a	Yes	Yes	Yes	NR	n/a
8 Productivity Enhancement	n/a	n/a	n/a	n/a	See Longevity Pay	NR	n/a
9 Shift Differential	Yes	Yes	Yes	Yes	Yes	Yes	Yes
10 Stand By	Yes	Yes	Yes	Yes	Yes	NR	n/a
11 Translation	Yes	Yes	Yes	Yes	Yes	Yes	Yes
12 Tuition	Yes	Yes	n/a	Yes	Yes	NR	Yes
13 Uniform Allowance	Yes	Yes	Yes	Yes	Yes	Yes	Yes
14 Vacation cash out	Yes	n/a	n/a	Yes	Yes	NR	n/a
15 Other Special Pay	n/a	Yes	Yes	n/a	Yes	NR	n/a
16 Defined Contribution Plan 401 (a)					Yes		n/a
17 Medical Expense Reimbursement Plan (MERP)					Yes		n/a
18 Post Employment Health Plan (PEHP)					Yes		n/a
19 Sick Leave Payout at Retirement					Yes		Yes



Specialty Pay Overview

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
20 Compensatory Time Bank Option					Yes		n/a

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
1 <b>Additional Pay for completing Education / Degrees</b>	n/a	n/a	one-time payment of \$400 for Associate's degree, \$800 for Bachelor's degree, \$1200 for Master's degree	n/a	NR	NR	n/a
2 <b>Career Enhancement</b>	n/a	n/a	n/a	n/a	<p>CEP is a 4 tiered bonus pay program that is based on an accumulation of points derived from training, skills, experience and education. Effective July 14, 2008, Career Enhancement Pay (CEP) will be paid to qualified unit members at the levels fixed below:</p> <ol style="list-style-type: none"> <li>1. CEP Level 1 pay shall be \$1,903.20 per year (\$73.20 per pay period).</li> <li>2. CEP Level 2 pay shall be \$3,806.40 per year (\$146.40 per pay period).</li> <li>3. CEP Level 3 pay shall be \$5,709.60 per year (\$219.60 per pay period).</li> <li>4. CEP Level 4 pay shall be \$7,612.80 per year (\$292.80 per pay period).</li> </ol>	NR	n/a

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
3 <b>Court Time</b>	2 hours or actual hrs worked which ever is greater.	n/a	n/a	n/a	<p>\$40/workday \$60/non-workday</p> <p>STANDBY FOR COURT 2 hrs at 1½ x base hourly rate if before 1200 hrs. 2 hrs at 1½ x base hourly rate if after 1200 hrs. Add'l hr at 1½ x if required to remain after 1200 hrs. (Art. 3)</p>	NR	n/a
4 <b>Deferred Comp (city contribution)</b>	1%	n/a	\$100 bi-weekly	1%	<p>Provides employees with voluntary investment options designed to supplement income at retirement. Employees may choose to defer the lesser of 100% of includable income for 457 deferrals or \$17,500 during calendar year 2013. Obtained from website: As part of the 2014 - 2016 Terms and Conditions of Employment concessions, the total DCP benefit is further reduced from 0.37% to 0.1 %.</p>	NR	n/a

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
5 Longevity	2%	n/a	Ranges from \$200 semi-annually (for 36 to 47 months of service) to \$100 semi-annually (for 180+ months of service)	<p>"Stability Pay"</p> <ol style="list-style-type: none"> <li>Employees hired prior to July 1, 1988, who have worked for the City of Mesa for five (5) continuous years receive two and one-half percent (2½%) of their annual pay range and step. The credit begins to accumulate at the beginning of the sixth (6th) year. The amount increases by one-half of one percent (½ of 1%) for each year of City of Mesa employment thereafter, up to a maximum of ten percent (10%).</li> <li>Employees hired on and after July 1, 1988, who have worked for the City of Mesa for five (5) continuous years will receive two and one-half percent (2½%) of their annual pay range and step. The credit begins to accumulate at the beginning of the sixth (6th) year. The amount increases by one-half of one percent (½ of 1%) for every other year of City of Mesa employment, up to a maximum of five percent (5%).</li> <li>Employees hired on or after July 1, 1992, will not be eligible for stability pay.</li> <li>Part-time employees are not eligible for stability pay.</li> </ol>	<p>"Productivity Enhancement" Pay</p> <p>Qualify: 7 yrs continuous service. 1 yr at top step. Performance meets job requirements.</p> <p>\$80 for each yr in excess of 6 yrs up to 19th yr. Annual max = \$2,080</p> <p>\$125 for each yr in excess of 20 yrs up to the 22nd yr. Annual max = \$4,000</p> <p>Pro-rated and paid bi-weekly in regular paycheck</p>	NR	n/a
6 Master Police Officer / Senior Officer	n/a	lead officer (sgt cover) 5% while covering team	n/a	n/a	NR	NR	n/a

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
7 <b>Medical leave conversion to vacation or cash</b>	If use 40 hours or less per year can convert 24 hours to vacation leave. 17/3 provision for Police Officer and Sergeants	n/a	A represented employee who resigns, not dismissed for cause, with five or more years of continuous City of Glendale service shall be paid for accrued sick leave based on one-third (1/3) of the employee's hourly wage (average for last 36 months) for each hour of accrued sick leave.	Any sick time accrued in excess of the maximum accumulation (1,040 hours) shall be automatically converted to vacation time	A unit member who has accrued 1,286 hours or more of unused sick leave may elect to have 150 hours of sick leave paid out at the member's hourly rate in one lump sum. A unit member may only elect to exercise this benefit 3 times in their career, and not more than 1 time in a fiscal year. These payments are not considered Final Average Salary for purposes of pension calculations. (Art. 3) (AR 2.44)	NR	n/a
8 <b>Productivity Enhancement</b>	n/a	n/a	n/a	n/a	See Longevity Pay	NR	n/a

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
9 Shift Differential	Mid-day = \$0.30/hr, Swing = \$0.50/hr, Grave = \$0.70/hr	PM-1: .35/hr PM-2: .45/hr PM-3: .55/hr	50% of hours worked between 4 p.m. & 12 a.m.= .50 cents/hr; 50% of hours worked between 12 a.m. & 8 a.m.= .60 cents/hr	Based on pay range: Range 25-29 (\$0.70/hr), Range 30-34 (\$0.90/hr) Range 35-39 (\$1.15/hr) Range 40-44 (\$1.45/hr) Range 45-49 (\$1.75/hr). Eligible if they start work on or after 10:00am receive shift only for all work performed from 3:30 pm to 8 am.	Unit 4 (PLEA) receives \$.60/hour in addition to hourly pay when working a shift which ends after 10:00 pm; and \$.25/hour in addition to hourly pay when working a weekend shift. Unit 6 (PPSLA) receives \$.80/hour in addition to hourly pay when working a shift which ends after 10:00 pm; and \$.35/hour in addition to hourly pay when working a weekend shift.	1. Shift differential will be paid to unit members work shifts that include any hours between 10 PM and 4 AM. 2. When working a shift, which ends anywhere from and including 10 PM to 12 midnight, a unit member will be paid a shift differential of 65 cents an hour for all hours of the work shift. 3. When working a shift, which includes work between the hours of 12:01 AM and 4 AM, a unit member will be paid a shift differential of 80 cents an hour for all hours of the work shift. 4. Shift differential is not paid to unit members on paid leave.	10am-9pm-.55 cents/hr; 3:30pm-3:00am-.60 cents/hr; 8pm-7am-.65 cents/hr

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
10 Stand By	Call Out Pay - min of 2 hours at time and half.	1 hour for on call	\$2/hr	<p>An EE on stand-by on a regularly scheduled work day will receive 1 hr of straight time pay for each 24 hr time period during which the EE is on stand-by (regardless of the # of hrs the EE is on stand-by) at the EE's effective hrly rate.</p> <p>An EE on stand-by on a non-scheduled work day will receive 2 hrs of straight time pay for each 24 hr time period during which the EE is on stand-by (regardless of the # of hrs the EE is on stand-by) at the EE's effective hrly rate.</p> <p>An EE who is on stand-by on a holiday (actual or observed as determined by the department) will receive 2 hrs of straight time pay for each 24 hr time period during which the EE is on stand-by (regardless of the # of hrs the EE is on stand-by) at the EE's effective hrly rate.</p>	<p>Police Officers: 3 hrs @ 1½ x regular rate (Art. 3)</p> <p>Police Supervisory: Hourly: 3 hrs @ 1&amp;1/2 x regular rate plus 30-min travel time, or until employee returns home, whichever is first.</p> <p>Salaried: Exempt (AR 2.21)</p>	NR	n/a

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
11 Translation	2.5% for Intermediate level, 5% for Advanced	\$25 bi-weekly for basic/ \$50 bi-weekly advanced	\$175/month	Basic certification - \$50.00/biweekly; Intermediate certification - \$100.00/biweekly	A unit member who meets linguistic skills qualifications, as determined by a management review panel, or in the case of sign language determined by presenting certification recognized by the Arizona Commission for the Deaf and Hard of Hearing (ACDHH), shall be paid a premium of \$10.00 per hour calculated to the nearest 1/4 hour, in addition to his base hourly rate, for each hour he is engaged in assigned and authorized interpretation, translation, or signing activities.	3%	\$300 per quarter



Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
12 Tuition	\$5000 annually; organization budget is \$210,000	up to \$5000/yr; organization budget is \$185,000	n/a	Tuition reimbursement: \$8,124/year; tuition reimbursement is budgeted by the individual department	<p>Maximum sum reimbursable for tuition in a fiscal year is \$6,500. (AR 2.51)</p> <p>For the 2014 - 2016 fiscal years, an employee may submit tuition expenses incurred in the first fiscal year (July 1, 2014 - June 20, 2015) in the second fiscal year to a maximum total reimbursed during the fiscal years of \$13,000. (Art. 5)</p> <p>Full-time employees who are eligible for tuition reimbursement are eligible for reimbursement of up to \$175 of the tuition fund for textbooks and lab fees associated with classes submitted for reimbursement. (AR 2.51)</p> <p>Up to \$500 of the tuition fund may be used for job-related seminars, workshops, and professional memberships. (Art. 5)</p> <p>City Wide Budget \$3,026,000</p>	Up to \$5,000 per year; budgeted at \$300,000 but no real cap	Up to \$2,000 per year; organization budget is \$50,000

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
13 <b>Uniform Allowance</b>	Plain Clothes Ofc - \$750/yr, Plain Clothes Sgt - \$1300 plus \$100 for uniforms. All sworn receive their uniforms from City Quartermaster per General Orders.	quarter master system-as needed	\$600 semi-annually	\$990/year	\$500 annual allowance; one-time allowance and annual maintenance for designated assignments. (Art. 5) (AR 2.26)	Unit members are allocated \$1,000 per calendar year for uniform reimbursement as outlined by Department Policy.	\$850/year
14 <b>Vacation cash out</b>	Ofc - up to 20 hours vacation, up to 40 hrs comp time. Sgt can cash out up to 40 hrs of vacation and up to 40 hours of comp time.	n/a	n/a	The maximum accumulation of vacation time is 240 hours. Employees who have excess of 240 hours on December 31st of each year will be paid for the excess amount of time after December 31st provided they have used at least 80 hours of vacation during the calendar year. At separation, employees will receive 100% of the accumulated vacation time.	May elect to have 150 hrs paid out in a lump sum or converted into their comp bank after accumulations of min 312 hrs of vacation leave. Any unit member may only elect to exercise this benefit 4 times in their career, and not more than one time in a fiscal year. This payment is not considered Final Average Salary for purposes of pension calculations. (Art. 5) (Pay Ord. 15g) Obtained from website: As part of the 2014 - 2016 concession, this vacation sellback benefit will remain suspended through the fiscal years 2014 - 2016.	NR	n/a

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
15 Other Special Pay	n/a	sick leave buy back	\$600 semi-annually	n/a	Qualified sworn personnel in the Police Department who are requested to perform verbal interpretation or written translation in a language other than English, or signing activities, while conducting police related investigations may receive bilingual pay of ten dollars (\$10.00) per hour	NR	n/a
16 Defined Contribution Plan 401 (a)					City contributes to 401(a) on employee's behalf an amount equal to 0.1% of employee's gross pay. (Art. 3) (Pay Ord. 17c) Obtained from website: As part of the 2014-2016 concessions, the City will freeze the \$6.00 (six) dollar per pay period additional PEHP payment.		n/a

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
17 Medical Expense Reimbursement Plan (MERP)					<p>Employees who were eligible to retire in 15 years or less on August 1, 2007, are eligible for MERP benefits upon retirement from the City. Basic MERP provides the retiree with a monthly check (up to \$202 based on years of service) whether or not the retiree enrolls in City medical coverage. A supplemental MERP amount reduces monthly medical premiums by \$10 to \$50 for retirees whose gross annual pension amount is less than \$25,000. Additionally, if you choose City health insurance coverage as a retiree, the City will reduce the health insurance premium by means of a Qualified City Contribution ranging from \$90 to \$375, depending upon your type of coverage; this amount reflects a \$50 City credit for family coverage. Questions regarding MERP should be directed to the Benefits Office at (602) 262-4777. (A.R. 2.42)</p>		n/a

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
18 <b>Post Employment Health Plan (PEHP)</b>					<p>The City's PEHP is a tax-exempt trust authorized by Internal Revenue Code Section 501 ©(9) and is a 100% employer-paid benefit. Program provides employees eligible to retire in more than 15 years from 8/1/07 (or who were hired on or after 8/1/07), who have a payroll deduction for City medical insurance coverage (single or family) with a PEHP account. The City deposits \$150 per month into each eligible employee's PEHP account. This account is to be used by the employee when he/she retires or separates employment with the City for qualified medical expenses to include health insurance premiums.</p>		n/a

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
19 Sick Leave Payout at Retirement					<p>Police Officers: 35% of base wage over 450 hrs if 900-hr trigger is met, or 60% of base wage over 386 hrs if 1,286-hr trigger is met, or 60% of base wage for all hrs if 1,714-hr trigger is met.</p> <p>(Art. 3) (AR 2.44) Police Supervisory: 40% of base wage over 500 hrs if 1,000-hr trigger is met; percentage is increased by 1% for each full year of service in excess of twenty full years to a maximum of 50% of base hourly wage, OR 60% of base wage over 386 hrs if 1,286-hr trigger is met, OR 60% of base wage for all hrs if 1,714-hr trigger is met. (AR 2.44)</p>		<p>City employees, who have 300 or more hours of accumulated medical leave at the time of retirement, however, may elect to convert the value of the accumulated medical leave to pay post-retirement medical expenses incurred by themselves and their eligible dependents, other than a domestic partner.</p>

Specialty Pay Details

	Chandler	Gilbert	Glendale	Mesa	Phoenix	Tempe	Scottsdale
20 Compensatory Time Bank Option					Obtained from website: Officers can continuously store up to 250 hours of overtime in their comp bank and have the option to cash out any hours in their comp bank at any time or may use any hours in their comp bank to take time off.		n/a

Scottsdale 2014 Survey - Police Officer - Multi Market Pay Range Comparison

City	Job Title	F L S A	Class Summary	# of Officers	Do you pay for lateral/waiver experience? How is the pay determined?	Yrs Exp	Minimum Salary	Midpoint	Maximum Salary
Scottsdale	Police Officer	N	The Police Officer patrols designated areas of the City to protect life and property, to prevent and deter crime, enforce laws, respond to citizen requests for assistance, and perform investigations. Some positions may be assigned to other units or special assignments.	328	Scottsdale does not pay for lateral or waiver experience.	N/A	54,932.80	67,298.40	79,664.00
Chandler	Police Officer	N	The primary function of an employee in this class is to enforce state and local laws and ordinances, respond to calls for the protection of life and property, conduct criminal and non-criminal investigations, make arrests and to perform other assigned law enforcement and public safety duties. Duties normally consist of patrol and traffic activities in the city on an assigned shift. Officers may be delegated to assignments in specialized areas such as neighborhood services, community services, criminal investigations services, administration, or other assignment.	252	1-5 yrs exp 5% above, 5-10 yrs 10% above, 10+ yrs 15% above min		53,328.00	64,532.50	75,737.00
Gilbert	Police Officer	N	This class is the first level in the Sworn Police series. Incumbents ensure the safety and security of municipal streets, buildings, residences, and neighborhoods. Incumbents are responsible for maintaining readiness for emergency call response; responding to emergency calls when dispatched and taking proper action; conducting patrol; performing routine Police equipment maintenance; educating staff and public on crime safety/prevention; and performing other tasks related to Police Department activities. As assigned, incumbents serve as detectives performing detailed investigation of crimes.	187	We do pay for lateral experience after the officer comes successfully off of field officer training. Police department determines the years of lateral service prior to hire, while vetting their background.		52,250.00	62,889.00	73,528.00
Glendale	Police Officer	N	Performs general and specialized police work involving the enforcement of laws and ordinances, protecting life and property, detection and arrest of violators, crime prevention, community services or other specialized assignments of comparable responsibility.	329	Yes - depending on experience, they will be brought in anywhere up through Step 4		52,492.00	63,176.50	73,861.00
Mesa	Police Officer	N	A Police Officer performs general duty police work or specialized police work in the protection of life and property. In carrying out the responsibilities of an entry-level Arizona Peace Officer, a Mesa Police Department Police Officer: interacts with a culturally and socially diverse population; employs discretion in solving problems; maintains public order; prevents crime; enforces laws and ordinances; conducts investigations; makes arrests; issues summonses/citations, and warnings; assists the public; and may perform administrative support tasks. This class is responsible for performing related duties as required.	674	Starting pay for laterals based on experience: 0 to 9 months experience - \$51,030.18; 10 months to 4 years experience - \$54,192.70; 4 to 5 years experience - \$56,401.53; 5 to 6 years experience - \$59,300.80; 6 to 7 years experience - \$62,337.60; 7 + years experience - \$65,520.00		54,192.70	65,347.55	76,502.40
Phoenix	Police Officer	N	The fundamental reason this classification exists is to perform general duty police work in the protection of life and property through crime prevention and the enforcement of laws and ordinances. Employees within this class are distinguished from the Police Recruit by the full range of duties performed in routine patrol, law enforcement, preliminary investigations and traffic control for a designated area on an assigned shift. A Police Officer's duties range from periods of physical inactivity to situations requiring extreme physical exertion and may involve an element of danger. Employees must be able to act without immediate supervision and exercise independent judgment in meeting emergencies. Specific work assignments are made by a Police Sergeant or other supervisor and performance is checked through personal inspections, and review of oral and written reports. With experience and training, officers may be assigned to (based upon department need) specialized assignments including, but not limited to, Investigator, Motorcycle, Pilot, Tactical, Community Relations and administrative or staff functions.	2356	(a) Police Recruit employees may be entered at Step 5 of the Police Recruit pay grade to attract qualified applicants and to remain competitive with other law enforcement agencies.		46,238.00	59,332.00	72,426.00



## Scottsdale 2014 Survey - Police Officer - Multi Market Pay Range Comparison

Tempe	Police Officer	N	Police Officers perform law enforcement and crime prevention work; to control traffic flow and enforce State and local traffic regulations; to perform investigative work; to participate in and provide support and assistance to special crime prevention and enforcement programs; to work with the community on mutual problems and concerns; and to perform a variety of technical and administrative tasks in support of the Department.	289	The current MOU states Lateral Police Officers shall be placed into the appropriate pay step, based on number of equivalent years of service.	N/A	56,742.00	66,718.00	76,694.00
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**Date**            **10/14/2014**

**Averages ---->>**

52,540.45

63,665.93

74,791.40

**SOURCE:**      **Data provided by the other cities**

**\*\* - The overages listed above do not include the Scottsdale pay ranges in the calculation.**

## Progression Through Ranges

Job Class	City	Starting	6 Mths	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
<b>Police Officer</b>	Scottsdale with 5% steps	54,933	54,933	57,680	60,564	63,592	66,771	70,110	73,615	77,296	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>
* 5%	Chandler	53,328	53,328	55,994	58,794	61,734	64,821	68,062	71,465	75,038	75,737	<b>75,737</b>	<b>75,737</b>	<b>75,737</b>	<b>75,737</b>	<b>75,737</b>	<b>75,737</b>	<b>75,737</b>
5%	Gilbert	52,250	52,250	54,870	57,616	60,486	63,523	66,685	70,034	73,528	<b>73,528</b>	<b>73,528</b>	<b>73,528</b>	<b>73,528</b>	<b>73,528</b>	<b>73,528</b>	<b>73,528</b>	<b>73,528</b>
5%	Glendale	52,492	52,492	55,116	57,872	60,765	63,804	66,994	70,344	73,861	<b>73,861</b>	<b>73,861</b>	<b>73,861</b>	<b>73,861</b>	<b>73,861</b>	<b>73,861</b>	<b>73,861</b>	<b>73,861</b>
** 5%	Mesa	54,193	54,193	56,903	59,748	62,735	65,872	69,166	72,624	76,255	76,502	<b>76,502</b>	<b>76,502</b>	<b>76,502</b>	<b>76,502</b>	<b>76,502</b>	<b>76,502</b>	<b>76,502</b>
5.3%-7.9%	Phoenix	46,238	48,672	51,480	54,475	57,699	61,027	64,501	69,618	72,426	<b>72,426</b>	<b>72,426</b>	<b>72,426</b>	<b>72,426</b>	<b>72,426</b>	<b>72,426</b>	<b>72,426</b>	<b>72,426</b>
*** 3%	Tempe	56,742	56,742	57,068	58,780	60,543	62,359	64,230	66,157	68,142	70,186	72,291	74,460	76,694	<b>76,694</b>	<b>76,694</b>	<b>76,694</b>	<b>76,694</b>
	<b>6 City Ave</b>	52,541	52,946	55,239	57,881	60,660	63,568	66,606	70,040	73,208	73,707	74,058	74,419	74,791	74,791	74,791	74,791	74,791

KEY:

\* Please note that Chandler is not on a Step system therefore progression through the range only occurs when City Council has approved a merit increase budget, the above assumes 5% merit increase was budgeted.

\*\* Please note that Mesa is on a Step system. However, the amount of increase can vary depending on what the City Council has approved. For FY12-13, 13-14 and 14-15, a 5% increase was approved

\*\*\* Tempe's figures reflect the new 3% progression in their MOU. A current Officer will have reached their maximum sooner than 11 years.

SOURCE:

Progression through ranges data provided by other cities

## Police Officer Numbers

Job Class	City	Starting	6 Mths	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
<b>Police Officer</b>	<b>Scottsdale Ave</b>	<b>54,933</b>	<b>56,576</b>	<b>57,047</b>	<b>57,720</b>	<b>57,720</b>	<b>58,247</b>	<b>57,720</b>	<b>64,590</b>	<b>65,379</b>	<b>66,636</b>	<b>68,313</b>	<b>67,628</b>	<b>70,334</b>	<b>71,002</b>	<b>73,921</b>	<b>75,030</b>	<b>76,304</b>
	Ave \$ Diff	2,392	3,630	1,808	(161)	(2,940)	(5,321)	(8,886)	(5,450)	(7,829)	(7,071)	(5,745)	(6,791)	(4,457)	(3,789)	(870)	239	1,513
	Ave % Diff	5%	7%	3%	0%	-5%	-8%	-13%	-8%	-11%	-10%	-8%	-9%	-6%	-5%	-1%	0%	2%
	<b>Scottsdale Typical</b>	<b>54,933</b>	<b>56,576</b>	<b>57,720</b>	<b>57,720</b>	<b>57,720</b>	<b>57,720</b>	<b>57,720</b>	<b>64,917</b>	<b>65,125</b>	<b>66,851</b>	<b>68,245</b>	<b>68,994</b>	<b>70,262</b>	<b>71,240</b>	<b>72,821</b>	<b>77,501</b>	<b>79,664</b>
	Ave \$ Diff	2,392	3,630	2,481	(161)	(2,940)	(5,848)	(8,886)	(5,123)	(8,083)	(6,856)	(5,813)	(5,425)	(4,529)	(3,551)	(1,970)	2,710	4,873
	Ave % Diff	5%	7%	4%	0%	-5%	-9%	-13%	-7%	-11%	-9%	-8%	-7%	-6%	-5%	-3%	4%	7%
	<b>6 City Ave</b>	<b>52,541</b>	<b>52,946</b>	<b>55,239</b>	<b>57,881</b>	<b>60,660</b>	<b>63,568</b>	<b>66,606</b>	<b>70,040</b>	<b>73,208</b>	<b>73,707</b>	<b>74,058</b>	<b>74,419</b>	<b>74,791</b>	<b>74,791</b>	<b>74,791</b>	<b>74,791</b>	<b>74,791</b>
* Scottsdale with 5%	<b>54,933</b>	<b>54,933</b>	<b>57,680</b>	<b>60,564</b>	<b>63,592</b>	<b>66,771</b>	<b>70,110</b>	<b>73,615</b>	<b>77,296</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>	<b>79,664</b>
	Ave \$ Diff	2,392	1,987	2,441	2,683	2,932	3,203	3,504	3,575	4,088	5,957	5,606	5,245	4,873	4,873	4,873	4,873	4,873
	Ave % Diff	5%	4%	4%	5%	5%	5%	5%	5%	6%	8%	8%	7%	7%	7%	7%	7%	7%

NOTE: \* Adjustments to current Scottsdale theoretical steps have not been made to make them compatible with Scottsdale Payroll directive (divisible evenly by 2080 hours).

