

City of Maricopa

Classification & Compensation Study Final Report

December 2, 2025

Public Sector & Higher Education Practice

Compensation & Rewards | Talent

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Introduction

The City of Maricopa contracted with Gallagher Benefit Services, Inc. (GBS) to conduct a comprehensive classification and compensation study. The compensation study is a total rewards study, including market data on incentives, bonuses and applicable benefits. Our Public Sector & Higher Education practice has been in business since 1981, serving clients in the public space with the utmost integrity, customer care, and delivery of strategic services focused on compensation and classification, strategic and operational people centric programs and services, and collaborative partnerships with public sector, non-profit, and higher education organizations.

Classification Study

Purpose of Study

This study was conducted to objectively examine the organization's job classifications to ensure alignment with the Fair Labor Standards Act (FLSA) regulations, internal equity, and the organization's operational needs. The project included the following processes:

- evaluate the current classification structure to determine accuracy and alignment with job duties;
- analyze whether classifications are compliant with FLSA standards (exempt vs. nonexempt);
- identify inconsistencies or discrepancies in job classification across the organization;
- determine appropriate classifications for existing roles based on job responsibilities, complexity, and level of authority; and
- recommend updated classification systems to improve job role clarity and equity.

Project Activities

- **Initial planning and data collection**

Consultants collaborated with the project team to define the scope, objectives, and key priorities of the study. Comprehensive job data was collected, including job descriptions, organizational charts, and employee feedback, to establish a baseline for analysis.

- **Assess the current classification structure**

The consultants reviewed all existing classifications to determine whether roles were accurately

categorized and compliant with applicable FLSA requirements. Each job was evaluated based on the salary basis, salary level, and duties tests to ensure proper classification.

- **Evaluate job responsibilities and internal alignment**

Job responsibilities, reporting structures, and the complexity of tasks were analyzed to confirm the alignment of positions within the classification structure. Special attention was given to positions with similar titles or duties to address potential discrepancies or inconsistencies.

- **Recommend updated classification systems**

A revised classification system was developed to provide consistent and logical role categorization. The updated system ensures compliance with FLSA standards, supports internal equity, and reflects the organization's operational and strategic goals.

This portion of the project is focused on a classification structure and career framework to create a clear, consistent, and strategic system for organizing roles within the organization. It serves multiple purposes:

- **Role Clarity** helps employee understand where their role fits within the organization, what is expected of them, and how they can grow professionally.
- **Standardization** ensures consistency in how roles are defined, evaluated, and compensated – especially across similar functions or departments.
- **Career Progression** outlines pathways for advancement by defining levels (e.g., entry-level to executive), tracks (e.g., technical, leadership), and contribution types (e.g., individual contributor, strategic leader).
- **Strategic Workforce Planning** supports organizational planning by aligning roles with operational needs, budgeting, recruitment, succession planning, and talent development.
- **Equity and Transparency** promote fairness in compensation and career opportunities by using standardized criteria across job families, classification series, and title series.

Classification Structure, Career Framework, and Key Findings

The classification structure and career framework was developed by analyzing job descriptions across multiple departments and programs. Each role was reviewed to determine its responsibilities, required qualifications, supervisory scope, and strategic impact. Roles were then mapped to the most appropriate classification attributes. This process ensures consistency and transparency in role evaluation and supports career progression planning.

In the City of Maricopa's framework, this structure is built around key dimensions:

- **Job Families:** Broad functional areas (e.g., Building and Code Enforcement, Parks and Recreation).
- **Sub Families:** More specific categories within a Job Family that reflect specialized functions or services. Supports targeted classification and benchmarking.
- **Classification Titles:** Functional roles within families (e.g., Code Compliance Officer).
- **Role Level:** Career state and scope of responsibility.
- **Role Track:** Type of work and career pathway.
- **Contribution Type:** How a role contributes (e.g., leadership vs. technical).
- **Contribution Level:** Strategic impact of the role.

Key Findings

- **Total Roles:** 170
- **Unique Job Families:** 18
- **Unique Classifications:** 133

Job Family

A job family is a foundational element of a career framework that groups together roles based on shared characteristics such as:

- Similar functions or responsibilities
- Common skill sets or qualifications
- Aligned career paths or progression opportunities

In the City of Maricopa classification structure, job families help organize the workforce into meaningful categories that reflect the nature of the work and support strategic workforce planning. Job families serve as a foundational structure for organizing roles within an organization. They provide:

- **Clarity** by helping employees understand where their role fits within the broader organizational context.
- **Consistency** by standardizing job evaluation and compensation across similar roles.
- **Career Development** by enabling clear pathways for advancement within and across families.
- **Workforce Planning** by supporting strategic efforts in budgeting, recruitment, and succession planning.

The following table identifies 18 job families identified in the City of Maricopa framework:

Job Families	
Arts & Culture	Building & Code Enforcement
City Operations	Clerical & Legislative Services
Community Services	Economic Development
Elected Official	Engineering
Executive Leadership	Facilities & Maintenance
Fleet & Transit Services	Judicial/Court Services
Library Services	Parks & Recreation
Planning & Development	Public Records & Information Management
Public Safety	Public Works

Each job family contains multiple roles that vary by level, track, and contribution type, but share a common purpose or area of expertise.

Job families are the backbone of City of Maricopa’s career framework, enabling a structured and equitable approach to role classification, compensation, and development.

Classification Series

A classification series is a structure grouping of roles within a job family that share similar functions, skill sets, and career progression paths. It serves as a middle layer in the career framework – more specific than a job family but broader than an individual job title. It supports consistency in evaluating roles with similar responsibilities and qualifications, enables career mobility by defining clear pathways for advancement within a functional area, and facilitates workforce planning by aligning roles with organizational needs and strategic priorities. In the City of Maricopa career framework, the job family includes a classification series and each series contains multiple roles that reflect increasing levels of responsibility and expertise. Classification series help bridge the gap between broad job families and specific job titles, ensuring clarity, consistency, and scalability in role design and career development.

Role Level Distribution

Role level distribution refers to how job roles are categorized based on their level of responsibility, experience, and organizational impact within a career framework. It helps define career progression and clarifies expectations for each role.

In the City of Maricopa classification structure, roles are distributed across 8 levels:

- **Intern** – Entry-level roles focused on learning, skill development, and basic task execution under close supervision. Often temporary or transitional positions.
- **I Level** – Roles that perform routine tasks with guidance. Employees are developing foundational skills and gaining familiarity with procedures.
- **II-Level** – Roles that perform tasks independently with growing specialization. Employees apply established procedures and may assist others.
- **III-Level** – Roles requiring deep expertise and autonomy. Employees handle complex tasks, may mentor peers, and contribute to process improvements.
- **Supervisor** – First-line managers who oversee day-to-day operations, guide team performance, and ensure task completion.
- **Manager** – Leaders who manage teams or functions, allocate resources, and drive operational goals. Responsible for staff development and performance.
- **Director** – Senior leaders who oversee large functions or divisions. Responsible for strategic planning, cross-functional alignment, and organizational outcomes.

- **Chief** – Executive leaders who set organizational strategy, lead enterprise-wide initiatives, and represent the City of Maricopa at the highest level of decision-making.

The City of Maricopa framework is heavily weighted toward Individual Contributor roles with Levels I, II, and III, which form the operational backbone of the city’s workforce.

Role Track

Role track refers to the type of work and career pathway a role follows within an organization. It helps define the nature of a position’s responsibilities, its focus area, and how it contributes to organizational goals. In a career framework, role tracks are used to group similar roles and clarify progression paths.

In the City of Maricopa classification structure, the following role tracks are defined:

- **Task & Support Expert** – Focuses on routine, procedural, or administrative tasks.
- **Subject Matter Professional** – Applies specialized knowledge to solve problems and delivery expertise.
- **Technical/Expert** – Specialized roles in clinical or technical fields, often requiring certifications or advanced training.
- **Project/Program Management** – Manages initiatives, often cross-functional, with or without direct reports.
- **Management** – Manages a team or function; responsible for staff and resources.
- **Strategic Leadership** – Sets direction, drives change, influences organizational strategy.

The most common track in City of Maricopa is Subject Matter Professional, indicating a workforce built around specialized expertise. Roles like Project/Program Management and Management support strategic execution and team coordination, while Task and Support Expert roles provide entry points for career development.

Contribution Type

Contribution type describes how a role contributes to the organization’s goals and operations. It helps define the scope of influence, responsibility, and leadership expected from a position. In a career framework, contribution type is a key dimension for understanding the nature of work and aligning roles with organizational strategy.

In the City of Maricopa classification structure, the following contribution types are defined:

- **Individual Contributor**
 - Performs specialized tasks or responsibilities independently.
 - Does not have formal supervisory duties.
 - Most common type in City of Maricopa (85 roles), reflecting a workforce focused on technical and programmatic expertise.

- **People Manager**
 - Oversees staff, manages performance, and supports team development.
 - Responsible for day-to-day operations and personnel decisions.
 - Found in 56 roles, indicating a strong layer of supervisory leadership.

- **Functional Manager**
 - Manages a specific function or process, often without direct people management.
 - Found in 8 roles, typically in specialized operational areas.

The dominance of Individual Contributor roles highlights City of Maricopa’s emphasis on direct service delivery and technical expertise. The presence of People Managers and Functional Managers ensures oversight and strategic alignment across programs.

Contribution Level

Contribution level describes the degree of strategic impact and complexity a role has within an organization. It helps differentiate roles based on how they influence operations, decision-making, and long-term goals. In a career framework, contribution level is a key dimension for understanding the scope and depth of a role’s influence.

In the City of Maricopa’s classification structure, the following contribution levels are defined:

- **Informational/Transactional**
 - Roles focused on routine tasks, data entry, and basic service delivery.

- These positions typically follow established procedures and have limited decision-making authority.
- **Tactical**
 - Roles that support short-term planning, coordination, and execution.
 - Often involve problem-solving and applying specialized knowledge to meet immediate needs.
- **Operational**
 - The most common level in City of Maricopa (55 roles).
 - These roles are responsible for implementing programs, managing workflows, and ensuring service delivery.
 - Often require independent judgment and collaboration across teams.
- **Strategic**
 - Roles that shape long-term direction, policy, and organizational priorities.
 - Found in leadership, program management, and executive positions.
 - Strategic roles are essential for innovation, sustainability, and alignment with public health goals.

The City of Maricopa’s framework emphasizes operational contribution, reflecting a workforce focused on program execution and service delivery. The presence of strategic roles ensures leadership and future-oriented planning, while tactical and transactional roles provide essential support.

FLSA Review and Key Findings

Gallagher conducted a comprehensive review of 205 job descriptions, 276 employee JAQ’s, and 172 Supervisor JAQ’s submitted by the City of Maricopa. These positions collectively represent 570 employees across various departments and functions within the organization. The primary goal of this review was to assess the accuracy of existing job classifications and ensure compliance with Fair Labor Standards Act (FLSA) requirements. This included analyzing whether positions were appropriately classified as exempt or nonexempt and identifying any discrepancies that could pose compliance risks.

- **FLSA Classification Results**

The classification review identified the following positions currently classified as exempt that

should be reclassified as nonexempt based on the FLSA duties test, salary level test, or both. These positions were found to have primary job responsibilities or salary levels that do not meet the criteria for exempt status under federal guidelines. Reclassification of these roles will help ensure compliance with wage and hour laws and mitigate potential legal risks.

Current Title	City of Maricopa FLSA Status	Gallagher Recommended FLSA Status
Dispatch Supervisor	Exempt	Nonexempt
Engineering Inspector	Exempt	Nonexempt
Executive Assistant to City Clerk & Elected Officials	Exempt	Nonexempt
Executive Assistant to City Manager & Elected Officials	Exempt	Nonexempt
Fire Plans Examiner/Inspector	Exempt	Nonexempt
Recreation Programmer - Athletics	Exempt	Nonexempt

The above job descriptions may need to be updated to:

- **Improve Role Clarity**

Update job descriptions provide clearer distinctions between roles, enhancing internal role clarity and alignment with organizational expectations. This clarity supports better employee understanding of their responsibilities and improved communication of role expectations to external stakeholders.

- **Compliance Assurance**

The review and updates to job descriptions ensure that the organization maintains compliance with FLSA regulations, reducing the risk of misclassification and associated penalties.

Additionally, the process identified opportunities to strengthen administrative practices for ongoing maintenance of job classifications and descriptions.

Next Steps

- **Reclassification Implementation**

Implement the recommended reclassifications for the six positions identified as requiring a shift from exempt to nonexempt. This includes updating timekeeping procedures, payroll practices, and communicating changes to affected employees and managers.

- **Ongoing Maintenance**

Develop a regular review process to ensure job descriptions remain current and compliant with evolving organizational needs and regulatory requirements.

By addressing the findings of this classification study, the City of Maricopa is better positioned to maintain FLSA compliance, enhance internal equity, and strengthen the alignment between job roles and organizational objectives.

The rationale for these changes can be found on the following page.

FLSA Rationale

Census Working Title	Recommended FLSA Status Change	Rationale
Dispatch Supervisor	Nonexempt	<p>We recommend reviewing this position for consideration to be classified as non-exempt based on the current job description and JAQ.</p> <p>The JAQ and job description both indicate this position is more operational in nature. A large portion of the duties are line/production indicators, which signals that a significant portion of time may be spent doing non-exempt dispatch work. While there are some management indicators that point towards Exempt status, the amount of time spent doing each of these roles are not clear.</p> <p>Additional HR review is required to determine the extent of these duties to ensure accurate status.</p>
Engineering Inspector	Nonexempt	<p>We recommend reviewing this position for consideration to be classified as non-exempt based on the current job description and JAQ. There was no supervisor feedback for the JAQ, and the employee JAQ aligns with the job description. The role involves field-based technical work—such as inspecting construction sites, enforcing codes, and documenting compliance—rather than high-level administrative or professional duties. This supports a non-exempt classification.</p>
Executive Assistant to City Clerk & Elected Officials	Nonexempt	<p>We recommend reviewing this position for consideration to be classified as non-exempt based on the similarities in this role compared to the Executive Assistant to the City Manager & Elected Officials. This position performs high-level administrative support work, doesn't supervise others, or make high-level decisions; appears to be supportive rather than policy-making or strategic. This suggests the non-exempt classification.</p>

Executive Assistant to City Manager & Elected Officials	Nonexempt	<p>We recommend reviewing this position for consideration to be classified as non-exempt based on the current job description and JAQ.</p> <p>Both supervisor and employee feedback align with the job description. There was one highlight made by the supervisor that the "6th bullet on the job description needs to be updated because the Office of Business Management no longer exists". If this is accurate, the JD will need to be updated.</p> <p>This position performs high-level administrative support work, doesn't supervise others, or make high-level decisions; appears to be supportive rather than policy-making or strategic. This suggests the non-exempt classification.</p>
Fire Plans Examiner/Inspector	Nonexempt	<p>We recommend reviewing this position for consideration to be classified as non-exempt based on the current job description and JAQ. There was no feedback indicating exempt-level duties. The role focuses on applying established codes and standards in the field, with limited discretion on organizational matters, which supports a non-exempt classification.</p>

Recreation Programmer - Athletics	Nonexempt	<p>In the employee JAQ, we received this feedback:</p> <ul style="list-style-type: none"> • "The distinction between the Recreation Programmer and Recreation Coordinator positions remains unclear. I've discussed this with my supervisor, noting the near-identical job descriptions, but he was unable to provide a definitive answer. Even comparing our job duties to those of a Recreation Coordinator in a neighboring city did not yield a clear difference. Compounding this ambiguity, the Athletic Department has experienced workforce reductions without a corresponding decrease in workload. Program offerings and responsibilities have increased, particularly for the Recreation Programmer. For example, Recreation Programmers handle the onboarding and compliance of volunteer coaches, which includes background checks, on-site drug testing, training videos, and paperwork – duties that appear to overlap significantly with Human Resources responsibilities." <p>There was no response from the supervisor. Based on the job description, this position should be classified as non-exempt because it involves a significant amount of hands-on program coordination and customer service. Based on the JAQ feedback from the employee, HR should review and determine if a job description update is necessary. If the role has evolved or the JD is updated, another FLSA review would be necessary.</p>
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Compensation Study and Methodology

Purpose of Study

This study was conducted to objectively examine the competitive job market and make recommendations for internally fair and externally competitive pay practices. The project included the following processes:

- evaluate competitive market prices for key benchmark jobs;
- determine whether employees are being paid within an appropriate market range;
- determine whether jobs are placed correctly in the pay structure;
- build or align pay structures with the competitive job market; and
- develop an implementation plan with recommended pay adjustments.

