

**MINUTES**  
**REGULAR WORKSESSION**  
CITY COUNCIL OF THE CITY OF YUMA, ARIZONA  
CITY COUNCIL CHAMBERS - YUMA CITY HALL  
ONE CITY PLAZA, YUMA, ARIZONA  
**September 18, 2018**  
**6:00 p.m.**

**CALL TO ORDER**

**Mayor Nicholls** called the Regular City Council Worksession to order at 6:00 p.m.

Councilmembers Present:	Shelton, Watts, Thomas, Knight, McClendon, Miller, and Mayor Nicholls
Councilmembers Absent:	None
Staffmembers Present:	City Administrator, Gregory K. Wilkinson Director of Human Resources, Monica Welch Chief of Police, John Lekan Police Captain, Lisa Culp Police Sergeant, Henry Valenzuela Fire Chief, Steve Irr Utilities Director, Jay Simonton Various department heads or their representatives City Attorney, Richard W. Files City Clerk, Lynda Bushong

**I. KIDS AT HOPE PRESENTATION**

**Tim Hardy**, Yuma County Juvenile Justice Center Director, as well as Treasure Hunter and Chairman for Kids at Hope Yuma, presented the background of how he became involved with Kids at Hope and how the program can help the community. Kids at Hope believes that all kids are capable of success, no exceptions. He stated that the program is not just targeted at kids in the juvenile system, it is for every child. **Hardy** went on to explain that in four years the Kids at Hope program has been incorporated into 27 schools and organizations; as a national organization it serves over 750,000 youth in the United States. The vision is to get the program into every organization so all youth programs are talking the same language, which would increase the possibility of success for our children. **Hardy** further informed City Council of the Hope Assessment Center, where they work with the Police Department when young individuals are brought in on minor offenses so Kids at Hope can address the youth issues immediately and the officers can get back on the street. **Hardy** concluded by announcing Kids at Hope is hosting an upcoming benefit concert scheduled for November 11<sup>th</sup> at Desert Sun Stadium. He invited everyone to attend and expressed his thanks to the community.

**II. COMPENSATION AND PAY PLAN OVERVIEW**

**Monica Welch**- Presented the Labor Market Analysis Report as follows:

Pay Plan History

- Pay plan established in 2001 after a compensation study was completed
- 40% spread between the minimum and maximum of each range
- Original structure took 7 - 12 years to get to the top of the range with annual pay increase varying between 3% – 5%

- 2006 annual pay increases decreased to 2.5%, increasing the time to reach the top of range to 14 years.
- 2016 annual pay increases changed to 2% with up to 1% pay for performance bonus, increasing time to the top of the pay range to 17 years
  - 9 years to reach mid-point

Year	Pay Range Spread	Annual Pay Increase	Time to Top of Pay Range
2001	40%	3%	12 years
2001	40%	5%	7 years
2006	40%	2.5%	14 years
2016	40%	2%	17 years

#### Current Pay Status

- Last compensation study was done in 2013 and the increase results were implemented over a 2-year period
- A high level overview of the pay for City positions was evaluated using the 2017 League of AZ Cities and Towns (League) survey
- 21 comparator cities were used – 10 cities larger than the City of Yuma and 10 smaller (included San Luis and Somerton)
- The mid-point of the salary range for positions was identified and averaged to determine the market value of the position
- The City as a whole is approximately 10% below the market for all positions combined using mid-point comparison (26 positions were reviewed)

#### Citywide Data

Position	Current Mid-Point of Salary Range	Average Mid-Point Comparator Cities	Rank in Market	% below average of Market
Mayor			20/22	64.17%
Council			22/22	82.21%
911 Dispatcher	\$45,383.00	\$48,694.00	19/21	6.80%
Accountant	\$59,487.00	\$57,524.00	11/18	-3.41%
Auto Mechanic (Equipment Mech)	\$45,338.00	\$49,506.00	17/20	8.42%
Building Official	\$97,476.00	\$87,228.00	5/18	-11.75%
City Clerk	\$97,476.00	\$112,789.00	13/14	13.58%
City Engineer	\$124,778.00	\$131,428.00	11/15	5.06%
Community Development Director	\$118,765.00	\$128,437.00	14/19	7.53%
Court Administrator	\$84,054.00	\$103,483.00	17/18	18.77%
Custodian	\$28,360.00	\$31,320.00	11/12	9.45%
Deputy Police Chief	\$115,868.00	\$131,341.00	15/17	11.78%
Fire Captain	\$72,479.00	\$76,561.00	16/18	5.33%
Fire Fighter	\$51,296.00	\$54,117.00	16/19	5.21%
IT Director (CIO)	\$124,778.00	\$135,516.00	14/20	7.92%
IT Technician	\$53,892.00	\$55,034.00	14/21	2.07%
Network Engineer	\$86,154.00	\$82,397.00	8/20	-4.56%
Parks & Recreation Director	\$113,042.00	\$132,324.00	15/18	14.57%
Parks Maintenance Worker	\$31,304.00	\$39,836.00	16/19	21.42%
Planner I	\$59,487.00	\$63,406.00	13/17	6.18%
Police Captain	\$104,972.00	\$121,869.00	15/16	13.87%
Police Lieutenant	\$95,099.00	\$101,921.00	17/20	6.69%
Police Officer (sworn)	\$59,487.00	\$62,037.00	15/21	4.11%
Police Sergeant	\$78,052.00	\$83,833.00	18/21	6.90%
Public Works Director	\$118,764.00	\$134,024.00	15/19	11.39%
Recreation Coordinator	\$38,141.00	\$56,760.00	20/20	32.80%

