

TOWN OF CAMP VERDE

**POSITION CLASSIFICATION &
FY 2009 SALARY PLAN**

SEPTEMBER 2008

TOWN OF CAMP VERDE POSITION CLASSIFICATION & FY 2009 SALARY PLAN

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1. EXECUTIVE SUMMARY

It is with substantial pleasure that we present this report describing the recommended Position Classification and FY 2009 Salary Plan for the Town of Camp Verde. We wish to thank all of the Town's employees, supervisors, managers and department heads for their outstanding participation and assistance. Their positive attitude and willingness to provide information was the key to the successful completion of the project.

Special thanks to Darby Martin for her efforts in scheduling, coordinating and managing the logistics of the project.

A. SUMMARY OF FINDINGS

1. The Town is fortunate to have many loyal, dedicated, and hard-working employees who like their jobs and provide high quality service to the Town.
2. The approximately 53 job titles currently in use were consolidated into 48 job classes in the position classification plan (Table 2, page 7).
3. 69% of the 80 positions are assigned to the proper occupational job class (Table 3, page 9).
4. The Town is a competitive employer (within 5% of the prevailing rates) for 29% of its salary survey benchmark job classes in comparison to the designated public competitor employers (Table 4, page 14).
5. The Town is not a competitive employer (-5% or more below the prevailing rates) for 61% of its salary survey benchmark job classes in comparison to the designated public competitor employers (Table 4, page 14). 10% of the benchmarks were for informational purposes only.
6. The extent of variance from the estimated prevailing rates ranges from -38.9% for Town Marshal/HR Director to 10.9% for Animal Control Officer (Table 4, page 14).
7. After the anticipated 3% across-the-board salary adjustments in January 2009, the salaries of 22 employees will be below the Minimum of the salary range for their position, with a salary competitiveness policy at 95% of the prevailing rates, for a cost of \$40,293 (1.19% of payroll) to bring them to Minimum (Table 8, page 23).
8. Additional in-range adjustments should be considered on individual employee's years in position and performance and based on the Town's financial resources.

B. SUMMARY OF RECOMMENDATIONS

1. Enact a permanent prevailing rate-related salary policy for the Town (page 17).
2. Establish the Town's salary competitiveness policy at 95% of the estimated prevailing rates. The current average relationship to the market is approximately 85%.
3. Utilize the proposed Permanent Salary Range Table (page 16).
4. Adopt the FY 2009 base salary range assignments in Tables 5 and 6 (pages 18, 20).
5. Bring the salaries of all employees to the Minimum of the salary range for their position's job class on the plan's effective date.
6. Adopt a one-time implementation salary increase plan to place employees closer to the prevailing rates (Midpoint) on the basis of their current place within the salary range for their job class, and available funds for FY 2009.
7. Freeze the salaries of employees whose current salary exceeds the Maximum of the salary range for their position.
8. Annually update the salary plan by reallocating job classes to different salary ranges from the Permanent Salary Range Table reflecting the varying prevailing rate movement of each job class in the marketplace.
9. Utilize the salary range linkage guide for salary range allocation of non-benchmark job classes during annual salary plan update (Table 7, page 22).
10. Develop and implement a comprehensive program and materials to communicate the Town's updated position classification and FY 2009 salary plan to all employees.
11. Conduct workshops for all supervisors, managers, and department heads on the Town's updated position classification and FY 2009 salary plan.

2. POSITION ANALYSIS AND CLASSIFICATION

Position analysis and classification is the process of documenting and verifying the number, type, and distinct levels of occupational job classes within the Town, and assigning each budgeted position to the correct occupational job class. This process establishes the sound basis for the subsequent salary plan which is administered at the job class level.

A. PRINCIPAL STEPS IN THE CLASSIFICATION PROCESS

The position analysis and classification phase of the Town's total salary plan development project consisted of the following standard steps to determine each position's correct occupational job class and title.

1. *Position Analysis Questionnaire*

Each full-time employee, supervisor, and department head completed a comprehensive position analysis questionnaire (PAQ) summarizing the scope and complexity of the duties and responsibilities of their position.

2. *Desk/Field Job Information Interviews and Observations*

Approximately 30 incumbents were interviewed at their work location and/or their duties explained by their unit supervisor. The purpose of the interviews and observations was to confirm the information in the PAQ and to obtain a greater depth of understanding of the scope and complexity of each occupational job class.

3. *Schematic of Occupational Job Classes*

Based on the analysis of the job content of the various positions, we sorted them into common occupational series and groups, and then determined the number of distinct job levels (classes) within each group. Table 1, beginning on the following page, is the resultant *Schematic of Occupational Job Classes* reflecting the actual duties and responsibilities performed by the employees.

The approximately 53 job titles currently in use were consolidated into 48 job classes.

4. *Department Head Quality Control Reviews*

We reviewed the first draft of the recommended position classification plan with the Human Resources Department and the department heads for their critique, identification of errors, and suggested changes in job class concepts, class titles, and the classification of individual positions. Most of their suggestions have been incorporated into the final draft of the position classification plan.

5. *Updated Job Descriptions*

Utilizing the job information provided by employees on their PAQ, we drafted job descriptions reflective of the current duties and responsibilities for 30 classifications. Upon review and critique by Human Resources and department heads, we will provide final versions of the job descriptions in hard copy and electronically to the Human Resources department for ease of maintenance.

Town of Camp Verde
Table 1 - Schematic of Occupational Job Classes

Recommended Occupational Job Families and Job Classes

Town Manager Group

Town Manager

Marshal Group

Town Marshal/HR Director

Lieutenant

Sergeant

Deputy

Dispatch Supervisor

Dispatcher

Dispatcher/Evidence Clerk

Animal Control Officer

Animal Shelter Operator

Records Specialist

Records Clerk

HR Specialist/Admin Asst

Library Group

Library Director

Children's Librarian

Library Specialist

Senior Library Clerk

Library Clerk

Town Clerk Group

Town Clerk

Deputy Town Clerk

Magistrate Group

Court Supervisor

Court Clerk

Parks/Recreation & Maintenance Group

Parks & Recreation Director

Recreation Supervisor

Maintenance Foreman

Lead Maintenance Worker

Maintenance Worker

Janitor

Special Events Coord/Admin Asst

Town of Camp Verde
Table 1 - Schematic of Occupational Job Classes

Recommended Occupational Job Families and Job Classes

Community Development Group

Community Development Director
Senior Planner
Chief Building Official
Building Inspector
Code Enforcement Officer
Assistant Planner/Admin Assist
Permit Technician

Engineering/Public Works Group

Public Works Director/Town Engineer
Streets Supervisor/Inspector
Streets Maintenance Foreman
Equipment Operator, Senior
Equipment Operator
Laborer

Finance Group

Finance Director
Accountant
Finance Clerk

Housing Group

Housing Director/Planner

Administrative Support Group

Admin Assistant to Town Manager
Administrative Assistant
Receptionist

B. RESULTS OF THE POSITION CLASSIFICATION PROCESS

1. Index of Current to Recommended Job Titles

Table 2, beginning on the following page, lists the Town's current job titles and their recommended new title and disposition.

	<u>Classification Transaction</u>	<u>% of Total</u>
- (M,D) Merged with other class and deleted	6	10.5%
- (S,N) Split into several job classes and no title change	2	3.5%
- (D) Deleted	3	5%
- (N) No change	33	58%
- (T) Title modification only	9	16%
- (J) New job class	4	7%

2. Consolidation of Job Classes

Following are examples of the consolidation of narrow restrictive job classes into broad, general, and flexible job classes of positions within similar ranges of complexity.