Project Activities

The following tasks were completed during the study.

- **Initial planning and data collection**
Consultants conferred with the City of Maricopa work team to ensure a clear understanding of the concerns and objectives for the study. Pay data collected on personnel employed at the start of the project was used for modeling proposed pay plans and costs.
- **Assess competitive pay levels for common jobs**
The competitive job market group was discussed and agreed upon by City of Maricopa Consultants analyzed market data to determine where City of Maricopa is at risk and identified jobs that may need to be adjusted to stay competitive with the external market.
- **Evaluate the design and effectiveness of the current pay structure**
Consultants assessed the alignment between current pay ranges and market benchmarks, analyzed internal equity, and evaluated pay progression logic.
- **Develop new proposed pay structures aligned to market and organizational needs**
Proposed structures were designed to improve market competitiveness, support consistent and transparent pay practices, and ensure sustainable administration.
- **Review a draft of findings and recommendations and deliver a final report**
Consultants met with City of Maricopa project leaders to review the initial draft of findings and recommendations.

Data Sources

Custom Survey

Twenty-four organizations were identified as comparable peer organizations. Gallagher sent a custom survey to the identified peer organizations inviting them to participate and respond to various pay related questions as well as specific job queries. Gallagher followed up with the respective contacts regularly to encourage participation. In total, 10 comparable organizations finished the requested survey, we were able to data mine the websites of 9 additional organizations to get limited data. That data was utilized to make market comparisons for like jobs at City of Maricopa

Peer Organizations	
<i>**Apache Junction, Arizona</i>	<i>**Oro Valley, Arizona</i>
<i>**Avondale city, Arizona</i>	<i>Peoria City, Arizona</i>
<i>*Buckeye City, Arizona</i>	<i>*Prescott City, Arizona</i>
<i>Bullhead City, Arizona</i>	<i>*Prescott Valley, Arizona</i>
<i>*Casa Grande city, Arizona</i>	<i>Queen Creek town, Arizona</i>
<i>**Coolidge City, Arizona</i>	<i>San Luis City, Arizona</i>
<i>Eloy, Arizona</i>	<i>**Scottsdale City, Arizona</i>
<i>*Flagstaff City, Arizona</i>	<i>**Sierra Vista City, Arizona</i>
<i>**Goodyear City, Arizona</i>	<i>*Surprise, Arizona</i>
<i>Lake Havasu City, Arizona</i>	<i>**Tempe City, Arizona</i>
<i>*Marana, Arizona</i>	<i>*Yuma City, Arizona</i>
<i>**Maricopa County, Arizona</i>	<i>*Superstition Springs Fire and Medical District</i>
<i>*Chandler, Arizona</i>	<i>Gilbert, Arizona</i>

Note:

**Completed the survey*

***Datamined (Data for the italicized cities was pulled from the Arizona League of Cities survey provided by the City of Maricopa.)*

Published Sources

- CompData
- Mercer
- Willis Towers Watson
- Economic Research Institute

Survey Methodology

Data Collection

Various data cuts were collected from the above survey sources based on type of organization, size, geographic location, and services provided. Gallagher consultants matched only those jobs that reflected at least 80 percent of the duties as outlined in the benchmark summaries. Once peer data was collected, if there were any questions about job matching, Gallagher referenced job descriptions, organizational charts and other information to verify that the match was valid. Gallagher conducted quality assurance on the data collected for additional position matches for all peer organizations. Data leveraged was the most recently available information through published survey sources. Gallagher follows the U.S. Department of Justice and Federal Trade Commission guidelines that state five job matches should exist to conduct statistical analyses or drawing conclusions.

Sherman Anti-Trust Provisions

This report summarizes the market data that was collected on behalf of the City of Maricopa. Due to Sherman Antitrust Act consent decrees, only summary data are shown for each benchmark.

The primary focus of the Sherman Act is anti-competitive “price fixing.” The argument has been made that employers have been involved in price fixing of wages through open disclosure of information in salary surveys and budget projections. This is not to say that simply exchanging salary information is illegal. How the data is used determines whether or not price (or salary) fixing has occurred. It is important to note that no organizations have been found guilty of salary fixing. Most organizations that have been involved in legal matters involving the Sherman Act have entered into consent decrees as a result. Consent decrees are neither an admission of guilt nor innocence. It is basically an agreement between the Federal Court and the defendant to act differently in the future.

The major provisions of these consent decrees are the following:

- Data cannot reflect the identity or any other factor that may allow someone to identify a participating organization.
- Results must be aggregated results.
- There must be at least five matches per job.
- No organization can represent more than 25 percent of the data.
- Data should be collected and analyzed by a third party.

To ensure compliance with Sherman guidelines (as indicated above) and maintain statistical validity, a minimum of five data points is required to establish a market reference rate.

This threshold can be met in one of two ways:

- By using at least five data points from the custom survey alone
- By incorporating at least one published survey source along with any number of custom survey data points. Published survey data inherently meets Sherman’s minimum aggregation standards, as these sources compile and validate data from multiple organizations before publication.

When combined, these approaches ensure that the reported market value is both reliable and defensible.

Quality Assurance

Gallagher performed several reviews of the data to identify any outlier data and to ensure validity and reliability of the data. Through a statistical analysis, any salary figures that were considered extreme in relation to all other salary figures were excluded. Various statistics were calculated (25th, 50th, & 75th percentiles) in analyzing the data. Once the analysis and report was completed, it was submitted internally through Gallagher’s quality control process for review before it was submitted to the City of Maricopa.

Aging

All data were trended forward to January 1, 2026 to be more effective for a current point in time. All data were aged using salary budget and salary structure trending factors from the WorldatWork salary trend survey for public sector employers. These represent annualized projections for 2025-2026.

- **3.0 percent** base salary increase
- **2.1 percent** salary structure adjustment

How was it applied in your data?

- All survey data collected (which may have been effective at different points in the year) was trended forward to January 1, 2026.
- The adjustments are applied proportionally, depending on the time between the survey’s effective date and January 1, 2026. For example, if a survey was effective July 1, 2025, only half of the annual trend would be applied (not the full 3.0% or 2.1%).

- This means the actual adjustment is often less than the full percentages—typically 1–2%, depending on the age of the data. Gallagher always uses the most recent survey data available.

Key message

All market data in the report has been adjusted to reflect a January 1, 2026 effective date using industry-standard aging factors. The adjustments are prorated based on the time between the survey’s effective date and January 1, so the actual changes are modest—not a full 3.0% or 2.1% at any point.

Geographic Differentials

Applying geographic differentials is a sound compensation practice to normalize data obtained from various locations. This results in more precise figures for use in analyzing and setting pay. Just as data are trended forward to be more effective for a current point in time, data should be adjusted to reflect cost of labor differences between geographic areas. Gallagher used geographic differential data, obtained from Economic Research Institute, to normalize salary data to the equivalent cost of labor for Maricopa, Arizona.

How was it applied in your data?

- National data was slightly decreased to match Maricopa’s lower cost of labor compared to the national average.
- State of Arizona data was increased or decreased depending on whether the source location’s cost of labor was higher or lower than Maricopa.
- Phoenix data was decreased, since Phoenix’s cost of labor is higher than Maricopa’s.

These adjustments are typically very modest—often less than 1–2%—but they help ensure that all market comparisons are fair and accurate for your local labor market. The cost of labor differentials used in this study are based on data from the Economic Research Institute, which is a widely recognized source in the compensation consulting field.

Key message

Geographic adjustments are a sound, industry-standard practice. In this study, the actual changes to the data were minimal, but they help ensure that all recommendations are tailored to Maricopa’s specific labor market.

Cost of Labor vs Cost of Living

The difference between the cost of labor and cost of living can mean many different things to many people. In total rewards, it is important to address how cost of labor and cost of living are applied in our profession and business.

In compensation analysis, the cost of labor is preferred over the cost of living because it directly reflects the market rates for hiring and retaining employees in a specific geographic location. The cost of labor is determined by the supply and demand for labor across various industries and occupations, making it a more accurate measure of what employers need to pay to attract and retain talent. This ensures that compensation packages are competitive and aligned with the external labor market's pay practices.

On the other hand, the cost of living measures the expenses required to maintain a certain standard of living, including housing, transportation, and other consumables. While this is useful for understanding the overall affordability of a location, it does not directly correlate with the wages employers need to offer to remain competitive in the job market.

Benchmarking

When benchmarking jobs to the market, it's important to distinguish between **benchmarking actual pay** and **benchmarking your organization's structure** because they serve different purposes and provide unique insights that inform compensation strategies and decision-making.

Benchmarking Actual Pay

This process involves comparing the organization's current pay levels for specific roles to market data for similar positions. The primary goal is to understand how competitive the organization's salaries are in relation to the external labor market.

- **Purpose:** To ensure individual pay rates are aligned with market standards and support talent attraction and retention efforts.
- **Why Do This?** It helps identify whether employees are paid fairly and competitively, preventing underpayment (which could lead to turnover) or overpayment (which could strain financial resources).
- **Use Case:** Adjusting pay for specific roles, addressing pay equity issues, or making targeted market adjustments.

Benchmarking the Structure

This approach involves analyzing the design and alignment of the organization's pay structure (e.g., pay grades, bands, ranges) relative to the market. It focuses on whether the organization's overall compensation framework supports its pay philosophy, career progression, and internal equity while staying competitive externally.

- **Purpose:** To evaluate how well the pay structure aligns with market practices and organizational goals, beyond individual roles.
- **Why Do This?** It ensures that the pay structure is broad enough to support growth and flexibility but not so rigid or outdated that it hampers competitiveness or fairness.
- **Use Case:** Developing or updating pay ranges, ensuring pay progression opportunities, or aligning the structure with market trends for better workforce planning.

Why Do Both?

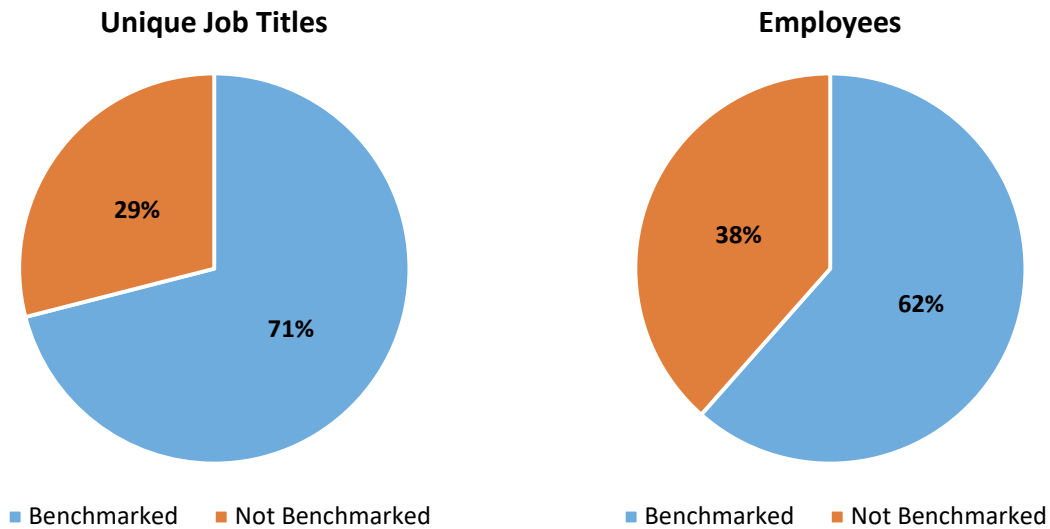
Focusing solely on actual pay can result in short-term fixes that address individual inequities but fail to address systemic issues. Conversely, benchmarking the structure without examining actual pay can lead to a disconnect between policy and practice, leaving critical inequities unresolved.

- **Holistic Perspective:** Combining both approaches ensures that the organization's pay practices align with its structure and philosophy while remaining competitive in the market.
- **Strategic Alignment:** It allows the organization to attract and retain talent effectively, promote internal equity, and remain fiscally responsible.

By addressing both actual pay and structural alignment, organizations can create a robust compensation strategy that meets immediate needs and supports long-term goals.

Benchmarking Success

At the time of data collection, City of Maricopa had 173 unique job titles and 463 employees (non-MOU public safety). The project team set out to benchmark 128 of these roles, which represented 291 employees. Of the 128 original benchmark jobs, 123 were successfully priced, representing 281 employees. Seventy-one percent of all unique job titles were successfully benchmarked, and 62 percent of all employees are represented across the benchmarked jobs.



Summary of Findings

Evaluation of Current Structure

The City of Maricopa maintains six distinct non-MOU pay structures: Non-Management Non-Exempt (grades 110–150), Non-Exempt Management (grade 160), Exempt Non-Management (grades 200–240), Exempt Management (grades 305–375), Senior Leadership Team (grade 400), and Executive Management (grades 510–520). Each structure features a consistent 52% pay range spread, while midpoint progressions vary. Non-Management Non-Exempt and Exempt Management structures follow a gradual progression of 6.1% to 13%, supporting internal equity and career development. However, the Exempt Non-Management and Executive Management structures show wider midpoint progressions, ranging from 13.1% to 27.7%, which may disrupt equity and complicate budgeting. The presence of single-grade structures (e.g., Non-Exempt Management and Senior Leadership Team) limits internal mobility and overlapping pay ranges across structures can blur role distinctions. Despite these challenges, the framework allows flexibility in rewarding performance, tenure, and market competitiveness. Best practices suggest standardizing midpoint progressions, and anchoring compensation to market medians to enhance consistency and equity.

Evaluation of Current Structure to Market

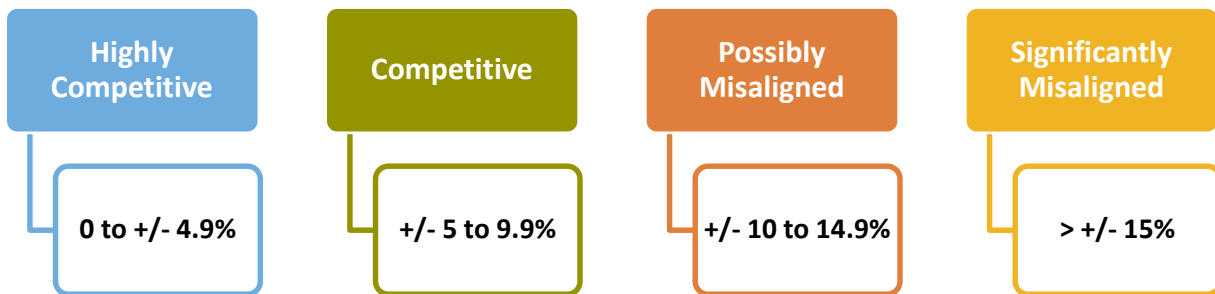
The following table shows a summary comparison between market data and the City of Maricopa salary structures for all benchmark positions.

Comparison	Comparison to Market 25 th %ile	Comparison to Market 50 th %ile (Median)	Comparison to Market 75 th %ile
Salary Structure	-13%	-11%	-9%

The market tables detailing the findings for each individual job are provided in the Appendix of this document.

Evaluation of Employee Pay to Market

The following guidelines are used to determine the competitive nature of current compensation.