Yuma Police Department (YPD)

- YPD is 8% below market on average for sworn positions based on mid-point comparison
  - Captain 14% below
  - Lieutenant 7% below
  - Sergeant 7% below
  - Officer 4% below
- YPD ranked 15/21 for Police Officer position

CITY/TOWN	POPULATION	POLICE OFFICER			
		Avg. Actual Salary	Beginning	Max	Midpoint
PHOENIX	1,615,017	\$69,261	\$46,238	\$72,426	\$59,332
TUCSON	530,706	\$54,000	\$47,133	\$67,018	\$57,076
MESA	484,587	\$78,491	\$54,184	\$78,790	\$66,487
CHANDLER	247,477	\$69,934	\$53,414	\$75,837	\$64,626
SCOTTSDALE	246,645	\$73,174	\$54,933	\$79,664	\$67,298
GLENDALE	245,895	\$71,063	\$55,116	\$77,554	\$66,335
GILBERT	237,133	\$70,858	\$53,941	\$75,900	\$64,921
TEMPE	182,498	\$73,871	\$57,517	\$77,739	\$67,628
PEORIA	164,173	\$70,588	\$53,282	\$74,961	\$64,122
SURPRISE	132,677	\$69,438	\$53,706	\$75,566	\$64,636
<b>YUMA</b>	<b>94,906</b>	<b>\$53,976</b>	<b>\$49,572</b>	<b>\$69,401</b>	<b>\$59,487</b>
AVONDALE	82,881	\$63,149	\$56,014	\$81,099	\$68,557
GOODYEAR	77,258	\$66,581	\$53,769	\$75,975	\$64,872
FLAGSTAFF	71,459	\$55,377	\$51,940	\$73,392	\$62,666
BUCKEYE	64,629	\$67,540	\$54,205	\$76,960	\$65,583
CASA GRANDE	54,534	\$59,929	\$51,530	\$71,189	\$61,360
LAKE HAVASU CITY	53,743	\$58,454	\$48,484	\$67,434	\$57,959
MARICOPA	46,903	\$59,525	\$49,708	\$68,029	\$58,869
ORO VALLEY	43,781	\$61,349	\$49,086	\$73,006	\$61,046
MARANA	43,474	\$55,507	\$48,149	\$67,751	\$57,950
SAN LUIS	32,148	\$41,288	\$35,680	\$48,273	\$41,977
SOMERTON	14,970	\$39,930			-
				Yuma Midpoint	\$59,487
				Average Midpoint	\$62,037
				Percent Below	4.11%
				Midpoint Rank	15/21

Yuma Fire Department (YFD)

- YFD is 5% below the market on average for suppression positions based on mid-point comparison
  - Fire Captain 5% below
  - Fire Fighter 5% below
- YFD ranked 16/19 for Fire Fighter position

CITY/TOWN	POPULATION	FIRE FIGHTER			
		Avg. Actual Salary	Beginning	Max	Midpoint
PHOENIX	1,615,017	\$55,901	\$47,340	\$66,991	\$57,166
TUCSON	530,706	\$49,122	\$44,533	\$63,109	\$53,821
MESA	484,587	\$65,730	\$44,595	\$66,165	\$55,380
CHANDLER	247,477	\$62,386	\$49,925	\$65,624	\$57,775
SCOTTSDALE	246,645	\$60,511	\$48,818	\$65,915	\$57,366
GLENDALE	245,895	\$59,277	\$44,146	\$65,223	\$54,685
GILBERT	237,133	\$61,350	\$46,976	\$66,100	\$56,538
TEMPE	182,498	\$63,403	\$49,349	\$66,132	\$57,741
PEORIA	164,173	\$59,370	\$49,330	\$65,204	\$57,267
SURPRISE	132,677	\$58,512	\$48,922	\$64,443	\$56,683
<b>YUMA</b>	<b>94,906</b>	<b>\$46,972</b>	<b>\$42,746</b>	<b>\$59,845</b>	<b>\$ 51,296</b>
AVONDALE	82,881	\$39,087	\$32,074	\$45,698	\$38,886
GOODYEAR	77,258	\$60,758	\$45,398	\$64,151	\$54,775
FLAGSTAFF	71,459	\$51,126	\$45,223	\$62,087	\$53,655
BUCKEYE	64,629	\$64,103	\$44,103	\$71,850	\$57,977
CASA GRANDE	54,534	\$54,155	\$48,152	\$66,427	\$57,290
LAKE HAVASU CITY	53,743	\$50,754	\$44,828	\$61,605	\$53,217
MARICOPA	46,903	\$63,594	\$49,011	\$62,086	\$55,549
ORO VALLEY	43,781				-
MARANA	43,474				-
SAN LUIS	32,148	\$35,332	\$35,332	\$46,989	\$41,161
SOMERTON	14,970	\$42,359			
				Yuma Midpoint	\$51,296
				Average Midpoint	\$54,117
				<b>Percent Below</b>	<b>5.21%</b>
				Midpoint Rank	16/19

2017 Turnover

- 75% of the City's turnover is due to voluntary resignations
- Average turnover rates are between 8-12% for cities – Yuma is on the top end of that number
- Parks & Recreation and Public Works have higher turnover compared to our citywide number, primarily due to high turnover for entry level positions
- Sworn officer turnover for 2017 = 12 officers / 6.5%