<u>Current Job Class Title</u>	<u>New Job Class Title</u>
Children's Library Aide	Senior Library Clerk
Park Maintenance Worker	Maintenance Worker

3. Job Title Clarification

Following are examples of overly broad and non-descriptive job class titles that were modified to convey a more specific occupational designation.

<u>Current Job Class Title</u>	<u>New Job Class Title</u>
Streets Inspector	Streets Supervisor/Inspector
Administrative Assistant	Permit Tech

4. Position Allocation Register

Table 3, following Table 2, is a detailed listing, in current job class order, of the Town's full-time positions with the name of the incumbent, current job title, and its recommended job class title.

	<u>No of Positions</u>	<u>% of Total</u>
- Currently correctly classified	55	69%
- Required title modification only	16	20%
- Reclassified to another job class	9	11%

The summary indicates that 89% of the 80 positions were assigned to the proper occupational job class, and most of those required only a modification to a uniform job title.

**Town of Camp Verde
Position Classification Plan**

Table 2 - Index of Current to Recommended Job Classes

Transaction Codes:

M = Merge Into Other Class

T = Title Modification

D = Delete Class Title

S = Split into Two or More Classes

N = No Change

J = New Job Class

Current Job Class	Recommended Job Class	Trans Code
Town Mgr/Council Group		
Town Manager	Town Manager	N
Marshal Group		
Town Marshal/HR Director	Town Marshal/HR Director	N
Lieutenant	Lieutenant	N
Sergeant	Sergeant	N
Deputy	Deputy	N
Detective	Deputy	M,D
Dispatch Supervisor	Dispatch Supervisor	N
Dispatcher	Dispatcher	S,N
	Dispatcher/Evidence Clerk	J
Animal Control Officer	Animal Control Officer	N
Animal Shelter Operator	Animal Shelter Operator	N
Records Supervisor	Records Specialist	T
Records Clerk	Records Clerk	N
Library Group		
Library Director	Library Director	N
Sr. Librarian	Delete class	D
Children's Librarian	Children's Librarian	N
Librarian	Library Specialist	T
Library Clerk	Senior Library Clerk	T
Children's Library Aide	Senior Library Clerk	M,D
Library Aide	Library Clerk	T
Town Clerk Group		
Town Clerk	Town Clerk	N
Deputy Clerk	Deputy Town Clerk	T
Magistrate Group		
Court Supervisor	Court Supervisor	N
Court Clerk	Court Clerk	N
Court Clerk/Interpreter	Court Clerk	M,D
Parks/Recreation & Maintenance Group		
Parks & Rec Director	Parks & Recreation Director	N
Recreation Supervisor	Recreation Supervisor	N
Maintenance Foreman	Maintenance Foreman	N
Lead Parks Maint Worker	Lead Maintenance Worker	T
Maintenance Worker	Maintenance Worker	N
Park Maintenance Worker	Maintenance Worker	M,D
Janitor	Janitor	N

**Town of Camp Verde
Position Classification Plan**

Table 2 - Index of Current to Recommended Job Classes

Transaction Codes:

M = Merge Into Other Class

T = Title Modification

D = Delete Class Title

S = Split into Two or More Classes

N = No Change

J = New Job Class

Current Job Class	Recommended Job Class	Trans Code
Community Development Group		
Community Development Director	Community Development Director	N
Senior Planner	Senior Planner	N
Chief Building Official	Chief Building Official	N
Building Inspector	Building Inspector	N
Code Enforcement Officer	Code Enforcement Officer	N
Engineering/Public Works Group		
Public Works Director/Town Engineer	Public Works Director/Town Engineer	N
Streets Foreman	Streets Maintenance Foreman	T
Streets Inspector	Streets Supervisor/Inspector	T
Senior Equipment Operator	Equipment Operator, Senior	N
Equipment Operator	Equipment Operator	N
Medium Equipment Operator	Equipment Operator	M,D
Laborer	Laborer	N
Finance Group		
Accountant	Accountant	N
Finance Clerk	Finance Clerk	N
Housing Group		
Housing Director/Planner	Housing Director/Planner	N
Administrative Support Group		
Office Manager	no inc; no PDQ; deleted class	D
Admin Assistant to Town Manager	Admin Assistant to Town Manager	N
Administrative Assistant	Administrative Assistant	S,N
Administrative Assistant/Receptionist	Administrative Assistant	M,D
	Permit Technician	J
	Assistant Planner/Admin Assist	J
Dispatcher/Admin Asst	Special Events Coord/Admin Asst	J
	HR Specialist/Admin Asst	T
Receptionist	Receptionist	N
Clerical	deleted class	D

**Town of Camp Verde
Position Classification Plan**

Table 3 - Recommended Classification of Individual Positions

Transaction Codes:
R = Reclassification

N = No Change
T = Title Modification

Employee Name	Department	Current Job Class	Recommended Job Class	Trans Code
Elliott Lisa	Finance	Accountant	Accountant	N
Brown Carol	Town Manager	Admin Asst. To Mgr	Admin Assistant to Town Manager	N
House Valerie	Building Department	Administrative Assistant	Permit Technician	R
Oium Rebecca	Building Department	Administrative Assistant	Permit Technician	R
Paulsen Virginia	Planning & Zoning	Administrative Assistant	Assistant Planner/Admin Assist	R
Ranney Deborah	Public Works	Administrative Assistant	Administrative Assistant	N
Jones (J) Jessie	Parks & Recreation	Administrative Assistant	Special Events Coord/Admin Asst	R
Goodwin Teresa	Housing Department	Administrative Assistant (PT)	Administrative Assistant	N
McCormick Sharon	Town Clerk	Administrative Assistant/Rec	Administrative Assistant	T
Moore (L) Lynda	Parks & Recreation	Parks & Rec Director	Parks & Recreation Director	N
Hopkins Tarra	Marshal	Animal Shelter Operator	Animal Shelter Operator	N
Foreman Robert	Building Department	Building Inspector	Building Inspector	N
Feldmann Charles	Building	Chief Building Official	Chief Building Official	N
Schuler Peggy	Library	Childrens Librarian	Children's Librarian	N
Lew Kathleen	Library	Children's Library Aide	Senior Library Clerk	T
Buckel Nancy	Community Developm	Community Development Dir	Community Development Director	N
Chavez (J) Jennie	Magistrate	Court Clerk	Court Clerk	N
Clegg Martha	Magistrate	Court Clerk	Court Clerk	N
Urias (M K) Miriam Karina	Magistrate	Court Clerk	Court Clerk	N
Pineda Veronica	Magistrate	Court Clerk/Interpretor	Court Clerk	T
oughety Jacque	Magistrate	Court Supervisor	Court Supervisor	N
Jaizel Thomas	Marshal	Deputy	Deputy	N
Berrelez Oscar	Marshal	Deputy	Deputy	N
Bowers Jeffery	Marshal	Deputy	Deputy	N
Collins Brandon	Marshal	Deputy	Deputy	N
Ellis Larry	Marshal	Deputy	Deputy	N
Freeman David	Marshal	Deputy	Deputy	N
Grover Russell	Marshal	Deputy	Deputy	N
Kontz Samantha	Marshal	Deputy	Deputy	N
Miller Robert	Marshal	Deputy	Deputy	N
Patten Jeffrey	Marshal	Deputy	Deputy	N
Reimer Monte	Marshal	Deputy	Deputy	N
Romero Thomas	Marshal	Deputy	Deputy	N
Todd Travis	Marshal	Deputy	Deputy	N
Watkins Richard	Marshal	Deputy	Deputy	N
Jones Virginia	Town Clerk	Deputy Clerk	Deputy Town Clerk	T
Miller (L) Laura	Marshal	Detective	Deputy	R
O'Donnal Ralph	Marshal	Detective	Deputy	R
Teixeira Sharon	Marshal	Dispatch Supervisor	Dispatch Supervisor	N
Crane Dennis	Marshal	Dispatcher	Dispatcher	N
Ebert Sheila	Marshal	Dispatcher	Dispatcher	N
Piper Mary	Marshal	Dispatcher	Dispatcher	N
Sanchez Nina	Marshal	Dispatcher	Dispatcher	N
Toogood Jason	Marshal	Dispatcher	Dispatcher	N
Hughes Debbie	Marshal	Dispatcher	Dispatcher/Evidence Clerk	R
artin Debra	Marshal	Dispatcher/Admin Assistant	HR Specialist/Admin Asst	T
arker Thyna	Finance	Finance Clerk	Finance Clerk	N
morris Matthew	Housing/Planning	Housing Director/Planner	Housing Director/Planner	N