On average, benchmark positions are paid 5 percent above market 25th percentile, 5 percent below market median, and 15 percent below market 75th percentile. When focusing on pay compared to market median, 5 positions are earning more than 15 percent above market median, 91 positions are earning within 15 percent of market median, and 27 positions are earning more than 15 percent below market median. It should be noted that for single incumbent, or very low incumbent positions, individual experience, performance, skills, and unique job responsibilities impact market matches more significantly than for multi-incumbent job titles. Of the 27 positions earning more than 15 percent below market median, 20 have 3 or fewer current incumbents. Of the 5 positions earning more than 15 percent above market median, 5 have 3 or fewer current incumbents.

The table below provides a comprehensive summary of the comparison between the City of Maricopa's actual salary information and market data for all benchmark positions. As expected, the results reflect a mix of jobs that are below market, aligned with market levels, and above market, illustrating the natural variation in how specific roles compare to external benchmarks.

Comparison	Comparison to Market 25 th %ile	Comparison to Market 50 th %ile (Median)	Comparison to Market 75 th %ile
Actual Employee Pay	5%	-5%	-15%

On average, benchmark positions are paid 5 percent above market 25th percentile, 5 percent below market median, and 15 percent below market 75th percentile.

Summary of Pay Comparisons to Market Median	Above (Over 115%)	5
	At market (85% - 115%)	91
	Below (Less than 85%)	27

**No data was available for 5 of the 128 benchmarks.*

The following table shows the summary of those positions who are +/-15% from market median. Those highlighted yellow are more than 15 percent above market median, and those highlighted in red are more than 15 percent below market median.

Summary of positions that appear to be significantly misaligned with market

Title	Comparison to Market Median (50th %ile)	Title	Comparison to Market Median (50th %ile)
Chief Building Official	-33%	Emergency Manager	-18%
Swim Instructor 19 Hours	-30%	Recreation Services Specialist – Admin	-18%
Fire Chief	-25%	Athletics Recreation Aide 19 Hours	-17%
Library Clerk	-25%	Chief of Police	-17%
Business Analyst	-23%	Facilities Maintenance Technician	-17%
Chief Information Officer	-23%	Human Resources Generalist	-17%
Finance Analyst	-21%	Library Services Leader - 29Hr	-17%
Business Specialist	-21%	Chief Strategy Officer	-16%
Athletics Recreation Services Lead 19 Hours	-20%	Community Center Aide 19 Hours	-16%
Fire Administrative Services Specialist	-20%	Human Resources Business Partner	-16%
Recreation Programmer – Athletics	-20%	Supervising Librarian	-16%
Library Page 19 Hours	-19%	EMS Coordinator	16%
Library Supervisor	-19%	PD Property & Evidence Supervisor	17%
Lifeguard 19 Hours	-19%	Director Of Community Enrichment	18%
Risk and Safety Manager	-19%	Code Compliance Supervisor	21%
Transit and Operations Supervisor	-19%	Storm Water Systems Manager	24%

The market tables detailing the findings for each individual job are provided in the Appendix of this document.

Recommendations

Recommendation 1

Adopt the proposed pay structures to strengthen market competitiveness. The recommended structure advances the current pay structure by approximately 11 percent, which reflects the average gap between the existing structure midpoints and the market median. This adjustment ensures alignment with prevailing market rates while maintaining internal consistency.

- The midpoint-based structure groups jobs with similar market value, skill, effort, and responsibility into pay grades with defined minimum, midpoint, and maximum values.
- Several positions have been recommended for placement in a higher pay grade based on available market data and/or alignment with compensable factors observed in comparable benchmark roles. These adjustments reflect market indications that a higher pay grade is appropriate. No positions have been recommended for a downgrade, even in cases where market data suggests the current pay grade may be above market. Reclassifying an active employee into a lower pay grade, even when market data may suggest it, can create significant organizational and employee-relations risks.
 - It can result in immediate pay compression or require a salary reduction, which negatively impacts morale, engagement, and retention. Such actions often lead to perceptions of inequity and can damage trust in the compensation system.
 - Lowering grades for incumbents may introduce legal and compliance concerns, particularly around wage reduction and potential discrimination claims.
 - In compensation management, maintaining internal equity and stability is important to sustained success: adjustments should be made prospectively (e.g., for new hires or future openings) rather than retroactively for current employees. This approach protects the organization from disruption while still aligning long-term pay structures with market benchmarks.
 - While market data provides valuable benchmarks, it should not be viewed as the sole determinant in decision-making. It represents just one dimension of a broader picture.

- A market aligned part-time structure has been recommended.
 - It should be noted that some part-time positions have corresponding full-time equivalents. For any part-time roles that share the same responsibilities, duties, and qualifications as full-time positions, Gallagher recommends aligning these roles to the same pay structure as their full-time counterparts. This approach ensures pay equity for employees performing the same work, regardless of the number of hours worked. By standardizing the structure, you eliminate discrepancies that could arise from maintaining separate pay frameworks for part-time roles, thereby promoting fairness and consistency across the organization.

Recommendation 2

Implement salary adjustments to improve internal equity and market competitiveness.

- Provide a 5 percent general pay increase to all employees.
- Bring pay for all employees to at least the minimum of their proposed pay range.
- Gallagher provided a compa-ratio analysis that flagged potential internal equity issues as an addendum to the project team. We recommend the city review the provided compa-ratio analysis file to determine what salary adjustments may be appropriate.
 - Placement scales were used to align part-time employee pay based on 5 steps. Placement scales divide the difference between minimum and maximum in each pay grade, equally by 5 steps to help spread pay for staff based on experience. Using placement scales helps avoid pay compression as well as allow the Human Resources office to speed up pay determination in these higher volume positions.
 - For most newly hired part-time employees, the beginning pay would be the minimum of the range.
 - For some positions that are more difficult to fill or retain employees, the City of Maricopa may wish to start the employee at the midpoint of the range.

Recommendation 3

Review the current progression policy for part-time employees and evaluate opportunities to transition from an hours-based advancement model to one that recognizes seasons or years of service, ensuring fair and timely pay growth.

Current Process of Advancing through the Placement Scale

- The current policy of requiring 1040 work hours to progress to the next step is not serving your organization or your part-time employees well. This approach can result in part-time and seasonal staff remaining at entry-level pay for multiple years, even as market rates increase and their experience grows. For example, a lifeguard working 10 weeks each summer would need over five years to reach the next pay step, while the market median for this role is significantly higher than the current starting rate.

Best Practice Recommendation

- **Progression Based on Seasons or Years of Service:** Instead of tying progression strictly to hours worked, consider advancing part-time and seasonal employees based on the number of seasons or years they return to work. For example, moving up a pay step for each summer or season worked, regardless of total hours.
- **Policy Alignment:** Update your policy so that part-time and seasonal employees can progress within the pay structure in a way that reflects their loyalty and experience, not just total hours worked.

Recommendation 4

Continue to enhance pay equity and budget management by implementing strong pay discipline for employees paid above the maximum of their assigned pay grade. While this recommendation does not apply to any current incumbents, it is intended as a forward-looking practice to maintain consistency and fairness in compensation. By enforcing this discipline for future pay decisions, the organization can prevent salary compression, manage costs effectively, and uphold the integrity of the established pay structure.

- Maintain salaries for employees paid at or above the base salary maximum without continuing to increase base pay beyond the maximum of the assigned pay range.
- Employers can consider providing the equivalent of the general pay increase as a one-time payment to employees whose pay rates are above the maximum of their range. This will communicate value to the employees while honoring the range maximums but likely would not be considered creditable compensation for retirement purposes. Such a payment also would need to be factored into overtime pay calculations for nonexempt employees.
- Freezing pay for employees without advanced warning can lead to employee morale issues and turnover. Consider providing written notification to affected employees in advance of freezing base pay.

Recommendation 5

Adopt a market-based approach to pay planning and annually review the compensation plan and update as needed to maintain market competitiveness.

- Grant pay raises based on available revenue each year, according to market trends.
- Review the pay structures annually and adjust as needed to maintain a competitive position in the local market. Best practice is to adjust the salary structure half of the pay increase granted annually to allow employee pay to move at a faster rate than the pay range movement. If there is no inflation and market data shows that pay rates for comparable roles have remained stable, it is generally not necessary to adjust salary ranges.

Proposed Pay Structure

Full-Time Employees

Pay Grade	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)	Midpoint Progression	Range Spread
110	\$45,656.00	\$57,532.80	\$69,409.60	\$21.95	\$27.66	\$33.37	--	52.0%
115	\$48,630.40	\$61,276.80	\$73,923.20	\$23.38	\$29.46	\$35.54	6.5%	52.0%
120	\$51,604.80	\$65,020.80	\$78,436.80	\$24.81	\$31.26	\$37.71	6.1%	52.0%
125	\$54,953.60	\$69,243.20	\$83,532.80	\$26.42	\$33.29	\$40.16	6.5%	52.0%
130	\$58,302.40	\$73,465.60	\$88,628.80	\$28.03	\$35.32	\$42.61	6.1%	52.0%
140	\$65,873.60	\$83,012.80	\$100,152.00	\$31.67	\$39.91	\$48.15	13.0%	52.0%
150	\$74,443.20	\$93,808.00	\$113,172.80	\$35.79	\$45.10	\$54.41	13.0%	52.0%

Pay Grade	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)	Midpoint Progression	Range Spread
160	\$51,604.80	\$65,020.80	\$78,436.80	\$24.81	\$31.26	\$37.71	--	52.0%
170	\$58,302.40	\$73,465.60	\$88,628.80	\$28.03	\$35.32	\$42.61	13.0%	52.0%
180	\$65,873.60	\$83,012.80	\$100,152.00	\$31.67	\$39.91	\$48.15	13.0%	52.0%
190	\$74,443.20	\$93,808.00	\$113,172.80	\$35.79	\$45.10	\$54.41	13.0%	52.0%

Pay Grade	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)	Midpoint Progression	Range Spread
200	\$58,302.40	\$73,465.60	\$88,628.80	\$28.03	\$35.32	\$42.61	--	52.0%
210	\$65,873.60	\$83,012.80	\$100,152.00	\$31.67	\$39.91	\$48.15	13.0%	52.0%
220	\$74,443.20	\$93,808.00	\$113,172.80	\$35.79	\$45.10	\$54.41	13.0%	52.0%
230	\$84,115.20	\$105,996.80	\$127,878.40	\$40.44	\$50.96	\$61.48	13.0%	52.0%
240	\$95,056.00	\$119,766.40	\$144,476.80	\$45.70	\$57.58	\$69.46	13.0%	52.0%
250	\$107,411.20	\$135,345.60	\$163,280.00	\$51.64	\$65.07	\$78.50	13.0%	52.0%

Pay Grade	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)	Midpoint Progression	Range Spread
305	\$54,953.60	\$69,243.20	\$83,532.80	\$26.42	\$33.29	\$40.16	--	52.0%
310	\$58,302.40	\$73,465.60	\$88,628.80	\$28.03	\$35.32	\$42.61	6.1%	52.0%
320	\$65,873.60	\$83,012.80	\$100,152.00	\$31.67	\$39.91	\$48.15	13.0%	52.0%
330	\$74,443.20	\$93,808.00	\$113,172.80	\$35.79	\$45.10	\$54.41	13.0%	52.0%
335	\$79,289.60	\$99,902.40	\$120,515.20	\$38.12	\$48.03	\$57.94	6.5%	52.0%
340	\$84,115.20	\$105,996.80	\$127,878.40	\$40.44	\$50.96	\$61.48	6.1%	52.0%
350	\$95,056.00	\$119,766.40	\$144,476.80	\$45.70	\$57.58	\$69.46	13.0%	52.0%
360	\$107,411.20	\$135,345.60	\$163,280.00	\$51.64	\$65.07	\$78.50	13.0%	52.0%
370	\$121,368.00	\$152,942.40	\$184,516.80	\$58.35	\$73.53	\$88.71	13.0%	52.0%
375	\$129,272.00	\$162,884.80	\$196,497.60	\$62.15	\$78.31	\$94.47	6.5%	52.0%
400	\$137,155.20	\$172,827.20	\$208,499.20	\$65.94	\$83.09	\$100.24	6.1%	52.0%
510	\$146,078.40	\$184,059.20	\$222,040.00	\$70.23	\$88.49	\$106.75	6.5%	52.0%
520	\$154,980.80	\$195,291.20	\$235,601.60	\$74.51	\$93.89	\$113.27	6.1%	52.0%

Pay Grade	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)	Midpoint Progression	Range Spread
FP1	\$128,689.60	\$141,563.34	\$154,440.00	\$61.87	\$68.06	\$74.25	-	20.0%
FP3	\$145,433.60	\$159,972.80	\$174,512.00	\$69.92	\$76.91	\$83.90	13.0%	20.0%
FP4	\$177,424.00	\$195,166.40	\$212,908.80	\$85.30	\$93.83	\$102.36	22.0%	20.0%
FBC*	\$128,694.00	\$141,563.40	\$154,432.80	\$44.19	\$48.61	\$53.03	-	20.0%

*the FBC annual salary is based on 2919 hours

Part-Time Employees

Pay Grade	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)	Midpoint Progression	Range Spread
1	\$15.15	\$17.00	\$18.87	-	25.0%
2	\$15.43	\$17.34	\$19.25	2.0%	25.0%
3	\$15.74	\$17.69	\$19.64	2.0%	25.0%
4	\$16.06	\$18.04	\$20.02	2.0%	25.0%
5	\$16.46	\$18.49	\$20.52	2.5%	25.0%
6	\$17.06	\$18.95	\$20.85	2.5%	22.0%
20	\$20.30	\$22.56	\$24.82	-	22.0%
21	\$24.62	\$27.66	\$30.70	22.6%	25.0%
22	\$23.38	\$29.46	\$35.54	6.5%	52.0%
23	\$24.81	\$31.26	\$37.71	6.1%	52.0%
24	\$25.99	\$32.78	\$39.57	4.9%	52.0%
25	\$26.42	\$33.29	\$40.16	1.6%	52.0%
26	\$28.03	\$35.32	\$42.61	6.1%	52.0%
Group X1	\$28.00	\$28.00	\$28.00	-	-
Group X2	\$33.00	\$33.00	\$33.00	-	-

Annualized by Duty Calendar

Pay Grade				988 hours			1508 hours		
	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)
1	\$15.15	\$17.00	\$18.87	\$14,968.20	\$16,796.00	\$18,643.56	\$22,846.20	\$25,636.00	\$28,455.96
2	\$15.43	\$17.34	\$19.25	\$15,244.84	\$17,131.92	\$19,019.00	\$23,268.44	\$26,148.72	\$29,029.00
3	\$15.74	\$17.69	\$19.64	\$15,551.12	\$17,477.72	\$19,404.32	\$23,735.92	\$26,676.52	\$29,617.12
4	\$16.06	\$18.04	\$20.02	\$15,867.28	\$17,823.52	\$19,779.76	\$24,218.48	\$27,204.32	\$30,190.16
5	\$16.46	\$18.49	\$20.52	\$16,262.48	\$18,268.12	\$20,273.76	\$24,821.68	\$27,882.92	\$30,944.16
6	\$17.06	\$18.95	\$20.85	\$16,855.28	\$18,722.60	\$20,599.80	\$25,726.48	\$28,576.60	\$31,441.80
20	\$20.30	\$22.56	\$24.82	\$20,056.40	\$22,289.28	\$24,522.16	\$30,612.40	\$34,020.48	\$37,428.56
21	\$24.62	\$27.66	\$30.70	\$24,324.56	\$27,328.08	\$30,331.60	\$37,126.96	\$41,711.28	\$46,295.60
22	\$23.38	\$29.46	\$35.54	\$23,099.44	\$29,106.48	\$35,113.52	\$35,257.04	\$44,425.68	\$53,594.32
23	\$24.81	\$31.26	\$37.71	\$24,512.28	\$30,884.88	\$37,257.48	\$37,413.48	\$47,140.08	\$56,866.68
24	\$25.99	\$32.78	\$39.57	\$25,678.12	\$32,386.64	\$39,095.16	\$39,192.92	\$49,432.24	\$59,671.56
25	\$26.42	\$33.29	\$40.16	\$26,102.96	\$32,890.52	\$39,678.08	\$39,841.36	\$50,201.32	\$60,561.28
26	\$28.03	\$35.32	\$42.61	\$27,693.64	\$34,896.16	\$42,098.68	\$42,269.24	\$53,262.56	\$64,255.88
Group X1	\$28.00	\$28.00	\$28.00	\$27,664.00	\$27,664.00	\$27,664.00	\$42,224.00	\$42,224.00	\$42,224.00
Group X2	\$33.00	\$33.00	\$33.00	\$32,604.00	\$32,604.00	\$32,604.00	\$49,764.00	\$49,764.00	\$49,764.00