Department	Voluntary Resignation	Probationary Resignation	Retirement	Dismissal	Probationary Dismissal	Total Employees Lost	Turnover Rate
Mayor & Council							0
City Administration	4		1		1	6	16.6%
City Attorney	1					1	9%
Community Development	2		1	1		4	9%
Engineering	3					3	9.33%
Finance	1		2			3	10%
Fire Department	3		4			7	5.6%
Human Resources	5					5	41%
ITS	3					3	8.6%
Municipal Court	1		1			2	11%
Parks & Recreation	15		1	2	1	19	15.6%
Police Department	12	1	6	1	3	23	8.3%
Public Works	9		1	1	1	12	14.3%
Utilities	12		2			14	10.7%
<b>Total Citywide</b>	<b>73</b>	<b>1</b>	<b>19</b>	<b>5</b>	<b>6</b>	<b>104</b>	<b>10.9%</b>

### City Benefits Comparison

CITY/TOWN	POPULATION	BENEFITS FOR ELECTED OFFICIALS	HEALTH	LIFE	DENTAL
PHOENIX	1,615,017	Yes	Yes	Yes	Yes
TUCSON	530,706	Yes	Yes	Yes	Yes
MESA	484,587	Yes	Yes	Yes	Yes
CHANDLER	247,477	Yes	Yes	Yes	Yes
SCOTTSDALE	246,645	Yes	Yes	Yes	Yes
GLENDALE	245,895	Yes	Yes	Yes	Yes
GILBERT	237,133	Yes	Yes	Yes	Yes
TEMPE	182,498	Yes	Yes	Yes	Yes
PEORIA	164,173	Yes	Yes	Yes	Yes
SURPRISE	132,677	Yes	Yes	Yes	Yes
<b>YUMA</b>	<b>94,906</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
AVONDALE	82,881	Yes	Yes	Yes	Yes
GOODYEAR	77,258	Yes	Yes	Yes	Yes
FLAGSTAFF	71,459	Yes	Yes	Yes	Yes
BUCKEYE	64,629	Yes	Yes	Yes	Yes
CASA GRANDE	54,534	Yes	Yes	Yes	Yes
LAKE HAVASU CITY	53,743	Yes	Yes	Yes	Yes
MARICOPA	46,903	Yes	Yes	Yes	Yes
ORO VALLEY	43,781	No	Yes	Yes	Yes
SAN LUIS	32,148	Yes	Yes	Yes	Yes
SOMERTON	14,970	No	Yes	Yes	No

### Statewide Annual Pay Increases

CITY	FY18	FY19
BUCKEYE	3% Merit increase	2% COLA and 3% Merit increase
CHANDLER	Up to 3.5% merit plus .75% general salary	Up to 3.5% merit plus .75% general salary
CHINO VALLEY		1% COLA, Up to 3% Merit
FLORENCE	5% adjustment to pay schedule	5% merit increase and implementing market study results
GILBERT	2 - 4.5% Merit increase non sworn	2 - 4.5% Merit increase non-sworn
GLENDALE	non-represented employees - 2.5%	non-represented employees - 2.5%
GOODYEAR	Non-Sworn Exempt - 3% Non- Sworn Non-exempt - 4% Sworn - 5%	5% all employees
LITCHFIELD		2% COLA plus 2% Merit increase
MESA	4% pay increase	
PAYSON		2% COLA, 3% Merit increase
PEORIA	3.5% up to 8% pay for performance non-represented (average about 5%)	1.5% COLA, 2%- 4% pay for performance (average 3.5%) non-represented
PRESCOTT		3% Merit increase
PRESCOTT VALLEY		3% increase, no COLA
SCOTTSDALE	Merit Based - meets expectations up to 3% Exceeds expectations - up to 4%	Merit Based – meets expectations up to 3%, exceeds up to 4%
SIERRA VISTA	2%	2%
SURPRISE	No increase; Sworn - 1 step increase	2% COLA, 2% Merit, Sworn - 2% COLA, 1 step increase
SAN LUIS	0%	0%
YUMA	2% Merit and up to 1% Pay for Performance bonus in January 2018. Pay for Performance added the direction of Council in 2016.	2% Merit and up to 1% Pay for Performance bonus in January 2019.

### Concerns

- Recruitment and retention of employees
- Time it takes to get to the top of the pay range
- Compression issues – supervisors making less than a subordinate
- Below the labor market value for most positions
- Funding to address these issues

### Recommendations

- Strategic initiative to address total compensation
- Use existing pay plan, expedite the time it takes to reach mid-point by increasing annual pay raises to 3%
- Reduce size of the current pay ranges – shorter time to top out
- Formal compensation study with multi-year implementation plan to become market competitive
- Utilize a compensation committee to review and recommend options for improvement to pay plan

### Discussion

**Mayor Nicholls** asked if the information from the League was actual salaries and did not include employee related expenses. **Welch** confirmed them to be actual salaries. **Mayor Nicholls** asked if the League had a standard reporting form. **Welch** responded that the League does not and in comparing job title to job title, the League does not offer a description of what the job is, which makes it challenging to assess compensation using the League's data.

**McClendon** asked if the recommendation to move forward was to be straight across the board with all departments being equal. **Welch** responded that the recommendation was to be equal across the board for all employees and not to segregate by departments or job titles.

**Watts** asked if the midpoints were compared with pay plans of agencies that also take 17 years to get from minimum to maximum pay range. **Welch** responded that the pay range difference is a spread of 20-40%, with Yuma being at the top of the range.

**Knight** asked if the recommendation was to decrease the spread to 30% of the current pay ranges to shorten the time it takes to reach the top. **Welch** confirmed that to be true, the range recommended is somewhere between 20-30%.