Attrition and Training

Total attrition by classification per fiscal year:		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
<b>Police Recruit</b>										
	Chandler	2	5	3	3	-	2	-	-	-
	Glendale	4	5	4	4	-	-	-	-	3
	Scottsdale	-	-	-	-	-	-	2	2	3
<b>Police Officer</b>		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Chandler	9	16	11	9	7	12	4	5	14
	Glendale	23	16	17	15	6	11	7	10	7
	Scottsdale	22	28	28	20	20	15	21	27	23
<b>Number of budgeted positions per fiscal year:</b>										
<b>Police Officer</b>		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Chandler	-	-	-	-	262	259	258	252	252
						2.7%	5.4%	1.6%	2.0%	5.6%
	Glendale	-	-	-	-	-	-	365	365	329
								1.9%	2.7%	2.1%
	Scottsdale	309	337	345	346	337	337	328	328	328
		7.1%	8.3%	8.1%	5.8%	5.9%	4.5%	7.0%	8.8%	7.9%
<b>Do you track attrition by each phase of training for your Police Officer Recruits during their probationary period?</b>		Yes	No							
	Chandler		X							
	Glendale		X							
	Scottsdale	2012								
<b>Reason for leaving:</b>										
<b>Police Officer</b>										
<b>Voluntary</b>		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Chandler	7	13	5	9	6	2	2	1	2
						2.3%	0.8%	0.8%	0.4%	0.8%
	Glendale	15	9	10	7	5	7	4	8	5
								1.1%	2.2%	1.5%
	Mesa	37	18	20	6	7	5	4	NR	NR
	Scottsdale	18	26	19	15	9	8	21	22	19
		5.8%	7.7%	5.5%	4.3%	2.7%	2.4%	6.4%	6.7%	5.8%
<b>Involuntary</b>		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
	Chandler	4	5	6	1	-	6	1	-	1
							2.3%	0.4%		0.4%
	Glendale	2	1	1	1	1	-	-	-	-
	Mesa	1	-	3	-	-	1	2	NR	NR
	Scottsdale	1	1	4	1	2	-	1	-	2
		0.3%	0.3%	1.2%	0.3%	0.6%		0.3%		0.6%

Attrition and Training

Retirement		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Chandler		-	3	3	2	1	6	1	4	11
						0.4%	2.3%	0.4%	1.6%	4.4%
Glendale		6	6	6	7	-	4	3	2	2
								0.8%	0.5%	0.6%
Mesa		7	7	9	11	6	17	10	NR	NR
Scottsdale		1	1	4	3	6	7	1	4	5
		0.3%	0.3%	1.2%	0.9%	1.8%	2.1%	0.3%	1.2%	1.5%
Medical retirement		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Chandler		-	-	-	-	1	1	-	4	4
						0.4%	0.4%		1.6%	1.6%
Glendale		-	-	-	-	-	-	-	-	-
Mesa		7	7	7	3	5	3	5	NR	NR
Scottsdale		2	-	1	1	2	1	-	3	-
		0.6%		0.3%	0.3%	0.6%	0.3%		0.9%	
Number of employees that left to go to another law enforcement agency (per fiscal year)		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Police Officer										
Local										
Chandler		1	3	-	-	-	-	-	-	1
Scottsdale		1	-	-	-	-	-	1	1	4
County										
Chandler		-	-	-	4	-	-	-	-	-
State		2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Chandler		1	1	2	-	2	-	1	-	-
Scottsdale		-	1	1	-	-	-	-	-	1
Federal										
Scottsdale		-	1	3	1	-	1	-	1	-

Attrition and Training

Training period for Police Officer Recruits:									
<b>Pre-academy</b>									
	Chandler	2 weeks							
	Gilbert	1 week							
	Glendale	3 weeks							
	Mesa	1 week							
	Phoenix	none							
	Scottsdale	1 week (just changed was 2 weeks)							
	Tempe	2 weeks							
<b>Academy</b>									
	Chandler	20 weeks							
	Gilbert	20 weeks							
	Glendale	20 weeks							
	Mesa	21 weeks							
	Scottsdale	20 weeks							
	Phoenix	20 weeks							
	Tempe	20 weeks							
<b>Post Academy</b>									
	Chandler	2 weeks							
	Gilbert	2 weeks							
	Glendale	2 weeks							
	Mesa	2 weeks							
	Phoenix	2 weeks							
	Scottsdale	2 weeks							
	Tempe	2 weeks							
<b>Field Training</b>									
	Chandler	15 weeks							
	Gilbert	16 weeks							
	Glendale	14 weeks							
	Mesa	19 weeks							
	Phoenix	12 weeks							
	Scottsdale	13 weeks + 1 week admin							
	Tempe	16 weeks							
<b>How long is your probationary period for Police Officer Recruits?</b>									
	Chandler	1 year							
	Gilbert	1 year from FTO completion							
	Glendale	1 year from date of academy graduation							
	Mesa	18 months							
	Phoenix	1 year from date of academy graduation							
	Scottsdale	18 months							
	Tempe	18 months							

### Attrition and Training

Police Officer Lateral and Waivers							
<b>How long is your training period for Police Officer Laterals?</b>							
Chandler	11 weeks						
Gilbert	8 - 16 weeks (most off at 8 weeks)						
Glendale	14 weeks + 1 week orientation						
Mesa	11-19 weeks (based on performance)						
Phoenix	12 weeks						
Scottsdale	13 weeks + 1 week admin.						
Tempe	12-16 weeks						
<b>How long is your probationary period for Police Officer Laterals?</b>							
Chandler	1 year						
Gilbert	1 year from FTO completion						
Glendale	1 year						
Mesa	15 months						
Phoenix	1 year						
Scottsdale	18 months						
Tempe	1 year						
<b>How long is your training period for Police Officer Waivers?</b>							
Chandler	11 weeks minimum						
Gilbert	8 - 16 weeks						
Glendale	14 weeks + 1 week orientation						
Mesa	11-19 weeks (based on performance)						
Phoenix	12 weeks						
Scottsdale	13 weeks + 1 week admin.						
Tempe	16 weeks						
<b>How long is your probationary period for Police Officer Waivers?</b>							
Chandler	1 year						
Gilbert	1 year from FTO completion						
Glendale	1 year						
Mesa	15 months						
Phoenix	1 year						
Scottsdale	18 months						
Tempe	1 year						

Attrition and Training

Do you track the cost of the hiring and training phase for a Police Officer during their probationary period?	Yes	No							
Chandler		X							
Glendale		X							
Scottsdale		X							
If you answered no, do you track your return on investment? If yes, what calculations do you use?	Yes	No							
Chandler		X							
Glendale		X							
Scottsdale		X							
Do you have a residency requirement for sworn police employees?	Yes	No							
Chandler		X							
Gilbert		X							
Glendale		X							
Mesa		X							
Phoenix		X							
Scottsdale		X							
Tempe		X							



**Police Officers Leaving For Other Agencies  
2006 to 2014**

<b>IN STATE AGENCY</b>						
Title	Last Name	First Name	Years of Service	Resign Date	City Lived In	Agency
<b>2006</b>						
PO	Spano	Eric	6 yrs, 10 days	5/20/2006	Goodyear	Officer position at Avondale PD
<b>2007</b>						
PO	Crowley	Randy	10 yrs, 5 mths	1/26/2007	Phoenix	Position with DPS
<b>2008</b>						
PO	McMahan	Thomas	10 yrs, 10 mths	4/4/2008	Mesa	Position with DPS
<b>2012</b>						
PO	Ramirez	Angel	3 mths, 15 days	4/2/2012	Tucson	Officer position at Tucson PD
PO	Bayer	Jason	2 yrs, 8 mths	12/1/2012	Goodyear	Officer position at Goodyear PD
<b>2013</b>						
PO	Brownell	Seth	7 yrs, 5 mths	9/16/2013	Gilbert	Officer position at Gilbert PD
<b>2014</b>						
PO	Rohr	Joseph	6 yrs, 2 mths	1/25/2014	Gilbert	Officer position at Gilbert PD
PO	Dulaney	Marcel	1 yr, 2 mths	3/8/2014	Phoenix	Officer position at Glendale PD
PO	Griffitts	Frank	11 yrs, 9 mths	3/28/2014	Mesa	Sworn position at AZ Attorney General's Office
PO	Whitacre	Jason	6 yrs, 9 mths	4/19/2014	Mesa	Officer position at Gilbert PD
PO	Mellott	Benjamin	8 yrs, 7 mths	7/6/2014	Gilbert	Officer position at Phoenix PD
PO	Hamlett	Gary	3 yrs, 7 mths	7/6/2014	Gilbert	Officer position at Phoenix PD
PO	Lauritzen	McKay	2 yrs, 9 mths	8/13/2014	Gilbert	Officer position at Gilbert PD
PO	Moore	Joseph	2 yrs, 11 days	10/12/2014	Phoenix	Officer position at Mesa PD
PO	Szczepanski	Darren	2 yrs, 11 mths	10/11/2014	Fountain Hills	Officer position at Gilbert PD
PO	Milne	Jason	4 yrs, 7 mths	10/13/2014	Phoenix	Officer position at Mesa PD
<b>OUT OF STATE AGENCY</b>						
Title	Last Name	First Name	Years of Service	Resign Date	City Lived In	Agency
<b>2009</b>						
PO	Tibbets	Christopher	1 yrs, 8 mths	11/21/2009	no information	Officer position at Fort Collins PD, Colorado
<b>2011</b>						
PO	Gillespie	James	4 yrs, 7 mths	6/4/2011	no information	Officer positon in Ohio
<b>2012</b>						
PO	Penttinen	Neil	6 yrs, 9 mths	1/13/2012	Phoenix	Officer position at Manchester PD, Connecticut
PO	Collins	Gabriel	6 yrs, 17 days	11/1/2012	New River	Officer position at Arvada PD, Colorado
<b>2013</b>						
PO	Ingram	Molly	10 mths	8/31/2013	Scottsdale	Officer position in Washington State
PO	Sabo	Matthew	3 yrs, 3 mths	10/27/2013	Gilbert	Game and Fish (Washington)
PO	Brunjes	Adam	5 yrs, 9 mths	12/21/2013	Scottsdale	Officer position at Fort Collins PD, Colorado
<b>2014</b>						
PO	Kayser	Kyle	6 yrs, 6 mths	2/6/2014	Gilbert	Officer position in Ohio
PO	Bowden	Robert	11 yrs, 1 mth	2/16/2014	Gilbert	Officer position at Huntington Beach PD, California
PO	Zoellin	Robert	7 mths	2/20/2014	Tempe	Officer position in Washington State
PO	Quan	Traci	13 mths	5/13/2014	Laveen	Officer position in Georgia
<b>FEDERAL</b>						
Title	Last Name	First Name	Years of Service	Resign Date	City Lived In	Agency
<b>2006</b>						
PO	Kopp	Christopher	5 yrs, 3 mths	8/1/2006	Chandler	Position with FBI

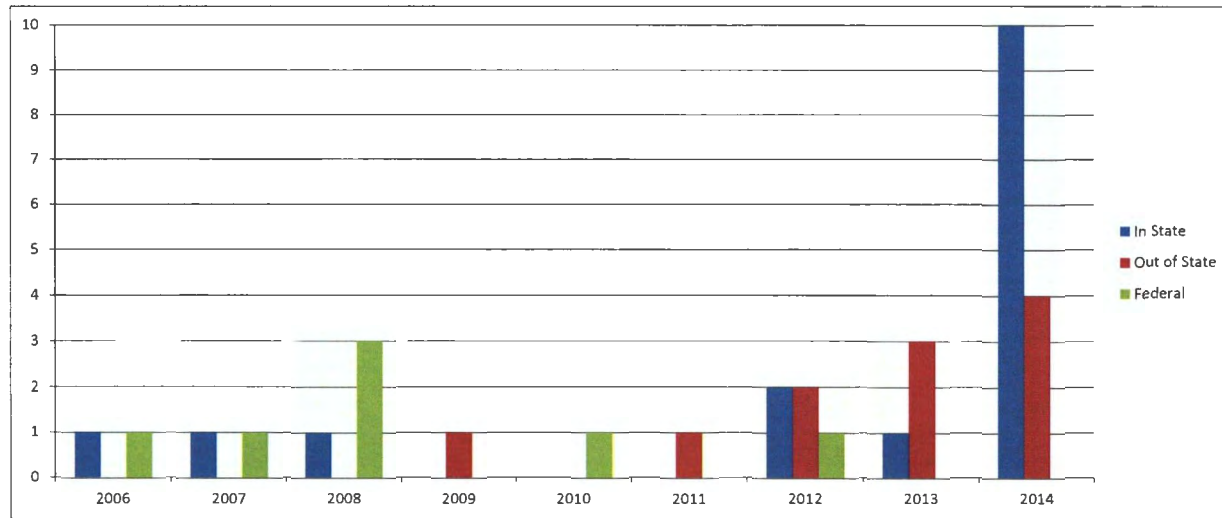
Police Officers Leaving For Other Agencies  
2006 to 2014

<b>2007</b>						
PO	Dykman	Timothy	6 yrs, 11 mths	10/12/2007	Phoenix	Position with FBI
<b>2008</b>						
PO	O'Donnell	Matthew	6 yrs, 2 mths	1/11/2008	Phoenix	Position with Secret Service
PO	Kehr	Clinton	3 yrs, 3 mths	4/19/2008	Scottsdale	Position with ATF
PO	Schiller	Daniel	2 mths	9/17/2008	Apache Junction	Position with Feds
<b>2010</b>						
PO	Boyer	Joshua	5 yrs	8/15/2010	Tempe	Position with Feds
<b>2012</b>						
PO	Williams	Matthew	11 mths, 22 days	9/15/2012	Scottsdale	Position with US Forest Service

## Attrition Charts of Police Officers Leaving to other Law Enforcement Agencies

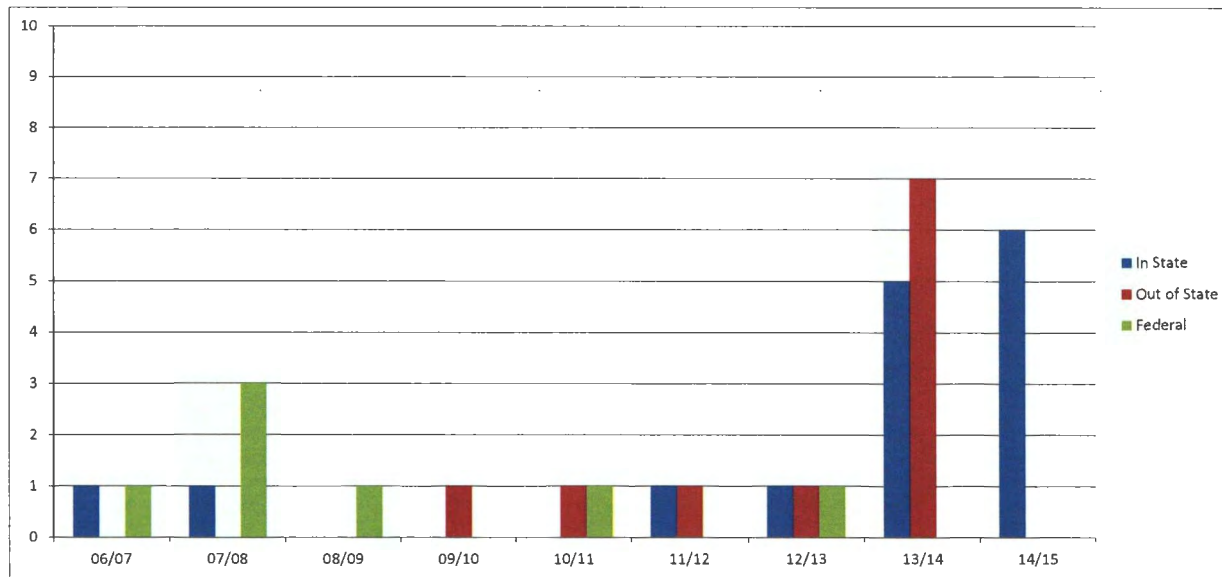
	In State	Out of State	Federal
2006	1	0	1
2007	1	0	1
2008	1	0	3
2009	0	1	0
2010	0	0	1
2011	0	1	0
2012	2	2	1
2013	1	3	0
2014	10	4	0

through 10/13/14



	In State	Out of State	Federal
06/07	1	0	1
07/08	1	0	3
08/09	0	0	1
09/10	0	1	0
10/11	0	1	1
11/12	1	1	0
12/13	1	1	1
13/14	5	7	0
14/15	6	0	0

through 12/13/2014



Recruitment, Hiring and Training Costs of a Police Officer

Scottsdale			
Hiring and Training Costs Per Academy Class	Approx Staff Hours	Total Cost	
Recruitment and Selection	100hrs	\$3,582	med/psych/drug
Background and Polygraph	29hrs	\$1,094	
Pre-Academy (38.30/hr)	48 hrs	\$1,838	1 week (24 hrs training staff + 24 hours other police staff)
Academy (38.30/hr)	800hrs	\$115,000	1 sgt, 1 officer, trainers (plus fringes at 50.06% for FY 14/15). Please note that if we use the Mesa academy, we are charged \$500.00 per Recruit and may need to provide a Sergeant and/or a RTO (recruit training officer)
Post-Academy (38.30/hr)	120hrs	4,596	3 trainers per day
Field Training (\$38.30/hr)	579hrs	\$21,086	578 hrs x \$38.30/hr
Other Training required during probation period - in service Modular (I - 4 ), 10hrs. I- firearms training, 9 students at time with 2-3 instructors...II - DT and Taser (8 students at a time with 2-3 instructors, .... III - Legal Update/other pertinent training with 2 instructors avg....IV Active Shooter or Mobile Field Force (alternate from one to another each year) approx 20 students and approx 8 instructors (varies depending activities or scenaiors.) <b>Annual Qualification.</b>		\$6,128	I = 38.30/hr x 3 instructors x 10 hrs= \$1,149; II= same calc as I = \$1,149; III = 2 instructors x \$38.30/hr x 10 hrs = \$766; IV = 38.30/hr x 8 instructors x 10 hours = \$3,064.
		<b>\$153,324</b>	
Misc. Equipment and Cost - <b>tailored uniforms</b> and cost of tailoring (3 short sleeve, 2 long sleeve, 4 pants), badge (shirt and flat badget) and name tag, duty belt, gun holster, gun, ammunition, handcuff case, handcuffs, o.c. holder and spray, baton holder and baton, radio, <b>radio holder, taser and taser holster, rain jacket, boots, RIPP restraint, outdoor winter jacket (embroidered), baseball hat, gas mask, ballestic helmet, equipment bag.</b> (\$2,614 - not including district issued property and what training has issued (ppe gear, trauma kit, taser, firearm and ammo, gun clearing kit) Dry cleaning (\$600/yr). (\$43,214 rounded up)		\$44,000	vehicle=\$22,500 (\$45,000 includes lights and sirens), radio=\$8,000, computer=\$9,000; supplies \$500.00 (cones, flares, stop sticks). Vehicle cost is half (2 officers to 1 vehicle). Total \$40,000

## Recruitment, Hiring and Training Costs of a Police Officer

<b>Direct Cost for a New Police Officer</b>	<b>FIRST YEAR COST</b>
<b>Source: PD Budget Office</b>	
Salary (officer entry level)	\$ 54,933
Benefits (50.06%)	\$ 27,499
Overtime and benefits	\$ 6,200
Uniform cleaning	\$ 600
<b>Uniform purchase</b>	<b>\$ 1,771</b>
Equipment	\$ 2,440
Portable radio	\$ 5,200
Gun and ammo	\$ 500
Subtotal employee costs	\$ 99,143
Vehicle purchase	\$ 45,000
Vehicle m/o & capital recovery	\$ -
Vehicle computer (ruggedized)	\$ 9,000
Vehicle radio	\$ 8,000
Subtotal vehicle costs	\$ 62,000
<b>TOTAL EMPLOYEE &amp; VEHICLE:</b>	<b>\$ 161,143</b>
1 officer and "half" a vehicle:	<b>\$130,143</b>
Vehicle ratio - 1 vehicle purchased for every 2 officers added	

## Pay for Experience

Police Officer	Minimum	Increment/Step											
		1	2	3	4	5	6	7	8	9	10	11	
<b>Chandler</b>	\$53,328.00	\$55,994.40	\$58,660.80	\$61,327.20									
		5%	10%	15%									
		1-5 years	5-10 years	10+									
<b>Gilbert</b>	\$52,249.60	\$54,870.40	\$57,616.00	\$60,486.40	\$63,523.20	\$66,684.80	\$70,033.60	\$73,528.00					
		5%	10.3%	15.8%	21.6%	27.6%	34%	41%					
		1 year	2 years	3 years	4 years	5 years	6 years	7 years					
<b>Glendale</b>	\$52,492.00	\$52,492.00	\$55,116.00	\$57,872.00	\$60,765.00								
			5%	10%	16%								
		0-35 months	36-59 months	60-83 months	84+								
<b>Mesa</b>	54,192.70	\$51,030.18	\$54,192.70	\$56,401.53	\$59,300.80	\$62,337.60	\$65,520.00						
<b>out of state</b>			4.1%	9.4%	15.0%	21%							
		pre waiver	10 mo - 4 yrs	4-5 years	5-6 years	6-7 years	7+						
<b>in state</b>		\$51,030.18	\$54,192.70	\$56,401.53	\$59,300.80	\$62,337.60	\$65,520.00						
			4.1%	9.4%	15.0%	21%							
		0-9 months	10 mo - 4 yrs	4-5 years	5-6 years	6-7 years	7+						
<b>Phoenix</b>	\$46,238.00	\$64,501.00											
		39.5%											
		*											
<b>Tempe</b>	\$56,742.00	\$57,068.00	\$58,780.00	\$60,543.00	\$62,359.00	\$64,230.00	\$66,157.00	\$68,142.00	\$70,186.00	\$72,291.00	\$74,460.00	\$76,694.00	
		0.57%	3.6%	6.7%	10.0%	13.2%	16.6%	20.1%	23.7%	27.4%	31.2%	35.2%	
		1 year	2 year	3 year	4 year	5 year	6 year	7 year	8 year	9 year	10 year	11 year	
<b>Scottsdale</b>	\$54,932.80												

Source: data provided by other cities and multi-market comparison document

\*Phoenix - Police Recruit employees may be entered at Step 5 of the Police Recruit pay grade to attract qualified applicants and to remain competitive with other law enforcement agencies.