Part-Time Employee Placement Scale

Pay Grade	Step				
	Minimum		Midpoint		Maximum
	1	2	3	4	5
1	\$15.15	\$16.08	\$17.00	\$17.93	\$18.87
2	\$15.43	\$16.39	\$17.34	\$18.30	\$19.25
3	\$15.74	\$16.72	\$17.69	\$18.67	\$19.64
4	\$16.06	\$17.05	\$18.04	\$19.03	\$20.02
5	\$16.46	\$17.48	\$18.49	\$19.51	\$20.52
6	\$17.06	\$18.01	\$18.96	\$19.90	\$20.85
20	\$20.30	\$21.43	\$22.56	\$23.69	\$24.82
21	\$24.62	\$26.14	\$27.66	\$29.18	\$30.70
22	\$23.38	\$26.42	\$29.46	\$32.50	\$35.54
23	\$24.81	\$28.04	\$31.26	\$34.49	\$37.71
24	\$25.99	\$29.39	\$32.78	\$36.18	\$39.57
25	\$26.42	\$29.86	\$33.29	\$36.73	\$40.16
26	\$28.03	\$31.68	\$35.32	\$38.97	\$42.61
Group X1	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00
Group X2	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00

Pay Grade Placement Methodology

The placement of positions into pay grades is guided by a market-based approach to ensure both external competitiveness and internal equity. When slotting benchmarked positions, our primary focus is on actual market comparisons. Specifically, we use the market median as the anchor point, placing each position in the pay grade whose midpoint is closest to the market median. This methodology ensures that compensation remains competitive and aligned with prevailing market rates, supporting the organization's ability to attract and retain talent.

For positions that are not benchmark jobs—where direct market data is unavailable—it is common for these roles to remain in their current grade. In such cases, slotting decisions are made by comparing the role to similar internal jobs, considering factors such as job responsibilities, required skills, and reporting relationships. This comparative analysis helps maintain internal equity and logical progression within the pay structure. Benchmarks such as pay grade differentials and job family alignment are used to guide placement, ensuring that roles are classified consistently and fairly across the organization.

This approach balances the need for market competitiveness with the principles of internal equity, providing a transparent and rational framework for pay grade assignments.

The proposed pay plans reflecting the placement of jobs in pay grades, along with the rationale, are included in the appendix of this document. The placement of jobs within the pay structure has a direct impact on the cost modeling shown on the following page.

Cost Estimates

The following tables present estimated costs to implement the proposed recommendations. Any changes in staffing during the engagement period would result in cost variations.

Full-Time Employees

Structure Design Explanation	Itemized Costs	Count	Cost (\$)	% of Payroll
Current Structure Trended by 11%	Total Current Payroll Costs	263	\$20,212,836	
	Pay Increase - 5.0%	263	\$1,010,701	5.00%
	Adjustment to Minimum	35	\$72,556	0.36%
	Strategic Adjustment	9	\$56,679	0.28%
	Total Increase in Payroll Costs	263	\$1,139,935	5.64%

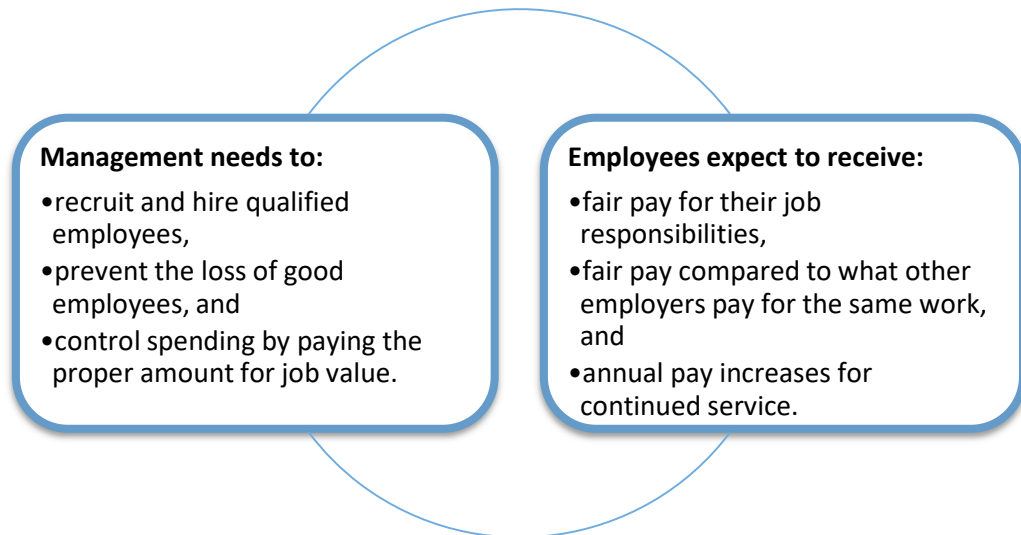
Part-Time Employees

Structure Design Explanation	Itemized Costs	Count	Cost (\$)	% of Payroll
Market Aligned Part-time Structure	Total Current Payroll Costs	143	\$2,371,156	
	Pay Increase - 5.0%	143	\$118,614	5.00%
	Adjustment to Minimum	107	\$62,293	2.63%
	Placement Scale Adjustment	15	\$8,509	0.36%
	Total Increase in Payroll Costs	143	\$189,417	7.99%
	Total Proposed Payroll Costs		\$2,560,573	

Understanding Pay Systems

Objectives of Pay Systems

All organizations have everyday management needs and employee expectations that must be translated into pay practices. An effective pay system should address the organization's needs and its employees' expectations.



Basic Pay System Elements

Job Families

A job family includes jobs that share common characteristics and are grouped into a common pay structure. These characteristics include the type of work performed, the competitive job market, potential career paths for employees, and state and federal laws regulating wages and salaries.

Pay Grades

Compensable job factors such as skill, effort, and responsibility serve as the basis for assigning jobs to different pay levels to achieve internal pay equity among employees. The greater the degree of skill, effort, and responsibility required by a job, the higher the level of pay. Jobs that have similar value and are grouped into the same range of pay are assigned or classified to pay grades.

Job Pricing

While objective job evaluation and classification contributes to internal pay equity, job pricing contributes to external pay equity. Job pricing uses data collected from salary and wage surveys of other employers to determine the external market value of benchmark jobs. This data is used to set pay ranges that are competitive with the external job market. Because jobs have been analyzed and classified into groups of similar value, job pricing does not require a survey match for each unique job.

Job Market

Job markets may be different for different employee groups. By definition, a job market represents the employers that an organization typically competes with to attract and retain employees. Professional employees may be recruited from a larger geographic area than paraprofessional or auxiliary employees. Schools may be the only competitors for instructional positions while other types of businesses may be competitors for business or technology jobs. For this reason, different job markets and survey sources may be used to accurately assess the true competitive job market.

Pay Structure

The pay structure itself is the key management tool that provides control over an organization's competitive position in the marketplace and internal pay equity among all employees. Designing the pay structure involves setting the proper control points (midpoint, minimum, and maximum rates of pay) for each pay grade and ensuring that appropriate pay differentials between pay grade levels are established.

Issues that must be weighed and balanced in the design of pay structures include:

- positioning the organization competitively,
- impact on current pay practices,
- adequate pay differentials for higher levels of job responsibility,
- internal consistency and rationality, and
- controlled variance within each pay range.

Compensation Philosophy

A compensation philosophy is simply a formal statement documenting the organization's position about employee compensation. It explains the "why" behind employee pay and creates a framework for consistency. Key Components to include, but are not limited to the following:

Market Competitiveness

Commitment to offer total compensation packages that are competitive with those offered by similar organizations within the market and sector. By targeting the median of market, organizations aim to balance competitiveness with fiscal responsibility.

Internal Equity

Strive to maintain a balanced and fair compensation system that recognizes the value and contributions of each position while promoting a sense of internal equity amongst staff.

Career Progression

Tie compensation to career progression. Develop clear paths for advancement within the organization and ensure that pay increases are associated with increased responsibilities and skills development.

Market Research and Continuous Improvement

Continuously monitor the job market and industry trends to ensure the organization's compensation packages remain relevant, competitive, and aligned with organizational objectives and commit to regularly reviewing and adjusting compensation philosophy and practices accordingly. This is accomplished by regularly benchmarking salaries and benefits against industry standards.

Legally Compliant

Adhere to all applicable laws and regulations governing compensation and dedicated to managing resources wisely to ensure the long-term financial stability of the organization.

Why is having a compensation philosophy important?

- Helps support business strategy
- Aids in attracting top talent (Market competitiveness/Position)
- Increases employee engagement and motivation
- Ensures fairness and equity
- Increases retention and talent development (Career growth/Progression)
- Helps manage labor cost
- Ensures legal and regulatory compliance
- Promotes transparency and communication

Implementation and Administration

Current employees may be paid outside the recommended pay ranges initially. Decisions must be made during this transition period about how to deal with employees who are paid outside the pay range for their position. If employees are paid below the minimum rate of their pay range, additional adjustments should be provided to increase their pay to at least the minimum rate of pay. If employees are paid above the maximum of the pay range, they are left outside the range. No employee's pay should be reduced in this event.

Employees advance in pay through annual pay adjustments and tied to budget planning. These management decisions are based on current economic conditions, including projected revenues and market competition.

Long-Term Salary Administration

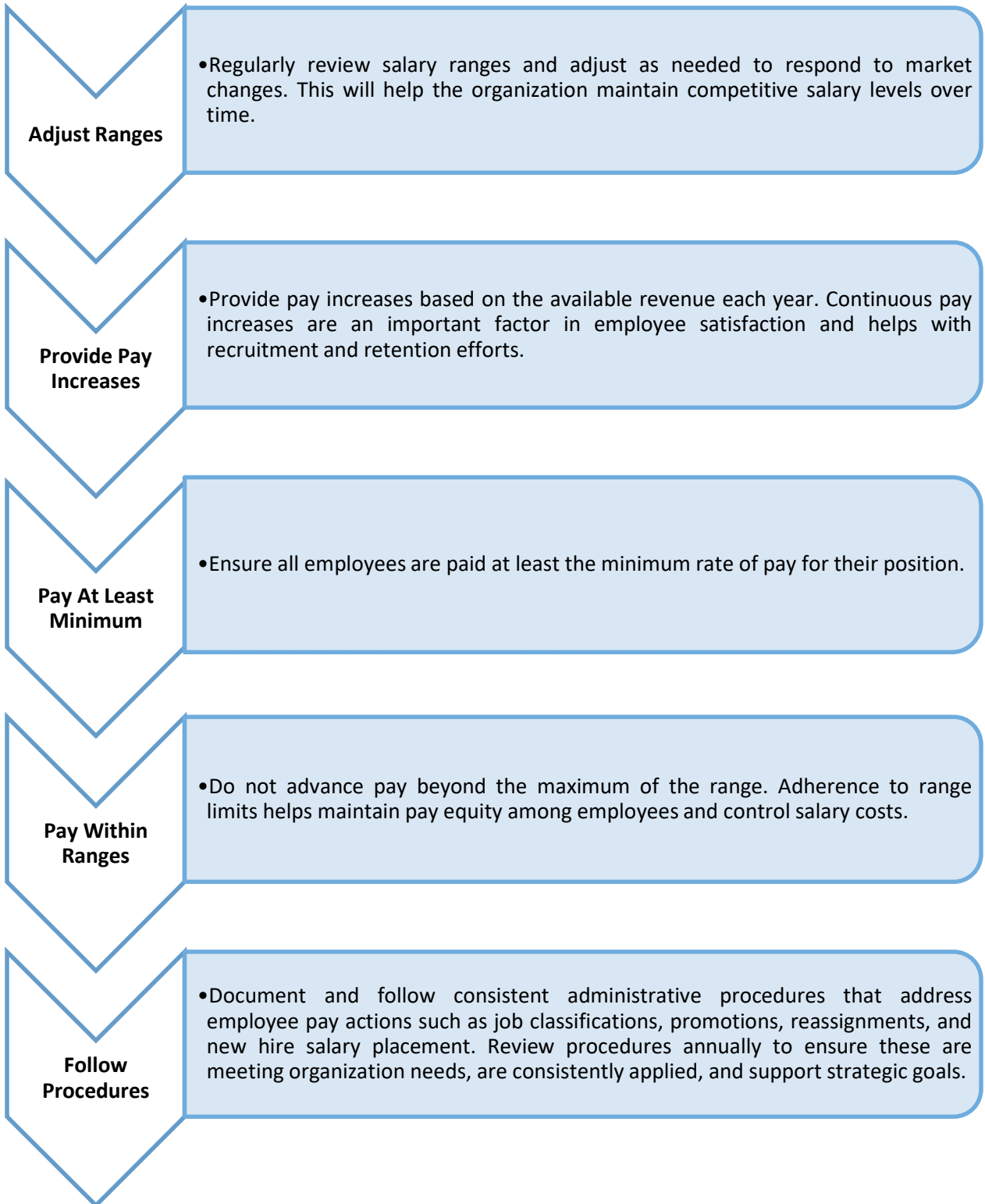
For any pay plan to meet its intended goals on a long-term basis, it must be updated regularly and administered properly. Salary administration involves four primary activities requiring administrative decisions:

- adjusting pay ranges for job market changes and general economic inflation,
- budgeting for annual salary increases for employees,
- placing new employees in the system, and
- calculating special increases for promotions or other job changes.

Pay System Management

The recommendations provided help ensure a market-competitive and equitable system for the organization. However, pay systems are dynamic and are impacted by numerous factors. To maintain a competitive and equitable system, the organization must work to manage its pay system over time.

Following are recommendations to aid in this endeavor:



Benefits Findings

Benefits and total rewards demonstrate an employer’s commitment to supporting employees’ physical, financial, and emotional well-being while fostering a culture of recognition, growth, and belonging. A comprehensive total rewards strategy not only enhances employee satisfaction but also drives performance, loyalty, and organizational success.

Gallagher, through the custom survey, Arizona League of Cities survey and the Gallagher National Benefits Survey, gathered general market data with regard to leave, health, dental and vision insurance.

Leave Findings

Vacation Leave

Of the custom survey responders, three (3) responders offer Paid Time Off (PTO). Unlike traditional leave policies that separate vacation days, sick days, and personal days, PTO consolidates these categories into a single pool of time, offering employees greater flexibility in managing their time away from work.

The majority of the responders to the surveys have traditional leave policies for vacation and sick leave. The chart below shows the accrual rates for vacation and PTO.

Maricopa Interval	Maricopa	Peer Interval	Peers	GBS Survey	PTO
0-3 Years	88	1-5 Years	120	96	170
3-5 Years	112				
5-10 Years	144	5-10 Years	147	96	240
10-15 Years	168	10-15 Years	176	128	284
15+ Years	192	15-20 Years	197	152	336
		20+ Years	200	176	336
Max Ann Carryover	280	Average	360	192	460
		Low Carryover	300		
		High Carryover	504		

The City of Maricopa lags their peers in the number of hours accrued annually and may want to consider increasing the vacation hours accrual rate to be more in line with their peers.