**Shelton** asked how soon the current pay ranges can be shortened. **Welch** responded that it can be done by the end of the year. **Shelton** asked if with a compensation committee and both the Police and Fire departments' recommendations could it be accomplished by December 2018. **Welch** responded that it can be done within 4-6 months. It will require Finance to get involved, but the numbers can be available to plan for budgeting next year. **Shelton** asked if the time frame for this recommendation will allow enough time to have the budget completed by May or June and implemented in July 2019. **Welch** believed that to be correct.

**Thomas** commented that as a local government, the welfare of our citizens is very important. He hopes the outcome of the pay plans presented in tonight's meeting can be used as a model or template for the City of Yuma moving forward. **Thomas** asked if Welch knew how many employees have not reached midpoint pay that are over the nine-year mark. **Welch** responded that she did not have that information with her tonight, but will get it to City Council.

**Thomas** asked what percentage of money was returned from each department. **Wilkinson** responded that it varies because there are departments that go over the budget on average by 5-10%. He explained that it was not based on department size because departments spend about 90-95% of their budget, but is based on the entire budget process and on being able to roll over 5% of unspent money to the next year. **Thomas** asked if the 5-10% is part of the rainy day fund. **Wilkinson** responded that there is no rainy day fund, but as part of the budget process there is a 20% funding reserve maintained.

**Mayor Nicholls** asked the City Council to listen to all the information presented on tonight's meeting by all departments before making any recommendations.

**Thomas** stated that he would rather see the budget used on employees rather than on a compensation study. **Welch** responded that a compensation study is needed as they can be an unbiased set of eyes, which will help with an action plan for the wage compensation. **Wilkinson** stated that an adjustment to the salaries means that funding provisions will need to be made before the budget goes into effect in July.

Moving forward in the Pay Plan presentation, YPD and YFD provided information from their individual committee findings.

**Chief Lekan** introduced the committee members that assisted with the compensation research:

Introduction of Compensation Research Committee Members

- Captain Lisa Culp
- Lieutenant Luis Marquez

- Sergeant Robert Conley
- Sergeant Russ Hartley
- Sergeant Henry Valenzuela

**Culp, Valenzuela and Chief Lekan** presented the following areas of concern related to recruitment, retention and disparity in pay:

#### Recruitment

- Hard to recruit highly qualified applicants
- Only 1% of applicants get hired
- It takes 12 months to get a solo beat officer

#### Hiring Process – Example using 100 applicants

- 60 will attend the written test
- 30 will pass the written test
- 20 will pass the oral board
- 15 will pass the physical agility test
- 5 will pass background
- 1 will pass the polygraph/medical and psychological exams
- Only 1 applicant will be hired as a police cadet

#### Training the Cadet – 50 weeks of training per officer

- 4 -12 weeks pre-academy training
- 20 weeks police academy training
- 4 weeks post-academy orientation
- 18 weeks field training

#### AZ Post Certification

- YPD certified officers are highly marketable
- They have already passed a background
- AZ Post Certification is accepted by every law enforcement agency in Arizona

#### Cost of Hiring and Training

- The first year cost of hiring and training a Police Officers for the City of Yuma is \$87,233.67

#### Retention - Loss of Key Personnel in the last 4 years

- 2 Lieutenants (1 SWAT Commander)
- 6 Sergeants (5 Trained SWAT Leaders)
- 15 Detectives
- 3 Field Training Officers
- 1 K9 Officer

#### Retention since 2012

- 34% Voluntarily retired
- 49% Voluntarily leave YPD for other jobs
- 17% Left employment involuntarily



Retiring in the next 5 years

- 4 Command Staff
- 3 Lieutenants
- 4 Sergeants
- 7 Officers with 20+ Years

Annual Attrition of Sworn Officers

- 2012: 17
- 2013: 13
- 2014: 18
- 2015: 34
- 2016: 18
- 2017: 14
- Average: 19
- Current Year to Date: 8
- 11 % attrition is not sustainable

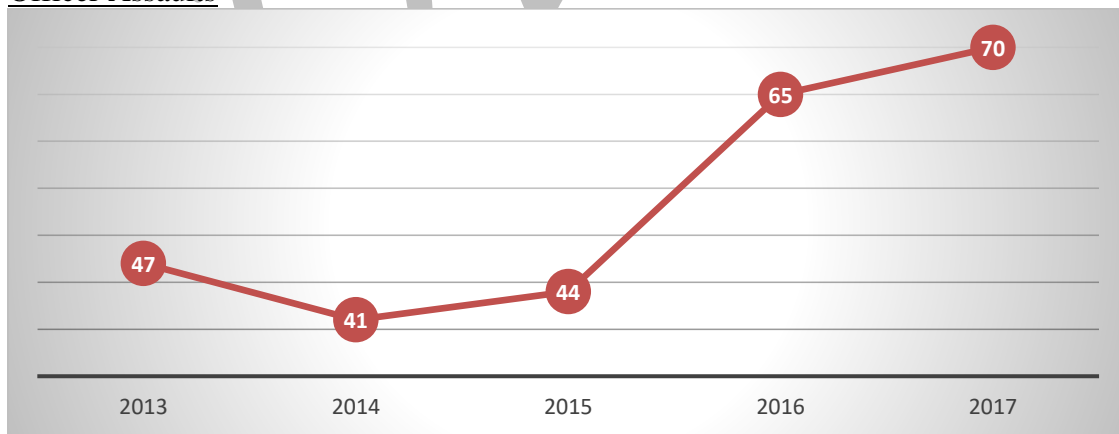
Staffing Levels - 176 Authorized

- 5 – Injured Officers (Light Duty)
- 6 – Military Leave
- 7 – Officers in Training
- 2 – Academy
- 2 – Pre-Academy
- 7 – Vacancies
- 147 Full-Duty Officers