# **Police Officer Compensation Issues Work Study Session**

February 10, 2015

## **Police officer compensation issues**

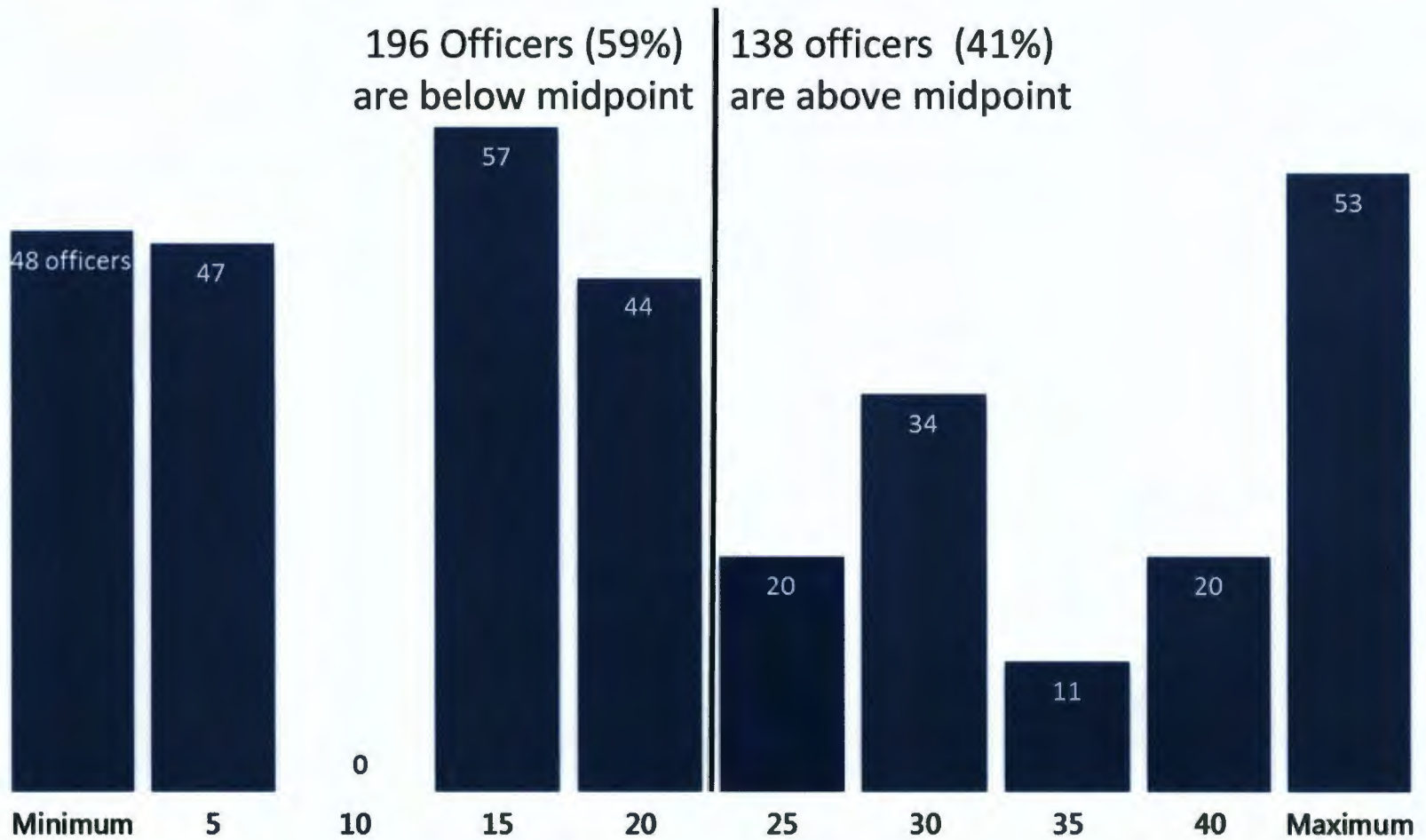
- Overview
- Turnover and Attrition
- Salary ranges and progression through salary ranges
- Options and costs



# Scottsdale police officers by years of service

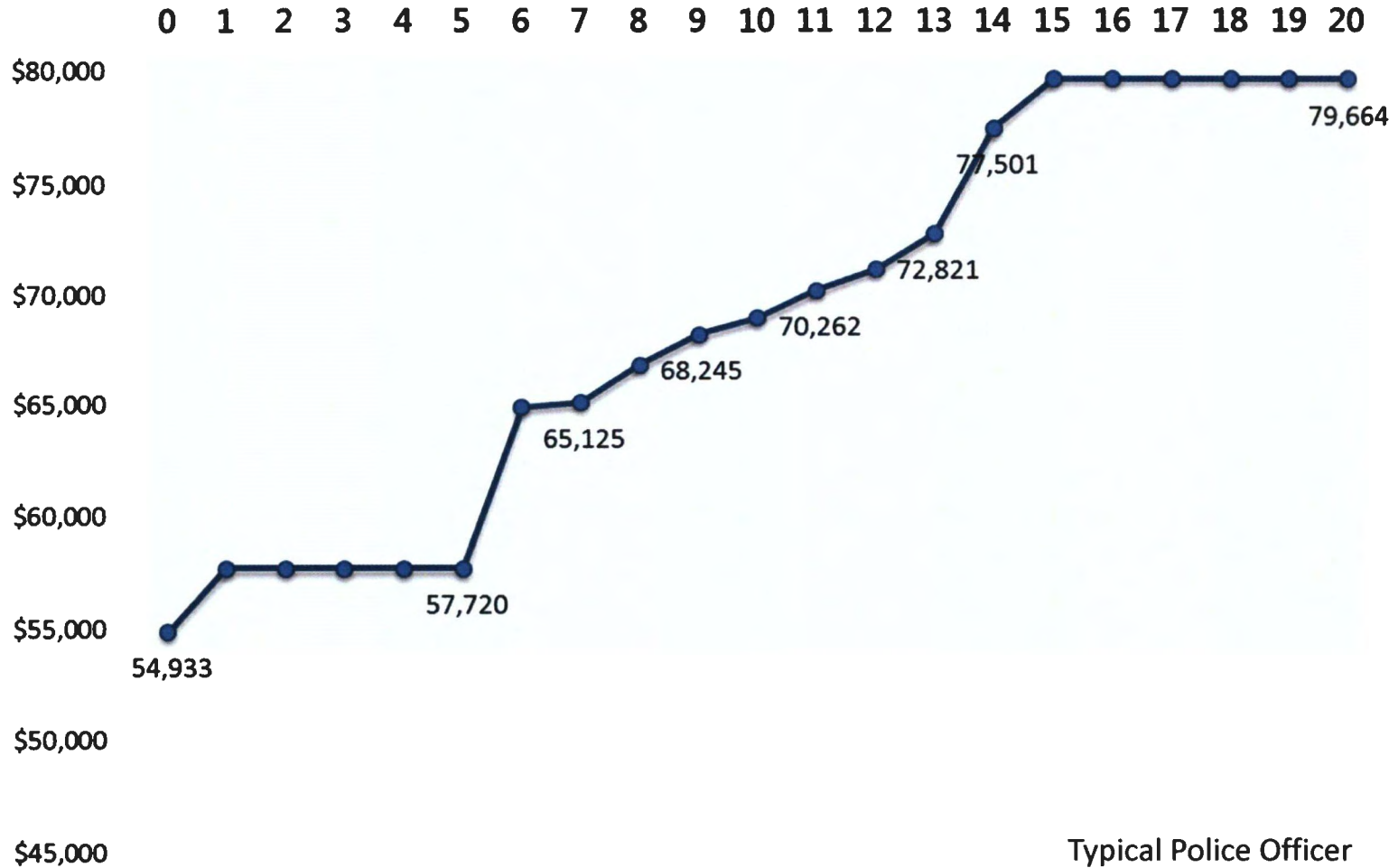


## Scottsdale police officers by % of salary range



# How do Scottsdale police officers move through their range?

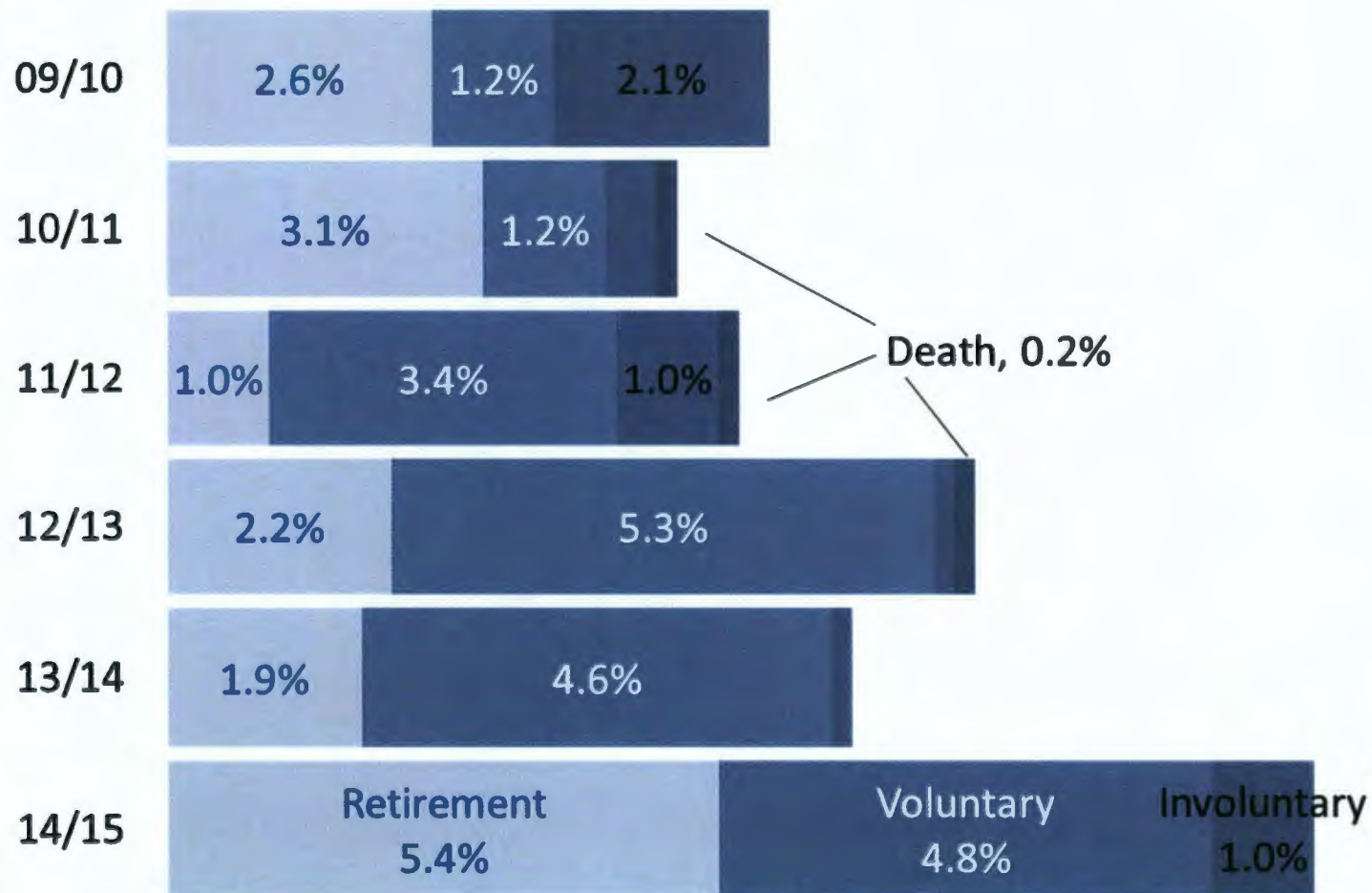
Completed Years of Service



Typical Police Officer  
Salary at each year of service

# **Turnover and Attrition**

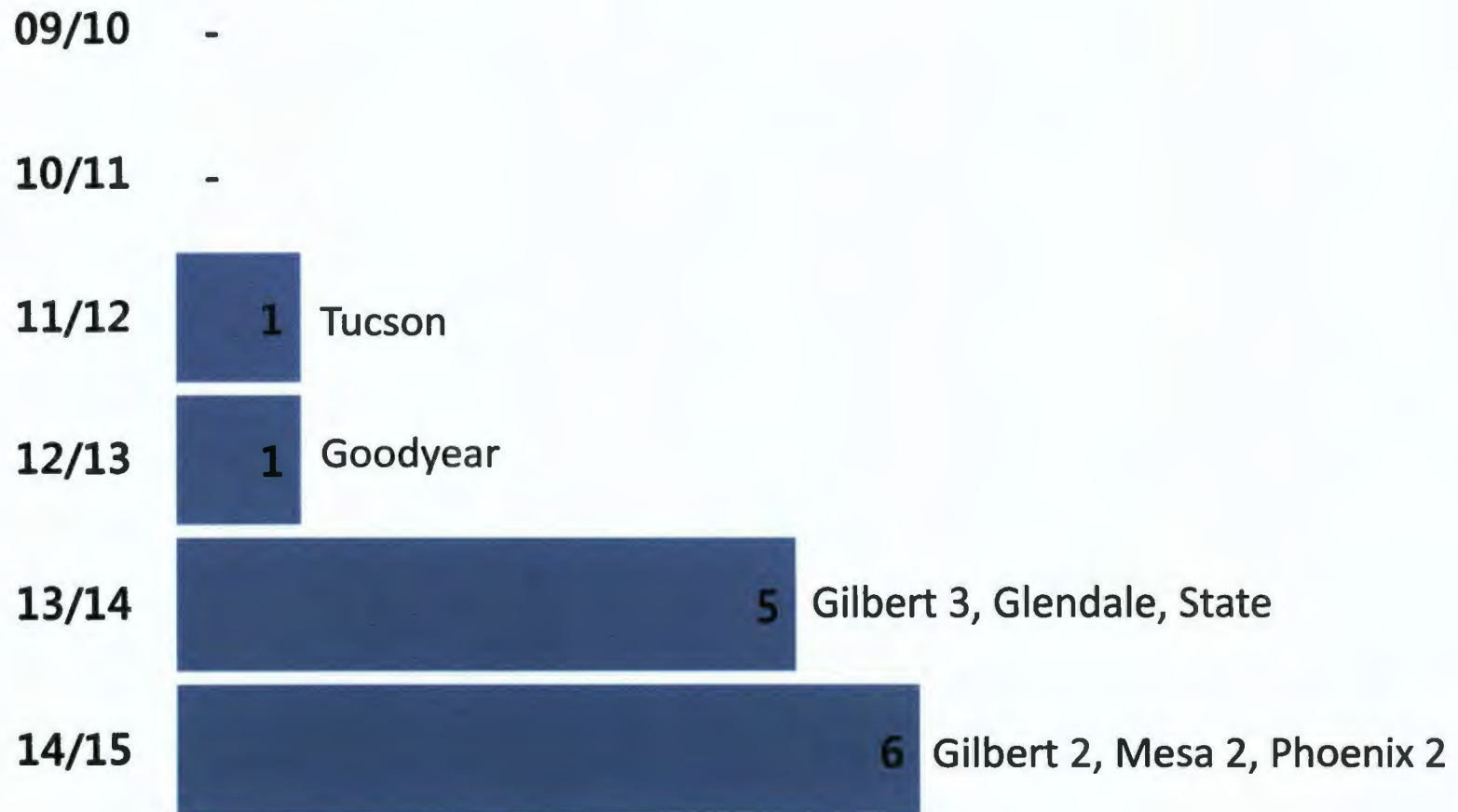
## So far this year, sworn police attrition is higher than in prior years



**This is primarily due to increased retirements**

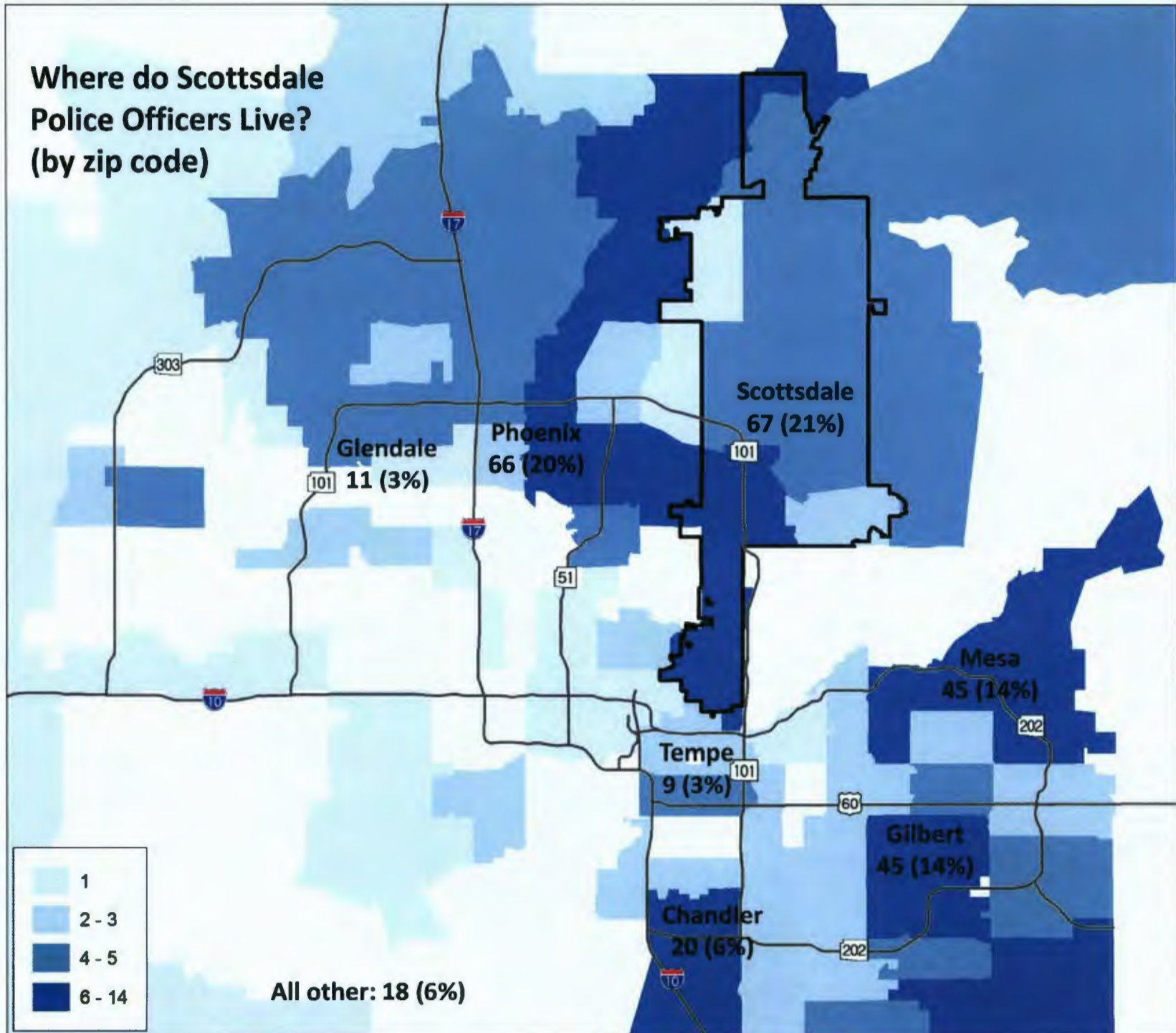


## However, recently Scottsdale officers have been leaving to work in other communities



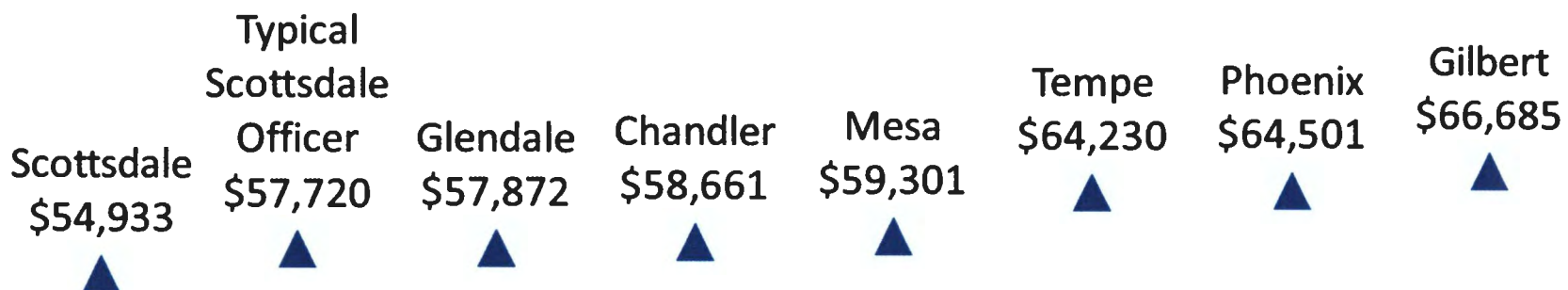


# Where do Scottsdale Police Officers Live? (by zip code)





## Other communities pay transfer officers for their prior law enforcement experience



**Salary paid for transfer officer  
with 5 years experience**

# **Salary ranges and progression through ranges**

## Scottsdale has the third highest minimum, and the highest maximum base salary



Sorted by maximum salary

## Other communities have steps to move through ranges

City	Step Policy?	Step size or typical increase	Years through range
Gilbert	Yes	5%	7
Glendale	Yes	5%	7
Mesa	Yes	5%	8
Phoenix	Yes	5.3% - 7.9%	7
Tempe*	Yes	3% (last three years 5%, 5%, 3%)	11
Chandler	No	Only if merit pay approved in budget (last three years – 0%, 5%, 5%)	N/A
Scottsdale	No	Only if merit pay approved in budget (last three years – 2%, 2%, 3%)	N/A

\*New policy moving forward.

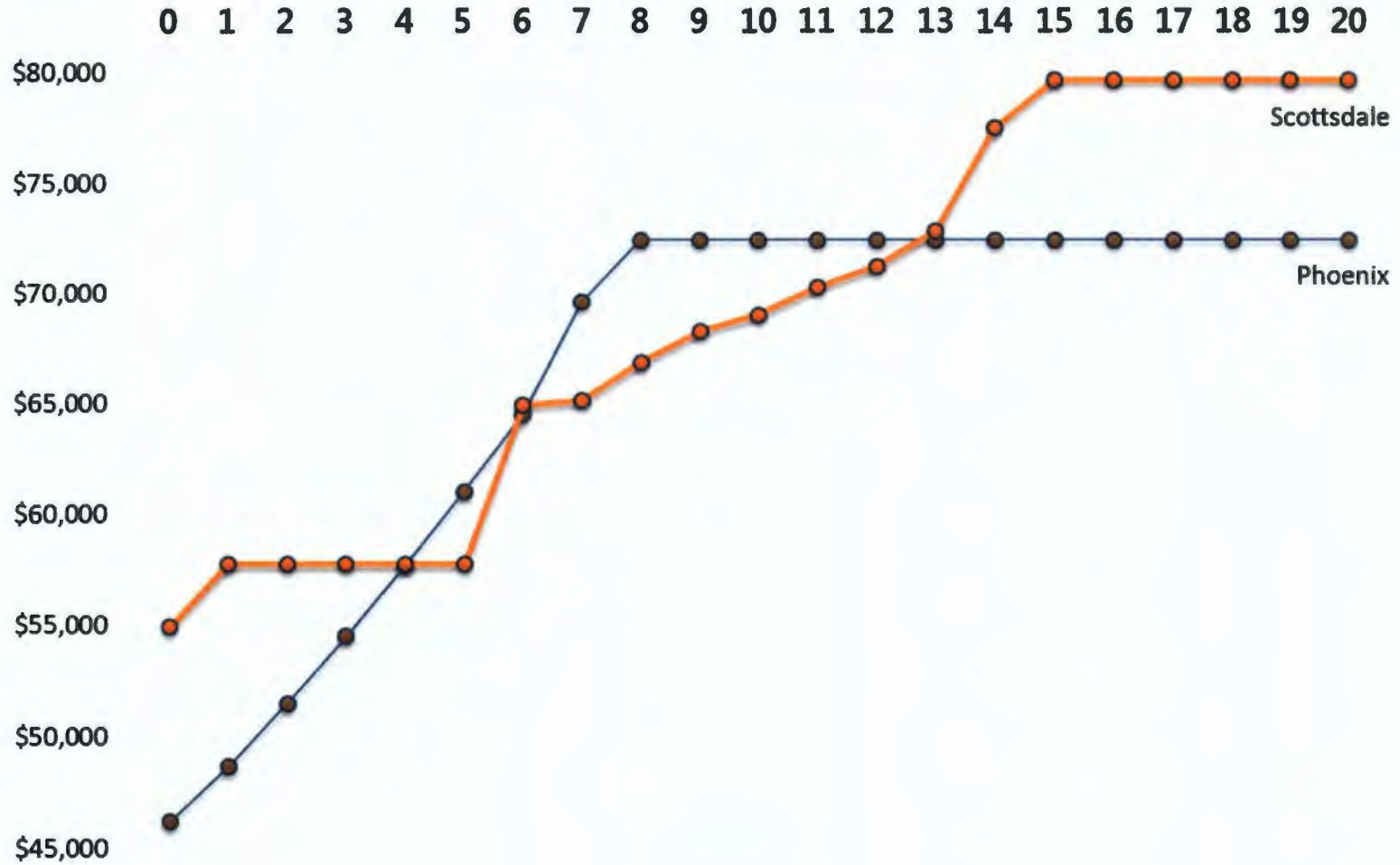
## And have given increases in recent years

Police officer ongoing salary adjustments (regardless of type)

City	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Phoenix	12.15%	4%	5%	6%	5%	5%
Gilbert	-	-	-	19.6%	5%	5%
Chandler	4.15%	-	5.833%	-	5%	5%
Glendale	-	-	3.91%	3.72%	5%	5%
Mesa	-2%	-	2%	5%	5%	5%
Tempe	-	-5%	-	5%	5%	3%
Scottsdale	-2%	-	-	2%	2%	3%

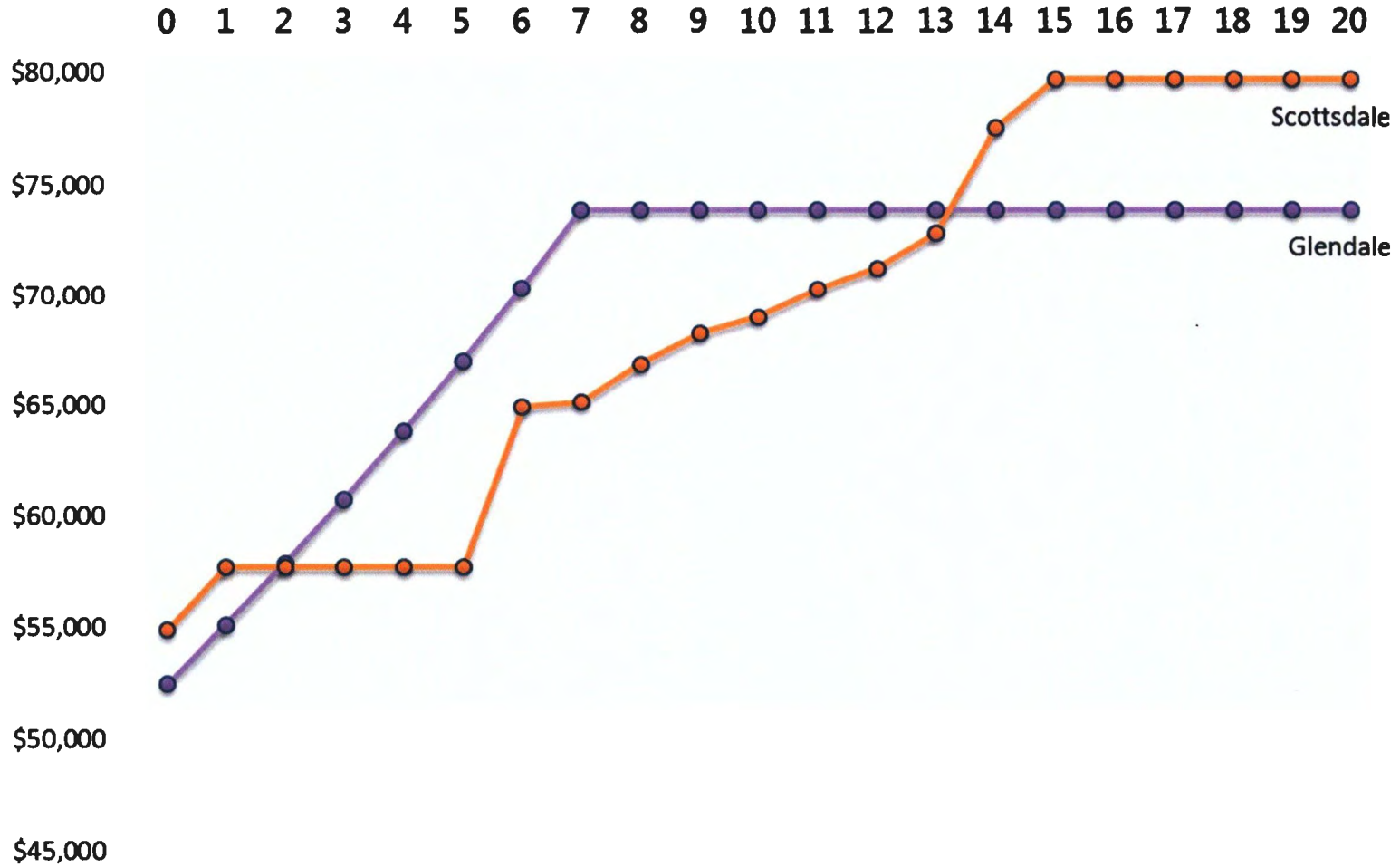
# Scottsdale Typical compared to Phoenix (base salary only)