Sick Leave

In terms of sick leave, the city leads their peers for the annual accrual of sick leave. The chart below shows the accrual rates for sick leave.

	Maricopa	Peers	GBS Survey
Annual Accrual	120	96	96
Low Accrual		40	
High Accrual		120	
Max Ann Carryover	Unlimited	5 Unlimited	192
Low Carryover		480	
High Carryover		1,280	

Sick Leave Buyout

A sick leave buyout program typically allows employees to receive monetary compensation for unused sick leave, either upon retirement, separation from the organization, or at specific intervals during their employment. The program is often designed to reward employees for good attendance or to reduce the financial liability of accrued sick leave on the employer's balance sheet.

The city requested a summary of programs among their peers regarding the buyout of sick leave. Here is a list of the programs.

General Employee Population (includes Police):

- 50% of unused sick leave is paid upon retirement/termination (2 cities)
- 33% of unused sick leave is paid out
- Sick time is not paid out
- Payout of 240 hour with 5+ years of service, payout of 480 hours with 10+ years of service; if retiring, conversion to RHS with 8+ years of service above the 240/480 limit at a percentage based on years of service.
- After 20 years of service and/or retiring with ASRS/PSPRS, what is accrued is paid out at 50%
- 10-14 yrs = 30% up to 128 hrs; 15-19 yrs = 40% up to 288; 20+ yrs = 50% up to 640
- After 20 years of service and/or retiring with ASRS/PSPRS, what is accrued is paid out at 50%

Fire Department Employees:

- Payout of 336 hours with 5+ years of service, payout of 672 hours with 10+ years of service; if retiring, conversion to deferred comp with 8+ years of service above the 336/672 limit at a percentage based on years of service.
- 10-14 yrs = 30% up to 180; 15-19 yrs = 40% up to 404; 20 + yrs = 50% up to 896

Five cities (35%) either did not have a sick buy program or did not respond with that data.

The City of Maricopa does not currently buy out sick leave at employment termination or retirement.

Gallagher recommends the city consider developing a sick leave buyout program.

Holiday Leave

The city is on par with their peers with regard to holiday leave by providing 12 days of holiday leave per year. Here is a chart with the holiday leave findings.

	Maricopa	Peers	GBS Survey
Holidays	12	11	10
Low		9	
High		14	

Medical Insurance

All of Maricopa’s peers offer a minimum of one health plan.

Medical insurance, also known as health insurance, is a type of insurance coverage that pays for a portion of an individual’s medical and surgical expenses. It is designed to protect individuals and families from the high costs of healthcare by covering a range of services, including preventive care, treatment for illnesses and injuries, and sometimes prescription medications. Medical insurance can be provided by employers, purchased individually, or offered through government programs.

Premium Percentage

The city of Maricopa pays 100% of the employee basic health plan and eight (8) of Maricopa’s peers pay 100% of the employee health care premium.

The table below shows a comparison of the portion of the medical benefit paid by the employer for each of the levels of the primary medical plan offered to employees hired after July 1, 2020.

Level	Maricopa	Peers	GBS Survey
Employee Only	100%	96%	80%
Employee + Spouse	84%	80%	N/A
Employee + Children	84%	75%	N/A
Family	84%	75%	72%

The city leads their peers in the percentage of premiums paid on behalf of their employees and their dependents.

Health Savings Account

A Health Savings Account (HSA) is a tax-advantaged savings account designed to help individuals save and pay for qualified medical expenses. HSAs are typically paired with high-deductible health plans (HDHPs) and offer a flexible way to manage healthcare costs while providing significant tax benefits.

The city and twelve of their peers offer a Health Savings Account plan. The city's contribution to the employee HSA account is higher than the average of their peers.

Level	Maricopa	Peers	GBS Survey
Employee Only	\$1,200	\$1,180	
Lowest Contribution		\$350	\$500
Highest Contribution		\$2,184	\$1,100 +

Out of Pocket Maximum

The out-of-pocket maximum is the highest amount an individual or family is required to pay for covered healthcare expenses during a plan year under their health insurance policy. Once this limit is reached, the insurance plan typically covers 100% of eligible medical costs for the remainder of the plan year.

The city's out of pocket maximum is lower than the average out of pocket maximum for their peers.

Level	Maricopa	Custom Survey	GBS Survey
Employee Only	\$3,000	\$3,350	\$3,000
Family	\$6,000	\$7,300	\$6,000

Dental Insurance

Dental insurance is a type of health insurance designed to cover a portion of the costs associated with dental care and oral health services. It helps individuals and families manage expenses for preventive, routine, and major dental treatments, ensuring access to necessary care while reducing out-of-pocket costs.

The city and twelve (12) of their peers offer dental insurance to their employees and dependents. Here is a comparison of the portion of the medical benefit paid by the employer for each of the levels of the primary dental plan offered to employees. The city pays a higher percentage of the premium than the average of their peers.

Level	Maricopa	Custom Survey
Employee Only	100%	80%
Employee + Spouse	80%	64%
Employee + Children	83%	55%
Family	83%	58%

Vision Insurance

Vision insurance is a type of health insurance designed to cover a portion of the costs associated with eye care and vision-related services. It typically provides benefits for routine eye exams, prescription eyewear (glasses and contact lenses), and sometimes discounts or coverage for corrective procedures like LASIK. Vision insurance is often offered as a supplemental benefit to medical insurance and focuses specifically on maintaining eye health and addressing vision correction needs.

The city and six (6) of their peers offer vision insurance to their employees and dependents. Here is a comparison of the portion of the medical benefit paid by the employer for each of the levels of the primary vision plan offered to employees. The city pays a higher percentage of the premium than the average of their peers.

Level	Maricopa	Custom Survey
Employee Only	100%	100%
Employee + Spouse	78%	73%
Employee + Children	78%	73%
Family	78%	68%

Appendix

Proposed Pay Plan with explanations for placement decisions
 City of Maricopa - Full-Time Employees

Proposed Grade	Current Grade	Proposed Job Title	Gallagher Placement Notes/Justification	Average of Market Price (Hourly)
110	110	Administrative Assistant	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$24.56
110	110	Communication Information Specialist	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
110	110	Court Clerk	Market suggests current grade. Market data is a combination of custom data and League of AZ cities data.	\$23.35
110	110	Custodian	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$19.61
110	110	Customer Service Representative	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$22.69
110	110	Fleet Technician	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$26.04
110	110	Human Resources Associate	Maintaining current position in structure. Position was newly identified in 10/23/25 census. Maricopa should review for internal equity and confirm placement is still appropriate.	
110	110	Library Specialist	Market suggests current grade. Market data is a combination of custom data (salary range information only) and published data (Compdata, ERI, Mercer, WTW).	\$27.86
110	110	Maintenance Worker - Streets	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$22.73
110	110	Parks Maintenance Worker	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$20.76
110	110	Records Clerk	Market suggests current grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$25.93
110	LS	Library Specialist	Market suggests current grade. Market data is a combination of custom data (salary range information only) and published data (Compdata, ERI, Mercer, WTW).	\$27.86
110	PM19	Parks Maintenance Worker	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$20.76
110	PMW	Parks Maintenance Worker	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$20.76
115	110	Permit Technician	Market suggests a higher grade. Market data is from the custom survey only.	\$30.20
115	115	Park Maintenance Technician	Market suggests lower grade. Keeping in current grade. Market is a combination of custom data (salary range information only), and published data (Compdata, ERI, Mercer, WTW).	\$20.86
115	115	Park Ranger	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$23.03
115	115	Property & Evidence Technician	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$27.84
115	115	Public Works Specialist	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$27.42
115	115	Streets Maintenance Technician	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
115	115	Transit Driver	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$23.36
115	DSAA	Permit Technician	Market suggests a higher grade. Market data is from the custom survey only.	\$30.20

Proposed Structure			Annualized @ 2,080 hours		
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
\$21.95	\$27.66	\$33.37	\$45,656.00	\$57,532.80	\$69,409.60

\$23.38	\$29.46	\$35.54	\$48,630.40	\$61,276.80	\$73,923.20
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Proposed Pay Plan with explanations for placement decisions
 City of Maricopa - Full-Time Employees

Proposed Grade	Current Grade	Proposed Job Title	Gallagher Placement Notes/Justification	Average of Market Price (Hourly)
120	110	Recreation Services Specialist - Member Services	Market suggests higher grade. Market data is a combination of custom survey data and published data (Compdata, ERI, Mercer, WTW).	\$31.16
120	120	Assistant Planner	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
120	120	Community Risk Reduction Specialist	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
120	120	Community Support Specialist	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$29.87
120	120	Equipment Operator	Maintaining current position in structure. Position was newly identified in 10/23/25 census. Maricopa should review for internal equity and confirm placement is still appropriate.	
120	120	Fleet Mechanic	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$30.85
120	120	IT Desk Support Technician	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$31.27
120	120	Traffic Signal Technician	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
120	RSS	Recreation Services Specialist - Rentals	(blank)	
125	115	Business Specialist	Market suggests higher grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$32.83
125	115	Code Compliance Officer	Maricopa reviewed peer available data and made decision to place role in range with midpoint closest to market median.	\$29.64
125	115	Equipment Operator/Technician	Placed position with Facilities Maintenance Tech.	
125	115	Facilities Maintenance Technician	Market suggests higher grade. Market data is a combination of custom survey data and published data (Compdata, ERI, Mercer, WTW).	\$32.60
125	115	Fire Administrative Services Specialist	Market suggests higher grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$33.60
125	120	Victim Advocate	Market suggests higher grade. Market data is a combination of custom survey data and published data (Compdata, ERI, Mercer, WTW).	\$32.95
125	125	Dispatcher	Market suggests current grade. Market data is a combination of custom data and League of AZ cities data.	\$30.47
125	125	Landscaping Operations Crew Lead	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
125	125	Park Crew Lead	Market suggests lower grade. Kept in current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$29.71
125	125	Senior Traffic Signal Technician	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
125	125	Streets Operations Crew Lead	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
125	305	Recreation Programmer - Athletics	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$31.94
125	305	Recreation Programmer - Reservations	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$31.94

Proposed Structure			Annualized @ 2,080 hours		
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
\$24.81	\$31.26	\$37.71	\$51,604.80	\$65,020.80	\$78,436.80

\$26.42	\$33.29	\$40.16	\$54,953.60	\$69,243.20	\$83,532.80
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Proposed Pay Plan with explanations for placement decisions
 City of Maricopa - Full-Time Employees

Proposed Grade	Current Grade	Proposed Job Title	Gallagher Placement Notes/Justification	Average of Market Price (Hourly)	Proposed Structure			Annualized @ 2,080 hours		
					Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
130	130	Civilian Police Investigator	Position alignment based on analysis of other similarly situated positions due to limited market data available.		\$28.03	\$35.32	\$42.61	\$58,302.40	\$73,465.60	\$88,628.80
130	130	Court Financial Specialist	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$27.41						
130	130	GIS Technician	Market suggests lower grade. Kept in current grade. Market data is a combination of custom data (salary range information only), and published data (Compdata, ERI, Mercer, WTW).	\$31.40						
130	130	Lead Mechanic	Market suggests current grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$37.39						
130	130	Public Safety Aide	Market suggests lower grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$25.77						
130	130	Public Safety Logistics Specialist	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.							
130	130	Traffic Signal Specialist	Market suggests current grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$34.65						
130	200	Executive Assistant to City Clerk & Elected Officials	Positions being reclassified to nonexempt. Placing role in nonexempt grade that aligns to the nonexempt equivalent of current grade.	\$33.12						
130	200	Executive Assistant To City Manager & Elected Officials	Positions being reclassified to nonexempt. Placing role in nonexempt grade that aligns to the nonexempt equivalent of current grade.	\$33.12						
130	GIST	GIS Technician	Market suggests lower grade. Kept in current grade. Market data is a combination of custom data (salary range information only), and published data (Compdata, ERI, Mercer, WTW).	\$31.40						
140	140	Plans Examiner/Building Inspector	Market suggests lower grade. Kept in current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$30.98	\$31.67	\$39.91	\$48.15	\$65,873.60	\$83,012.80	\$100,152.00
140	140	Residential Building Inspector	Market suggests lower grade. Kept in current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$30.98						
140	210	Engineering Inspector	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW). Positions being reclassified to nonexempt. Placing role in nonexempt grade that aligns to the nonexempt equivalent of current grade.	\$32.56						
150	150	CIP Inspector	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.		\$35.79	\$45.10	\$54.41	\$74,443.20	\$93,808.00	\$113,172.80
150	150	Commercial Building Inspector	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.							
150	150	Fire Plans Examiner/Inspector	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$41.05						
150	150	Plans Examiner/Building Inspector II	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.							
150	NA	Dispatcher PRN	Moved from part-time file to full-time. Aligned in grade that mimics current placement.							
160	160	PD Records Supervisor	Market suggests lower grade. Keeping in current grade. Market data is from the custom survey only.	\$37.80	\$24.81	\$31.26	\$37.71	\$51,604.80	\$65,020.80	\$78,436.80
170	(blank)	Reserved for future use	(blank)		\$28.03	\$35.32	\$42.61	\$58,302.40	\$73,465.60	\$88,628.80
180	(blank)	Reserved for future use	(blank)		\$31.67	\$39.91	\$48.15	\$65,873.60	\$83,012.80	\$100,152.00
190	320	Dispatch Supervisor	Market suggests higher grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$47.10	\$35.79	\$45.10	\$54.41	\$74,443.20	\$93,808.00	\$113,172.80

Proposed Pay Plan with explanations for placement decisions
 City of Maricopa - Full-Time Employees

Proposed Grade	Current Grade	Proposed Job Title	Gallagher Placement Notes/Justification	Average of Market Price (Hourly)
200	120	Cultural Services Specialist	Placed with Cultural Services Operations Specialist.	\$25.84
200	200	Associate Planner	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
200	200	Communications Coordinator	Market suggests current grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$33.26
200	200	Community Services Analyst	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
200	200	Crime Analyst	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$35.30
200	200	Cultural Services Operations Specialist	Market suggests current grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$25.84
200	200	Design and Production Coordinator	Market suggests current grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$36.78
200	200	Development Project Coordinator	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
200	200	HR Generalist	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$34.68
200	200	Management Analyst	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
200	200	Multimedia Communications Coordinator	Market suggests a higher grade, but due to compression with the supervisor in pay grade 330, Gallagher recommends keeping position in pay grade 200. Market is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$37.91
200	200	Operations Specialist	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
200	200	Payroll Analyst	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
200	200	Planner	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
200	200	Staff Accountant - Accounts Payable	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$33.72
200	200	Staff Accountant - Accounts Receivable	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$33.72
200	200	Staff Accountant - General Ledger	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$33.72
210	200	Facility Maint Coordinator	Market suggests higher grade. Market data is a combination of custom survey data and published data (Compdata, ERI, Mercer, WTW).	\$40.10
210	210	Finance Analyst	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$41.88
210	210	Human Resources Operations Partner	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
210	210	Procurement And Contract Coordinator	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$36.42
210	210	Records Administrator	Keeping in current grade with Human Resources Operation Partner.	