**Town of Camp Verde
Position Classification Plan**

Table 3 - Recommended Classification of Individual Positions

Transaction Codes:
R = Reclassification

N = No Change
T = Title Modification

Employee Name	Department	Current Job Class	Recommended Job Class	Trans Code
Trahin Yolanda	Janitorial	Janitor	Janitor	N
Urias Maria	Janitorial	Janitor	Janitor	N
Lizotte Michael	Streets	Laborer	Equipment Operator	R
Chavez Robert	Parks & Recreation	Lead Parks Maint Worker	Lead Maintenance Worker	T
Archull Janice	Library	Librarian	Library Specialist	T
Ellison Terry	Library	Librarian	Library Specialist	T
Foster Valerie	Library	Library Aide	Library Clerk	T
Gottschalk Alice	Library	Library Clerk	Senior Library Clerk	T
Laurito Gerard	Library	Library Director	Library Director	N
Huff Earl	Marshal	Lieutenant	Lieutenant	N
Dumas Michael	Parks & Recreation	Maintenance Foreman	Maintenance Foreman	N
Allen Royce	Maintenance	Maintenance Worker	Maintenance Worker	N
Yeager Damen	Maintenance	Maintenance Worker	Maintenance Worker	N
Benally William	Streets	Medium Equipment Operator	Equipment Operator	T
Hammond David	Streets	Medium Equipment Operator	Equipment Operator	T
Moore Teri	Marshal	Animal Control Officer	Animal Control Officer	N
Payne Darrell	Parks & Recreation	Parks Maintenance	Maintenance Worker	T
Long Ronald	Engineer/Public Work	Public Works Director/Town I	Public Works Director/Town Engir	N
Hicks Donna	Library	Receptionist	Library Clerk	R
Yantis Lizotte Cailin	Marshal	Records Clerk	Records Clerk	N
runo Robin	Marshal	Records Supervisor	Records Specialist	T
Perez Joseph	Parks & Recreation	Recreation Supervisor	Recreation Supervisor	N
Jenkins Michael	Planning & Zoning	Senior Planner	Senior Planner	N
Andrews Brian	Marshal	Sergeant	Sergeant	N
Owsley Roscoe	Marshal	Sergeant	Sergeant	N
Ganis Steven	Marshal	Sergeant - Detective	Sergeant	N
Dart Jeffrey	Marshal	Sergeant - Patrol	Sergeant	N
Trahin (Luis) Luis	Streets	Streets Foreman	Streets Maintenance Foreman	T
Buckel (Marvin) Marvin	Streets	Streets Inspector	Streets Supervisor/Inspector	T
Barber Deborah	Town Clerk	Town Clerk	Town Clerk	N
Scannell Michael	Town Manager	Town Manager	Town Manager	N
Smith David	Marshal/Personnel	Town Marshal/HR Director	Town Marshal/HR Director	N

3. EXTERNAL COMPETITIVENESS COMPARISONS

The following paragraphs and tables compare the Town's current salary structure (salary range Midpoint) to those for similar occupations at comparator employers with whom the Town competes to obtain and retain high quality staff.

A. SOURCES OF EXTERNAL DATA

1. Pay Plans of Individual Comparator Organizations:

In order to maintain the statistical reliability of the external prevailing rate database, we obtained the complete salary plans from the following jurisdictions and extracted data on their job classes matching the Town's salary survey benchmarks.

Town of Chino Valley	Town of Prescott Valley
City of Cottonwood	City of Sedona
City of Flagstaff	City of Show Low
Town of Payson	City of Winslow
City of Prescott	Yavapai County

2. Additional Comparators for Director Level Positions:

For size-sensitive, regionally recruited executive level positions, we extracted data on occupational job classes similar to those employed by the Town from the following additional four jurisdictions for informational purposes only.

City of Avondale
City of Goodyear
City of Surprise
City of Yuma

B. DATA PROJECTION

We factored the external data from all sources forward from their date of collection to the common date of January 1, 2009 which is the projected implementation date, by the annual prevailing rate increase (PRI) factor of 3.75%.

C. SALARY RANGE MIDPOINT COMPARISON

We utilized the standard "structure-to-structure" method to compare the Town's salary structure to the prevailing rates. The Town's salary structures and the prevailing rates are represented by their Midpoints, which are the amounts employers pay for sustained competent job performance.

The Midpoint is the most objective, occupation-specific and consistent component of salary structures among employers, as the varying widths of salary ranges are too great to utilize Minimum or Maximum. Midpoint is not affected by actual salary averages which may reflect longevity, pay-for-performance, and a myriad of subjective salary plan administration characteristics of the comparator employers. When individual salary plans were comprised of steps, the beginning and ending steps were added and the sum divided by two (2) to calculate a true midpoint.

D. BENCHMARK OCCUPATIONS

The Town competes with a variety of employers in different geographical areas for two distinct groups of occupational job classes.

1. Executive and Senior Management Positions:

We suggested that the salary structure for these size-sensitive positions be compared to other Arizona locations of slightly larger size population or geographic location due to recruiting issues. Population, although not the only indicator of job complexity, is the most important, and is the standard utilized in salary surveys. In our opinion the selected comparators approximates the range of job complexity of the Town's executive and senior management positions.

The following 11 positions are in this job group.

Community Development Director	Public Works Director/Town Engineer
Finance Director	Town Clerk
Human Resources Director	Town Engineer
Library Director	Town Manager
Magistrate	Town Marshal/HR Director
Parks & Recreation Director	

2. Local Government-Specific Occupations:

For a large number of non-executive positions, the Town competes primarily within the local area. These occupations are not size-sensitive and we extracted salary data on comparable occupations for the following benchmark positions.

Accountant	Deputy	Lead Maintenance Worker
Admin Asst to Town Manager	Deputy Town Clerk	Library Specialist
Admin Asst/HR Specialist	Dispatch Supervisor	Maintenance Worker
Administrative Assistant	Dispatcher	Permit Technician
Animal Control Officer	Dispatcher/Evidence Clerk	Records Clerk
Building Inspector	Equipment Operator	Recreation Supervisor
Chief Building Official	Equipment Operator, Senior	Senior Library Clerk
Children's Librarian	Finance Clerk	Senior Planner
Code Enforcement Officer	HR Spec/Admin Assistant	Sergeant
Court Clerk	Janitor	Streets Maintenance Foreman
Court Supervisor		

We recommend that the Town utilize the above referenced prevailing rate comparisons for the following reasons.