Consequences of Staffing Shortages

- Increased Overtime
- Increased Response Times
- Decreased Training/Experience
- Increased Liability
- Increased Officer Safety Risk

Officer Assaults



### Disparity in Pay

- Subordinate making more than Supervisors
- 5 Police Officers make more than 5 Sergeants (Base Salary)
- 2 Sergeants make more than 2 Lieutenants (Base Salary)
- Out of 3 Captains, the most senior makes the least

### Comparing Salaries

- Used the 2018 survey completed by the League
- Based on an average wage comparison against 17 other agencies
- Included 7 larger populated cities and 10 less populated

### Summary

- Difficult to recruit qualified applicants
- Losing too many good officers
- High cost of hiring and training (\$1.6 million/year)
- Our pay structure needs to be fixed
- A comprehensive solution is needed

### How to Fix YPD Salaries

- Make YPD salaries competitive in the Arizona market
- Create a step pay system similar to other agencies in the State of Arizona
- Move employees through the pay system
- Ensure next level starts higher than prior rank
- Move personnel to correct pay step, based on tenure

### 3 Basic Principles

- Moving all employees through the pay scale in a reasonable amount of time
- Tenured employees make more than junior employees in the same rank
- Supervisors making more than subordinates

### ANNUAL BUDGET OVER THE NEXT 10 YEARS FOR ALL PLANS

	A1	A2	B1	B2	C1	C2	2%	2.50%	3%
2018	\$17,466,955.99	\$17,464,776.96	\$17,466,955.99	\$17,464,776.96	\$17,466,955.99	\$17,464,776.96	\$17,464,776.96	\$17,464,776.96	\$17,464,776.96
YR 1	\$20,845,520.86	\$18,444,876.80	\$20,101,540.62	\$18,232,227.05	\$19,715,092.09	\$18,152,223.96	\$17,814,072.50	\$17,901,396.39	\$17,988,720.27
YR 2	\$21,330,263.91	\$19,276,858.06	\$20,568,971.42	\$19,038,822.25	\$20,173,414.78	\$18,944,776.25	\$18,170,353.95	\$18,348,931.30	\$18,528,381.88
YR 3	\$21,752,605.49	\$20,112,559.72	\$20,976,229.37	\$19,825,802.92	\$20,572,795.73	\$19,699,436.78	\$18,533,761.03	\$18,807,654.58	\$19,084,233.34
YR 4	\$22,091,541.83	\$20,862,478.19	\$21,303,060.84	\$20,517,337.26	\$20,893,305.76	\$20,274,369.64	\$18,904,436.25	\$19,277,845.94	\$19,656,760.34
YR 5	\$22,399,974.21	\$21,457,243.29	\$21,600,477.78	\$21,063,939.65	\$21,184,970.19	\$20,800,475.13	\$19,282,524.98	\$19,759,792.09	\$20,246,463.15
YR 6	\$22,619,474.71	\$21,936,126.65	\$21,812,138.98	\$21,520,583.09	\$21,392,537.53	\$21,220,558.23	\$19,668,175.48	\$20,253,786.90	\$20,853,857.04
YR 7	\$22,703,916.17	\$22,396,056.67	\$21,893,564.67	\$21,893,564.67	\$21,472,388.33	\$21,510,748.02	\$20,061,538.99	\$20,760,131.57	\$21,479,472.75
YR 8	\$22,756,071.19	\$22,756,071.19	\$21,943,857.02	\$21,943,857.02	\$21,521,707.94	\$21,521,707.94	\$20,462,769.77	\$21,279,134.86	\$22,123,856.94
YR 9	\$22,756,071.19	\$22,756,071.19	\$21,943,857.02	\$21,943,857.02	\$21,521,707.94	\$21,521,707.94	\$20,872,025.16	\$21,811,113.23	\$22,787,572.64
YR 10	\$22,756,071.19	\$22,756,071.19	\$21,943,857.02	\$21,943,857.02	\$21,521,707.94	\$21,521,707.94	\$21,289,465.67	\$22,356,391.06	\$23,471,199.82

## PAY PLAN DETAILS

PLAN A										
Starting Officer Hourly Pay >> \$ 25.20										
Rank	Difference Between Ranges	Step within Range	1	2	3	4	5	6	7	8
Officer	N/A	5%	\$ 52,416.00	\$ 55,036.80	\$ 57,788.64	\$ 60,678.07	\$ 63,711.98	\$ 66,897.57	\$ 70,242.45	\$ 73,754.58
Sergeant	5%	4%	\$ 77,442.30	\$ 80,540.00	\$ 83,761.60	\$ 87,112.06	\$ 90,596.54			
Lieutenant	10%	3%	\$ 99,656.20	\$ 102,645.88	\$ 105,725.26	\$ 108,897.02				
Captain	5%	3%	\$ 114,341.87	\$ 117,772.12	\$ 121,305.29					
Dep Chief	5%	3%	\$ 127,370.55	\$ 131,191.67	\$ 135,127.42					
Chief	5%	3%	\$ 141,883.79	\$ 146,140.30	\$ 150,524.51					