Proposed Structure		
Minimum	Midpoint	Maximum
\$28.03	\$35.32	\$42.61

Annualized @ 2,080 hours		
Minimum	Midpoint	Maximum
\$58,302.40	\$73,465.60	\$88,628.80

\$31.67	\$39.91	\$48.15
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\$65,873.60	\$83,012.80	\$100,152.00
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Proposed Pay Plan with explanations for placement decisions
 City of Maricopa - Full-Time Employees

Proposed Grade	Current Grade	Proposed Job Title	Gallagher Placement Notes/Justification	Average of Market Price (Hourly)
220	210	Business Analyst	Market suggests higher grade. Market data is a combination of custom data and League of AZ cities data.	\$46.53
220	210	Business Analyst - Public Safety	Market suggests higher grade. Market data is a combination of custom data and League of AZ cities data.	\$46.53
220	220	Building Plans Examiner	Maintaining current position in structure. Position was newly identified in 10/23/25 census. Maricopa should review for internal equity and confirm placement is still appropriate.	
220	220	Business Systems Analyst	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$44.18
220	220	Community Resource Navigator	Market suggests lower grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$33.46
220	220	Engineering Plans Examiner	Keeping in current grade with the Senior Planner where market suggests current grade is appropriate. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	
220	220	Inspector Office Of Community Risk Reduction & Fire Investigations	Keeping in current grade with the Senior Planner where market suggests current grade is appropriate. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	
220	220	Organizational Health Coordinator	Keeping in current grade with the Senior Planner where market suggests current grade is appropriate. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	
220	220	Plans Review Specialist	Keeping in current grade with the Senior Planner where market suggests current grade is appropriate. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	
220	220	Public Safety Application Analyst	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$35.18
220	220	Senior Building Inspector	Keeping in current grade with the Senior Planner where market suggests current grade is appropriate. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	
220	220	Senior Engineering Inspector	Keeping in current grade with the Senior Planner where market suggests current grade is appropriate. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	
220	220	Senior IT Technician	Placed with the Business Systems Analyst -Market placed position in current grade. Market is a combination of custom data, League of AZ Cities Data, and Published data (Compdata, ERI, Mercer, WTW).	
220	220	Senior Planner	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$43.04
220	330	GIS Specialist	Moved to grade 220 per Maricopa request. Role is not supervisory.	
230	220	Emergency Management & Public Safety Innovation Manager	Market suggests higher grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$54.77
230	220	IT Systems Administrator	Market suggests higher grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$53.24
230	230	Capital Improvement Project Manager	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$52.98
230	230	Economic Development Project Manager	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$47.05
230	230	EMS Coordinator	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$41.24
230	230	Engineering Project Manager	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	
230	230	Project Manager	Market suggests current grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$54.44
240	(blank)	Reserved for future use	(blank)	
250	240	Senior Capital Improvement Project Manager	Placed per movement to senior position in 250 per Maricopa review and decision.	
250	240	Senior Engineering - CIP	Keeping in current range; grade 240 became 250.	
250	999	Senior Capital Improvement Project Manager	Placed per movement to senior position in 250 per Maricopa review and decision.	
305	305	Library Supervisor	Market suggests current grade. Market data is a combination of custom data (salary range information only) and published data (Compdata, ERI, Mercer, WTW).	\$33.08
305	305	Park Ranger Supervisor	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.	

Proposed Structure			Annualized @ 2,080 hours		
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
\$35.79	\$45.10	\$54.41	\$74,443.20	\$93,808.00	\$113,172.80

\$40.44	\$50.96	\$61.48	\$84,115.20	\$105,996.80	\$127,878.40
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\$45.70	\$57.58	\$69.46	\$95,056.00	\$119,766.40	\$144,476.80
\$51.64	\$65.07	\$78.50	\$107,411.20	\$135,345.60	\$163,280.00

\$26.42	\$33.29	\$40.16	\$54,953.60	\$69,243.20	\$83,532.80
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Proposed Pay Plan with explanations for placement decisions
 City of Maricopa - Full-Time Employees

Proposed Grade	Current Grade	Proposed Job Title	Gallagher Placement Notes/Justification	Average of Market Price (Hourly)	Proposed Structure			Annualized @ 2,080 hours		
					Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
310	310	Communications & Cultural Services Coordinator - Events & Sponsorship	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$28.94	\$28.03	\$35.32	\$42.61	\$58,302.40	\$73,465.60	\$88,628.80
310	310	Community Center Coordinator	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$34.22						
310	310	Court Clerk Supervisor	Maintaining current position in structure. Position was newly identified in 10/23/25 census. Maricopa should review for internal equity and confirm placement is still appropriate.							
310	310	Cultural Services Coordinator - Community Events & Arts	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.							
310	310	PD Property & Evidence Supervisor	Market suggests lower grade. Keeping in current grade. Market data is from the custom survey only.	\$32.80						
310	310	Recreation Coordinator - Aquatics	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$34.51						
310	310	Recreation Coordinator - Fitness & Childwatch	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$34.51						
310	310	Recreation Coordinator - Member Services	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$34.51						
310	310	Supervising Librarian	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$33.29						
320	320	Accounting Services Supervisor	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$40.61	\$31.67	\$39.91	\$48.15	\$65,873.60	\$83,012.80	\$100,152.00
320	320	Code Compliance Supervisor	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$31.67						
320	320	Court Operations Supervisor	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$41.12						
320	320	Cultural Services Supervisor	Maintaining current position in structure. Position was newly identified in 10/23/25 census. Maricopa should review for internal equity and confirm placement is still appropriate.							
320	320	Human Resources Business Partner	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$40.15						
320	320	Project Coordinator Supervisor	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.							
330	330	Athletics & Program Operations Manager	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.		\$35.79	\$45.10	\$54.41	\$74,443.20	\$93,808.00	\$113,172.80
330	330	Copper Sky Operations Manager	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.							
330	330	Library Manager	Market suggests lower grade. Keeping in current grade. Market is a combination of custom data (salary range information only), and published data (Compdata, ERI, Mercer, WTW).	\$41.75						
330	330	Marketing & Communications Manager	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$42.50						
330	330	Parks And Landscape Manager	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$36.16						
330	330	Recreation Facility Manager	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$34.82						
330	330	Senior HR Business Partner	Added per Maricopa request to hold for current vacancy.							
335	320	Streets Maintenance Supervisor	Placed with Transit & Operations Supervisor. Market suggests higher pay grade. Market data is a combination of custom survey data and published data (Compdata, ERI, Mercer, WTW).		\$38.12	\$48.03	\$57.94	\$79,289.60	\$99,902.40	\$120,515.20
335	320	Transit & Operations Supervisor	Market suggests higher grade. Market data is a combination of custom survey data and published data (Compdata, ERI, Mercer, WTW).	\$48.01						
335	335	Fleet and Transit Manager	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$45.26						
335	335	Organizational Health Supervisor	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.							
335	335	Risk And Safety Manager	Position moved from 230 to 335 per Maricopa request.	\$51.45						
335	335	Senior Accountant	Keeping in current grade to keep same hierarchy placement with Accountant/Staff Accountant.							

Proposed Pay Plan with explanations for placement decisions
 City of Maricopa - Full-Time Employees

Proposed Grade	Current Grade	Proposed Job Title	Gallagher Placement Notes/Justification	Average of Market Price (Hourly)	Proposed Structure			Annualized @ 2,080 hours		
					Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
340	335	Facilities Maintenance Manager	Market suggests higher grade. Market data is a combination of custom survey data and published data (Compdata, ERI, Mercer, WTW).	\$54.12	\$40.44	\$50.96	\$61.48	\$84,115.20	\$105,996.80	\$127,878.40
340	340	Accounting & Operations Manager	Keeping in current grade. Supervisor is in grade 350.							
340	340	Assistant to the City Manager	Placed with Deputy City Clerk. Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and League of AZ cities data.							
340	340	Cultural Services Superintendent	Placed with Deputy City Clerk. Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and League of AZ cities data.							
340	340	Deputy City Clerk	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and League of AZ cities data.	\$40.97						
340	340	Field Operations Manager	Placed with Deputy City Clerk. Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and League of AZ cities data.							
340	340	Recreation Superintendent	Placed with Deputy City Clerk. Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and League of AZ cities data.							
350	340	Chief Building Official	Market suggests higher grade. Market data is a combination of custom data and League of AZ cities data. Placed in 350 per Maricopa review and input.	\$69.51	\$45.70	\$57.58	\$69.46	\$95,056.00	\$119,766.40	\$144,476.80
350	340	Dispatch Manager	Market suggests higher grade needed. Market is from published data (Compdata, ERI, Mercer, WTW).	\$55.70						
350	350	Administrative Support Manager	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$48.08						
350	350	Budget Manager	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$59.31						
350	350	Deputy Chief, Public Safety Logistics	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.							
350	350	Development Engineer Supervisor	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.							
350	350	Finance Manager	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$54.80						
350	350	Human Resources Manager	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$50.34						
350	350	Human Resources Operations Manager	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$50.34						
350	350	Planning And Zoning Manager	Market suggests current grade. Market data is from the custom survey only.	\$56.90						
350	350	Public Works Superintendent Of Operations	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$52.80						
360	360	City Traffic Engineer	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.		\$51.64	\$65.07	\$78.50	\$107,411.20	\$135,345.60	\$163,280.00
360	360	Police Executive Administrator	Market suggests lower pay grade. Kept in current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$45.52						
360	360	Storm Water Systems Manager	Market suggests lower grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$55.18						
370	370	Court Administrator	Market suggests current grade. Market data is a combination of custom data and League of AZ cities data.	\$73.91	\$58.35	\$73.53	\$88.71	\$121,368.00	\$152,942.40	\$184,516.80
375	375	City Engineer	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$76.44	\$62.15	\$78.31	\$94.47	\$129,272.00	\$162,884.80	\$196,497.60
375	375	Economic Growth Officer	Keeping in current grade. Alignment based on analysis of other similarly situated roles that were benchmarked.							

Proposed Pay Plan with explanations for placement decisions
 City of Maricopa - Full-Time Employees

Proposed Grade	Current Grade	Proposed Job Title	Gallagher Placement Notes/Justification	Average of Market Price (Hourly)
400	400	Chief Human Resources Officer	Kept in current grade per Maricopa confirmation, 10/2/2025. Keep as 400 levels with the other directors especially based on the comparison of supervision scope.	\$88.92
400	400	Chief Information Officer	Kept in current grade per Maricopa confirmation, 10/2/2025. Keep as 400 levels with the other directors especially based on the comparison of supervision scope.	\$95.93
400	400	Chief Strategy Officer	Kept in current grade per Maricopa confirmation, 10/2/2025. Keep as 400 levels with the other directors especially based on the comparison of supervision scope.	\$97.95
400	400	City Clerk	Market suggests lower grade. Kept in current grade. Market data is a combination of custom data (salary range information only), and published data (Compdata, ERI, Mercer, WTW).	\$79.59
400	400	Communications And Cultural Services Director	Maintaining current position in structure. Position was newly identified in 10/23/25 census. Maricopa should review for internal equity and confirm placement is still appropriate.	
400	400	Development Services Director	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$82.13
400	400	Intergovernmental Affairs Director	Market suggests current grade. Market data is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$85.12
400	400	Parks And Recreation Director	Maintaining current position in structure. Position was newly identified in 10/23/25 census. Maricopa should review for internal equity and confirm placement is still appropriate.	
400	400	Public Works Director	Market suggests higher pay grade than supervisor. Kept in current grade. Market data is a combination of custom data and League of AZ cities data.	\$91.22
510	510	Deputy City Manager	Moved to current grade due to internal hierarchy. Market suggests same grade as supervisor. Market is a combination of custom data and published data (Compdata, ERI, Mercer, WTW).	\$91.86
520	520	Assistant City Manager/Chief Operating Officer	Market suggests current grade. Market data is a combination of custom data, League of AZ Cities Data, and published data (Compdata, ERI, Mercer, WTW).	\$103.66
FBC	350	Fire Battalion Chief	Moved to new Non MOU Fire & Police Structure.	\$67.09
FP1	350	Police Lieutenant	Moved to new Non MOU Fire & Police Structure.	\$69.19
FP3	360	Assistant Fire Chief - Logistics	Moved to new Non MOU Fire & Police Structure.	\$77.41
FP3	360	Assistant Fire Chief - Operations	Moved to new Non MOU Fire & Police Structure.	\$77.41
FP4	400	Fire Chief	Moved to new Non MOU Fire & Police Structure.	\$104.59
FP4	400	Police Chief	Moved to new Non MOU Police & Fire Structure.	

Proposed Structure			Annualized @ 2,080 hours		
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
\$65.94	\$83.09	\$100.24	\$137,155.20	\$172,827.20	\$208,499.20

\$70.23	\$88.49	\$106.75	\$146,078.40	\$184,059.20	\$222,040.00
\$74.51	\$93.89	\$113.27	\$154,980.80	\$195,291.20	\$235,601.60
\$44.19	\$48.61	\$53.03	\$91,924.29	\$101,116.71	\$110,309.14
\$61.87	\$68.06	\$74.25	\$128,689.60	\$141,563.34	\$154,440.00
\$69.92	\$76.91	\$83.90	\$145,433.60	\$159,972.80	\$174,512.00

\$85.30	\$93.83	\$102.36
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Proposed Pay Plan

City of Maricopa - Full-Time Employees

Annualized salaries are calculated at the hours listed here unless otherwise noted: 2080

Proposed Pay Grade	Proposed Job Title	Proposed Minimum (Hourly)	Proposed Midpoint (Hourly)	Proposed Maximum (Hourly)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)
110		21.95	27.66	33.37	2080	45,656	57,533	69,410
	Administrative Assistant							
	Court Clerk							
	Custodian							
	Customer Service Representative							
	Fleet Technician							
	Human Resources Associate							
	Library Specialist							
	Maintenance Worker - Streets							
	Parks Maintenance Worker							
	Records Clerk							
	Communication Information Specialist							
115		23.38	29.46	35.54	2080	48,630	61,277	73,923
	Park Maintenance Technician							
	Park Ranger							
	Permit Technician							
	Property & Evidence Technician							
	Public Works Specialist							
	Streets Maintenance Technician							
	Transit Driver							
120		24.81	31.26	37.71	2080	51,605	65,021	78,437
	Assistant Planner							
	Community Risk Reduction Specialist							
	Community Support Specialist							
	Equipment Operator							
	Fleet Mechanic							
	IT Desk Support Technician							
	Recreation Services Specialist - Member Services							
	Traffic Signal Technician							
	Recreation Services Specialist - Rentals							

Proposed Pay Plan

City of Maricopa - Full-Time Employees

Annualized salaries are calculated at the hours listed here unless otherwise noted: 2080

Proposed Pay Grade	Proposed Job Title	Proposed Minimum (Hourly)	Proposed Midpoint (Hourly)	Proposed Maximum (Hourly)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)
125		26.42	33.29	40.16	2080	54,954	69,243	83,533
	Code Compliance Officer							
	Business Specialist							
	Dispatcher							
	Facilities Maintenance Technician							
	Fire Administrative Services Specialist							
	Landscaping Operations Crew Lead							
	Park Crew Lead							
	Streets Operations Crew Lead							
	Victim Advocate							
	Recreation Programmer - Athletics							
	Recreation Programmer - Reservations							
	Equipment Operator/Technician							
	Senior Traffic Signal Technician							
130		28.03	35.32	42.61	2080	58,302	73,466	88,629
	Civilian Police Investigator							
	Court Financial Specialist							
	GIS Technician							
	Lead Mechanic							
	Public Safety Aide							
	Public Safety Logistics Specialist							
	Traffic Signal Specialist							
	Executive Assistant to City Clerk & Elected Officials							
	Executive Assistant To City Manager & Elected Officials							
140		31.67	39.91	48.15	2080	65,874	83,013	100,152
	Residential Building Inspector							
	Engineering Inspector							
	Plans Examiner/Building Inspector							
150		35.79	45.10	54.41	2080	74,443	93,808	113,173
	Commercial Building Inspector							
	Dispatcher PRN							
	Fire Plans Examiner/Inspector							
	CIP Inspector							
	Plans Examiner/Building Inspector II							

Proposed Pay Plan

City of Maricopa - Full-Time Employees

Annualized salaries are calculated at the hours listed here unless otherwise noted: 2080