- Provides the largest sample of job classes for the most reliable comparisons
- Focuses on the employers most like the Town in scope and type of services
- Reduces statistical complexity required for melding data from different surveys
- Increases level of understanding by the employees of the comparison process

E. EXTERNAL PREVAILING RATE COMPARISON

Table 4 following this page, summarizes the comparison of the Town's current salary structure midpoints for all benchmark job classes, to the prevailing rates of all the comparator employers from all the salary survey sources.

NOTE: Relationship of +/- 5% to the prevailing rates is considered comparable to the prevailing rates.

<u>Relationship to Prevailing Rates</u>	<u>Benchmark Job Classes</u>	<u>% of Sample</u>	<u>Average Variance</u>	<u>Range of Variance</u>
Below	25	61%	-17.61%	-38.87% / -6.67%
Comparable	9	22%	-0.73%	-4.04% / +3.30%
Above	3	7%	+9.00%	+6.62% / +10.89%
For Info Only	4	10%		

The Town is a competitive employer (within 5% of the prevailing rates) for 29% of the benchmark job classes, and is not a competitive employer (-5% or more below the prevailing rates) for 61% of the benchmark job classes. 10% of the benchmarks are for informational purposes only.

**Town of Camp Verde
FY 2009 Salary Plan
Table 4 - External Prevailing Rates Comparison**

Job Classification Title	Current Midpoint	01/01/09 Aged Survey Midpoint	Variance	
			\$	%
Town Marshal/HR Director	\$64,210	\$105,030	-\$40,820	-38.87%
Public Works Director/Town Engineer	\$64,210	\$95,603	-\$31,393	-32.84%
Community Development Director	\$64,210	\$93,564	-\$29,354	-31.37%
Town Engineer	\$64,210	\$90,917	-\$26,707	-29.37%
Human Resources Director	\$64,210	\$88,037	-\$23,827	-27.06%
Finance Director	\$64,210	\$84,622	-\$20,412	-24.12%
Parks & Recreation Director	\$64,210	\$81,938	-\$17,729	-21.64%
Library Specialist	\$31,493	\$39,349	-\$7,857	-19.97%
Sergeant	\$51,423	\$64,235	-\$12,812	-19.95%
Children's Librarian	\$38,473	\$47,982	-\$9,508	-19.82%
Library Director	\$64,210	\$77,001	-\$12,791	-16.61%
Deputy Town Clerk	\$38,473	\$46,118	-\$7,645	-16.58%
Admin Assistant to Town Manager	\$38,473	\$45,405	-\$6,931	-15.27%
Recreation Supervisor	\$39,060	\$45,962	-\$6,902	-15.02%
Building Inspector	\$39,648	\$46,340	-\$6,692	-14.44%
Senior Planner	\$51,423	\$59,669	-\$8,246	-13.82%
Equipment Operator	\$31,493	\$36,307	-\$4,814	-13.26%
Records Clerk	\$30,547	\$34,311	-\$3,764	-10.97%
Town Clerk	\$64,210	\$71,916	-\$7,706	-10.72%
Court Supervisor	\$47,085	\$52,036	-\$4,951	-9.51%
HR Specialist/Admin Asst	\$38,473	\$42,350	-\$3,876	-9.15%
Deputy	\$47,085	\$51,587	-\$4,502	-8.73%
Streets Maintenance Foreman	\$47,085	\$50,925	-\$3,840	-7.54%
Lead Maintenance Worker	\$38,473	\$41,395	-\$2,922	-7.06%
Accountant	\$41,214	\$44,158	-\$2,944	-6.67%
Equipment Operator, Senior	\$38,473	\$40,095	-\$1,622	-4.04%
Dispatch Supervisor	\$47,085	\$48,807	-\$1,722	-3.53%
Dispatcher	\$38,473	\$39,638	-\$1,165	-2.94%
Senior Library Clerk	\$30,547	\$31,032	-\$486	-1.57%
Maintenance Worker	\$31,493	\$31,988	-\$495	-1.55%
Janitor	\$27,839	\$27,907	-\$68	-0.24%
Administrative Assistant	\$38,473	\$37,917	\$556	1.47%
Permit Technician	\$38,473	\$37,529	\$944	2.52%
Dispatcher/Evidence Clerk	\$38,473	\$37,243	\$1,230	3.30%
Finance Clerk	\$38,473	\$36,083	\$2,390	6.62%
Court Clerk	\$38,473	\$35,137	\$3,337	9.50%
Animal Control Officer	\$39,648	\$35,755	\$3,892	10.89%
FOR INFORMATIONAL PURPOSES ONLY				
Town Manager		\$137,504		
Magistrate		\$81,782		
Chief Building Official	\$47,085	\$67,089	-\$20,004	-29.82%
Code Enforcement Officer		\$41,738		

4. RECOMMENDED SALARY RANGE STRUCTURE

The salary table, on the following page, is the recommended single consolidated salary range table for the Town.

A. RECOMMENDED SINGLE SALARY RANGE TABLE

The recommended Permanent Salary Range Table provides equal in-range salary opportunity of approximately 50% from Minimum to Maximum. The salary ranges are separated by a uniform 2.5%, permitting job classes to be precisely linked to the external prevailing rates, the Town's salary competitiveness policy, and internal job relationships, through their Midpoints.

The Table's 88 ranges exceed the dollar ranges required to encompass the FY 2009 prevailing rates, permitting the plan to be updated in future years to accommodate the anticipated increases in the prevailing rates. Additional salary ranges may be added.

B. ANNUAL SALARY RANGE ADJUSTMENTS

Job classes are individually reassigned to different salary ranges on an annual basis to reflect the varying movement in the external prevailing rate (if any) for each job class. The Permanent Salary Range Table should not be adjusted by blanket percentages or flat dollar amounts, as that will adversely impact the Town's external competitiveness and the internal equity of the salary plan.