Completed Years of Service

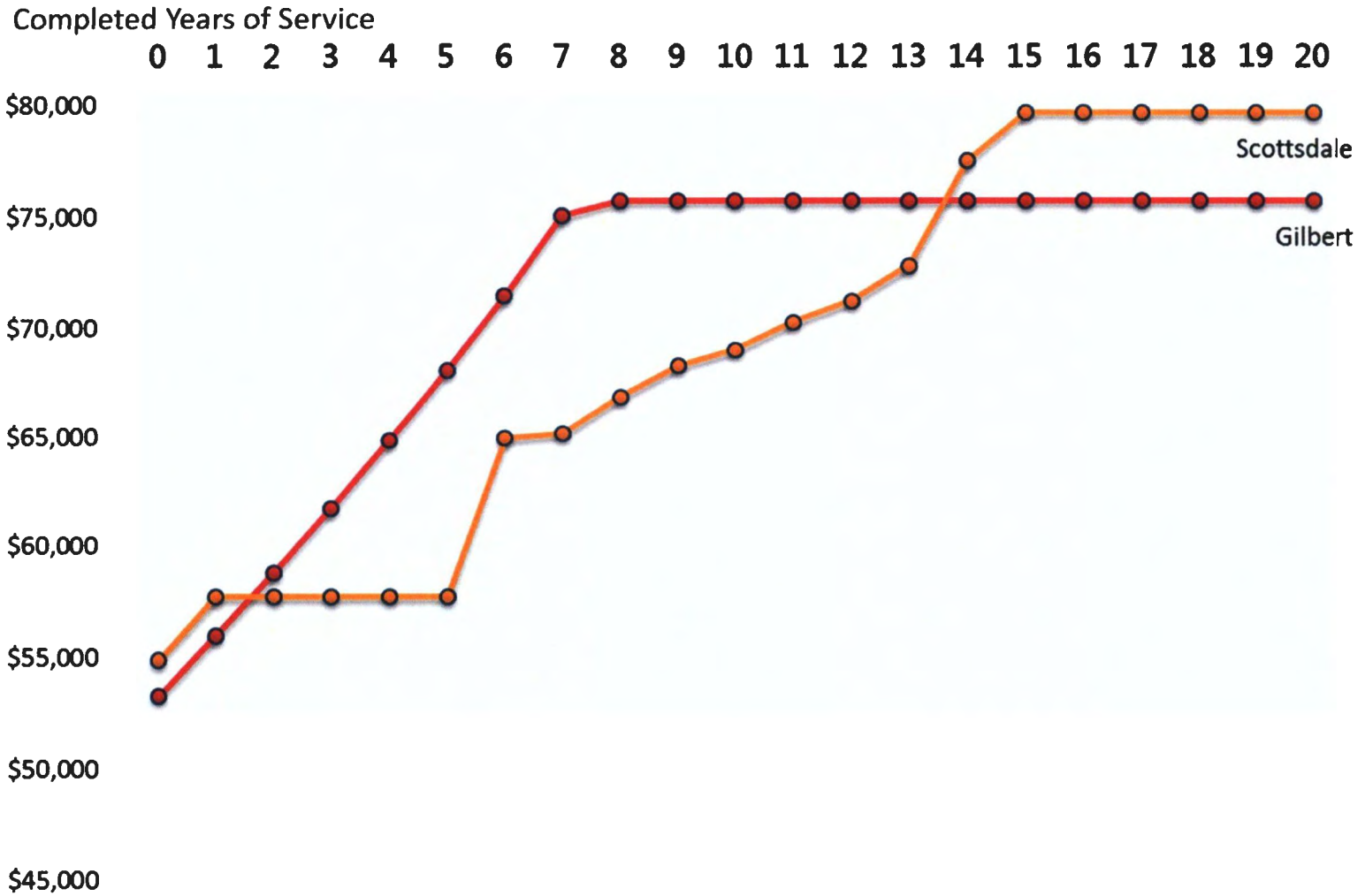


# Scottsdale Typical compared to Glendale (base salary only)

Completed Years of Service

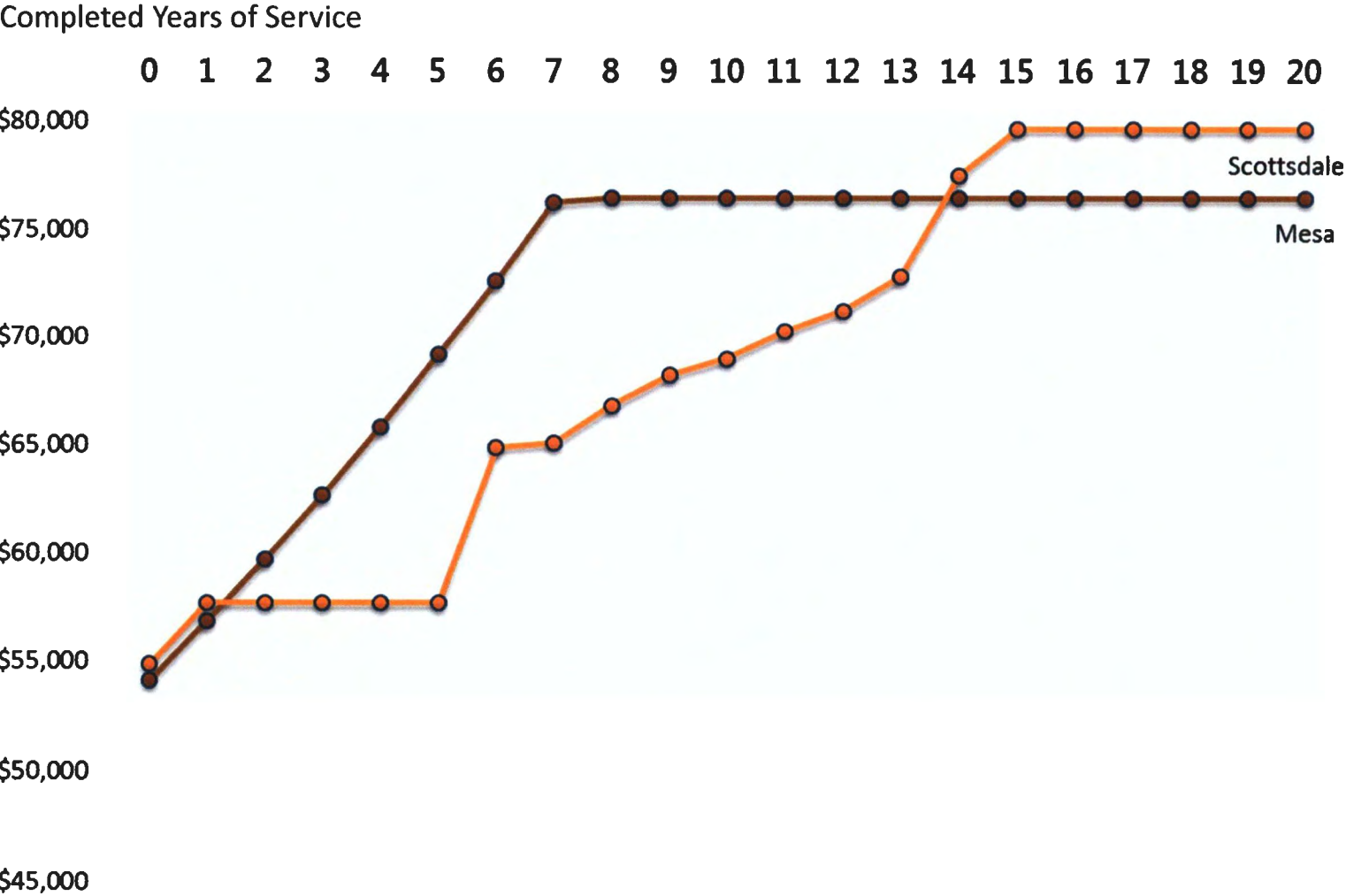


# Scottsdale Typical compared to Gilbert (base salary only)



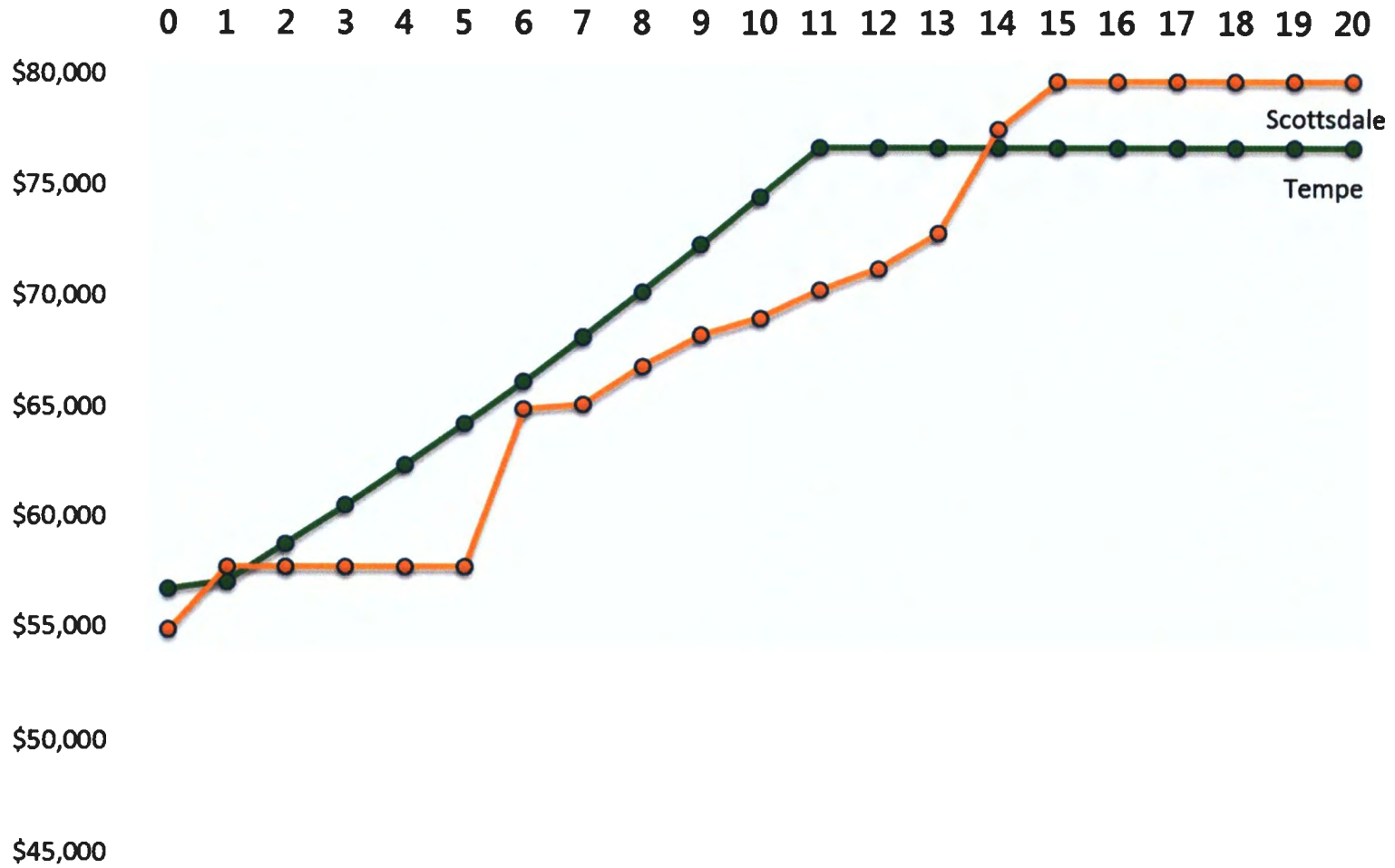


# Scottsdale Typical compared to Mesa (base salary only)



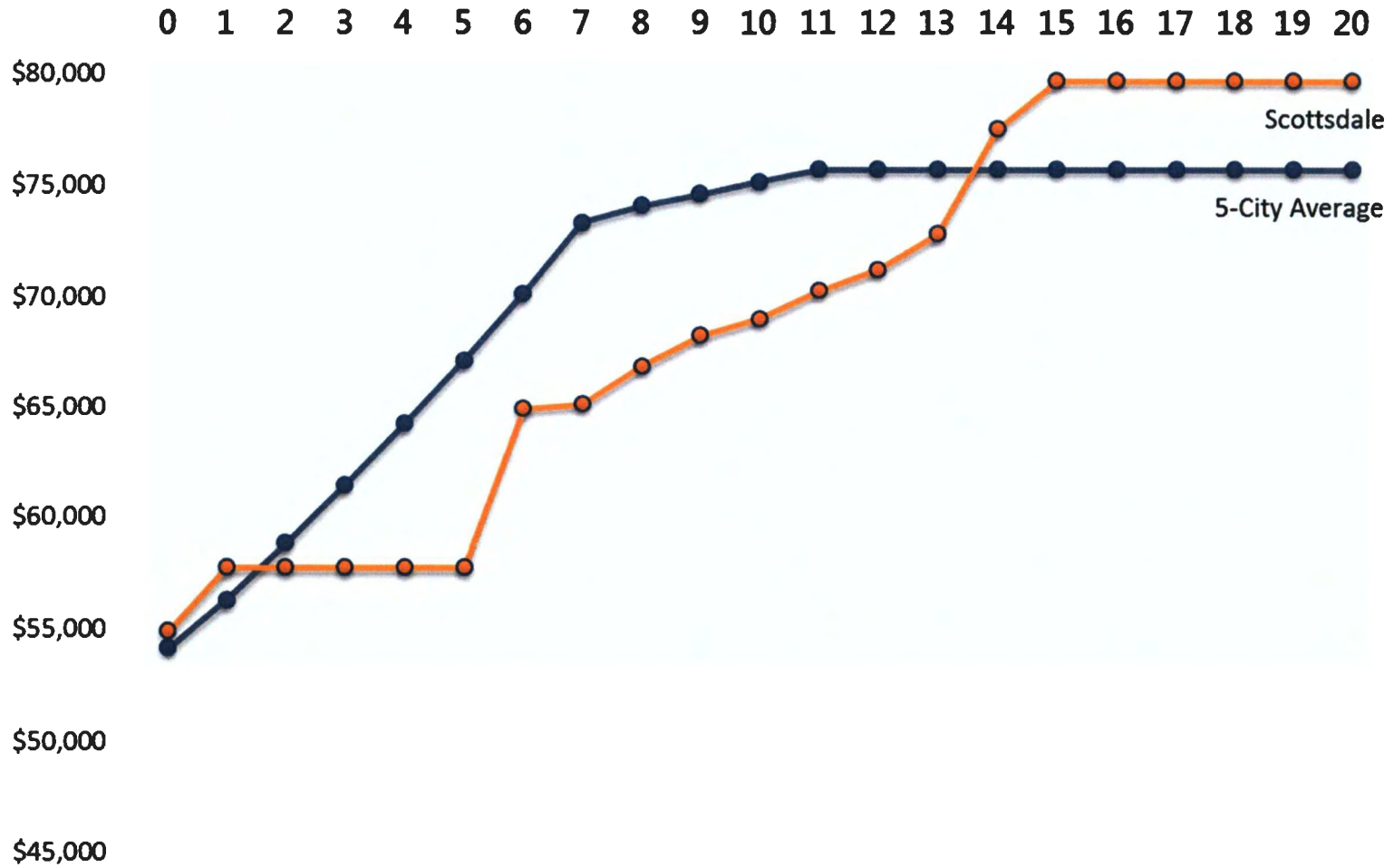
# Scottsdale Typical compared to Tempe (base salary only)

Completed Years of Service

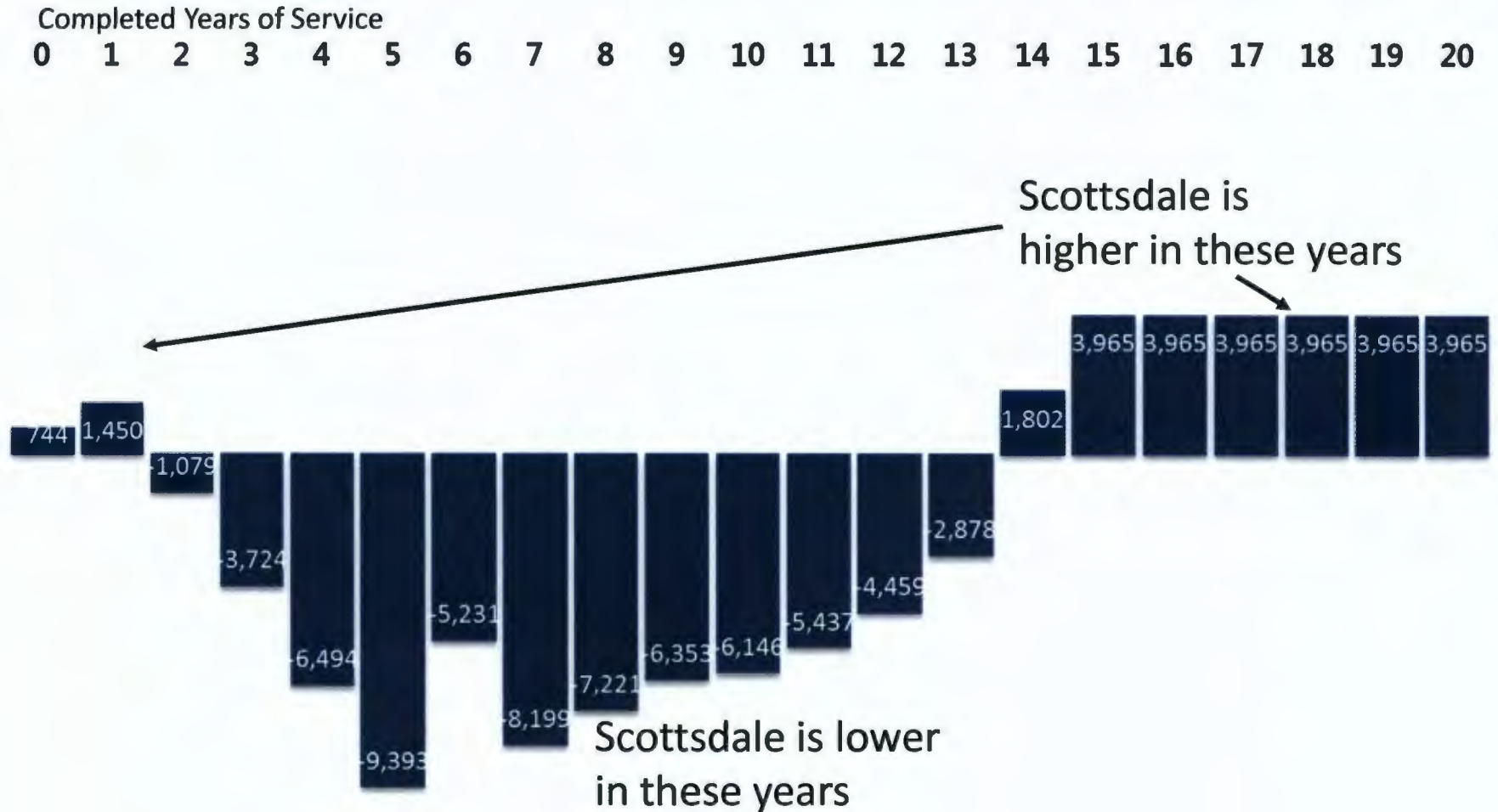


# Scottsdale Typical compared to 5-city step average base salary

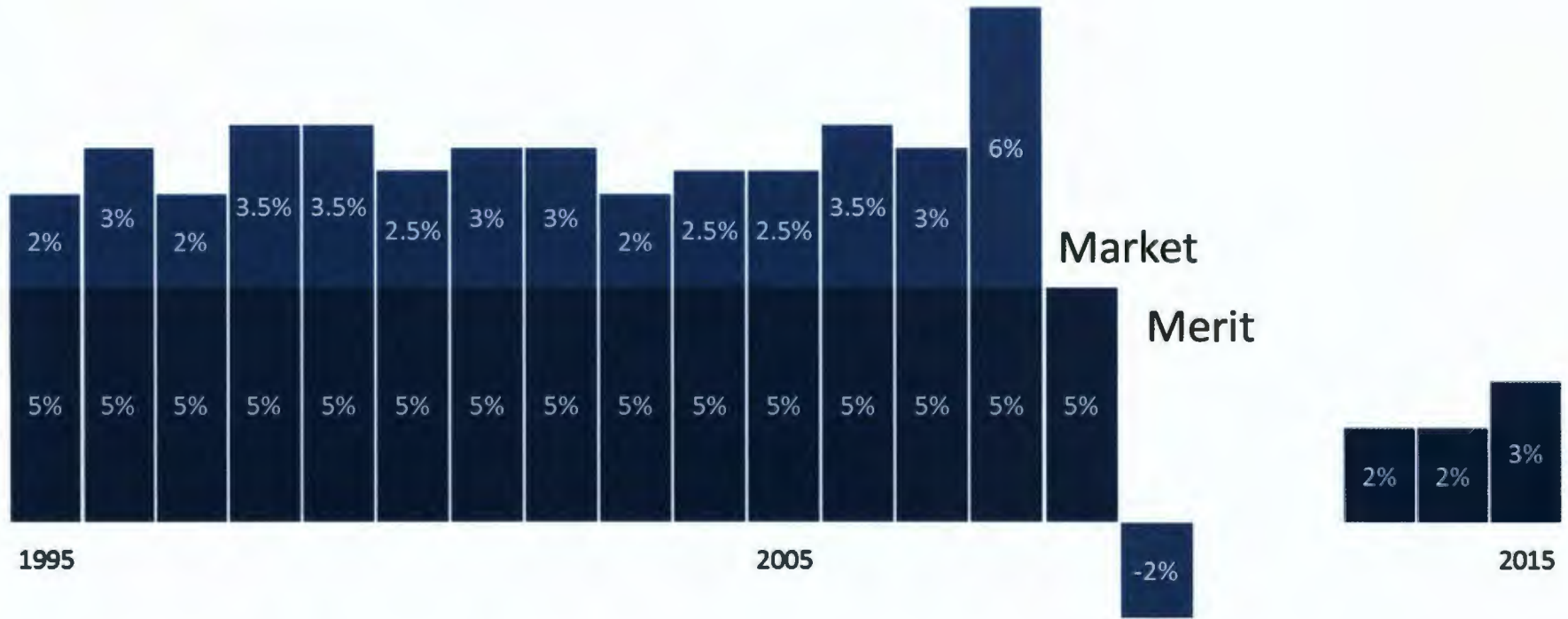
Completed Years of Service



# Because of step programs and increases there is a gap between the Valley average and current Scottsdale salaries



**Also, because Scottsdale has changed from past levels of merit and market increases**



## Other cities pay more in additional cash compensation

City	Officers	Average Salary	Average Other Pays	Average Total Cash	<i>% of Salary</i>
Chandler	252	69,048	5,023	74,071	7%
Glendale	309	64,278	330	64,609	1%
Phoenix	2,358	71,037	8,986	80,023	13%
Scottsdale	340	\$66,741	\$1,746	\$67,431	1%

Gilbert, Mesa and Tempe did not provide FY 2013/14 actual salary information.