PLAN B										
Starting Officer Hourly Pay >> \$ 24.30										
Rank	Difference Between Ranges	Step within Range	1	2	3	4	5	6	7	8
Officer	N/A	5%	\$ 50,544.00	\$ 53,071.20	\$ 55,724.76	\$ 58,511.00	\$ 61,436.55	\$ 64,508.38	\$ 67,733.79	\$ 71,120.48
Sergeant	5%	4%	\$ 74,676.51	\$ 77,663.57	\$ 80,770.11	\$ 84,000.92	\$ 87,360.95			
Lieutenant	10%	3%	\$ 96,097.05	\$ 98,979.96	\$ 101,949.36	\$ 105,007.84				
Captain	5%	3%	\$ 110,258.23	\$ 113,565.98	\$ 116,972.96					
Dep Chief	5%	3%	\$ 122,821.60	\$ 126,506.25	\$ 130,301.44					
Chief	5%	3%	\$ 136,816.51	\$ 140,921.01	\$ 145,148.64					

PLAN C										
Starting Officer Hourly Pay >> \$ 23.83										
Rank	Difference Between Ranges	Step within Range	1	2	3	4	5	6	7	8
Officer	N/A	5%	\$ 49,566.40	\$ 52,044.72	\$ 54,646.96	\$ 57,379.30	\$ 60,248.27	\$ 63,260.68	\$ 66,423.72	\$ 69,744.90
Sergeant	5%	4%	\$ 73,232.15	\$ 76,161.43	\$ 79,207.89	\$ 82,376.21	\$ 85,671.25			
Lieutenant	10%	3%	\$ 94,238.38	\$ 97,065.53	\$ 99,977.50	\$ 102,976.82				
Captain	5%	3%	\$ 108,125.66	\$ 111,369.43	\$ 114,710.52					
Dep Chief	5%	3%	\$ 120,446.04	\$ 124,059.42	\$ 127,781.21					
Chief	5%	3%	\$ 134,170.27	\$ 138,195.37	\$ 142,341.24					

### Discussion:

**Watts** expressed her concern for the victims of crime and also for YPD. Her concern is that we are losing experienced officers at a rate that is unsustainable. **Watts** stated that due to lack of movement through the pay scale it has not only decreased law enforcement personnel, it also affects the morale of the YPD staff. **Watts** asked what the average years of experience on our current force is. **Chief Lekan** responded 3.5 years. He added the reason YPD was not losing any officers at this moment was because there are so many new officers on the force that are not marketable; however, they are getting close to being so.

**Watts** asked what percentage of officers have actually reached the midpoint pay scale. **Valenzuela** stated an overall average of 70.3% of officers have not reached midpoint pay. **Watts** asked how prudent it would be to fix the pay scale now, as opposed to waiting 2-4 years; and if we do wait, what are the risks? **Chief Lekan** replied that they believe waiting 2-4 years would be a big mistake for the community, as YPD is at its breaking point. **Watts** concluded by saying that she agreed in increasing the YPD budget to reflect the needs of the community and make public safety employees a priority. She thanked the YPD for their presentation.

**Thomas** asked how much will this plan cost the taxpayers. **Valenzuela** responded by saying if the YPD was able to underspend their budget by \$543,000 and the model changed where they are able to use it for next year's implementation, then there would be no additional cost to tax payers.

**Thomas** proposed that City Council implement a pay plan that can be used as a model throughout the City departments. He believes that would help with retention and recruitment, especially in YPD. He asked what would happen if City Council did not implement a pay plan. **Chief Lekan** replied that we would lose officers at a rate similar to what happened in 2015. **Thomas** expressed his concern about the increase in assaults against YPD officers and strongly encouraged City Council to ensure the welfare of the City by implementing a pay plan for public safety first.

**Mayor Nicholls** asked what the current overtime cost is. **Chief Lekan** stated that budget for overtime is a little over \$800,000 for patrol staff. He also mentioned that YPD will start looking more heavily at overtime as the year moves forward. If necessary, they will change the way they do business in order to stay within the budget.

**Miller** asked if implementing one of the pay plans would enable YPD to get to reach the full staffing level that they need. **Chief Lekan** responded that promoting the pay plan for YPD will have a positive result on their recruitment and retention.

**Knight** asked if YPD were to be properly staffed with good retention, would the overtime expenditure decrease. **Chief Lekan** confirmed if YPD was fully staffed, the overtime budget would be reduced.

**Miller** expressed that City Council should look at the budget as a whole and do what is best to sustain and give stability for the officers and citizens of Yuma.

**McClendon** commended YPD for their presentation. She mentioned that she was very much in favor of the step plan. She asked if YPD offers a higher step to officers from other states that already have experience under their belts. **Valenzuela** confirmed they do allow for experience, but do not bring anyone in beyond step 4. **Valenzuela** opined that if YPD were to have a step plan in place they could show recruits and/or laterals where they would come in on that scale and where they would be in the next year and subsequent years after that - making recruiting more appealing.

**Chief Lekan** stated this has been a couple of rough six months for YPD and as a leader he recognizes the efforts of City Council and the decisions they make. However, we all need to work to improve the compensation packages for our police department, and for the entire City. **Chief Lekan** stated that every day and every night YPD Officers show up to protect this great community. Much too often they are assaulted, spit on, called unspeakable names, they bleed, have broken bones, go to the hospital or home to mend and they always show back up to do their job for this community. It is a job they chose and they want to be loyal to this community. **Chief Lekan** noted it is important to find a way to keep these precious human resources for the City of Yuma and recruit others with the same principals and characteristics. **Chief Lekan** concluded YPD's presentation by stating the committee believes this is a competitive pay plan and has taken a strategic look at it as a way to retain the City's public safety personnel.