**Town of Camp Verde
Permanent Salary Range Table**

Range	MIN	MID	MAX		Range	MIN	MID	MAX
11	\$13,712	\$17,289	\$20,865		55	\$40,641	\$51,240	\$61,839
12	\$14,055	\$17,721	\$21,386		56	\$41,657	\$52,521	\$63,385
13	\$14,406	\$18,164	\$21,921		57	\$42,698	\$53,834	\$64,970
14	\$14,767	\$18,618	\$22,469		58	\$43,765	\$55,180	\$66,594
15	\$15,136	\$19,083	\$23,031		59	\$44,860	\$56,559	\$68,259
16	\$15,514	\$19,560	\$23,607		60	\$45,981	\$57,973	\$69,966
17	\$15,902	\$20,049	\$24,197		61	\$47,131	\$59,423	\$71,715
18	\$16,300	\$20,551	\$24,802		62	\$48,309	\$60,908	\$73,508
19	\$16,707	\$21,064	\$25,422		63	\$49,517	\$62,431	\$75,345
20	\$17,125	\$21,591	\$26,057		64	\$50,754	\$63,992	\$77,229
21	\$17,553	\$22,131	\$26,709		65	\$52,023	\$65,591	\$79,160
22	\$17,992	\$22,684	\$27,376		66	\$53,324	\$67,231	\$81,139
23	\$18,441	\$23,251	\$28,061		67	\$54,657	\$68,912	\$83,167
24	\$18,903	\$23,832	\$28,762		68	\$56,023	\$70,635	\$85,246
25	\$19,375	\$24,428	\$29,481		69	\$57,424	\$72,401	\$87,377
26	\$19,859	\$25,039	\$30,219		70	\$58,860	\$74,211	\$89,562
27	\$20,356	\$25,665	\$30,974		71	\$60,331	\$76,066	\$91,801
28	\$20,865	\$26,307	\$31,748		72	\$61,839	\$77,968	\$94,096
29	\$21,386	\$26,964	\$32,542		73	\$63,385	\$79,917	\$96,448
30	\$21,921	\$27,638	\$33,356		74	\$64,970	\$81,915	\$98,860
31	\$22,469	\$28,329	\$34,189		75	\$66,594	\$83,963	\$101,331
32	\$23,031	\$29,038	\$35,044		76	\$68,259	\$86,062	\$103,864
33	\$23,607	\$29,763	\$35,920		77	\$69,966	\$88,213	\$106,461
34	\$24,197	\$30,508	\$36,818		78	\$71,715	\$90,419	\$109,122
35	\$24,802	\$31,270	\$37,739		79	\$73,508	\$92,679	\$111,850
36	\$25,422	\$32,052	\$38,682		80	\$75,345	\$94,996	\$114,647
37	\$26,057	\$32,853	\$39,649		81	\$77,229	\$97,371	\$117,513
38	\$26,709	\$33,675	\$40,641		82	\$79,160	\$99,805	\$120,451
39	\$27,376	\$34,517	\$41,657		83	\$81,139	\$102,300	\$123,462
40	\$28,061	\$35,379	\$42,698		84	\$83,167	\$104,858	\$126,549
41	\$28,762	\$36,264	\$43,765		85	\$85,246	\$107,479	\$129,712
42	\$29,481	\$37,170	\$44,860		86	\$87,377	\$110,166	\$132,955
43	\$30,219	\$38,100	\$45,981		87	\$89,562	\$112,920	\$136,279
44	\$30,974	\$39,052	\$47,131		88	\$91,801	\$115,743	\$139,686
45	\$31,748	\$40,029	\$48,309		89	\$94,096	\$118,637	\$143,178
46	\$32,542	\$41,029	\$49,517		90	\$96,448	\$121,603	\$146,757
47	\$33,356	\$42,055	\$50,754		91	\$98,860	\$124,643	\$150,426
48	\$34,189	\$43,106	\$52,023		92	\$101,331	\$127,759	\$154,187
49	\$35,044	\$44,184	\$53,324		93	\$103,864	\$130,953	\$158,042
50	\$35,920	\$45,289	\$54,657		94	\$106,461	\$134,227	\$161,993
51	\$36,818	\$46,421	\$56,023		95	\$109,122	\$137,583	\$166,043
52	\$37,739	\$47,581	\$57,424		96	\$111,850	\$141,022	\$170,194
53	\$38,682	\$48,771	\$58,860		97	\$114,647	\$144,548	\$174,449
54	\$39,649	\$49,990	\$60,331		98	\$117,513	\$148,161	\$178,810

5. RECOMMENDED FY 2009 BASE SALARY PLAN

The following narratives and tables describe the recommended FY 2009 salary plan for the Town and its estimated fiscal impact.

A. RECOMMENDED FLEXIBLE SALARY COMPETITIVENESS POLICY

Salary *policy* is the Town's expression of *where* it will place its salary levels in relation to the prevailing rates, expressed as a *percentage* of the external prevailing rates.

Permanent Prevailing Rate Salary Policy

We recommend that the Town adopt a permanent policy to place its salary competitiveness policy at 95% of the prevailing rates. "*At the prevailing rates*" is defined as +/- 5% of the survey jobs' averages matching the benchmark job classes. An illustrative prevailing rate resolution wording is:

"It is the policy of the Town of Camp Verde to place its salary range assignments at 95% of the prevailing rates paid for similar occupations by the public employers with whom we compete for high quality staff, if financially able, based on the non-weighted average rates of the designated comparator employers."

This flexible policy will permit the Town to consider significant factors relating to internal occupational group relationships, supply and demand in the marketplace for specific occupations, and financial constraints.

B. ASSIGNMENT OF JOB CLASSES TO SALARY RANGES

Tables 5 and 6, on the following pages are the recommended FY 2009 salary ranges for each of the Town's job classes in occupational group order (Table 5) and salary range order (Table 6). Benchmark job classes (indicated by an asterisk) were placed as close to the prevailing rates for comparable job classes as was practical, by matching the Town's salary range Midpoints to the survey benchmark rates.

We utilized our professional judgment to prevent illogical relationships that could result from survey data directly linked into salary ranges, as there is no automatic logical job content relationship among survey data collected from various employers. Non-benchmark job classes were linked to benchmark job classes by professional judgment, as detailed in Table 7, following Table 6.

C. ESTIMATED FISCAL IMPACT OF THE RECOMMENDED SALARY PLAN

1. Table 8, page 23, summarizes the estimated fiscal impact for the salary plan. Should the Town decide to position itself at 95% of the market place, it will cost an estimated \$40,293 (1.19% of base payroll) to bring the 22 employees to the recommended Minimum for their salary range. This does not include any in-range adjustments the Town may wish to consider.
2. Table 9, page 24, summarizes the estimated fiscal impact to minimum for the salary plan by department/division.

**Town of Camp Verde
FY 2009 Salary Plan**

Table 5 - Salary Ranges Per Job Class - (Job Class Order) at 95% of Market

Current Occupational Job Families and Job Classes	Recommended Occupational Job Families and Job Classes	-- Recommended 95% --			
		Range	Minimum	Midpoint	Maximum
Town Manager Group					
* Town Manager	Town Manager	93	\$103,864	\$130,953	\$158,042
Marshal Group					
* Town Marshal/HR Director	Town Marshal/HR Director	82	\$79,160	\$99,805	\$120,451
Lieutenant	Lieutenant	72	\$61,839	\$77,968	\$94,096
* Sergeant	Sergeant	62	\$48,309	\$60,908	\$73,508
* Deputy	Deputy	53	\$38,682	\$48,771	\$58,860
Detective	Deputy				
* Dispatch Supervisor	Dispatch Supervisor	48	\$34,189	\$43,106	\$52,023
* Dispatcher	Dispatcher	43	\$30,219	\$38,100	\$45,981
*	Dispatcher/Evidence Clerk	43	\$30,219	\$38,100	\$45,981
* Animal Control Officer	Animal Control Officer	38	\$26,709	\$33,675	\$40,641
Animal Shelter Operator	Animal Shelter Operator	36	\$25,422	\$32,052	\$38,682
Records Supervisor	Records Specialist	43	\$30,219	\$38,100	\$45,981
* Records Clerk	Records Clerk	37	\$26,057	\$32,853	\$39,649
* Dispatcher/Admin Asst	HR Specialist/Admin Asst	45	\$31,748	\$40,029	\$48,309
Library Group					
* Library Director	Library Director	69	\$57,424	\$72,401	\$87,377
Sr. Librarian	Delete class				
* Children's Librarian	Children's Librarian	49	\$35,044	\$44,184	\$53,324
* Librarian	Library Specialist	39	\$27,376	\$34,517	\$41,657
* Library Clerk	Senior Library Clerk	33	\$23,607	\$29,763	\$35,920
Children's Library Aide	Senior Library Clerk				
Library Aide	Library Clerk	29	\$21,386	\$26,964	\$32,542
Town Clerk Group					
* Town Clerk	Town Clerk	67	\$54,657	\$68,912	\$83,167
* Deputy Clerk	Deputy Town Clerk	49	\$35,044	\$44,184	\$53,324
Magistrate Group					
* Court Supervisor	Court Supervisor	50	\$35,920	\$45,289	\$54,657
* Court Clerk	Court Clerk	40	\$28,061	\$35,379	\$42,698
Court Clerk/Interpreter	Court Clerk				
Parks/Recreation & Maintenance Group					
* Parks & Rec Director	Parks & Recreation Director	72	\$61,839	\$77,968	\$94,096
* Recreation Supervisor	Recreation Supervisor	49	\$35,044	\$44,184	\$53,324
Maintenance Foreman	Maintenance Foreman	48	\$34,189	\$43,106	\$52,023
* Lead Parks Maint Worker	Lead Maintenance Worker	44	\$30,974	\$39,052	\$47,131
* Maintenance Worker	Maintenance Worker	34	\$24,197	\$30,508	\$36,818
Park Maintenance Worker	Maintenance Worker				
* Janitor	Janitor	28	\$20,865	\$26,307	\$31,748
	Special Events Coord/Admin Asst	45	\$31,748	\$40,029	\$48,309