Proposed Pay Grade	Proposed Job Title	Proposed Minimum (Hourly)	Proposed Midpoint (Hourly)	Proposed Maximum (Hourly)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)
160	PD Records Supervisor	24.81	31.26	37.71	2080	51,605	65,021	78,437
170	Reserved for future use	28.03	35.32	42.61	2080	58,302	73,466	88,629
180	Reserved for future use	31.67	39.91	48.15	2080	65,874	83,013	100,152
190	Dispatch Supervisor	35.79	45.10	54.41	2080	74,443	93,808	113,173
200	Associate Planner Communications Coordinator Crime Analyst Cultural Services Operations Specialist Development Project Coordinator HR Generalist Multimedia Communications Coordinator Operations Specialist Staff Accountant - Accounts Payable Staff Accountant - Accounts Receivable Staff Accountant - General Ledger Design and Production Coordinator Community Services Analyst Cultural Services Specialist Management Analyst Payroll Analyst Planner	28.03	35.32	42.61	2080	58,302	73,466	88,629
210	Facility Maint Coordinator Finance Analyst Human Resources Operations Partner Procurement And Contract Coordinator Records Administrator	31.67	39.91	48.15	2080	65,874	83,013	100,152

Proposed Pay Plan

City of Maricopa - Full-Time Employees

Annualized salaries are calculated at the hours listed here unless otherwise noted: 2080

Proposed Pay Grade	Proposed Job Title	Proposed Minimum (Hourly)	Proposed Midpoint (Hourly)	Proposed Maximum (Hourly)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)
220	Building Plans Examiner Business Analyst Business Analyst - Public Safety Business Systems Analyst Community Resource Navigator Engineering Plans Examiner GIS Specialist Inspector Office Of Community Risk Reduction & Fire Investigations Public Safety Application Analyst Senior Building Inspector Senior Engineering Inspector Senior Planner Organizational Health Coordinator Plans Review Specialist Senior IT Technician	35.79	45.10	54.41	2080	74,443	93,808	113,173
230	Capital Improvement Project Manager Economic Development Project Manager Emergency Management & Public Safety Innovation Manager EMS Coordinator Engineering Project Manager IT Systems Administrator Project Manager	40.44	50.96	61.48	2080	84,115	105,997	127,878
240	Reserved for future use	45.70	57.58	69.46	2080	95,056	119,766	144,477
250	Senior Capital Improvement Project Manager Senior Engineering - CIP	51.64	65.07	78.50	2080	107,411	135,346	163,280
305	Library Supervisor Park Ranger Supervisor	26.42	33.29	40.16	2080	54,954	69,243	83,533

Proposed Pay Plan

City of Maricopa - Full-Time Employees

Annualized salaries are calculated at the hours listed here unless otherwise noted: 2080

Proposed Pay Grade	Proposed Job Title	Proposed Minimum (Hourly)	Proposed Midpoint (Hourly)	Proposed Maximum (Hourly)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)
310	Communications & Cultural Services Coordinator - Events & Sponsorship Community Center Coordinator Court Clerk Supervisor PD Property & Evidence Supervisor Recreation Coordinator - Aquatics Recreation Coordinator - Fitness & Childwatch Recreation Coordinator - Member Services Supervising Librarian Cultural Services Coordinator - Community Events & Arts	28.03	35.32	42.61	2080	58,302	73,466	88,629
320	Accounting Services Supervisor Code Compliance Supervisor Court Operations Supervisor Cultural Services Supervisor Human Resources Business Partner Project Coordinator Supervisor	31.67	39.91	48.15	2080	65,874	83,013	100,152
330	Library Manager Marketing & Communications Manager Parks And Landscape Manager Recreation Facility Manager Athletics & Program Operations Manager Copper Sky Operations Manager Senior HR Business Partner	35.79	45.10	54.41	2080	74,443	93,808	113,173
335	Fleet and Transit Manager Organizational Health Supervisor Risk And Safety Manager Streets Maintenance Supervisor Transit & Operations Supervisor Senior Accountant	38.12	48.03	57.94	2080	79,290	99,902	120,515

Proposed Pay Plan

City of Maricopa - Full-Time Employees

Annualized salaries are calculated at the hours listed here unless otherwise noted: 2080

Proposed Pay Grade	Proposed Job Title	Proposed Minimum (Hourly)	Proposed Midpoint (Hourly)	Proposed Maximum (Hourly)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)
340	Accounting & Operations Manager Cultural Services Superintendent Deputy City Clerk Facilities Maintenance Manager Recreation Superintendent Assistant to the City Manager Field Operations Manager	40.44	50.96	61.48	2080	84,115	105,997	127,878
350	Administrative Support Manager Budget Manager Development Engineer Supervisor Dispatch Manager Finance Manager Human Resources Manager Human Resources Operations Manager Planning And Zoning Manager Public Works Superintendent Of Operations Chief Building Official Deputy Chief, Public Safety Logistics	45.70	57.58	69.46	2080	95,056	119,766	144,477
360	City Traffic Engineer Police Executive Administrator Storm Water Systems Manager	51.64	65.07	78.50	2080	107,411	135,346	163,280
370	Court Administrator	58.35	73.53	88.71	2080	121,368	152,942	184,517
375	City Engineer Economic Growth Officer	62.15	78.31	94.47	2080	129,272	162,885	196,498

Proposed Pay Plan

City of Maricopa - Full-Time Employees

Annualized salaries are calculated at the hours listed here unless otherwise noted: 2080

Proposed Pay Grade	Proposed Job Title	Proposed Minimum (Hourly)	Proposed Midpoint (Hourly)	Proposed Maximum (Hourly)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)
400	Chief Human Resources Officer Chief Information Officer Chief Strategy Officer City Clerk Communications And Cultural Services Director Development Services Director Intergovernmental Affairs Director Parks And Recreation Director Public Works Director	65.94	83.09	100.24	2080	137,155	172,827	208,499
510	Deputy City Manager	70.23	88.49	106.75	2080	146,078	184,059	222,040
520	Assistant City Manager/Chief Operating Officer	74.51	93.89	113.27	2080	154,981	195,291	235,602
-	City Councilmember City Manager Mayor Municipal Court Judge	0.00	0.00	0.00	2080	0	0	0
FBC	Fire Battalion Chief	44.19	48.61	53.03	2912	128,694	141,563	154,433
FP1	Police Lieutenant	61.87	68.06	74.25	2080	128,690	141,563	154,440
FP3	Assistant Fire Chief - Logistics Assistant Fire Chief - Operations	69.92	76.91	83.90	2080	145,434	159,973	174,512
FP4	Fire Chief Police Chief	85.30	93.83	102.36	2080	177,424	195,166	212,909

Proposed Pay Plan with explanations for placement decisions
 City of Maricopa - Part-Time Employees

Proposed Grade	Current Grade	Proposed Job Title	Gallagher Placement Notes/Justification	Average of Market Price (Hourly)	Proposed Structure			Annualized @ 988 hours			Annualized @ 1508 hours		
					Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
1	(blank)	Cultural Services Aide	Left in lowest grade. Please review for placement		\$15.15	\$17.00	\$18.87	\$14,968.20	\$16,796.00	\$18,643.56	\$22,846.20	\$25,636.00	\$28,455.96
1	(blank)	Police Department Intern	Left in lowest grade. Please review for placement										
2	(blank)	Reserved for future use	(blank)		\$15.43	\$17.34	\$19.25	\$15,244.84	\$17,131.92	\$19,019.00	\$23,268.44	\$26,148.72	\$29,029.00
3	CCA1	Community Center Aide	Market suggests grade 3.	\$17.62	\$15.74	\$17.69	\$19.64	\$15,551.12	\$17,477.72	\$19,404.32	\$23,735.92	\$26,676.52	\$29,617.12
3	LPG	Library Page	Using market from the Library Services lead and slotting position per current hierarchy.	\$18.51									
3	MSA	Member Services Associate	Trending current range forward. Maintaining current grade placement.										
3	RA	Athletics Recreation Aide	Market suggests grade 3.	\$17.62									
3	RA	Childwatch Recreation Aide	Market suggests grade 3.	\$17.62									
3	RA	Fitness Recreation Aide	Market suggests grade 3.	\$17.62									
4	LC	Library Clerk	Using market from the Library Services lead and slotting position per current hierarchy.	\$20.54	\$16.06	\$18.04	\$20.02	\$15,867.28	\$17,823.52	\$19,779.76	\$24,218.48	\$27,204.32	\$30,190.16
5	L	Lifeguard	Market suggests grade 5. Market data is a combination of custom survey data and published data (Compdata, ERI, Mercer, WTW).	\$18.61	\$16.46	\$18.49	\$20.52	\$16,262.48	\$18,268.12	\$20,273.76	\$24,821.68	\$27,882.92	\$30,944.16
5	LSL	Library Services Lead	Market suggests higher grade. Market data is a combination of custom survey data and published data (Compdata, ERI, Mercer, WTW).	\$19.73									
5	RSL	Athletics Recreation Services Lead	Market suggests higher grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$20.19									
5	RSL	Childwatch Recreation Services Lead	Market suggests higher grade. Market data is from published data (Compdata, ERI, Mercer, WTW).	\$20.19									
5	(blank)	Community Center Lead	Moved to the same grade as the Recreation Services Lead.										
5	(blank)	Cultural Services Lead	Moved to the same grade as the Recreation Services Lead. Market data is from published data (Compdata, ERI, Mercer, WTW).										
6	HL	Head Lifeguard	Market suggests higher grade. Market data is a combination of custom and published data (Compdata, ERI, Mercer, WTW).	\$18.46	\$17.06	\$18.95	\$20.85	\$16,855.28	\$18,722.60	\$20,599.80	\$25,726.48	\$28,576.60	\$31,441.80
6	SI	Swim Instructor	Placed in grade 6 per Maricopa review and decision. Same grade as Head Lifeguard.	\$22.66									

Proposed Pay Plan with explanations for placement decisions
 City of Maricopa - Part-Time Employees

Proposed Grade	Current Grade	Proposed Job Title	Gallagher Placement Notes/Justification	Average of Market Price (Hourly)	Proposed Structure			Annualized @ 988 hours			Annualized @ 1508 hours		
					Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
20	(blank)	Cultural Services Specialist	Placed in grade 20 per confirmation from Maricopa review.		\$20.30	\$22.56	\$24.82	\$20,056.40	\$22,289.28	\$24,522.16	\$30,612.40	\$34,020.48	\$37,428.56
21	(blank)	Reserved for future use	(blank)		\$24.62	\$27.66	\$30.70	\$24,324.56	\$27,328.08	\$30,331.60	\$37,126.96	\$41,711.28	\$46,295.60
22	(blank)	Reserved for future use	(blank)		\$23.38	\$29.46	\$35.54	\$23,099.44	\$29,106.48	\$35,113.52	\$35,257.04	\$44,425.68	\$53,594.32
24	(blank)	Reserved for future use	(blank)		\$25.99	\$32.78	\$39.57	\$25,678.12	\$32,386.64	\$39,095.16	\$39,192.92	\$49,432.24	\$59,671.56
25	(blank)	Reserved for future use	(blank)		\$26.42	\$33.29	\$40.16	\$26,102.96	\$32,890.52	\$39,678.08	\$39,841.36	\$50,201.32	\$60,561.28
26	(blank)	Reserved for future use	(blank)		\$28.03	\$35.32	\$42.61	\$27,693.64	\$34,896.16	\$42,098.68	\$42,269.24	\$53,262.56	\$64,255.88
Group X1	GX	Group X1	Market for Fitness Instructor is \$28.23. Set single rate of pay to \$28.	\$28.23	\$28.00	\$28.00	\$28.00	\$27,664.00	\$27,664.00	\$27,664.00	\$42,224.00	\$42,224.00	\$42,224.00
Group X2	GX	Group X2	Used Market of \$28.23 to set X1, moved X2 to \$5 greater.	\$28.23	\$33.00	\$33.00	\$33.00	\$32,604.00	\$32,604.00	\$32,604.00	\$49,764.00	\$49,764.00	\$49,764.00

Proposed Pay Plan

City of Maricopa - Part-Time Employees

Proposed Pay Grade	Proposed Job Title	Proposed Minimum (Hourly)	Proposed Midpoint (Hourly)	Proposed Maximum (Hourly)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)
1	Cultural Services Aide Police Department Intern	15.15	17.00	18.87	988	14,968	16,796	18,644	1508	22,846	25,636	28,456
2	Reserved for future use	15.43	17.34	19.25	988	15,245	17,132	19,019	1508	23,268	26,149	29,029
3	Community Center Aide Library Page Member Services Associate Athletics Recreation Aide Childwatch Recreation Aide Fitness Recreation Aide	15.74	17.69	19.64	988	15,551	17,478	19,404	1508	23,736	26,677	29,617
4	Library Clerk	16.06	18.04	20.02	988	15,867	17,824	19,780	1508	24,218	27,204	30,190
5	Library Services Lead Lifeguard Community Center Lead Cultural Services Lead Athletics Recreation Services Lead Childwatch Recreation Services Lead	16.46	18.49	20.52	988	16,262	18,268	20,274	1508	24,822	27,883	30,944
6	Head Lifeguard Swim Instructor	17.06	18.95	20.85	988	16,855	18,723	20,600	1508	25,726	28,577	31,442
20	Cultural Services Specialist	20.30	22.56	24.82	988	20,056	22,289	24,522	1508	30,612	34,020	37,429
21	Reserved for future use	24.62	27.66	30.70	988	24,325	27,328	30,332	1508	37,127	41,711	46,296
22	Reserved for future use	23.38	29.46	35.54	988	23,099	29,106	35,114	1508	35,257	44,426	53,594
24	Reserved for future use	25.99	32.78	39.57	988	25,678	32,387	39,095	1508	39,193	49,432	59,672
25	Reserved for future use	26.42	33.29	40.16	988	26,103	32,891	39,678	1508	39,841	50,201	60,561
26	Reserved for future use	28.03	35.32	42.61	988	27,694	34,896	42,099	1508	42,269	53,263	64,256

Proposed Pay Plan

City of Maricopa - Part-Time Employees

Proposed Pay Grade	Proposed Job Title	Proposed Minimum (Hourly)	Proposed Midpoint (Hourly)	Proposed Maximum (Hourly)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)	Annual Hours	Proposed Minimum (Annual)	Proposed Midpoint (Annual)	Proposed Maximum (Annual)
Group X1		28.00	28.00	28.00	988	27,664	27,664	27,664	1508	42,224	42,224	42,224
	Group X1											
Group X2		33.00	33.00	33.00	988	32,604	32,604	32,604	1508	49,764	49,764	49,764
	Group X2											