**Mayor Nicholls** called a short recess at 8:26p.m. - **Mayor Nicholls** called meeting to order at 8:31p.m.

**Chief Steve Irr** introduced **Captain John Louser** and **Engineer Bill Kereluk**, the committee members that assisted with the compensation research. The three of them presented the YFD pay plan:

YFD Compensation Plan: Problems with current pay plan

- Below market compared to like-sized, similar fire departments

- The range within the pay plan is too wide (40%)
  - Minimum is far lower, through the midpoint might be comparable
- Movement through the pay range is too slow
- YFD currently has 13 personnel with 17+ years in rank, none of whom have reached the top of the pay range

#### How movement happens through pay ranges

Prior to 2006	7-12 years	3% - 5% increase
2006-2015	14 years	2.5% increase
2016-Now	17 years	2% increase

- 12 firefighters who have served 17+ years have not come close to reaching top of the pay range
- One firefighter with 24 years is approximately two raises away from reaching the top
- Of the 26 YFD Captains:
  - Only three are paid at or above the midpoint pay
  - Four captains with 10+ years of service are paid below midpoint.
  - One captain with 20 years of service is approximately seven raises away from reaching the top of the pay scale.

#### Why does it matter?

- YFD provides a necessary service to the community
- Experience is what allows us to provide quality service to the community
  - Inexperience brings problems such as
    - More mistakes
    - Lower efficiency
    - Possibility of more injuries
    - Possibility of high volumes of customer complaints.
- Because it is the right thing to do.

#### Pay Range Spread-Comparable Fire Departments in Arizona

City	Firefighter	Engineer	Captain
Maricopa	26.67%	12.50%	12.50%
Surprise	32%	12.50%	17%
Peoria	32.00%	N/A	14%
Daisy Mountain	33.00%	25.00%	20.00%
Goodyear	34.50%	10%	10.40%
Flagstaff	37%	21.50%	22.00%
Casa Grande	38%	38%	38%
Prescott	40.00%	40.00%	40.00%
Avondale	40%	40%	40%
Yuma	40%	40%	40%
<b>Average</b>	35%	25%	24%

Years/Timeline to Reach Midpoint

City	FF years to midpoint	Engineer years to midpoint	Captain years to midpoint
Goodyear	4	2	2
Peoria	4	1	2
Avondale	4	5	5
Maricopa	5	3	3
Surprise	5	3	3
Daisy Mountain	5	5	5
Prescott	6	6	6
Casa Grande	7	7	7
Yuma	9	9	9
Flagstaff	Inconsistent	Inconsistent	Inconsistent
<b>Average Excluding Yuma</b>	5	4	4.125

Years/Timeline to Reach Maximum

City	FF years to Max	Engineer years to Max	Captain years to Max
Peoria	6	1	3
Goodyear	7	3	3
Maricopa	8	5	5
Surprise	8	4	5
Daisy Mountain	8	8	8
Avondale	8	9	9
Prescott	12	12	12
Casa Grande	14	14	14
Yuma	17	17	17
Flagstaff	Inconsistent	Inconsistent	Inconsistent
<b>Average Excluding Yuma</b>	8.875	7	7.375

Pay Plan

- Does not move any of the ranges higher than the current maximum for any position.
- Initial movement is 5% or at the bottom of the range.
- Subsequent years are 3%.

Proposed Pay Plan for YFD

Rank	Beginning	Midpoint	Maximum
Firefighter	\$47,127	\$51,952	\$56,776
Engineer	\$60,255	\$64,828	\$69,401
Captain	\$73,153	\$78,856	\$84,559
Admin. Captain	\$79,997	\$86,666	\$93,336
Battalion Chief	\$87,267	\$93,891	\$100,514
Asst. Chief	\$114,501	\$123,192	\$131,882
Fire Chief	\$132,789	\$142,867	\$152,944

What are the total cost of implementation?

- Total cost to implement = \$932,210.00.
  - Includes all wages and benefits.
  - First year of implementation includes a 5% increase, moving employees to the bottom of the new range.
  - Current Cost of 2% + Merit costs = \$330,458 Annually
- The following years after implementation would include a 3% percent increase.
  - \$425,000 the 2nd year

Other City Departments and Employee Pay

- The City's Human Resources Director has outlined a plan which we support:
  - Strategic initiative addressing total compensation
  - Would move annual pay raises to 3%
  - Reduces the size of current pay ranges
  - Complete Compensation Studies on a regular schedule (3-4 years) to stay competitive and reduce sticker shock

Options for Funding Proposed Pay Plan

- First we need to have a plan in place that provides guidance on compensation
- Prioritize spending based on this plan
- Tax Initiatives
  - Prescott, Ariz., is having success with a recent tax initiative
- We understand that cutting any City department would reduce our ability to serve the community or continue programs

Discussion:

**Mayor Nicholls** inquired if YFD was proposing any rank modifications. **Chief Irr** responded that they are requesting pay modifications according to rank because they have personnel that work only 40-hour shifts. **Mayor Nicholls** asked what YFD budgets for overtime and if they exceed it annually. **Chief Irr** stated the overtime budget is \$820,000 which is used every year. **Chief Irr** added that overtime has decreased since they became fully staffed.

**Shelton** asked why a degree is necessary for certain positions within YFD as opposed to specific certification for their job. **Chief Irr** responded that an associate's degree is required due to the math, report writing, and correspondence with other departments and the community that is asked of the employees. **Chief Irr** added that requiring an associate's degree brings a level of professionalism to the department. **Shelton** inquired if YFD had the capacity to deal with catastrophic events, such as the Dole fire, tropical storms and hazmat spills. **Chief Irr** responded that YFD has 8 agreements in place, they are also part of the California Striking System and if there is ever a need, Arizona State Fire Service will send neighboring counties to assist YFD.