**Town of Camp Verde
FY 2009 Salary Plan**

Table 5 - Salary Ranges Per Job Class - (Job Class Order) at 95% of Market

Current Occupational Job Families and Job Classes	Recommended Occupational Job Families and Job Classes	-- Recommended 95% --			
		Range	Minimum	Midpoint	Maximum
Community Development Group					
* Community Development Director	Community Development Director	77	\$69,966	\$88,213	\$106,461
* Senior Planner	Senior Planner	59	\$44,860	\$56,559	\$68,259
* Chief Building Official	Chief Building Official	64	\$50,754	\$63,992	\$77,229
* Building Inspector	Building Inspector	49	\$35,044	\$44,184	\$53,324
* Code Enforcement Officer (Open)	Code Enforcement Officer	45	\$31,748	\$40,029	\$48,309
	Assistant Planner/Admin Assist	46	\$32,542	\$41,029	\$49,517
	Permit Technician	42	\$29,481	\$37,170	\$44,860
Engineering/Public Works Group					
* Public Works Dir/Town Engineer	Public Works Director/Town Engineer	78	\$71,715	\$90,419	\$109,122
	Streets Supervisor/Inspector	56	\$41,657	\$52,521	\$63,385
* Streets Foreman	Streets Maintenance Foreman	52	\$37,739	\$47,581	\$57,424
* Senior Equipment Operator	Equipment Operator, Senior	43	\$30,219	\$38,100	\$45,981
* Equipment Operator	Equipment Operator	39	\$27,376	\$34,517	\$41,657
	Medium Equipment Operator				
	Laborer	33	\$23,607	\$29,763	\$35,920
Finance Group					
* Finance Director	Finance Director	73	\$63,385	\$79,917	\$96,448
* Accountant	Accountant	46	\$32,542	\$41,029	\$49,517
* Finance Clerk	Finance Clerk	40	\$28,061	\$35,379	\$42,698
Housing Group					
Housing Director/Planner	Housing Director/Planner	68	\$56,023	\$70,635	\$85,246
Administrative Support Group					
Office Manager	deleted class				
* Admin Assistant to Town Manager	Admin Assistant to Town Manager	48	\$34,189	\$43,106	\$52,023
* Administrative Assistant	Administrative Assistant	42	\$29,481	\$37,170	\$44,860
	Administrative Assistant/Receptionis				
	Receptionist	32	\$23,031	\$29,038	\$35,044
	Clerical				
	deleted class				
Contract Position for Informational Purposes Only					
* Magistrate	Magistrate	cont			

**Town of Camp Verde
FY 2009 Salary Plan**

Table 6 - Salary Ranges Per Job Class - (Salary Range Order) at 95% of Market

Current Occupational Job Families and Job Classes	Recommended Occupational Job Families and Job Classes	-- Recommended 95% --			
		Range	Minimum	Midpoint	Maximum
* Town Manager	Town Manager	93	\$103,864	\$130,953	\$158,042
* Town Marshal/HR Director	Town Marshal/HR Director	82	\$79,160	\$99,805	\$120,451
* Public Works Dir/Town Engineer	Public Works Director/Town Engineer	78	\$71,715	\$90,419	\$109,122
* Community Development Director	Community Development Director	77	\$69,966	\$88,213	\$106,461
* Finance Director	Finance Director	73	\$63,385	\$79,917	\$96,448
Lieutenant	Lieutenant	72	\$61,839	\$77,968	\$94,096
* Parks & Rec Director	Parks & Recreation Director	72	\$61,839	\$77,968	\$94,096
* Library Director	Library Director	69	\$57,424	\$72,401	\$87,377
Housing Director/Planner	Housing Director/Planner	68	\$56,023	\$70,635	\$85,246
* Town Clerk	Town Clerk	67	\$54,657	\$68,912	\$83,167
* Chief Building Official	Chief Building Official	64	\$50,754	\$63,992	\$77,229
* Sergeant	Sergeant	62	\$48,309	\$60,908	\$73,508
* Senior Planner	Senior Planner	59	\$44,860	\$56,559	\$68,259
Streets Inspector	Streets Supervisor/Inspector	56	\$41,657	\$52,521	\$63,385
* Deputy	Deputy	53	\$38,682	\$48,771	\$58,860
* Streets Foreman	Streets Maintenance Foreman	52	\$37,739	\$47,581	\$57,424
* Court Supervisor	Court Supervisor	50	\$35,920	\$45,289	\$54,657
* Children's Librarian	Children's Librarian	49	\$35,044	\$44,184	\$53,324
* Deputy Clerk	Deputy Town Clerk	49	\$35,044	\$44,184	\$53,324
* Recreation Supervisor	Recreation Supervisor	49	\$35,044	\$44,184	\$53,324
* Building Inspector	Building Inspector	49	\$35,044	\$44,184	\$53,324
* Dispatch Supervisor	Dispatch Supervisor	48	\$34,189	\$43,106	\$52,023
Maintenance Foreman	Maintenance Foreman	48	\$34,189	\$43,106	\$52,023
* Admin Assistant to Town Manager	Admin Assistant to Town Manager	48	\$34,189	\$43,106	\$52,023
	Assistant Planner/Admin Assist	46	\$32,542	\$41,029	\$49,517
* Accountant	Accountant	46	\$32,542	\$41,029	\$49,517