**The gap at the top of the range narrows  
once additional cash benefits are considered**

City	Maximum Base Salary	Deferred Comp- ensation	Retirement Health Savings	Longevity Pay	Total	% of Base	Rank
Tempe	76,694	780	650	1,917	80,041	104%	1
Scottsdale	79,664	-	-	-	79,664	100%	2
Chandler	75,733	757	390	1,515	78,395	104%	3
Phoenix	72,426	72	1,800	4,000	78,298	108%	4
Glendale	73,861	2,600	-	1,600	78,061	106%	5
Mesa	76,502	765	-	-	77,267	101%	6
Gilbert	73,528	-	-	-	73,528	100%	7
Average	75,456	710	406	1,290	77,861	103%	

Source: City of Chandler

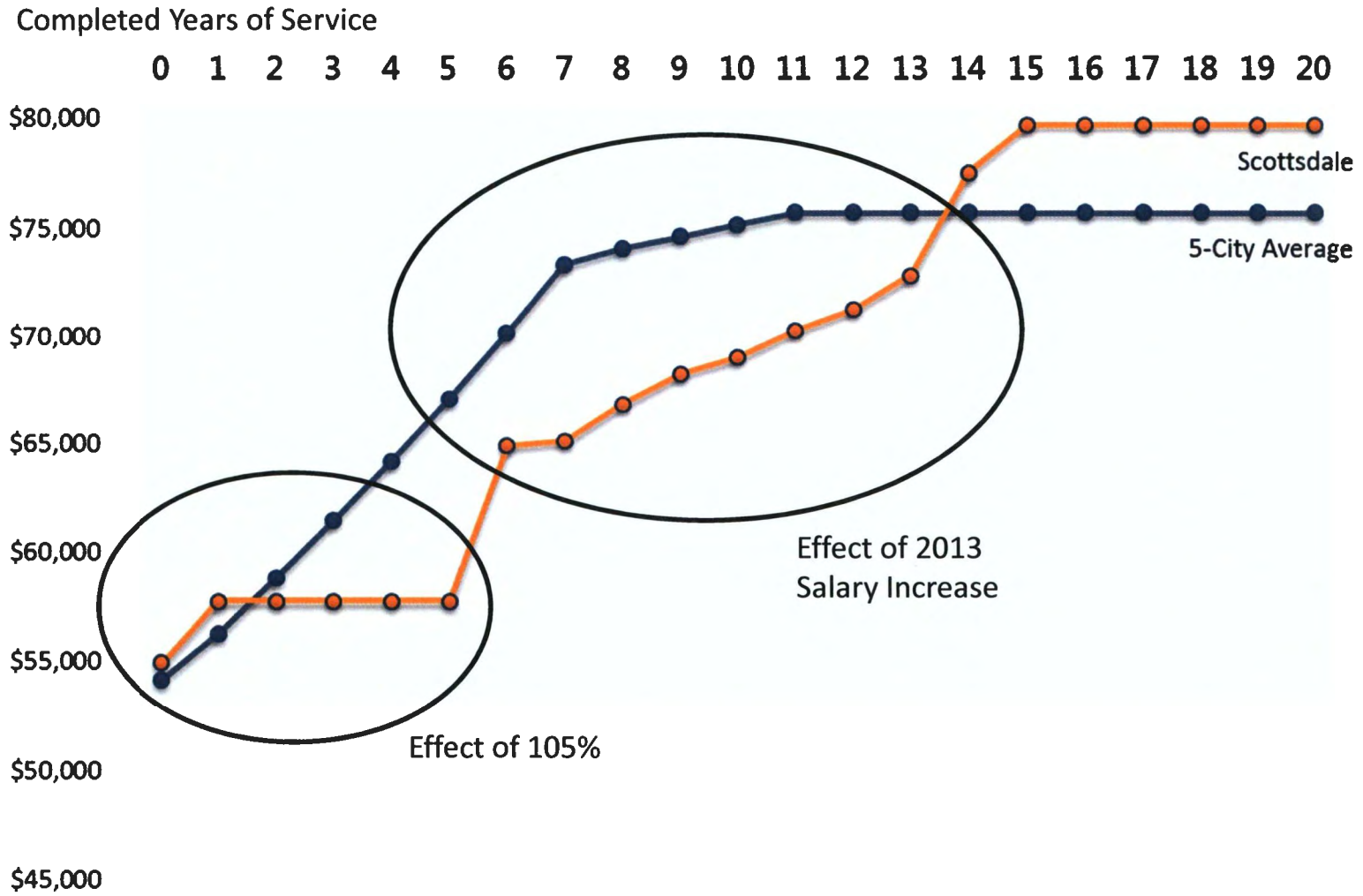
# **Options and Costs**



## **Recent decisions that impacted police officer compensation**

- 105% of Valley average approach – adjusted minimum salaries
- Citywide compensation study – adjusted salary ranges
- 2013 salary increase – salary increase and market adjustment

# How do officers move through their range?



## A. Budget 3% increases up to maximum salary (in millions)

A. 3%  
to max

---

15/16	\$43.12
16/17*	46.10
17/18	46.00
18/19	47.43
19/20	48.78

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5-Year Additional	
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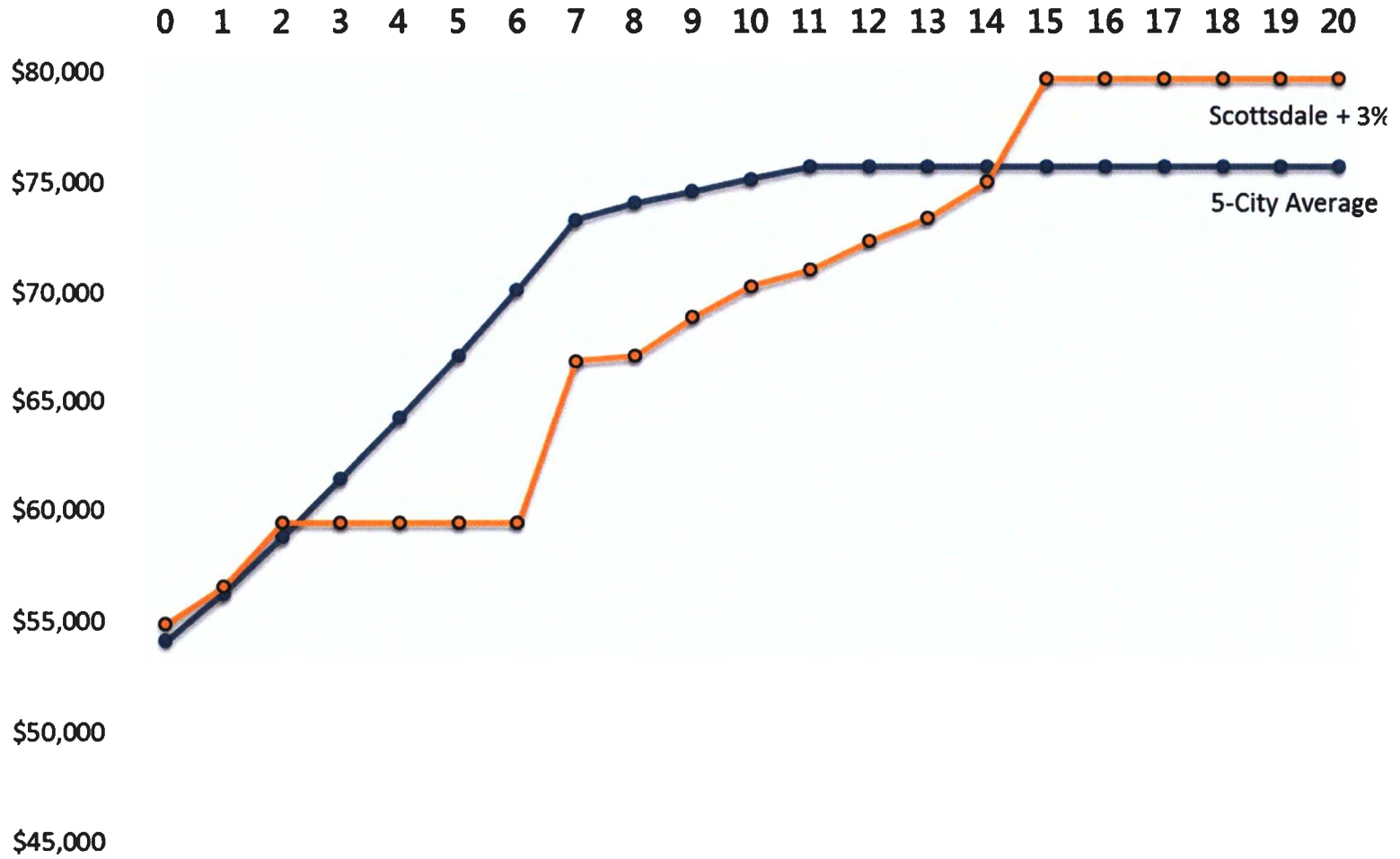
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5-Year Total	\$231.43
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\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

# Effect of 3% increase on FY 2015/16 base salaries

Completed Years of Service



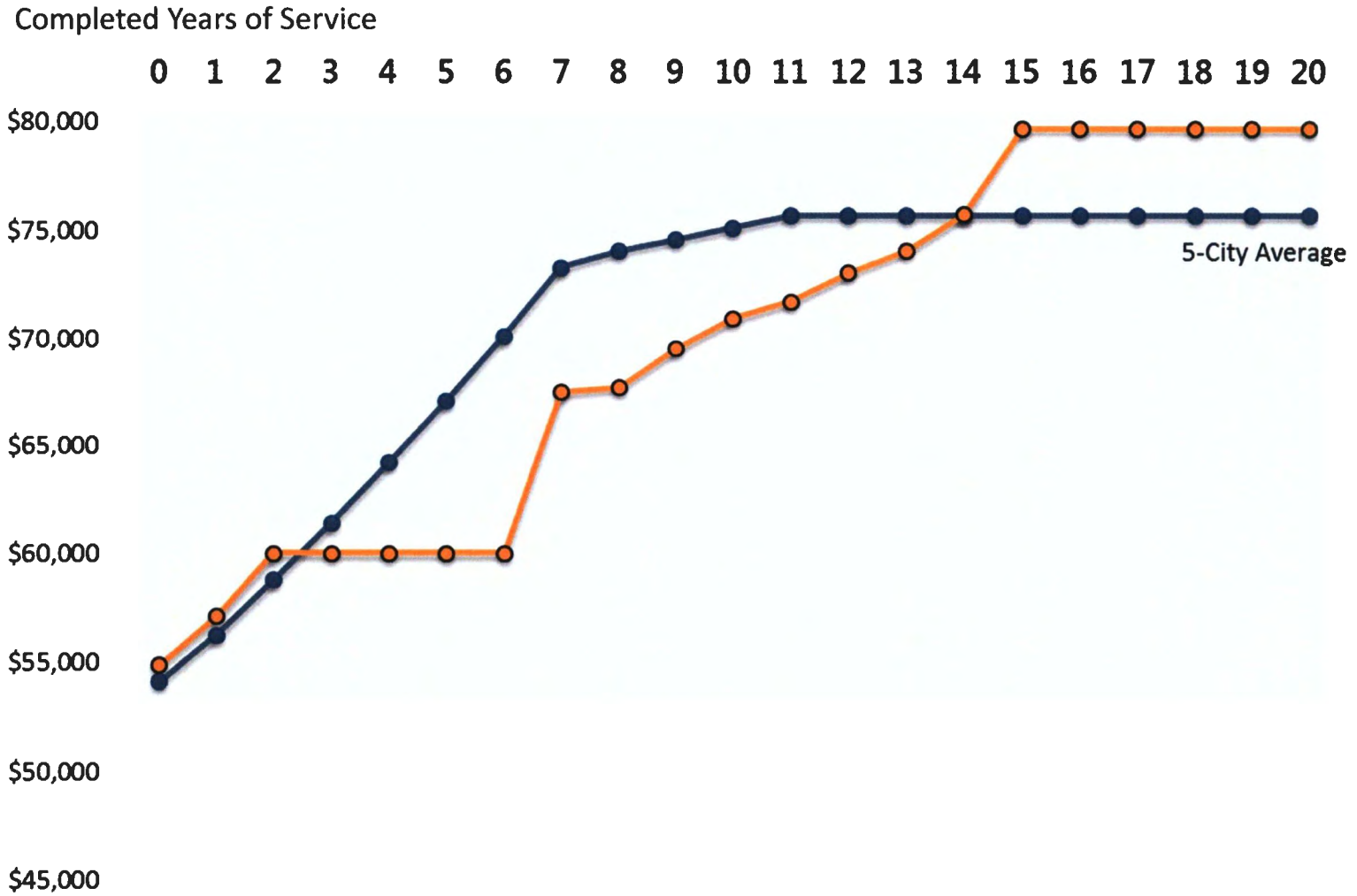
**B. Budget 4% increases up to maximum salary (in millions)**

B. 4%  
to max

15/16	\$43.12	+\$0.29
16/17*	46.10	0.60
17/18	46.00	0.85
18/19	47.43	0.98
19/20	48.78	1.00
5-Year Additional		+\$3.72
5-Year Total	\$231.43	\$235.15

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

# Effect of 4% increase on FY 2015/16 base salaries



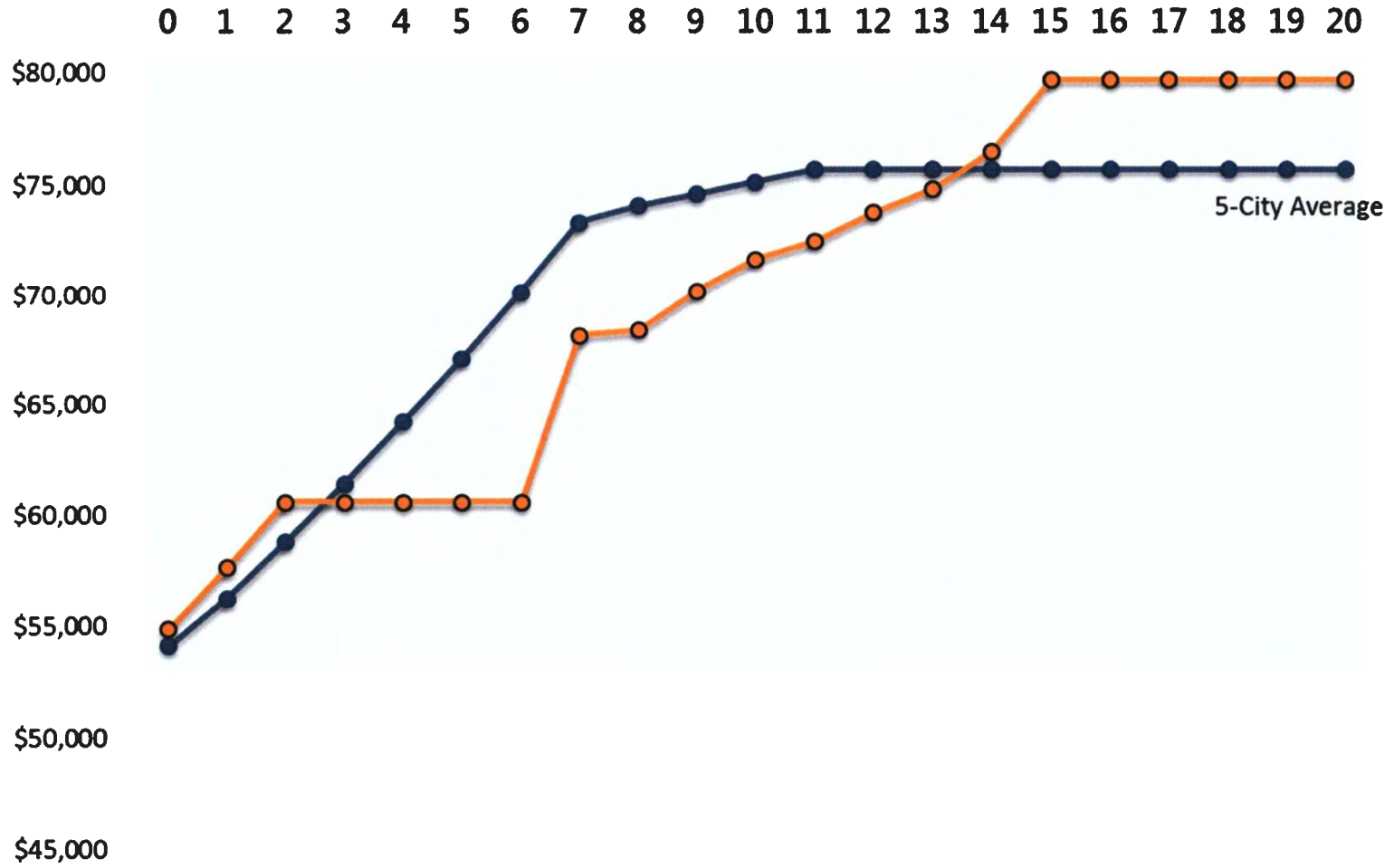
### C. Budget 5% increases up to maximum salary (in millions)

		C. 5% to max
15/16	\$43.12	+\$0.57
16/17*	46.10	1.19
17/18	46.00	1.60
18/19	47.43	1.78
19/20	48.78	1.58
5-Year Additional		+\$6.72
5-Year Total	\$231.43	\$238.15

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

# Effect of 5% increase on FY 2015/16 salaries

Completed Years of Service





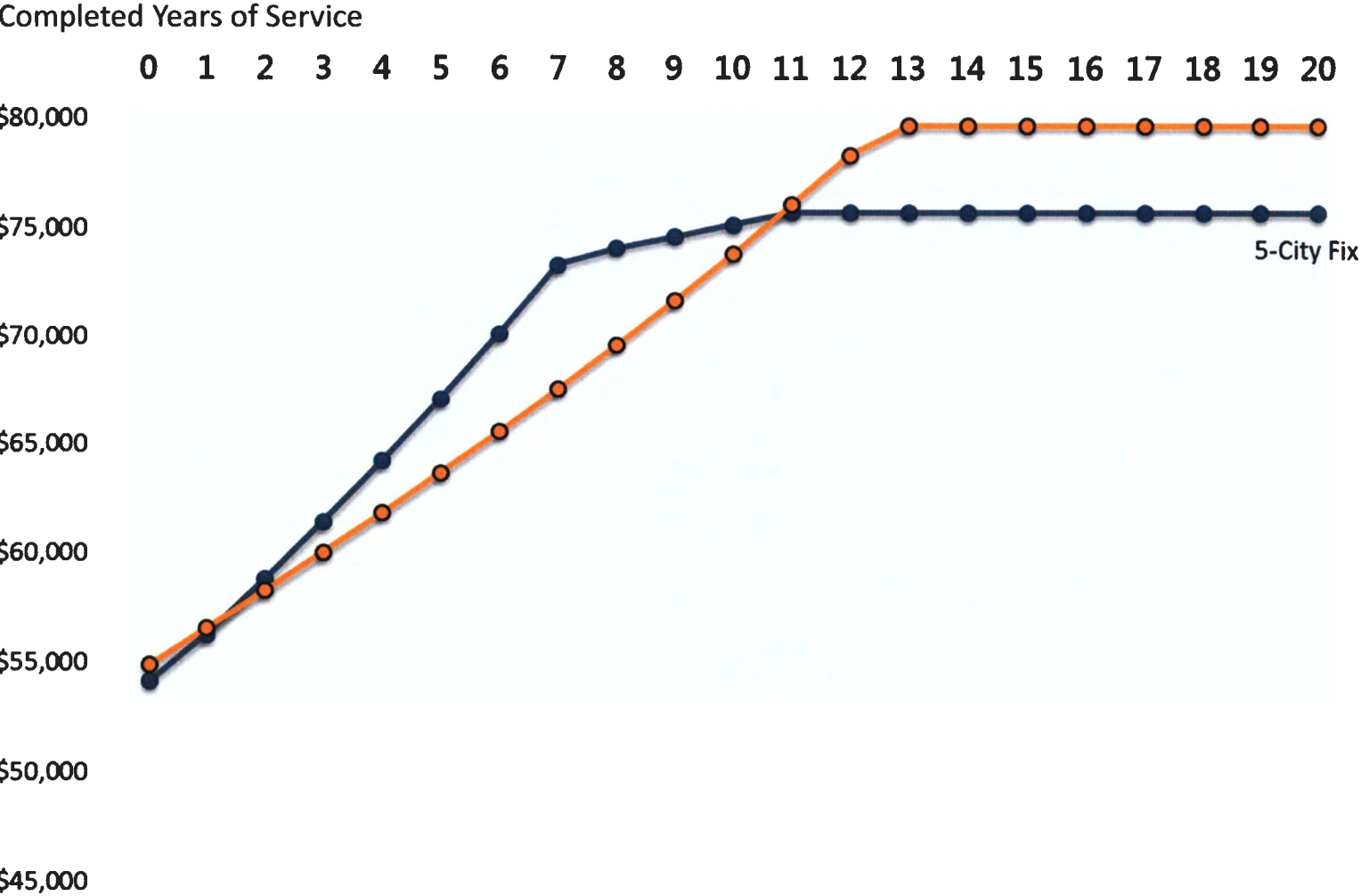
**D. Move officers to the appropriate 3% step  
Then budget 3% increases up to maximum salary (in millions)**

D. 3% step  
fix

15/16	\$43.12	+\$1.45
16/17*	46.10	1.34
17/18	46.00	1.06
18/19	47.43	0.85
19/20	48.78	0.64
5-Year Additional		+\$5.35
5-Year Total	\$231.43	\$236.78

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

# Effect of 3% step fix on FY 2015/16 salaries



## E. Move officers to the appropriate 4% step

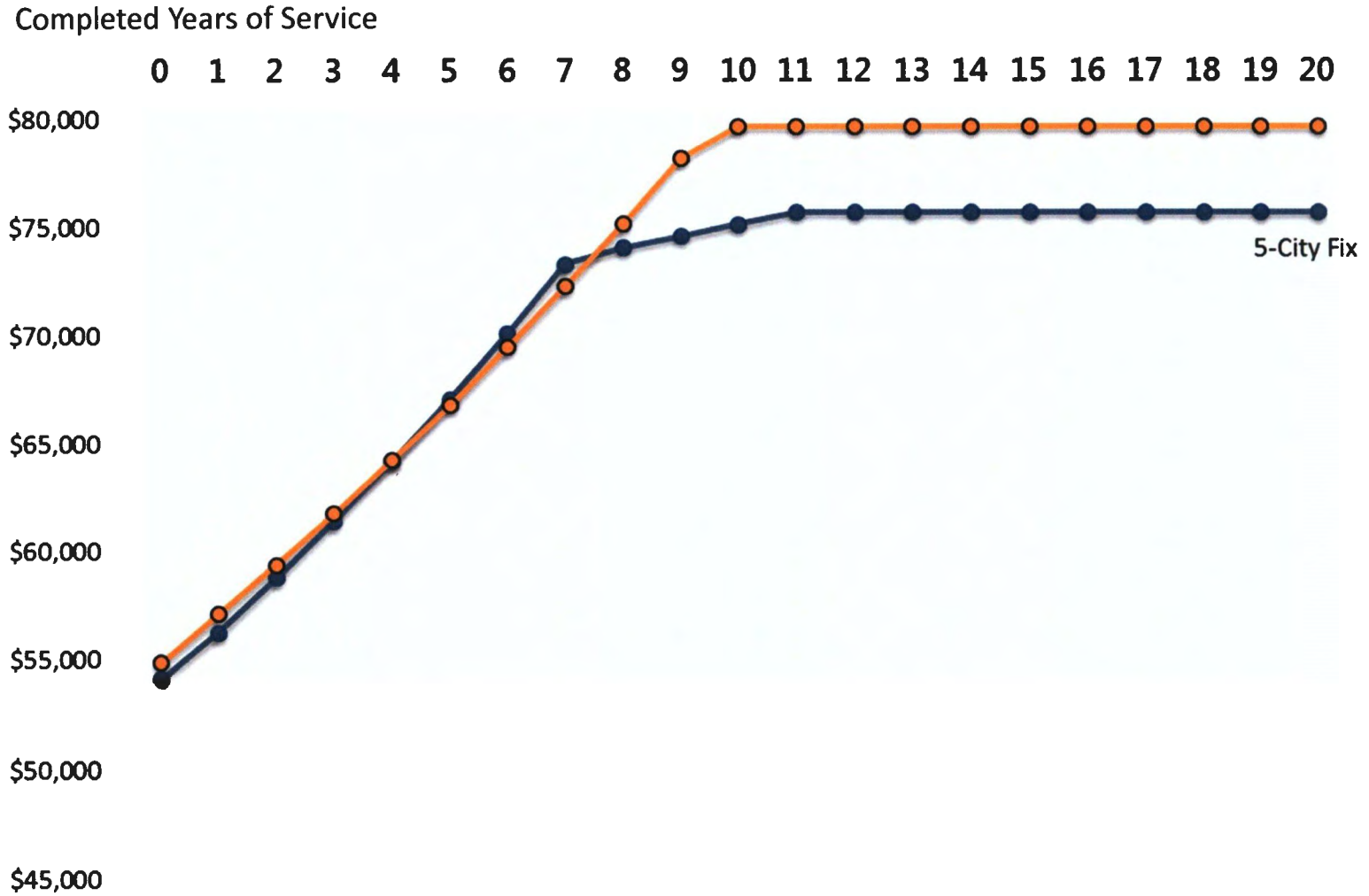
Then budget 4% increases up to maximum salary (in millions)

		E. 4% step fix
15/16	\$43.12	+\$2.81
16/17*	46.10	2.73
17/18	46.00	2.25
18/19	47.43	1.85
19/20	48.78	1.50
5-Year Additional		+\$11.14
5-Year Total	\$231.43	\$242.57

\*Based on 27 pay periods

Includes increases for health, dental,  
retirement in the outer years

# Effect of 4% step fix on FY 2015/16 salaries



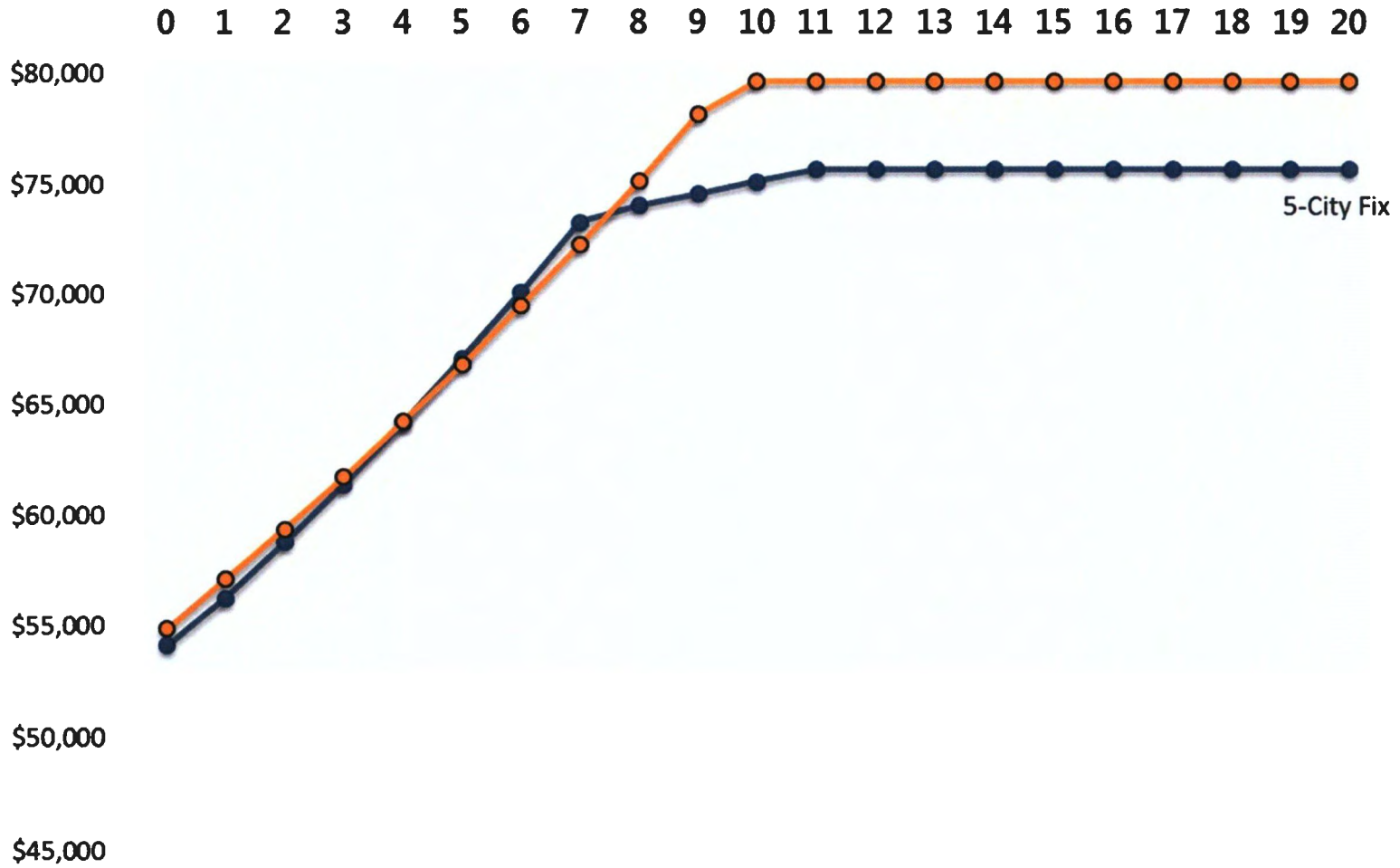
**F. Move officers to the appropriate 5% step  
Then budget 5% increases up to maximum salary (in millions)**

		F. 5% step fix
15/16	\$43.12	+\$3.52
16/17*	46.10	3.32
17/18	46.00	2.76
18/19	47.43	2.38
19/20	48.78	2.03
5-Year Additional		+\$14.01
5-Year Total	\$231.43	\$245.44

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

# Effect of 5% step fix on FY 2015/16 base salaries

Completed Years of Service



## Financial implications (in millions)

	A. 3% to max	B. 4% to max	C. 5% to max	D. 3% step fix	E. 4% step fix	F. 5% step fix
15/16	\$43.12	+\$0.29	+\$0.57	+\$1.45	+\$2.81	+\$3.52
16/17*	46.10	0.60	1.19	1.34	2.73	3.32
17/18	46.00	0.85	1.60	1.06	2.25	2.76
18/19	47.43	0.98	1.78	0.85	1.85	2.38
19/20	48.78	1.00	1.58	0.64	1.50	2.03
5-Year Additional		+\$3.72	+\$6.72	+\$5.35	+\$11.14	+\$14.01
5-Year Total	\$231.43	\$235.15	\$238.15	\$236.78	\$242.57	\$245.44

\*Based on 27 pay periods

Includes increases for health, dental,  
retirement in the outer years

# **Discussion and Possible Direction**



## **How do we memorialize whatever is agreed upon?**

The City Council could add a Financial Policy:

For the purpose of preparing the proposed operating budget, the city manager will include funds sufficient to provide increases of X% for each authorized police officer up to the maximum salary of the pay range unless otherwise directed by City Council.