**Knight** asked if Arizona Western College (AWC) offered the courses for the appropriate degree(s) required by YFD. **Chief Irr** confirmed AWC does, adding that many courses can be taken online from an accredited college or university as well.

**Watts** asked what the training costs is for the first 10 years of a firefighter. **Chief Irr** estimated the cost to be approximately \$30,000 for an entry-level firefighter. However, there are variables when firefighters are hired that would contribute to the overall training costs, such as if they came in with experience and certification(s) or if they are brand new to the force. **Chief Irr** expressed his concern regarding YFD used to receive hundreds of applicants with their recruitments, now they are only receiving 50+ and noted the pay elsewhere is a consideration of those applying. For example, the starting pay at MCAS is \$60,000 for a firefighter, YFD's starting pay is \$42,000. YFD is looking to attract more experienced personnel with a competitive pay. **Watts** asked how YFD would be affected and if it would change current policy if Arizona allowed lateral moves among departments. **Chief Irr** responded that our Police Department is experiencing a similar scenario and if the Fire Department allowed allow laterals just like YPD did 10 years ago, they would be in the same predicament. YFD is looking to avoid repeating that issue, which is why the proposing pay plan is so important; YFD does not want to lose the talent and experience that they currently have in their personnel.

**Thomas** asked how much would the YFD pay plan cost the taxpayers. **Chief Irr** responded that the first year plan would be \$930,000, which \$300,000 of that amount will be spent with City Council's approval. **Thomas** asked how much money did YFD return from last year's budget. **Chief Irr** responded that YFD is one of the departments that do not return any money as they have minimum staffing and the only time they put money in the budget is when they submit for grants. **Thomas** also asked how much money YFD generates. **Chief Irr** responded that YFD generates approximately \$3.5-\$4 million annually in ambulance collections, which pays the salaries of the 35 employees assigned to that division. **Thomas** asked if YFD is asking for a tax increase. **Chief Irr** stated that they are not and reiterated that the money generated from the ambulance service is used to pay those employees that we have on those units and administrative staff that we have managing the program. **Thomas** asked how it would affect YFD if the proposed pay plan did not pass. **Chief Irr** expressed his concern if the proposed pay plan was dismissed. He fears YFD would be challenged with the same issues YPD is experiencing. The goal is to offer something comparable in order to maintain staffing and not have them leave once they are fully trained.

**McClendon** asked if EMT Paramedics were included in the pay plan. **Chief Irr** responded that EMT is part of the Fire Department, he went on to explain that the personnel running the ambulances are firefighters. **McClendon** asked if the \$930,000 includes taking monies from the ambulance fund? **Chief Irr** explained that the money that comes in from the ambulance goes into the general fund and helps pay the bills.

**Mayor Nicholls** asked if the Captain and Administrative Captain positions overlap in the proposed pay plan. **Chief Irr** responded they are both Captains, but one works in the office doing administrative work and



the other one is on the Fire truck. The Administrative Captain works a 40-hour week with no overtime and the Fire Captain has different work-week hours and is eligible for overtime pay.

**Mayor Nicholls** thanked everyone for their presentations.

### **III. CITY OF YUMA DEVELOPMENT FEES**

**Wilkinson** presented the following brief update on the Impact Fees/Development Fees and Proposition 411, as it relates to the City:

#### Proposition 411

- Brought forward by a citizens' committee
- Proposition is for asphalt replacement only
- Would not be mixed with other funds
- Would take care of the deficit on current unfunded liability

**Wilkinson** clarified the funding that will come from Proposition 411 is different than funding generated from development fees. **Wilkinson** noted that discussions with the Development Fee Review Committee and the Chamber of Commerce have taken place. He opined that from these meetings/discussions, he will be able to move forward without an increase. **Wilkinson** reminded City Council that the City will still need to go through approvals, notice and waiting period process. There are also other requirements that need to be discussed with Engineering and the City Attorney, but he will email a timeline to City Council.

### **IV. REGULAR CITY COUNCIL MEETING AGENDA OF SEPTEMBER 19, 2018**

#### Motion Consent Agenda Item B.7 – Bid Award: Figueroa Avenue Water Pollution Control Facility Electrical Improvements (ENG)

**Deputy Knight** asked if staff is proposing to spend \$2.5 million on upgrades and if the City was going to continue to use this facility in the future. **Simonton** explained that the plant was mainly constructed in the 1970s and this project is solely to upgrade the electrical equipment. An assessment was performed about 5 years ago and the results pointed out that the electrical system was overloaded and quite old. **Simonton** explained that this is the first phase, in a two phase process, to upgrade the electrical system throughout the plant. He added that the plant will continually need to be upgraded, either to meet new permit requirements or in this case to meet new safety requirements.

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#### Motion Consent Agenda Item B.2 Permanent Extension of Premises: The Pint House (Admin)

**Mayor Nicholls** asked if there is a map of what The Pint House is going to look like. **Wilkinson** responded that The Pint House has two buildings, one on the north and south of the walkway. Currently they have an extension of the premises on the front of their north building. This item is to approve an extension of premises for the south building, so the patio will duplicate what they currently have.

**V. EXECUTIVE SESSION**

There being no further business, **Mayor Nicholls** adjourned the meeting at 9:31 p.m. No Executive Session was held.

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Lynda L. Bushong, City Clerk

APPROVED:

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Douglas J. Nicholls, Mayor

DRAFT