**Town of Camp Verde
FY 2009 Salary Plan**

Table 6 - Salary Ranges Per Job Class - (Salary Range Order) at 95% of Market

Current Occupational Job Families and Job Classes	Recommended Occupational Job Families and Job Classes	-- Recommended 95% --			
		Range	Minimum	Midpoint	Maximum
* Dispatcher/Admin Asst	HR Specialist/Admin Asst	45	\$31,748	\$40,029	\$48,309
	Special Events Coord/Admin Asst	45	\$31,748	\$40,029	\$48,309
* Code Enforcement Officer (Open)	Code Enforcement Officer	45	\$31,748	\$40,029	\$48,309
* Lead Parks Maint Worker	Lead Maintenance Worker	44	\$30,974	\$39,052	\$47,131
* Dispatcher	Dispatcher	43	\$30,219	\$38,100	\$45,981
*	Dispatcher/Evidence Clerk	43	\$30,219	\$38,100	\$45,981
Records Supervisor	Records Specialist	43	\$30,219	\$38,100	\$45,981
* Senior Equipment Operator	Equipment Operator, Senior	43	\$30,219	\$38,100	\$45,981
*	Permit Technician	42	\$29,481	\$37,170	\$44,860
* Administrative Assistant	Administrative Assistant	42	\$29,481	\$37,170	\$44,860
* Court Clerk	Court Clerk	40	\$28,061	\$35,379	\$42,698
* Finance Clerk	Finance Clerk	40	\$28,061	\$35,379	\$42,698
* Librarian	Library Specialist	39	\$27,376	\$34,517	\$41,657
* Equipment Operator	Equipment Operator	39	\$27,376	\$34,517	\$41,657
* Animal Control Officer	Animal Control Officer	38	\$26,709	\$33,675	\$40,641
* Records Clerk	Records Clerk	37	\$26,057	\$32,853	\$39,649
Animal Shelter Operator	Animal Shelter Operator	36	\$25,422	\$32,052	\$38,682
* Maintenance Worker	Maintenance Worker	34	\$24,197	\$30,508	\$36,818
* Library Clerk	Senior Library Clerk	33	\$23,607	\$29,763	\$35,920
Laborer	Laborer	33	\$23,607	\$29,763	\$35,920
Receptionist	Receptionist	32	\$23,031	\$29,038	\$35,044
Library Aide	Library Clerk	29	\$21,386	\$26,964	\$32,542
* Janitor	Janitor	28	\$20,865	\$26,307	\$31,748

Town of Camp Verde

FY 2009

Salary Plan

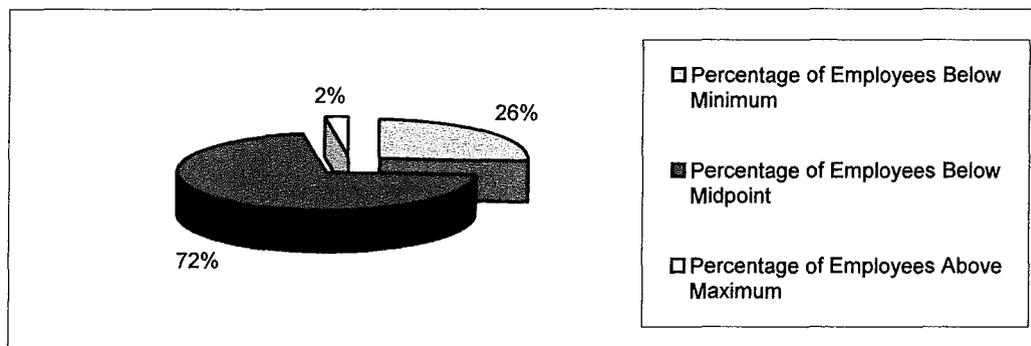
Table 7 - Non-Benchmark to Benchmark Linkage Table

This table is to be utilized as a guide during annual salary plan updates, permitting non-benchmark job classes to be adjusted by the same number of salary ranges as the salary survey benchmark job class to which they have been linked.

Non-Benchmark Job Class	Benchmark Job Class
Animal Shelter Operator	Animal Control Officer
Assistant Planner/Admin Assist	Senior Planner
Housing Director/Planner	Senior Planner
Laborer	Equipment Operator
Library Clerk	Senior Library Clerk
Lieutenant	Sergeant
Parks Maintenance Foreman	Lead Maintenance Worker
Receptionist	Administrative Assistant
Records Specialist	Records Clerk
Special Events Coord/Admin Asst	Administrative Assistant
Streets Supervisor/Inspector	Streets Maintenance Foreman

Town of Camp Verde
Table 8 - Estimated Fiscal Impact of FY 2009 Salary Plan
95% of Prevailing Rates Competitiveness Policy

@ 95%	
Number of Employees	80
Total Payroll	\$3,376,465
Number of Employees Below Minimum	22
As % of total employees	27.50%
Total \$ below Minimum	\$40,293
As % of total payroll	1.19%
Average amount below Minimum	\$1,832
Number of Employees Below Midpoint (includes below MIN)	60
As % of total employees	75.00%
Total \$ below Midpoint	\$414,755
As % of total payroll	12.28%
Average amount below Midpoint	\$6,913
Number of Employees Below Min & Nearest Step	18
As % of total employees	22.50%
Number of Employees Above Maximum	2
As % of total employees	2.50%
Total \$ over Maximum	\$6,901
As % of total payroll	0.20%
Average amount over Maximum	\$3,450



Town of Camp Verde
Table 9 - Estimated Fiscal Impact of FY 2009 Salary Plan by Department
95% of Prevailing Rates Competitiveness Policy

Department	# of Employees	Total Payroll of Department	# of Employees Below Min	Total \$ Below Min	# of Employees Below Mid	Total \$ Below Mid	# of Employees Above Max	Total \$ over Max
Building	1	\$60,244	0	\$0	1	\$3,747	0	\$0
Building Department	3	\$103,842	1	\$16	3	\$14,667	0	\$0
Community Development	1	\$65,772	1	\$4,194	1	\$18,248	0	\$0
Engineer/Public Works	1	\$86,553	0	\$0	1	\$3,866	0	\$0
Finance	2	\$88,181	0	\$0	0	\$0	0	\$0
Housing Department	1	\$27,873	1	\$1,609	1	\$7,689	0	\$0
Housing/Planning	1	\$56,709	0	\$0	1	\$13,925	0	\$0
Janitorial	2	\$50,111	0	\$0	1	\$4,026	0	\$0
Library	8	\$264,822	4	\$6,550	6	\$38,280	0	\$0
Magistrate	5	\$202,564	1	\$167	2	\$7,863	1	\$6,063
Maintenance	2	\$58,616	0	\$0	1	\$3,363	0	\$0
Marshal	33	\$1,409,892	8	\$7,457	25	\$168,777	0	\$0
Marshal/Personnel	1	\$82,140	0	\$0	1	\$17,666	0	\$0
Parks & Recreation	6	\$229,494	2	\$11,619	5	\$37,118	0	\$0
Planning & Zoning	2	\$84,775	1	\$1,756	2	\$11,058	0	\$0
Public Works	1	\$33,978	0	\$0	1	\$3,192	0	\$0
Streets	5	\$179,019	2	\$926	5	\$23,707	0	\$0
Town Clerk	3	\$148,318	0	\$0	2	\$10,475	1	\$838
Town Manager	2	\$143,562	1	\$5,999	1	\$27,089	0	\$0
Totals:	80	\$3,376,465	22	\$40,293	60	\$414,755	2	\$6,901

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6. INITIAL IMPLEMENTATION OF FY 2009 SALARY PLAN

The initial implementation of the Town's updated salary plan for FY 2009 will be controlled by the Town's financial resources, and therefore balanced between the Town's desire to pay all employees at the prevailing rates for their occupations and available funds. The following optional approaches are provided for the Town to select, or modify, the one best suited to its compensation philosophy, historical practices, and available funds.

A. SALARIES BELOW MINIMUM

We recommend that the salaries of all employees whose current amount is less than the Minimum of the salary range for their position's job class be increased to that Minimum amount on the effective date of the updated salary plan.

B. ALTERNATIVE APPROACHES TO IN-RANGE ADJUSTMENTS

In-range adjustments can be made after the plan's effective date (and after all salaries have been adjusted up to Minimum), according to one of the following approaches and funding level options.