## Discussion and possible direction to staff

### 1. Salary Ranges

OK as is?

Are changes needed?

### 2. Progression through ranges?

A. 3%

B. 4%

C. 5%

Other?

### 3. Fix to step?

D. 3%

E. 4%

F. 5%

Other?

### 4. Other ideas or options?



City Manager's Office

3939 N. Drinkwater Blvd  
Scottsdale, AZ 85251

PHONE 480-312-7288  
FAX 480-312-9055  
WEB [www.ScottsdaleAZ.gov](http://www.ScottsdaleAZ.gov)

**Date:** February 3, 2015  
**To:** Honorable Mayor and Members of the City Council  
**From:** Brent Stockwell  
**Subject:** Feb. 10, 2015 item, Police Compensation Issues

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In addition to the PowerPoint presentation, here are five more attachments to the City Council Report.

Attachments:

- N. Financial Implications of Police Officer Pay Plans
- O. Full-Time Turnover and Attrition Overview
- P. Full-Time Turnover and Attrition Statistic
- Q. Police Officer Total Cash Compensation – August 2014 – City of Chandler
- R. FY 2013/14 Payroll Data Analysis

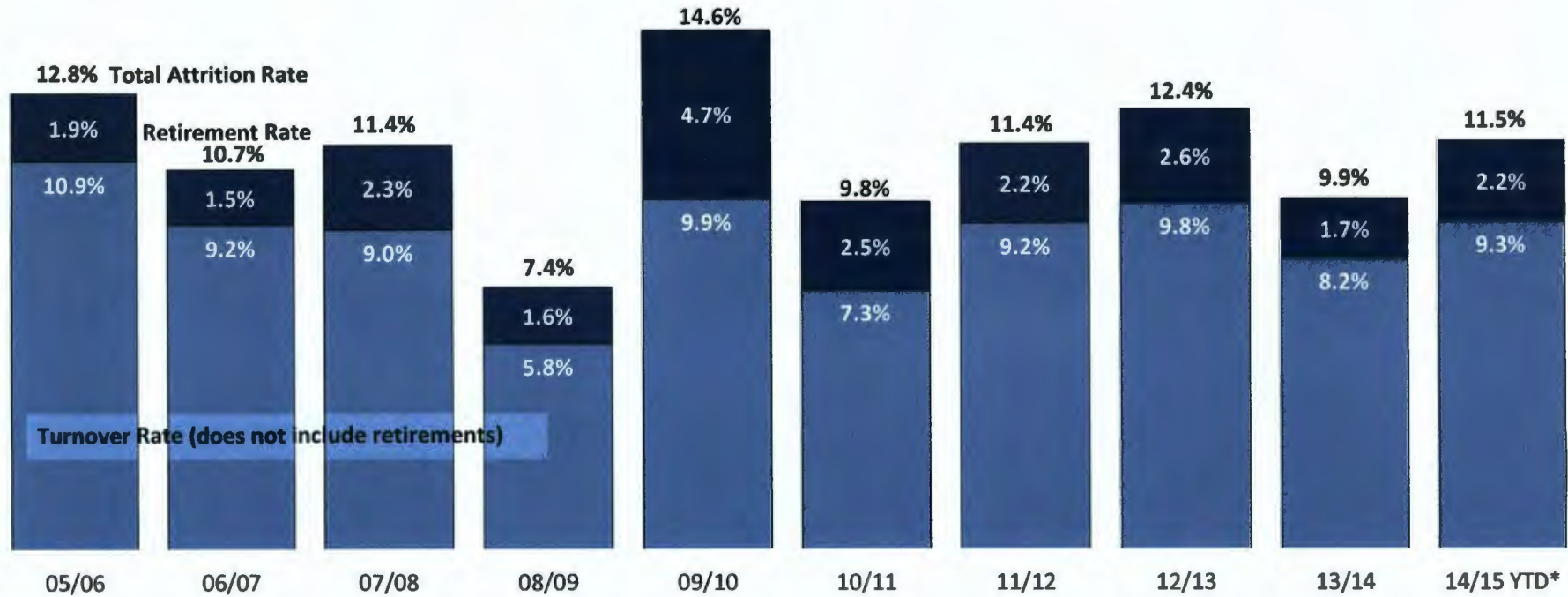
Financial Implications of Police Officer Pay Plans (in millions)  
Using 3% Increase as Base

	A. Base Budget Assumption 3% to max	B. 4% to max cost	Change from Base (B-A)	C. 5% to max cost	Change from Base (C-A)	D. 3% step fix with 3% to max ongoing	Change from Base (D-A)	E. 4% step with 4% to max ongoing	Change from Base (E-A)	F. 5% step with 5% to max ongoing	Change from Base (F-A)
FY 2015/16	\$43.12	\$43.41	\$0.29	\$43.69	\$0.57	\$44.57	\$1.45	\$45.93	\$2.81	\$46.64	\$3.52
FY 2016/17*	46.10	46.70	0.6	47.29	\$1.19	47.44	\$1.34	48.83	\$2.73	49.42	\$3.32
FY 2017/18	46.00	46.85	0.85	47.60	\$1.60	47.06	\$1.06	48.25	\$2.25	48.76	\$2.76
FY 2018/19	47.43	48.41	0.98	49.21	\$1.78	48.28	\$0.85	49.28	\$1.85	49.81	\$2.38
FY 2019/20	\$48.78	\$49.78	\$1.00	\$50.36	\$1.58	\$49.42	\$0.64	\$50.28	\$1.50	\$50.81	\$2.03
5-Year Total	\$231.43	\$235.15	\$3.72	\$238.15	\$6.72	\$236.78	\$5.35	\$242.57	\$11.14	\$245.44	\$14.01

Financial Implications of Police Officer Pay Plans (in millions)  
Using no increase as the base

	Base - No Increase	A. 3% to max	Change from Base	B. 4% to max cost	Change from Base	C. 5% to max cost	Change from Base	D. 3% step fix with 3% to max ongoing	Change from Base	E. 4% step with 4% to max ongoing	Change from Base	F. 5% step with 5% to max ongoing	Change from Base
FY 2015/16	\$42.20	\$43.12	\$0.92	\$43.41	\$1.21	\$43.69	\$1.49	\$44.57	\$2.37	\$45.93	\$3.73	\$46.64	\$4.44
FY 2016/17*	44.23	46.10	\$1.87	46.70	\$2.47	47.29	\$3.06	47.44	\$3.21	48.83	\$4.60	49.42	\$5.19
FY 2017/18	43.26	46.00	\$2.74	46.85	\$3.59	47.60	\$4.34	47.06	\$3.80	48.25	\$4.99	48.76	\$5.50
FY 2018/19	43.82	47.43	\$3.61	48.41	\$4.59	49.21	\$5.39	48.28	\$4.46	49.28	\$5.46	49.81	\$5.99
FY 2019/20	\$44.40	\$48.78	\$4.38	\$49.78	\$5.38	\$50.36	\$5.96	\$49.42	\$5.02	\$50.28	\$5.88	\$50.81	\$6.41
5-Year Total	\$217.91	\$231.43	\$13.52	\$235.15	\$17.24	\$238.15	\$20.24	\$236.78	\$18.86	\$242.57	\$24.66	\$245.44	\$27.53

City of Scottsdale Full-Time Turnover and Attrition Information



Year	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15 YTD*
Terminations	260	228	231	150	236	171	208	218	184	103
Retirements	45	38	60	41	112	58	50	58	38	25
Approved Full-Time positions	2,375	2,483	2,554	2,573	2,385	2,332	2,258	2,231	2,242	1113.5
Total Attrition Rate (includes retirements, resignations and dismissals)	12.8%	10.7%	11.4%	7.4%	14.6%	9.8%	11.4%	12.4%	9.9%	11.5%
Turnover Rate (does not include retirements)	10.9%	9.2%	9.0%	5.8%	9.9%	7.3%	9.2%	9.8%	8.2%	9.3%
Retirement Rate	1.9%	1.5%	2.3%	1.6%	4.7%	2.5%	2.2%	2.6%	1.7%	2.2%
Maricopa County Unemployment Rate**	4.0%	3.5%	3.1%	5.2%	9.0%	9.6%	8.4%	7.1%	5.6%	4.8%
Market Adjustments	3.5%	3.0%	6.0%	0.0%	-2.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\* FY 2014/15 is partial year data through the 13th pay period on Dec. 13, 2014 (50% of the way through the fiscal year).

\*\*Unemployment Rate is for the calendar year that ended within that fiscal year. For example, FY 2013/14 is calendar year 2013. FY 2014/15 is for most recent month available (November 2014).

FY 2005/06 to present provided by payroll.

City of Scottsdale Full-Time Turnover and Attrition Statistics - FY 2009/10 - 2014/15

	FY 2009/10			FY 2010/11			FY 2011/12			FY 2012/13			FY 2013/14			FY 2014/15 YTD		
	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%
<b>Full-time Employee Total Attrition Rate</b>																		
City Officials and Charter Officers	36	276	13.0%	18	244	7.4%	33	221	14.9%	34	230	14.8%	32	232	13.8%	16	113	14.2%
Administrative Services	17	128	13.3%	17	139	12.2%	13	137	9.5%	16	122	13.1%	11	122	9.0%	3	60	5.0%
Community and Economic Development	46	233	19.7%	17	226	7.5%	30	201	14.9%	16	188	8.5%	10	189	5.3%	8	93	8.6%
Community Services	42	292	14.4%	25	285	8.8%	28	274	10.2%	26	273	9.5%	25	270	9.3%	20	134	14.9%
Public Safety - Fire	7	267	2.6%	10	268	3.7%	6	257	2.3%	14	258	5.4%	7	265	2.6%	5	134	3.7%
- Sworn Fire Only	3	240	1.3%	7	239	2.9%	5	234	2.1%	10	236	4.2%	4	244	1.6%	4	122	3.3%
Public Safety - Police	47	704	6.7%	33	686	4.8%	47	672	7.0%	51	663	7.7%	51	666	7.7%	32	331	9.7%
- Sworn Police Only	25	430	5.8%	21	423	5.0%	23	413	5.6%	33	413	8.0%	28	413	6.8%	23	207	11.1%
Public Works	24	302	7.9%	27	295	9.2%	33	294	11.2%	32	293	10.9%	21	294	7.1%	11	148	7.5%
Water Resources	17	183	9.3%	24	189	12.7%	18	202	8.9%	29	204	14.2%	27	204	13.2%	8	103	7.8%
<b>Total</b>	<b>236</b>	<b>2,385</b>	<b>9.9%</b>	<b>171</b>	<b>2,332</b>	<b>7.3%</b>	<b>208</b>	<b>2,258</b>	<b>9.2%</b>	<b>218</b>	<b>2,231</b>	<b>9.8%</b>	<b>184</b>	<b>2,242</b>	<b>8.2%</b>	<b>103</b>	<b>1,114</b>	<b>9.3%</b>

	FY 2009/10			FY 2010/11			FY 2011/12			FY 2012/13			FY 2013/14			FY 2014/15 YTD		
	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%
<b>Full-time Employee Voluntary Turnover Rate</b>																		
City Officials and Charter Officers	12	276	4.3%	15	244	6.1%	22	221	10.0%	25	230	10.9%	24	232	10.3%	14	113	12.4%
Administrative Services	5	128	3.9%	11	139	7.9%	7	137	5.1%	8	122	6.6%	9	122	7.4%	3	60	5.0%
Community and Economic Development	6	233	2.6%	12	226	5.3%	12	201	6.0%	7	188	3.7%	8	189	4.2%	5	93	5.4%
Community Services	12	292	4.1%	13	285	4.6%	15	274	5.5%	18	273	6.6%	21	270	7.8%	13	134	9.7%
Public Safety - Fire	2	267	0.7%	7	268	2.6%	3	257	1.2%	9	258	3.5%	6	265	2.3%	2	134	1.5%
- Sworn Fire Only	-	240	0.0%	5	239	2.1%	2	234	0.9%	6	236	2.5%	3	244	1.2%	1	122	0.8%
Public Safety - Police	15	704	2.1%	11	686	1.6%	34	672	5.1%	37	663	5.6%	34	666	5.1%	17	331	5.1%
- Sworn Police Only	5	430	1.2%	5	423	1.2%	14	413	3.4%	22	413	5.3%	19	413	4.6%	10	207	4.8%
Public Works	3	302	1.0%	12	295	4.1%	16	294	5.4%	18	293	6.1%	12	294	4.1%	8	148	5.4%
Water Resources	2	183	1.1%	14	189	7.4%	9	202	4.5%	20	204	9.8%	17	204	8.3%	8	103	7.8%
<b>Total</b>	<b>57</b>	<b>2,385</b>	<b>2.4%</b>	<b>95</b>	<b>2,332</b>	<b>4.1%</b>	<b>118</b>	<b>2,258</b>	<b>5.2%</b>	<b>142</b>	<b>2,231</b>	<b>6.4%</b>	<b>131</b>	<b>2,242</b>	<b>5.8%</b>	<b>70</b>	<b>1,114</b>	<b>6.3%</b>

	FY 2009/10			FY 2010/11			FY 2011/12			FY 2012/13			FY 2013/14			FY 2014/15 YTD		
	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%
<b>Full-time Employee Involuntary Turnover Rate</b>																		
City Officials and Charter Officers	8	276	2.9%	2	244	0.8%	4	221	1.8%	3	230	1.3%	4	232	1.7%	1	113	0.9%
Administrative Services	5	128	3.9%	1	139	0.7%	2	137	1.5%	2	122	1.6%	-	122	0.0%	-	60	0.0%
Community and Economic Development	15	233	6.4%	-	226	0.0%	7	201	3.5%	3	188	1.6%	-	189	0.0%	-	93	0.0%
Community Services	7	292	2.4%	2	285	0.7%	6	274	2.2%	2	273	0.7%	1	270	0.4%	2	134	1.5%
Public Safety - Fire	4	267	1.5%	-	268	0.0%	2	257	0.8%	-	258	0.0%	-	265	0.0%	-	134	0.0%
- Sworn Fire Only	3	240	1.3%	-	239	0.0%	2	234	0.9%	-	236	0.0%	-	244	0.0%	-	122	0.0%
Public Safety - Police	13	704	1.8%	3	686	0.4%	6	672	0.9%	1	663	0.2%	1	666	0.2%	2	331	0.6%
- Sworn Police Only	9	430	2.1%	2	423	0.5%	4	413	1.0%	1	413	0.2%	1	413	0.2%	2	207	1.0%
Public Works	4	302	1.3%	3	295	1.0%	4	294	1.4%	2	293	0.7%	2	294	0.7%	1	148	0.7%
Water Resources	9	183	4.9%	6	189	3.2%	7	202	3.5%	2	204	1.0%	4	204	2.0%	-	103	0.0%
<b>Total</b>	<b>65</b>	<b>2,385</b>	<b>2.7%</b>	<b>17</b>	<b>2,332</b>	<b>0.7%</b>	<b>38</b>	<b>2,258</b>	<b>1.7%</b>	<b>15</b>	<b>2,231</b>	<b>0.7%</b>	<b>12</b>	<b>2,242</b>	<b>0.5%</b>	<b>6</b>	<b>1,114</b>	<b>0.5%</b>

**City of Scottsdale Full-Time Turnover and Attrition Statistics - FY 2009/10 - 2014/15**

Full-time Employee Retirement Rate	FY 2009/10			FY 2010/11			FY 2011/12			FY 2012/13			FY 2013/14			FY 2014/15 YTD		
	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%
City Officials and Charter Officers	16	276	5.8%	1	244	0.4%	7	221	3.2%	6	230	2.6%	4	232	1.7%	1	113	0.9%
Administrative Services	7	128	5.5%	5	139	3.6%	4	137	2.9%	6	122	4.9%	2	122	1.6%	-	60	0.0%
Community and Economic Development	25	233	10.7%	5	226	2.2%	11	201	5.5%	5	188	2.7%	2	189	1.1%	3	93	3.2%
Community Services	23	292	7.9%	10	285	3.5%	7	274	2.6%	6	273	2.2%	2	270	0.7%	5	134	3.7%
Public Safety - Fire	1	267	0.4%	3	268	1.1%	-	257	0.0%	5	258	1.9%	1	265	0.4%	1	134	0.7%
- Sworn Fire Only	-	240	0.0%	2	239	0.8%	-	234	0.0%	4	236	1.7%	1	244	0.4%	1	122	0.8%
Public Safety - Police	19	704	2.7%	18	686	2.6%	6	672	0.9%	12	663	1.8%	15	666	2.3%	13	331	3.9%
- Sworn Police Only	11	430	2.6%	13	423	3.1%	4	413	1.0%	9	413	2.2%	8	413	1.9%	11	207	5.3%
Public Works	16	302	5.3%	12	295	4.1%	13	294	4.4%	12	293	4.1%	7	294	2.4%	2	148	1.4%
Water Resources	5	183	2.7%	4	189	2.1%	2	202	1.0%	6	204	2.9%	5	204	2.5%	-	103	0.0%
<b>Total</b>	<b>112</b>	<b>2,385</b>	<b>4.7%</b>	<b>58</b>	<b>2,332</b>	<b>2.5%</b>	<b>50</b>	<b>2,258</b>	<b>2.2%</b>	<b>58</b>	<b>2,231</b>	<b>2.6%</b>	<b>38</b>	<b>2,242</b>	<b>1.7%</b>	<b>25</b>	<b>1,114</b>	<b>2.2%</b>

Full-time Employee Deceased Rate	FY 2009/10			FY 2010/11			FY 2011/12			FY 2012/13			FY 2013/14			FY 2014/15 YTD		
	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%	EE Left	EE Total	%
City Officials and Charter Officers	-	276	0.0%	-	244	0.0%	-	221	0.0%	-	230	0.0%	-	232	0.0%	-	113	0.0%
Administrative Services	-	128	0.0%	-	139	0.0%	-	137	0.0%	-	122	0.0%	-	122	0.0%	-	60	0.0%
Community and Economic Development	-	233	0.0%	-	226	0.0%	-	201	0.0%	1	188	0.5%	-	189	0.0%	-	93	0.0%
Community Services	-	292	0.0%	-	285	0.0%	-	274	0.0%	-	273	0.0%	1	270	0.4%	-	134	0.0%
Public Safety - Fire	-	267	0.0%	-	268	0.0%	1	257	0.4%	-	258	0.0%	-	265	0.0%	2	134	1.5%
- Sworn Police Only	-	240	0.0%	-	239	0.0%	1	234	0.4%	-	236	0.0%	-	244	0.0%	2	122	1.6%
Public Safety - Police	-	704	0.0%	1	686	0.1%	1	672	0.1%	1	663	0.2%	1	666	0.2%	-	331	0.0%
- Sworn Police Only	-	430	0.0%	1	423	0.2%	1	413	0.2%	1	413	0.2%	-	413	0.0%	-	207	0.0%
Public Works	1	302	0.3%	-	295	0.0%	-	294	0.0%	-	293	0.0%	-	294	0.0%	-	148	0.0%
Water Resources	1	183	0.5%	-	189	0.0%	-	202	0.0%	1	204	0.5%	1	204	0.5%	-	103	0.0%
<b>Total</b>	<b>2</b>	<b>2,385</b>	<b>0.1%</b>	<b>1</b>	<b>2,332</b>	<b>0.0%</b>	<b>2</b>	<b>2,258</b>	<b>0.1%</b>	<b>3</b>	<b>2,231</b>	<b>0.1%</b>	<b>3</b>	<b>2,242</b>	<b>0.1%</b>	<b>2</b>	<b>1,114</b>	<b>0.2%</b>

**Notes:**

1. Total attrition includes terminations from all sources: retirements, voluntary (resignations), involuntary (dismissals) and death.
2. FY 2008/09 and FY 2009/10 includes attrition due to retirement incentive program and layoffs, and FY 2011/12 and FY 2012/13 also include layoffs.
3. Some voluntary turnover is due to resignations in lieu of dismissal, or in lieu of probationary rejection, that are coded as "personal reasons."
4. Employee (EE) totals are based on the authorized full-time staffing levels from the adopted budget book. All other statistics from Finance & Accounting - Payroll.
5. FY 2014/15 is partial year data through the 13th pay period on Dec. 13, 2014 (50% of the way through the fiscal year). Full year full-time count is 2,227



**Police Officer Total Cash Compensation - August 2014 Survey**

City	Maximum Base Salary	Deferred Compensation	Retirement Health Savings	Longevity Pay	Total Maximum Compensation	Rank
Tempe	76,694	780	650	1,917	80,041	104% 1
Scottsdale	79,664	-	-	-	79,664	100% 2
Chandler	75,733	757	390	1,515	78,395	104% 3
Phoenix	72,426	72	1,800	4,000	78,298	108% 4
Glendale	73,861	2,600	-	1,600	78,061	106% 5
Mesa	76,502	765	-	-	77,267	101% 6
Gilbert	73,528	-	-	-	73,528	100% 7
Average	75,487	711	406	1,290	77,893	103%

**Note:**

1. Comparisons are made based on maximum base salary. This is the analysis Chandler uses for changes to their salary ranges.
2. Glendale increased longevity pay from \$1200 to 1600 effective June 30, 2014. Deferred compensation changed from 1% to \$2,600 annually.
3. Mesa increased their range effective July 1, 2014.
4. Phoenix deferred compensation decreased from .37% to .1% effective July 1, 2014.
5. Scottsdale's retirement health savings account is based on individual employee medical leave balances at retirement and therefore is not reported for total cash compensation
6. Tempe no longer offers retention pay (longevity pay) to new hires beginning July 1, 2014.

Source: City of Chandler

FY 2013/14 Police Officer Payroll Data Analysis

<b>Scottsdale</b>	<b>A. Base Salary</b>	<b>B. All other pays and payouts</b>	<b>C. Total Cash Compensation (A+B)</b>	<b>D. Total Cash as a % of Base</b>	<b>E. Overtime Related Pays</b>
Officers	340	340	340		340
Average	66,741	1,746	67,431	101%	9,658
Minimum	54,933	-	54,933		-
Maximum	78,499	14,383	80,186		37,354

<b>Chandler</b>	<b>Base Salary</b>	<b>All other pays and payouts</b>	<b>Total Cash Compensation</b>		<b>Overtime Related Pays</b>
Officers	252	252	252		225
Average	69,048	5,023	74,071	107%	5,394
Minimum	1,048	-	1,257		25
Maximum	77,428	23,986	100,199		35,956

<b>Glendale</b>	<b>Base Salary</b>	<b>All other pays and payouts</b>	<b>Total Cash Compensation</b>		<b>Overtime Related Pays</b>
Officers	309	309	309		309
Average	64,278	330	64,609	101%	7,440
Minimum	52,492	-	52,492		-
Maximum	73,861	4,280	78,141		51,926

<b>Phoenix</b>	<b>Base Salary</b>	<b>All other pays and payouts</b>	<b>Total Cash Compensation</b>		<b>Overtime Related Pays</b>
Officers	2,358	2,358	2,358		2,358
Average	71,037	8,986	80,023	113%	4,166
Minimum	1,980	96	2,076		-
Maximum	86,911	20,169	98,591		46,615

Source: Analysis of FY 2013/14 Data provided by Human Resources or Payroll Departments



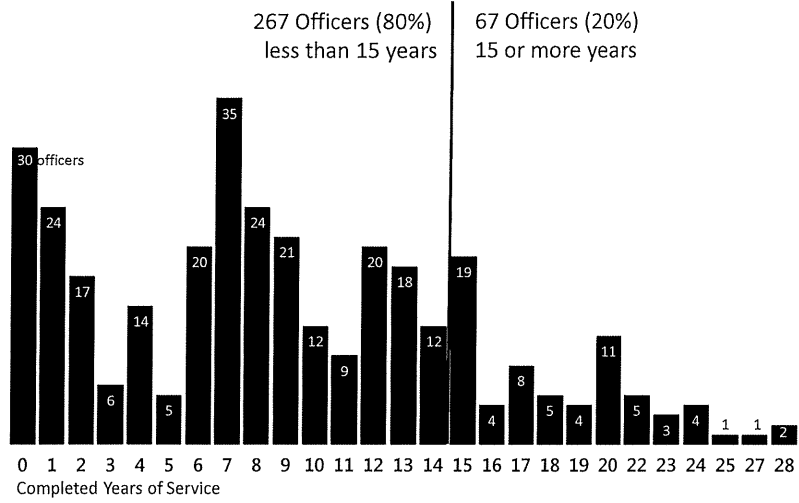
## **Police Officer Compensation Issues Work Study Session**

February 10, 2015

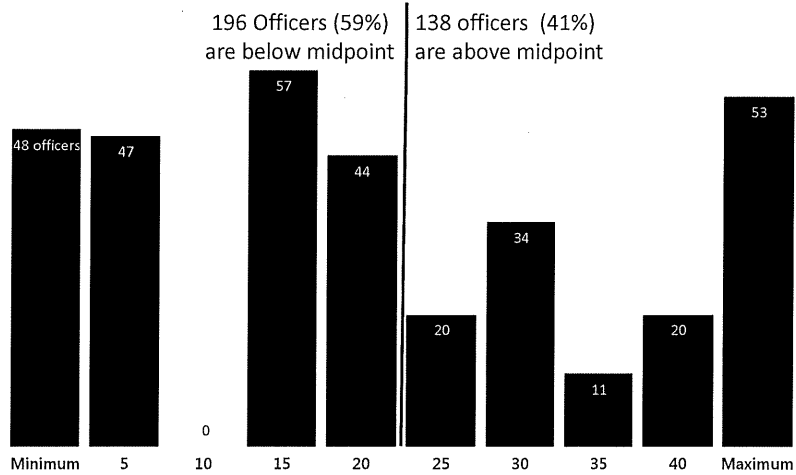
### **Police officer compensation issues**

- Overview
- Turnover and Attrition
- Salary ranges and progression through salary ranges
- Options and costs

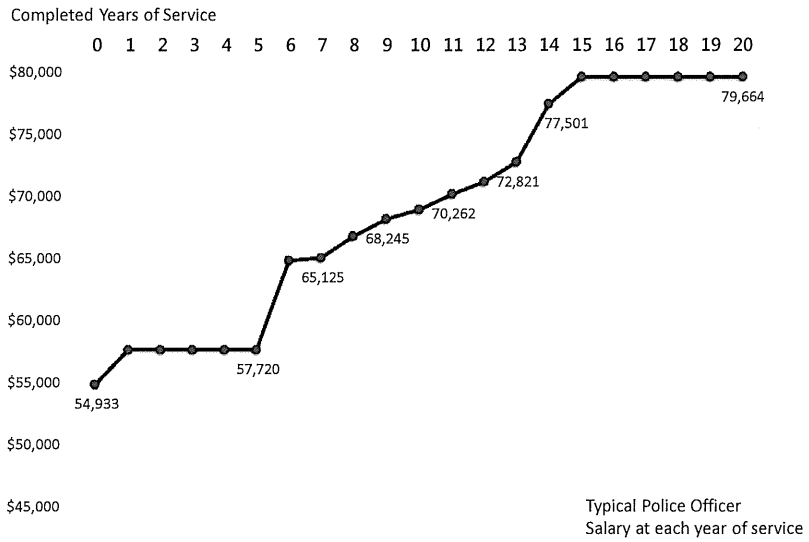
### Scottsdale police officers by years of service



### Scottsdale police officers by % of salary range

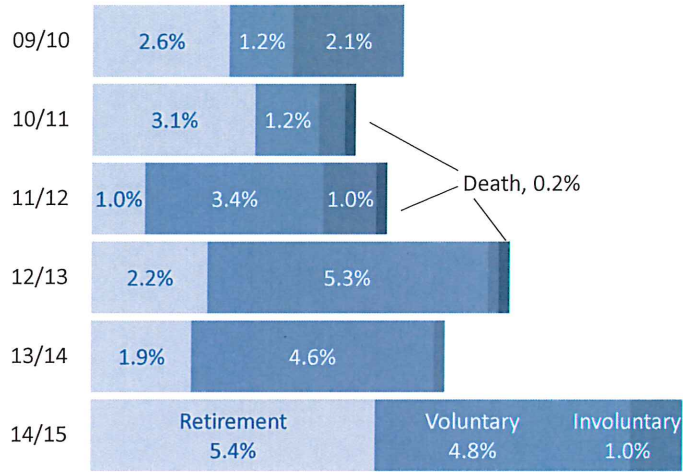


## How do Scottsdale police officers move through their range?



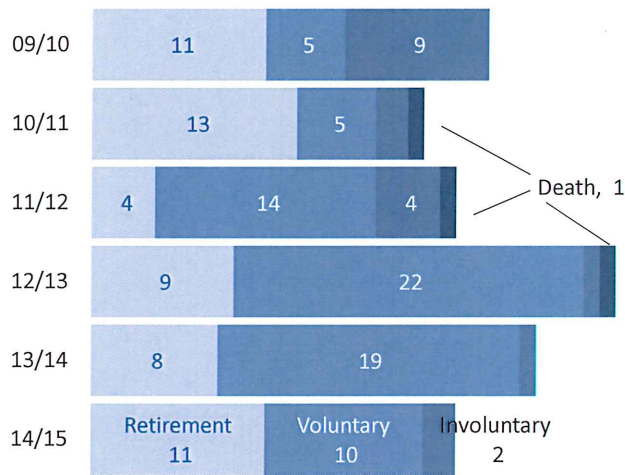
## Turnover and Attrition

**So far this year, sworn police attrition is higher than in prior years**



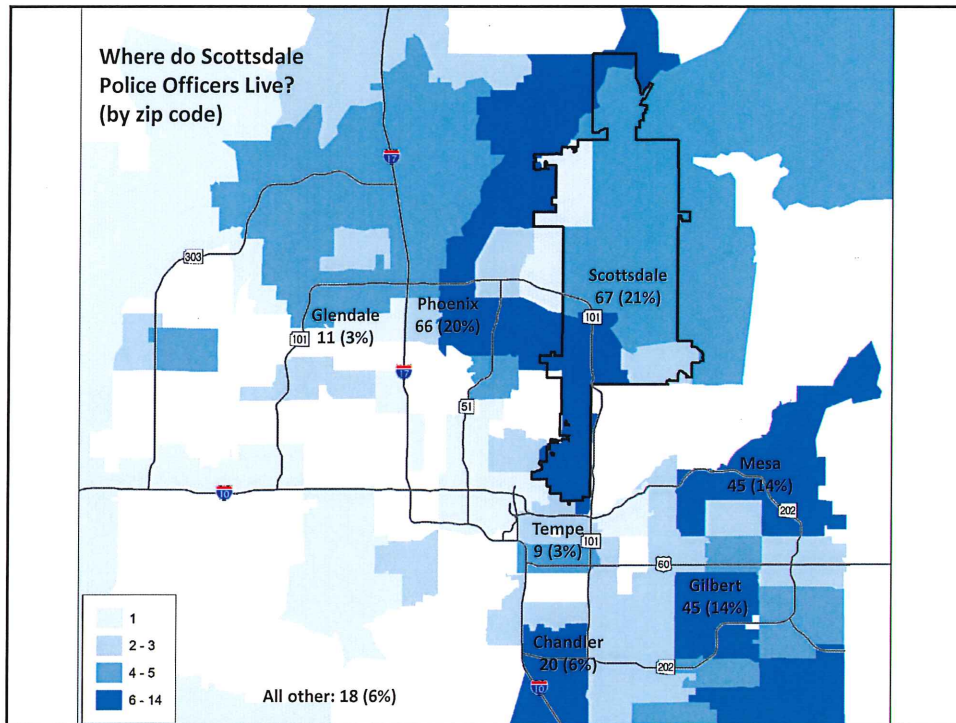
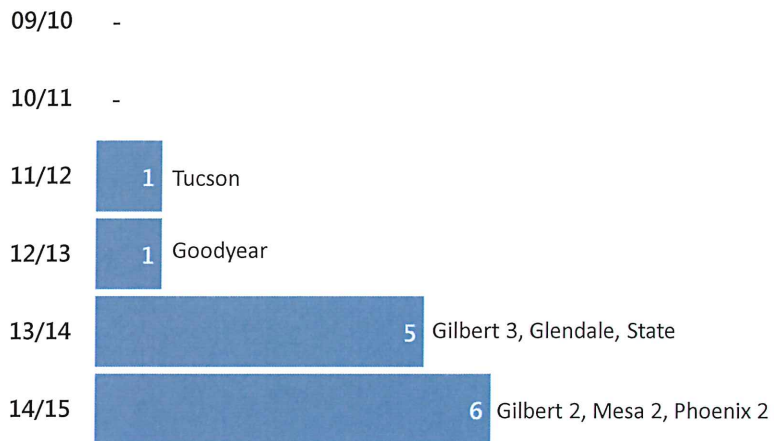
Annualized

**This is primarily due to increased retirements**

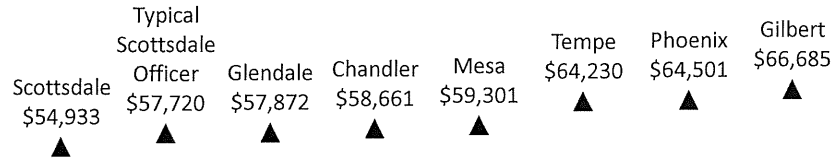


Actual

**However, recently Scottsdale officers have been leaving to work in other communities**



**Other communities pay transfer officers  
for their prior law enforcement experience**

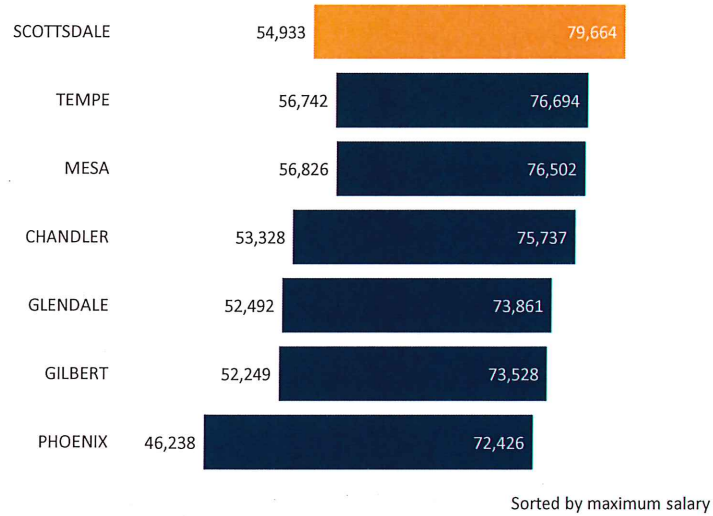


**Salary paid for transfer officer  
with 5 years experience**

**Salary ranges and  
progression through ranges**



**Scottsdale has the third highest minimum, and the highest maximum base salary**



**Other communities have steps to move through ranges**

City	Step Policy?	Step size or typical increase	Years through range
Gilbert	Yes	5%	7
Glendale	Yes	5%	7
Mesa	Yes	5%	8
Phoenix	Yes	5.3% - 7.9%	7
Tempe*	Yes	3% (last three years 5%, 5%, 3%)	11
Chandler	No	Only if merit pay approved in budget (last three years – 0%, 5%, 5%)	N/A
Scottsdale	No	Only if merit pay approved in budget (last three years – 2%, 2%, 3%)	N/A

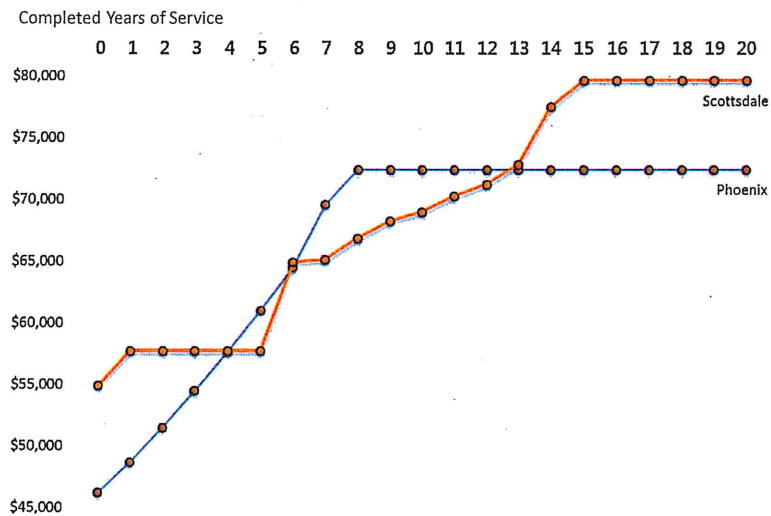
\*New policy moving forward.

### And have given increases in recent years

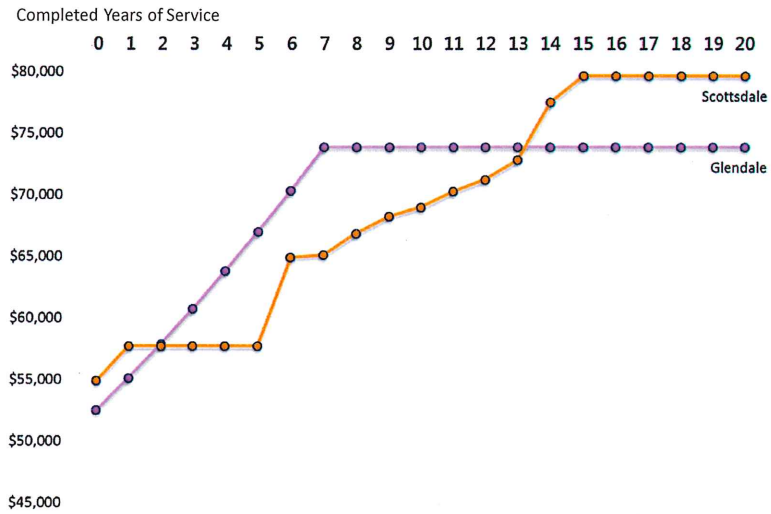
Police officer ongoing salary adjustments (regardless of type)

City	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Phoenix	12.15%	4%	5%	6%	5%	5%
Gilbert	-	-	-	19.6%	5%	5%
Chandler	4.15%	-	5.833%	-	5%	5%
Glendale	-	-	3.91%	3.72%	5%	5%
Mesa	-2%	-	2%	5%	5%	5%
Tempe	-	-5%	-	5%	5%	3%
Scottsdale	-2%	-	-	2%	2%	3%

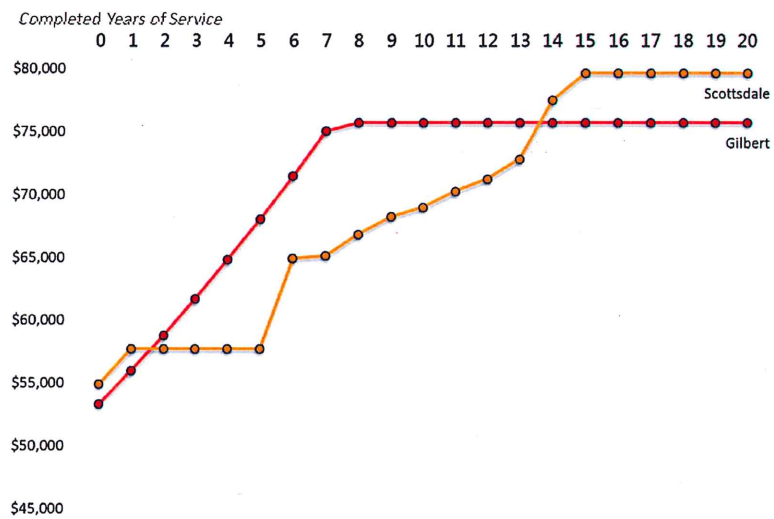
### Scottsdale Typical compared to Phoenix (base salary only)



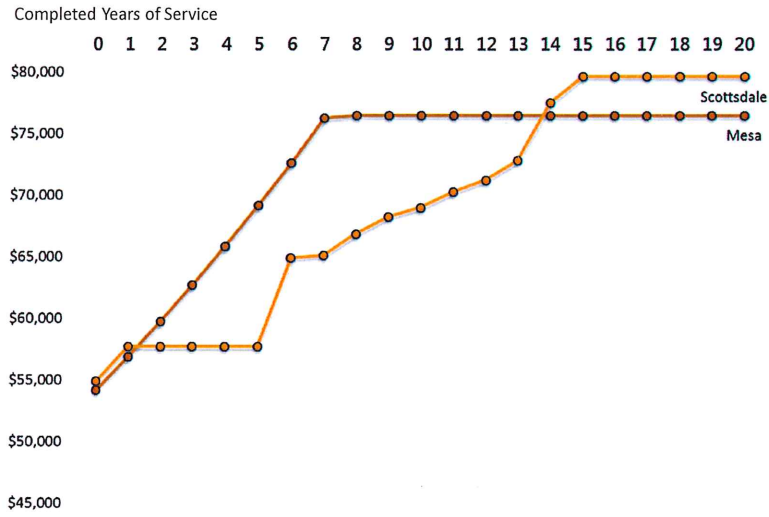
### Scottsdale Typical compared to Glendale (base salary only)



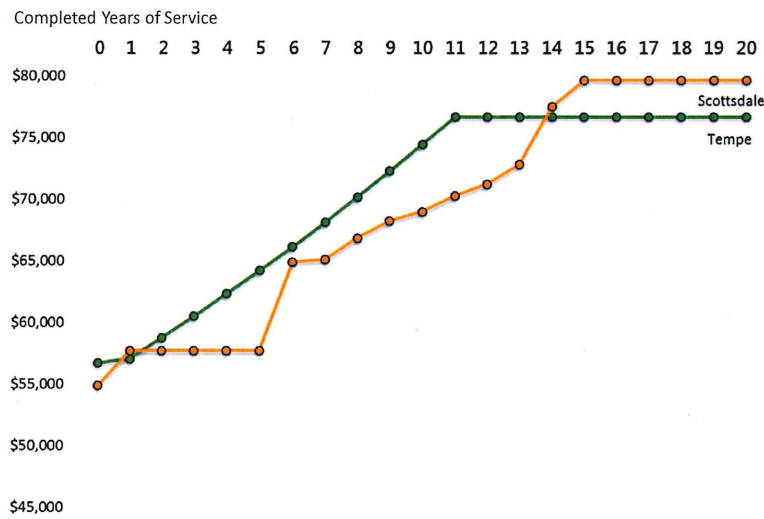
### Scottsdale Typical compared to Gilbert (base salary only)



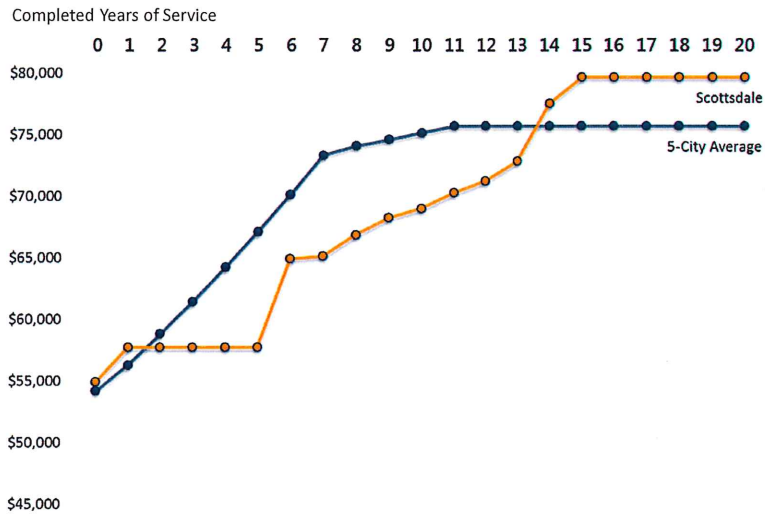
### Scottsdale Typical compared to Mesa (base salary only)



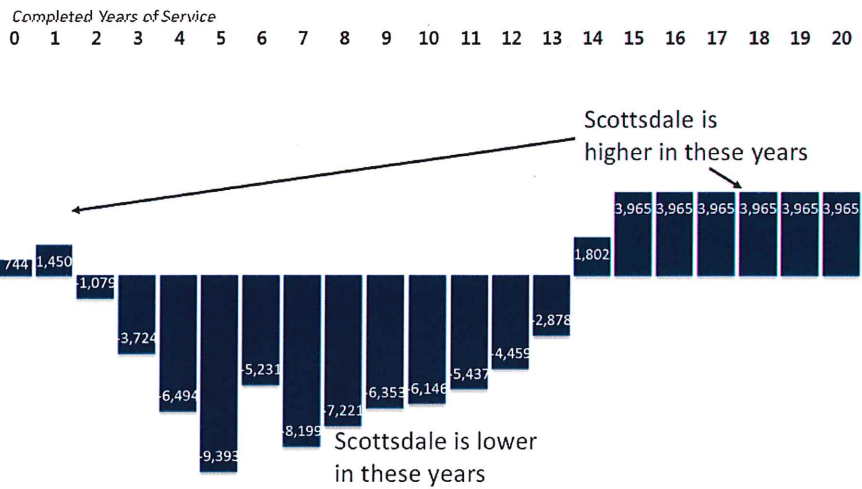
### Scottsdale Typical compared to Tempe (base salary only)



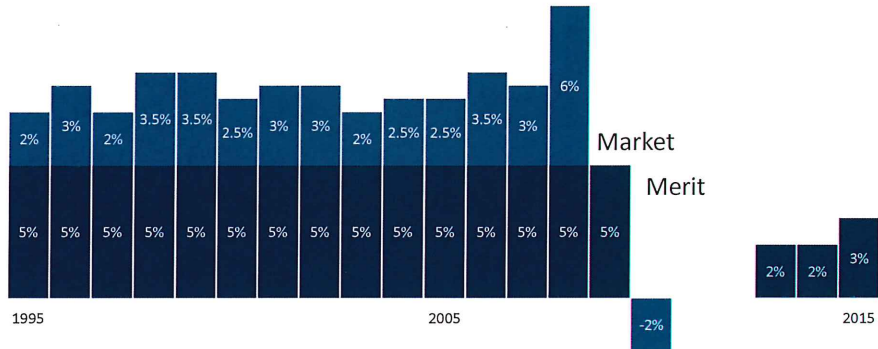
### Scottsdale Typical compared to 5-city step average base salary



### Because of step programs and increases there is a gap between the Valley average and current Scottsdale salaries



**Also, because Scottsdale has changed from past levels of merit and market increases**



**Other cities pay more in additional cash compensation**

City	Officers	Average Salary	Average Other Pays	Average Total Cash	% of Salary
Chandler	252	69,048	5,023	74,071	7%
Glendale	309	64,278	330	64,609	1%
Phoenix	2,358	71,037	8,986	80,023	13%
Scottsdale	340	\$66,741	\$1,746	\$67,431	1%

Gilbert, Mesa and Tempe did not provide FY 2013/14 actual salary information.