Approach A - Position in Range

<u>Quartile Within Salary Range</u>	<u>Compa- Ratio</u>	<u>-----Variable Funding Level-----</u>		
		<u>Option 1 Increase</u>	<u>Option 2 Increase</u>	<u>Option 3 Increase</u>
First	83%- 94%	5%	4%	3%
Second	95%-104%	4%	3%	2%
Third	105%-109%	3%	2%	0%
Fourth	110%-117%	2%	0%	0%

This approach moves the salaries of those who are furthest from the prevailing rate (Midpoint) at a faster pace than those who are paid nearer or above the prevailing rates, while providing in-range salary advancement to most employees.

Approach B - Longevity/Percentage Increase

This approach provides in-range increases based on years of Town service.

<u>Years of Service</u>	<u>-----Variable Funding Level-----</u>		
	<u>Option 1 Increase</u>	<u>Option 2 Increase</u>	<u>Option 3 Increase</u>
Less than 1 year	2.0%	1.5%	1.0%
1 – 5 years	2.5%	2.0%	1.5%
6 – 10 years	3.0%	2.5%	2.0%
11 – 15 years	3.5%	3.0%	2.5%
16 – 20 years	4.0%	3.5%	3.0%
Over 20 years	4.5%	4.0%	3.5%

Approach C - Longevity/Compa-Ratio

This approach places individuals at specific positions within the salary range based on their years of Town service, and does not decrease their current salary amount if it exceeds the designated compa-ratio. This approach can be modified to reflect years in position rather than years of service.

	-----Variable Funding Level-----		
<u>Years</u>	<u>Compa- Ratio</u>	<u>Compa- Ratio</u>	<u>Compa- Ratio</u>
Less than 1 year	85%	83%	80%
1 – 5 years	90%	88%	85%
6 – 10 years	95%	93%	90%
11 – 15 years	100%	98%	95%
16 – 20 years	105%	103%	100%
Over 20 years	110%	107%	105%

We recommend that the Town test the fiscal feasibility of all initial implementation approaches by computing the per-employee cost for each alternative method.

7. SALARY ADMINISTRATION

Detailed procedures for the administration and update of the Town's salary plan are contained in the separately provided *PSPC Salary Administration Procedure Guide*. Following are several key salary plan maintenance procedures.

A. FUNDING INITIAL IMPLEMENTATION AND ANNUAL UPDATES

We recommend the FY 2009 salary plan be established and subsequent updates made on the basis of the external prevailing rates. The annual prevailing rate increase (PRI) factor is a broad composite of the job market's reactions to the cost of living (CPI), recently completed collective bargaining agreements, and supply and demand for specific occupations.

All funds for initial implementation and/or annual updates should be combined into one single prevailing rate maintenance (PRM) budget authorized by the Town. Across-the-board or universal flat amount salary increases significantly impair external competitiveness, internal equity, and merit increase opportunity.

B. ANNUAL PLAN UPDATE STEPS

1. Secure re-affirmation of the Town's prevailing rate salary policy.
2. Obtain latest comparator pay plans.
3. Compute the prevailing rate for each of the benchmark job classes.
4. Re-assign the benchmark job classes to the salary ranges whose Midpoints most closely match the prevailing rates.
5. Re-assign the non-benchmark job classes by adjusting them by the same number of salary ranges as their linked benchmark job class (Table 7).
6. Utilize professional judgment in job class re-assignment to prevent internal inequities and relationships not supported by relative job complexity.
7. Identify employees whose current salary is less than their job's new Minimum.
8. Compute the total amount of dollars, and percentage of current payroll, required to bring all employees to the Minimum of their new salary range.
9. Determine the amount required for in-range increases.
10. Provide information to the Council for budgeting purposes.
11. Obtain approved prevailing rate maintenance (PRM) budget from the Finance Department.
12. Bring all salaries up to Minimum on the updated plan's effective date.

C. LEVERAGING EXTERNAL COMPETITIVENESS THROUGH SALARY ADMINISTRATION

1. Exceptions to the Salary Plan

There may be rare instances where the employment marketplace conditions or other factors require a one-time or permanent exception to the uniform salary policy system, by establishing an exceptional salary range or amount outside of the Town-wide salary plan. Occupations such as those in Engineering often must be established on separate salary schedules as an internally equitable salary range assignment could be drastically below the prevailing rates, and prevent the Town from obtaining and retaining these scarce skills.

Please see page 36 of the *PSPC Salary Administration Procedure Guide* for a detailed explanation of the procedure for exceptions to the official salary range.

2. Flexible Hiring Rate

The Minimum of a salary range is not necessarily the hiring rate, as it is merely the mathematical extension of the salary range Midpoint. The Town must utilize the entire salary range for recruitment purposes, reserving flexibility for a variety of recruitment situations, including scarcity of desired job skills, high qualifications of an applicant, or higher than Minimum salary demand by a needed applicant.

We recommend a sequence of hiring amount approvals based on desired position within the salary range, such as:

<u>Segment of Salary Range</u>		<u>Approval Required</u>
Min.	- 1 st Qt	Department Head
Min.	- Midpt	Personnel Director
Over Mid	-	City Executives
Over Max	-	City Board

3. Recruitment/Retention Inducement Bonus

In this extraordinary economy public employers are turning to effective methods long used in the private sector to enable them to obtain and retain highly skilled personnel in high-demand occupations, such as Engineering, without destroying the internal equity of the salary plans.

We recommend that the Town consider offering significant one-time hiring bonuses for the high-demand occupations as an effective recruitment tool and to offset the base salary range which is often significantly lower than paid by private sector employers for such positions. The same method can be utilized as a counter-offer to retain needed incumbents who have received employment offers at higher salaries from other organizations.

8. ADDITIONAL COMPENSATION-RELATED COMPONENTS

FLSA Designation

Following are our proposed Fair Labor Standards Act (FLSA) exempt (E) non-exempt (N) designations for the Town's job classes, based on our interpretation of the definitions and guidelines.

Marshal Group

Town Marshal/HR Director	E
Lieutenant	E
Sergeant	N
Deputy	N
Dispatch Supervisor	N
Dispatcher	N
Dispatcher/Evidence Clerk	N
Animal Control Officer	N
Animal Shelter Operator	N
Records Specialist	N
Records Clerk	N
HR Specialist/Admin Assistant	N

Town Manager Group

Town Manager	E
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Library Group

Library Director	E
Children's Librarian	E
Library Specialist	N
Senior Library Clerk	N
Library Clerk	N

Town Clerk Group

Town Clerk	E
Deputy Town Clerk	N

Magistrate Group

Court Supervisor	N
Court Clerk	N

Parks/Rec & Maintenance Group

Parks & Rec Director	E
Recreation Supervisor	N
Maintenance Foreman	N
Lead Maintenance Worker	N
Maintenance Worker	N
Janitor	N
Special Events Coord/Admin Asst	N

Community Development Group	
Community Development Director	E
Senior Planner	E
Chief Building Official	E
Building Inspector	N
Code Enforcement Officer	N
Assistant Planner/Admin Asst	N
Permit Technician	N

Engineering/Public Works Group	
Public Works Director/Town Engineer	E
Streets Supervisor/Inspector	N
Streets Maintenance Foreman	N
Equipment Operator, Senior	N
Equipment Operator	N

Finance Group	
Finance Director	E
Accountant	N
Finance Clerk	N

Housing Group	
Housing Director/Planner	E

Administrative Support Group	
Admin Asst to Town Manager	N
Administrative Assistant	N
Receptionist	N