**The gap at the top of the range narrows  
once additional cash benefits are considered**

City	Maximum Base Salary	Deferred Comp- ensation	Retirement Health Savings	Longevity Pay	Total	% of Base	Rank
Tempe	76,694	780	650	1,917	80,041	104%	1
Scottsdale	79,664	-	-	-	79,664	100%	2
Chandler	75,733	757	390	1,515	78,395	104%	3
Phoenix	72,426	72	1,800	4,000	78,298	108%	4
Glendale	73,861	2,600	-	1,600	78,061	106%	5
Mesa	76,502	765	-	-	77,267	101%	6
Gilbert	73,528	-	-	-	73,528	100%	7
Average	75,456	710	406	1,290	77,861	103%	

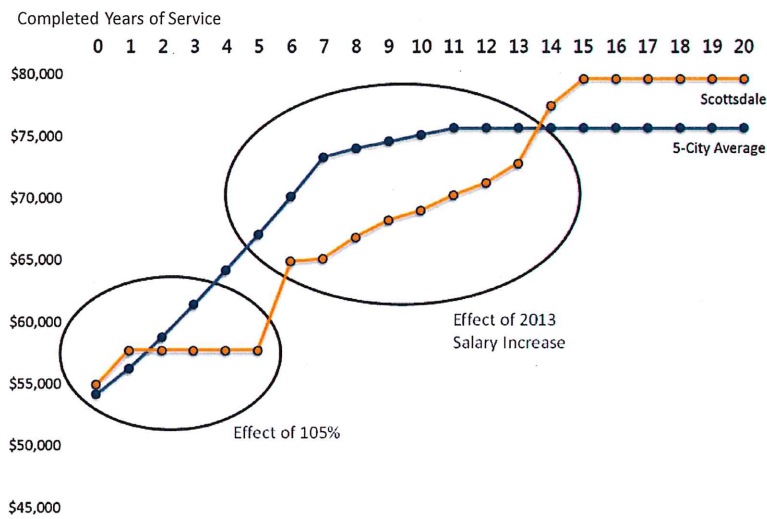
Source: City of Chandler

**Options  
and Costs**

## Recent decisions that impacted police officer compensation

- 105% of Valley average approach – adjusted minimum salaries
- Citywide compensation study – adjusted salary ranges
- 2013 salary increase – salary increase and market adjustment

## Effects of recent decisions



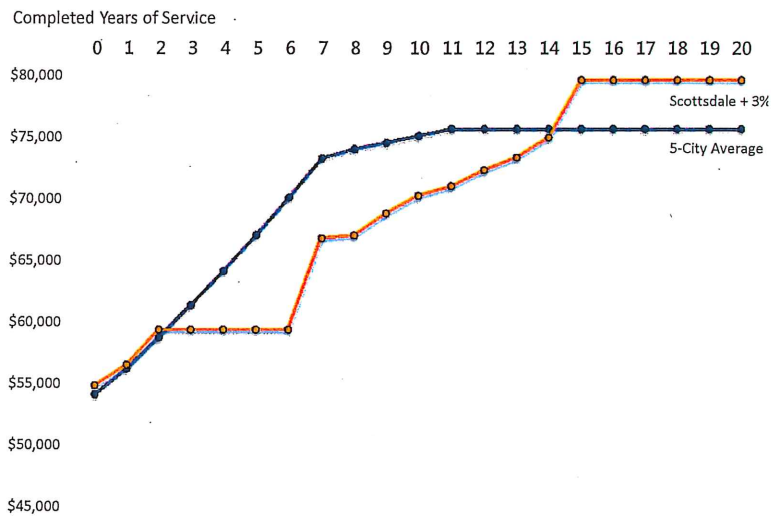


### A. Budget 3% increases up to maximum salary (in millions)

	A. 3% to max
15/16	\$43.12
16/17*	46.10
17/18	46.00
18/19	47.43
19/20	48.78
<hr/>	
5-Year Additional	
<hr/>	
5-Year Total	\$231.43

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

### Effect of 3% increase on FY 2015/16 base salaries

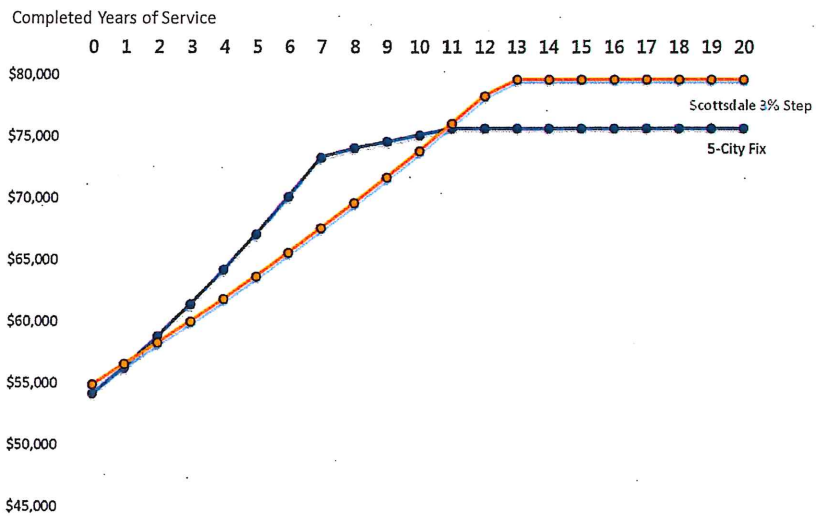


**D. Move officers to the appropriate 3% step  
Then budget 3% increases up to maximum salary (in millions)**

		D. 3% step fix
15/16	\$43.12	+\$1.45
16/17*	46.10	1.34
17/18	46.00	1.06
18/19	47.43	0.85
19/20	48.78	0.64
5-Year Additional		+\$5.35
5-Year Total	\$231.43	\$236.78

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

**Effect of 3% step fix on FY 2015/16 salaries**

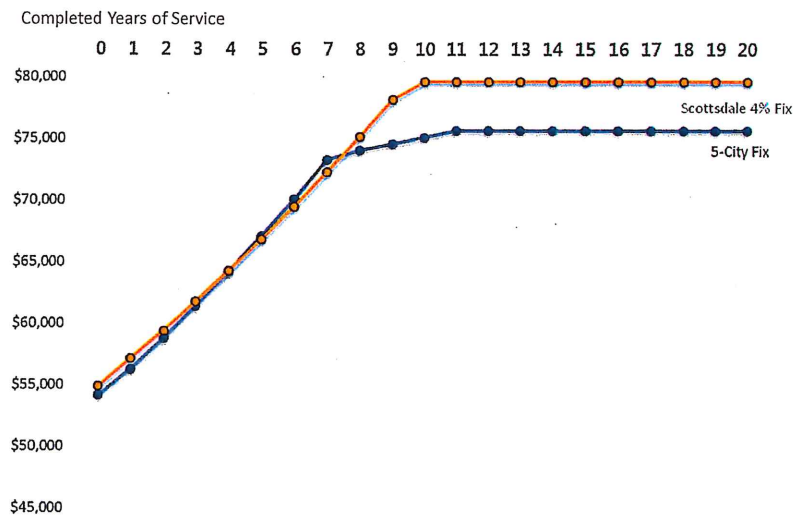


**E. Move officers to the appropriate 4% step  
Then budget 4% increases up to maximum salary (in millions)**

		E. 4% step fix
15/16	\$43.12	+\$2.81
16/17*	46.10	2.73
17/18	46.00	2.25
18/19	47.43	1.85
19/20	48.78	1.50
5-Year Additional		+\$11.14
5-Year Total	\$231.43	\$242.57

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

**Effect of 4% step fix on FY 2015/16 salaries**

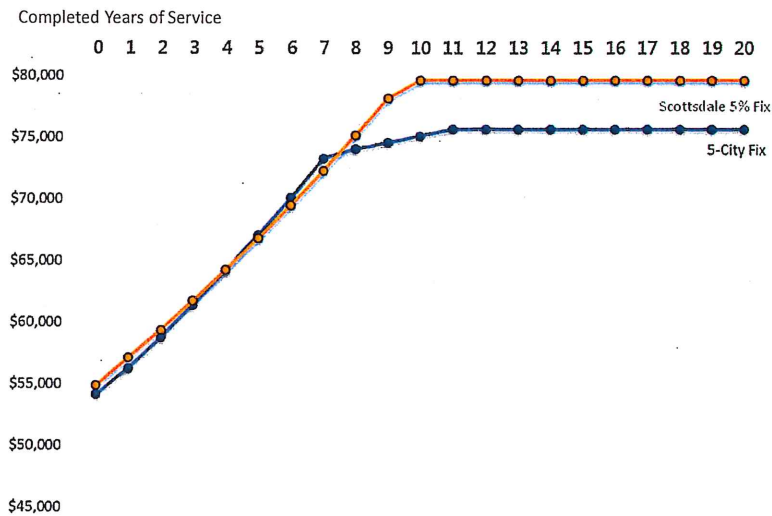


**F. Move officers to the appropriate 5% step  
Then budget 5% increases up to maximum salary (in millions)**

		F. 5% step fix
15/16	\$43.12	+\$3.52
16/17*	46.10	3.32
17/18	46.00	2.76
18/19	47.43	2.38
19/20	48.78	2.03
<b>5-Year Additional</b>		<b>+\$14.01</b>
<b>5-Year Total</b>	<b>\$231.43</b>	<b>\$245.44</b>

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

**Effect of 5% step fix on FY 2015/16 base salaries**



**Financial implications (in millions)**

	A. 3% to max	B. 4% to max	C. 5% to max	D. 3% step fix	E. 4% step fix	F. 5% step fix
15/16	\$43.12	+\$0.29	+\$0.57	+\$1.45	+\$2.81	+\$3.52
16/17*	46.10	0.60	1.19	1.34	2.73	3.32
17/18	46.00	0.85	1.60	1.06	2.25	2.76
18/19	47.43	0.98	1.78	0.85	1.85	2.38
19/20	48.78	1.00	1.58	0.64	1.50	2.03
5-Year Additional		+\$3.72	+\$6.72	+\$5.35	+\$11.14	+\$14.01
5-Year Total	\$231.43	\$235.15	\$238.15	\$236.78	\$242.57	\$245.44

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

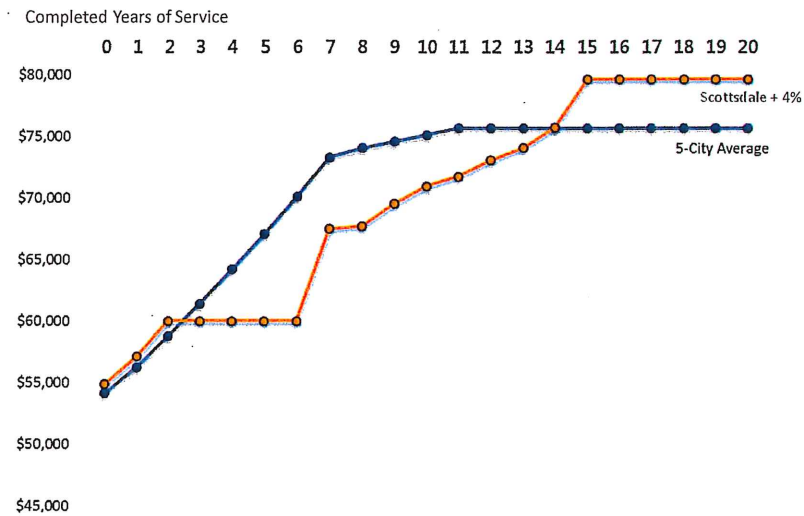
**Discussion and  
Possible Direction**

### B. Budget 4% increases up to maximum salary (in millions)

		B. 4% to max
15/16	\$43.12	+\$0.29
16/17*	46.10	0.60
17/18	46.00	0.85
18/19	47.43	0.98
19/20	48.78	1.00
5-Year Additional		+\$3.72
5-Year Total	\$231.43	\$235.15

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

### Effect of 4% increase on FY 2015/16 base salaries

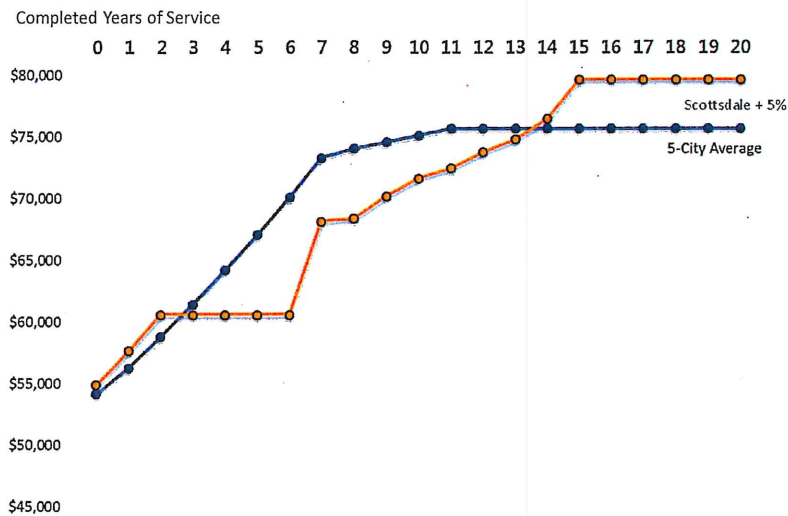


### C. Budget 5% increases up to maximum salary (in millions)

		C. 5% to max
15/16	\$43.12	+\$0.57
16/17*	46.10	1.19
17/18	46.00	1.60
18/19	47.43	1.78
19/20	48.78	1.58
<b>5-Year Additional</b>		<b>+\$6.72</b>
<b>5-Year Total</b>	<b>\$231.43</b>	<b>\$238.15</b>

\*Based on 27 pay periods  
Includes increases for health, dental,  
retirement in the outer years

### Effect of 5% increase on FY 2015/16 salaries



**How do we memorialize whatever is agreed upon?**

The City Council could add a Financial Policy:

For the purpose of preparing the proposed operating budget, the city manager will include funds sufficient to provide increases of X% for each authorized police officer up to the maximum salary of the pay range unless otherwise directed by City Council.

**Discussion and possible direction to staff**

1. Salary Ranges

OK as is?

Are changes needed?

2. Progression through ranges?

A. 3%

B. 4%

C. 5%

Other?

3. Fix to step?

D. 3%

E. 4%

F. 5%

Other?

4. Other ideas or options?

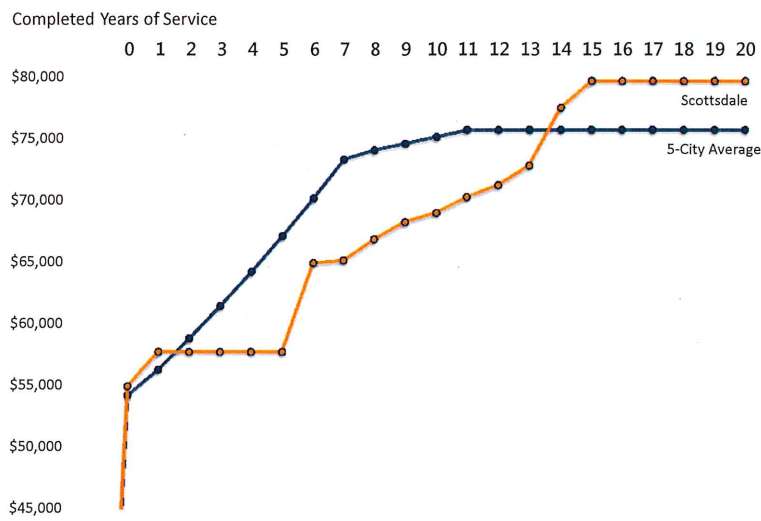




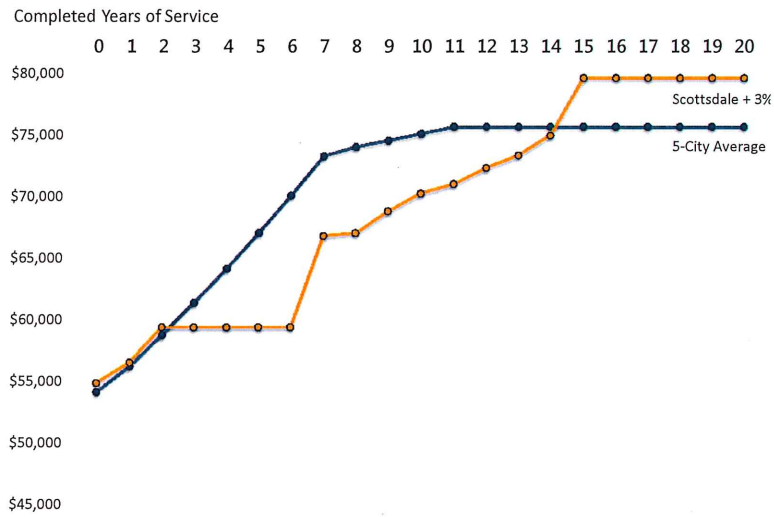
# Police Officer Compensation Issues Work Study Session

February 10, 2015

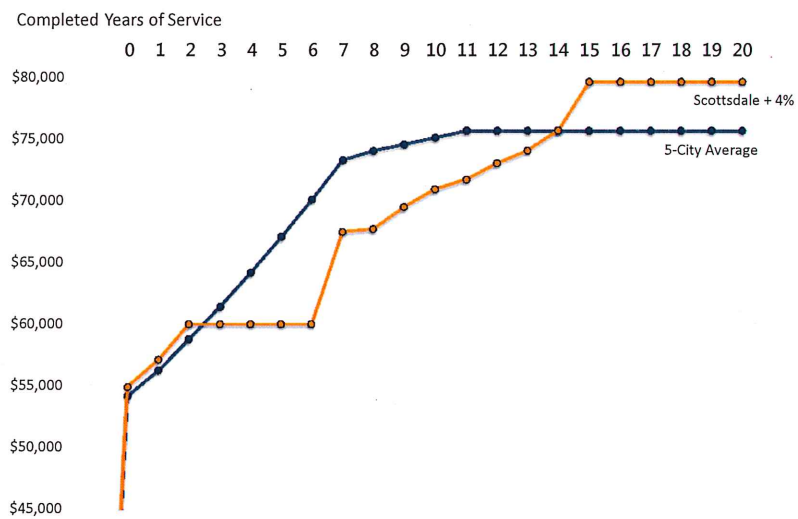
### Scottsdale Typical compared to 5-city step average base salary



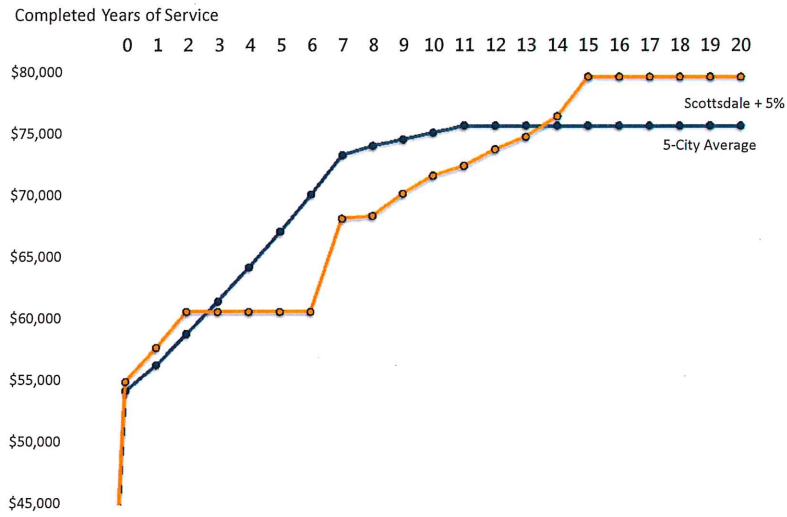
### Effect of 3% increase on FY 2015/16 base salaries



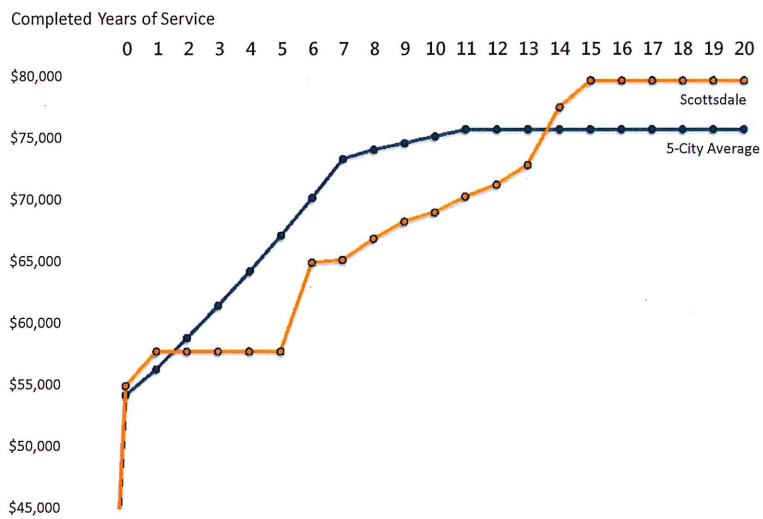
### Effect of 4% increase on FY 2015/16 base salaries



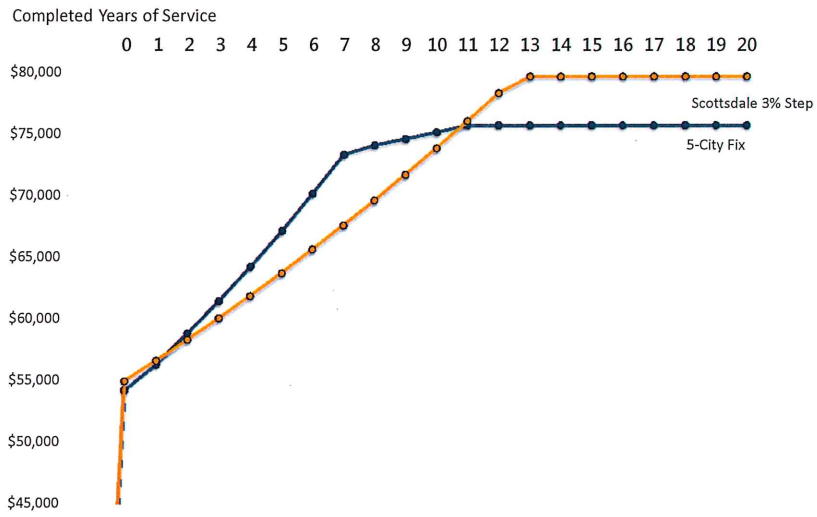
### Effect of 5% increase on FY 2015/16 salaries



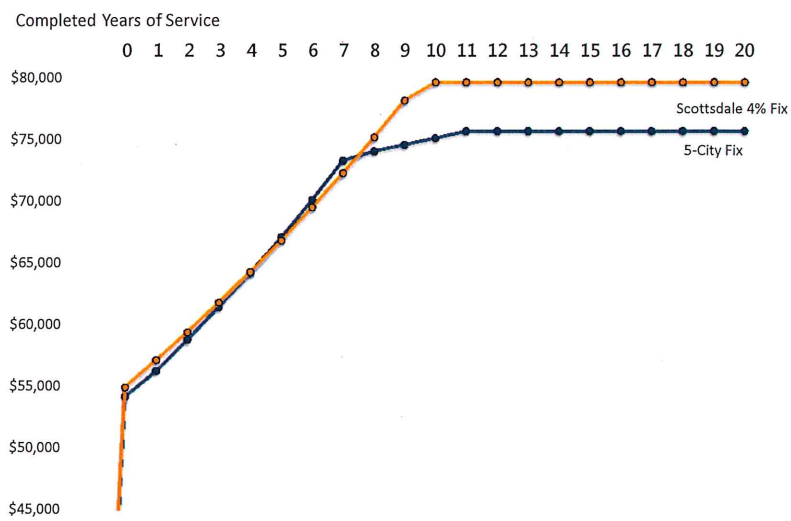
### Scottsdale Typical compared to 5-city step average base salary



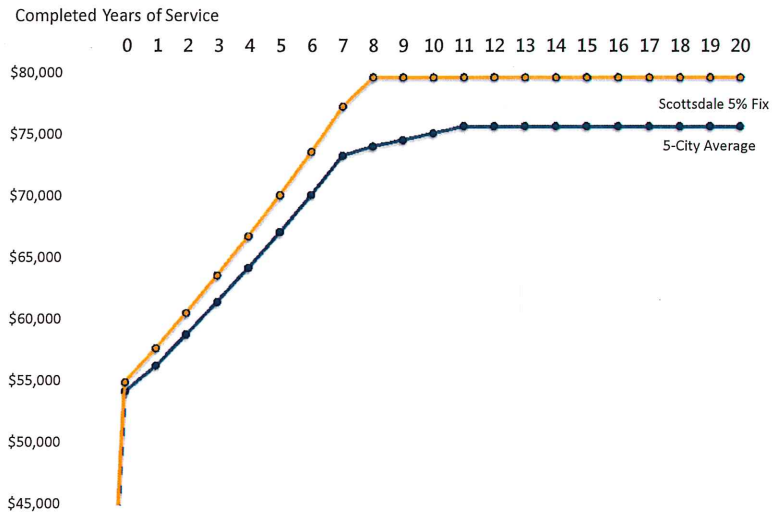
### Effect of 3% step fix on FY 2015/16 salaries



### Effect of 4% step fix on FY 2015/16 salaries



### Effect of 5% step fix on FY 2015/16 base salaries



### Police Officer Compensation Issues Work Study Session

February 10, 2015

**It costs about \$90,000 to recruit and train a new officer.**

***Recruitment and Training Costs (Attachment L)***

Step 1. Recruitment and Selection		\$4,676
Step 2. Regional Police Academy	+	116,838
Step 3. Scottsdale-Specific Training	+	<u>31,810</u>
Cost per academy class		\$153,324
6 Academies	x	<u>6</u>
Total cost for all academies		\$919,944

***Per Recruit Costs***

26 recruits graduated	÷	<u>26</u>
Per recruit cost		\$35,382
Individual uniform/equipment	+	<u>4,000</u>
Per recruit sub-total		\$39,382

***Salary and Benefit Costs***

21 weeks of training at recruit pay/benefits	+	\$26,544
16 weeks of training at officer pay/benefits	+	<u>\$24,275</u>
Per recruit combined cost		\$90,202

<b><i>Total Cost</i></b>		<u>\$2,345,243</u>
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2014 recruits and academies, does not include 2 academies and 6 recruits starting in 2014 but finishing in 2015.