**City of Maricopa
Market Comparisons, 2025**

All Benchmark Jobs

	City of Maricopa Job Title	City of Maricopa Current Incumbents	City of Maricopa Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Actual Pay			
						Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
1	Accountant I	1	\$71,262.81	\$64,855.43	10%	\$70,140.55	2%	\$78,049.58	-9%
2	Accounting Services Supervisor	1	\$86,140.91	\$76,492.07	13%	\$84,475.98	2%	\$95,507.33	-10%
3	Admin Assistant	3	\$24.20	\$22.45	8%	\$24.56	-1%	\$27.38	-12%
4	Administrative Support Manager	1	\$104,500.00	\$87,526.40	19%	\$100,007.47	4%	\$113,233.45	-8%
5	Assistant Fire Chief - Logistics	1	\$137,095.09	\$154,395.21	-11%	\$161,019.74	-15%	\$193,743.10	-29%
6	Asst City Manager	1	\$196,084.50	\$196,694.54	0%	\$215,615.34	-9%	\$247,178.65	-21%
7	Athletics Recreation Aide 19Hr	11	\$14.70	\$17.15	-14%	\$17.62	-17%	\$18.54	-21%
8	Athletics Recreation Services Lead 19Hr	4	\$16.12	\$18.10	-11%	\$20.19	-20%	\$23.08	-30%
9	Budget Manager	1	\$118,236.69	\$108,487.49	9%	\$123,362.29	-4%	\$140,972.60	-16%
10	Business Analyst	3	\$74,503.97	\$91,920.65	-19%	\$96,786.58	-23%	\$105,858.73	-30%
11	Business Specialist	1	\$26.00	\$28.28	-8%	\$32.83	-21%	\$37.69	-31%
12	Business Systems Analyst	3	\$86,258.88	\$84,312.63	2%	\$91,886.24	-6%	\$99,074.86	-13%
13	Capital Improv Proj Mgr	2	\$97,143.52	\$102,523.45	-5%	\$110,205.94	-12%	\$122,982.10	-21%
14	Chief Building Official	1	\$97,529.12	\$120,952.81	-19%	\$144,577.66	-33%	\$169,272.00	-42%
15	Chief Human Resources Officer	1	\$166,400.00	\$160,158.64	4%	\$184,945.61	-10%	\$214,829.17	-23%
16	Chief Inform Officer	1	\$153,348.99	\$174,355.17	-12%	\$199,538.74	-23%	\$234,922.87	-35%
17	Chief Of Police	1	\$179,322.00	\$195,670.77	-8%	\$217,096.03	-17%	\$244,686.40	-27%
18	Chief Strategy Officer	2	\$171,750.00	\$184,423.65	-7%	\$203,727.96	-16%	\$238,164.43	-28%
19	City Clerk Director	1	\$169,300.02	\$148,123.52	14%	\$165,552.77	2%	\$183,318.99	-8%
20	City Councilmember	6	\$23,390.16	\$13,362.01	75%	\$26,333.86	-11%	\$37,485.48	-38%
21	City Engineer	1	\$152,071.90	\$142,607.85	7%	\$159,002.54	-4%	\$170,712.65	-11%
22	City Manager	1	\$242,000.00	\$208,296.13	16%	\$261,537.54	-7%	\$303,161.65	-20%
23	Code Compliance Officer	3	\$26.25	\$26.76	-2%	\$29.64	-11%	\$33.38	-21%
24	Code Compliance Supervisor	1	\$79,924.00	\$61,300.32	30%	\$65,873.15	21%	\$72,081.49	11%

**City of Maricopa
Market Comparisons, 2025**

All Benchmark Jobs

			Actual Pay						
	City of Maricopa Job Title	City of Maricopa Current Incumbents	City of Maricopa Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
25	Communications & Cultural Services Coordinator - Eve	1	\$29.15	\$25.41	15%	\$28.94	1%	\$33.64	-13%
26	Communications Coordinator	1	\$74,963.20	\$64,582.63	16%	\$69,184.58	8%	\$79,687.95	-6%
27	Community Center Aide 19 Hours	3	\$14.82	\$17.15	-14%	\$17.62	-16%	\$18.54	-20%
28	Community Center Coordinator	1	\$79,400.26	\$59,046.09	34%	\$71,169.38	12%	\$75,254.82	6%
29	Community Resource Navigator	2	\$72,500.00	\$66,440.45	9%	\$69,590.72	4%	\$75,014.57	-3%
30	Community Support Specialist	1	\$27.68	\$28.29	-2%	\$29.87	-7%	\$36.08	-23%
31	Court Administrator	1	\$166,259.51	\$120,451.39	38%	\$153,735.87	8%	\$160,408.81	4%
32	Court Clerk	7	\$21.32	\$23.16	-8%	\$23.35	-9%	\$25.76	-17%
33	Court Financial Specialist	1	\$25.25	\$24.93	1%	\$27.41	-8%	\$30.18	-16%
34	Court Operations Supervisor	1	\$90,239.33	\$76,192.81	18%	\$85,531.24	6%	\$98,299.06	-8%
35	Crime Analyst	1	\$71,089.39	\$69,694.35	2%	\$73,421.87	-3%	\$83,015.14	-14%
36	Cultural Services Specialists	1	\$25.87	\$23.99	8%	\$25.84	0%	\$28.38	-9%
37	Custodian	3	\$21.52	\$18.55	16%	\$19.61	10%	\$21.06	2%
38	Customer Service Representative	1	\$20.57	\$20.57	0%	\$22.69	-9%	\$25.54	-19%
39	Deputy City Clerk	1	\$90,239.34	\$78,952.65	14%	\$85,225.79	6%	\$89,696.84	1%
40	Deputy City Manager	2	\$177,559.30	\$164,713.70	8%	\$191,064.26	-7%	\$205,354.33	-14%
41	Design And Production Coordinator	1	\$74,963.20	\$71,075.86	5%	\$76,495.62	-2%	\$83,805.02	-11%
42	Development Services Director	1	\$156,000.00	\$152,283.72	2%	\$170,822.39	-9%	\$195,896.96	-20%
43	Director Of Community Enrichment	1	\$156,000.00	\$118,610.31	32%	\$132,706.31	18%	\$182,732.78	-15%
44	Dispatch Manager	1	\$104,000.00	\$88,764.82	17%	\$115,859.83	-10%	\$121,911.97	-15%
45	Dispatch Supervisor	2	\$86,719.67	\$88,764.82	-2%	\$97,970.43	-11%	\$121,911.97	-29%
46	Dispatcher	9	\$30.45	\$25.66	19%	\$30.47	0%	\$33.22	-8%
47	Economic Development Project Manager	1	\$93,600.00	\$89,871.29	4%	\$97,860.81	-4%	\$106,348.90	-12%
48	Emergency Manager	1	\$93,600.00	\$88,942.49	5%	\$113,911.82	-18%	\$124,357.24	-25%

**City of Maricopa
Market Comparisons, 2025**

All Benchmark Jobs

			Actual Pay						
	City of Maricopa Job Title	City of Maricopa Current Incumbents	City of Maricopa Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
49	Ems Coordinator	1	\$99,329.98	\$82,204.11	21%	\$85,768.84	16%	\$100,161.82	-1%
50	Engineering Inspector	1	\$74,880.00	\$63,631.59	18%	\$67,730.08	11%	\$73,325.64	2%
51	Equipment Operator / Technician	5	\$27.08	\$22.84	19%	\$26.39	3%	\$27.81	-3%
52	Executive Assistant To City Manager & Elected Officials	1	\$62,400.00	\$60,816.65	3%	\$68,898.38	-9%	\$71,600.96	-13%
53	Facilities Maintenance Manager	1	\$105,019.82	\$96,825.74	8%	\$112,561.82	-7%	\$126,695.29	-17%
54	Facilities Maintenance Technician	4	\$27.09	\$30.86	-12%	\$32.60	-17%	\$33.77	-20%
55	Facility Maint Coord	1	\$78,561.18	\$79,002.59	-1%	\$83,412.92	-6%	\$87,957.55	-11%
56	Finance Analyst	1	\$68,459.04	\$82,682.54	-17%	\$87,104.47	-21%	\$91,965.26	-26%
57	Finance Manager	1	\$117,949.10	\$107,497.56	10%	\$113,983.90	3%	\$121,366.07	-3%
58	Fire Administrative Services Specialist	1	\$27.04	\$29.54	-8%	\$33.60	-20%	\$39.72	-32%
59	Fire Battalion Chief	2	\$125,790.95	\$108,052.13	16%	\$139,549.80	-10%	\$151,172.99	-17%
60	Fire Chief	1	\$162,476.70	\$203,404.20	-20%	\$217,543.15	-25%	\$233,046.10	-30%
61	Fire Inspector	1	\$36.40	\$38.62	-6%	\$41.05	-11%	\$45.21	-19%
62	Fleet And Transit Manager	1	\$100,000.00	\$84,778.13	18%	\$94,140.14	6%	\$106,296.00	-6%
63	Fleet Mechanic	3	\$28.71	\$27.42	5%	\$30.85	-7%	\$33.06	-13%
64	Fleet Technician	1	\$25.47	\$25.23	1%	\$26.04	-2%	\$27.00	-6%
65	Gis Technician	1	\$27.75	\$29.30	-5%	\$31.40	-12%	\$34.11	-19%
66	Group X2 19 Hours	3	\$30.00	\$26.66	13%	\$28.23	6%	\$30.44	-1%
67	Head Lifeguard 19 Hours	8	\$16.63	\$18.09	-8%	\$18.46	-10%	\$19.46	-15%
68	Human Resources Business Partner	3	\$70,278.69	\$75,930.63	-7%	\$83,508.32	-16%	\$91,971.58	-24%
69	Human Resources Generalist	3	\$60,096.61	\$66,104.95	-9%	\$72,135.60	-17%	\$77,966.02	-23%
70	Human Resources Manager	1	\$115,206.00	\$91,340.47	26%	\$104,701.05	10%	\$118,405.05	-3%
71	Intergovernmental Affairs Director	1	\$173,888.00	\$169,928.74	2%	\$177,050.32	-2%	\$187,732.11	-7%
72	It Desk Support Tech	2	\$33.41	\$28.17	19%	\$31.27	7%	\$34.55	-3%

**City of Maricopa
Market Comparisons, 2025**

All Benchmark Jobs

	City of Maricopa Job Title	City of Maricopa Current Incumbents	City of Maricopa Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Actual Pay			
						Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
73	It Systems Specialist	2	\$92,325.79	\$68,527.86	35%	\$80,803.59	14%	\$97,041.25	-5%
74	Lead Mechanic	1	\$38.09	\$30.78	24%	\$37.39	2%	\$40.15	-5%
75	Library Clerk	6	\$15.46	\$18.01	-14%	\$20.54	-25%	\$23.01	-33%
76	Library Manager	1	\$73,941.50	\$78,013.60	-5%	\$86,847.18	-15%	\$100,161.22	-26%
77	Library Page - 19	5	\$14.92	\$17.33	-14%	\$18.51	-19%	\$20.08	-26%
78	Library Services Leader - 29Hr	2	\$16.32	\$18.25	-11%	\$19.73	-17%	\$21.41	-24%
79	Library Specialist	3	\$24.77	\$24.71	0%	\$27.86	-11%	\$28.66	-14%
80	Library Supervisor	2	\$55,880.86	\$62,175.30	-10%	\$68,808.31	-19%	\$74,884.69	-25%
81	Lifeguard 19 Hours	23	\$15.01	\$18.14	-17%	\$18.61	-19%	\$19.42	-23%
82	Maintenance Worker - Streets	11	\$20.69	\$21.36	-3%	\$22.73	-9%	\$25.01	-17%
83	Marketing & Communications Manager	1	\$81,120.00	\$78,986.83	3%	\$88,390.98	-8%	\$102,655.30	-21%
84	Multimedia Communications Coordinator	1	\$68,000.00	\$75,738.84	-10%	\$78,858.96	-14%	\$85,869.41	-21%
85	Organizational Health Coordinator	1	\$80,080.00	\$73,651.54	9%	\$79,813.93	0%	\$92,419.70	-13%
86	Park Crew Lead	2	\$26.11	\$26.34	-1%	\$29.71	-12%	\$34.30	-24%
87	Park Maintenance Technician	4	\$22.54	\$17.33	30%	\$20.86	8%	\$24.36	-7%
88	Park Ranger	2	\$22.84	\$20.60	11%	\$23.03	-1%	\$25.73	-11%
89	Parks And Landscape Manager	1	\$73,941.50	\$65,013.89	14%	\$75,206.61	-2%	\$87,879.34	-16%
90	Parks Maintenance Worker	6	\$22.14	\$18.83	18%	\$20.76	7%	\$21.97	1%
91	Pd Property & Evidence Supervisor	1	\$79,858.06	\$67,637.53	18%	\$68,220.61	17%	\$77,802.98	3%
92	PD Records Supervisor	1	\$33.98	\$35.63	-5%	\$37.80	-10%	\$50.99	-33%
93	Permit Technician	3	\$26.12	\$29.93	-13%	\$30.20	-14%	\$33.82	-23%
94	Planning And Zoning Manager	1	\$119,075.42	\$115,943.47	3%	\$118,357.12	1%	\$150,622.20	-21%
95	Plans Examiner/Building Inspector	3	\$33.67	\$28.43	18%	\$30.98	9%	\$34.23	-2%
96	Police Captain	1	\$147,132.54	\$153,986.50	-4%	\$159,927.05	-8%	\$183,969.14	-20%

**City of Maricopa
Market Comparisons, 2025**

All Benchmark Jobs

			Actual Pay						
	City of Maricopa Job Title	City of Maricopa Current Incumbents	City of Maricopa Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
97	Police Executive Administrator	1	\$108,622.80	\$92,396.56	18%	\$94,675.57	15%	\$97,821.43	11%
98	Police Lieutenant	4	\$132,863.59	\$132,226.81	0%	\$143,918.54	-8%	\$154,331.09	-14%
99	Procurement And Contract Coordinator	1	\$85,280.00	\$68,784.43	24%	\$75,748.91	13%	\$83,241.45	2%
100	Project Manager	1	\$104,523.95	\$101,106.04	3%	\$113,240.03	-8%	\$126,061.58	-17%
101	Property & Evidence Technician	1	\$27.12	\$26.37	3%	\$27.84	-3%	\$29.86	-9%
102	Public Safety Aide	4	\$27.46	\$22.60	21%	\$25.77	7%	\$30.19	-9%
103	Public Safety Application Analyst	1	\$34.37	\$32.89	4%	\$35.18	-2%	\$38.21	-10%
104	Public Safety It Systems Administrator	1	\$101,970.00	\$97,935.33	4%	\$110,743.27	-8%	\$120,899.26	-16%
105	Public Works Director	1	\$169,520.00	\$171,287.04	-1%	\$189,727.29	-11%	\$214,098.02	-21%
106	Public Works Specialist	2	\$29.01	\$26.07	11%	\$27.42	6%	\$29.31	-1%
107	Public Works Superintendent Of Operations	1	\$105,879.80	\$97,481.15	9%	\$109,815.03	-4%	\$116,920.06	-9%
108	Records Administrator	1	\$76,300.64	\$65,580.90	16%	\$74,700.96	2%	\$86,506.33	-12%
109	Records Clerk	5	\$24.16	\$22.15	9%	\$25.93	-7%	\$28.89	-16%
110	Recreation Coordinator - Aquatics	1	\$71,760.00	\$63,169.60	14%	\$71,772.98	0%	\$80,974.33	-11%
111	Recreation Facility Manager	1	\$67,073.00	\$67,572.57	-1%	\$72,435.04	-7%	\$79,079.92	-15%
112	Recreation Programmer - Athletics	2	\$53,329.64	\$57,693.24	-8%	\$66,433.65	-20%	\$74,956.33	-29%
113	Recreation Services Specialist - Admin	1	\$25.70	\$26.65	-4%	\$31.16	-18%	\$35.74	-28%
114	Risk And Safety Manager	1	\$86,240.00	\$98,720.12	-13%	\$107,014.81	-19%	\$116,506.56	-26%
115	Senior Planner	1	\$93,325.31	\$78,352.96	19%	\$89,531.23	4%	\$100,421.31	-7%
116	Storm Water Systems Manager	1	\$142,636.00	\$105,441.53	35%	\$114,767.65	24%	\$127,157.64	12%
117	Supervising Librarian	1	\$57,906.87	\$61,716.20	-6%	\$69,249.64	-16%	\$78,503.20	-26%
118	Swim Instructor 19Hr	17	\$15.84	\$21.44	-26%	\$22.66	-30%	\$24.47	-35%
119	Traffic Engineer	1	\$140,000.00	\$121,215.03	15%	\$139,223.79	1%	\$154,572.03	-9%
120	Traffic Signal Specialist	1	\$38.19	\$32.06	19%	\$34.65	10%	\$37.72	1%

**City of Maricopa
Market Comparisons, 2025**

All Benchmark Jobs

			Actual Pay						
	City of Maricopa Job Title	City of Maricopa Current Incumbents	City of Maricopa Average Salary	Market Value 25th %ile	Comparison to Market 25th %ile	Market Median Value	Comparison to Market Median (50th %ile)	Market Value 75th %ile	Comparison to Market 75th %ile
121	Transit & Operations Supervisor	1	\$80,430.06	\$91,798.75	-12%	\$99,864.29	-19%	\$106,860.33	-25%
122	Transit Driver	3	\$23.08	\$19.26	20%	\$23.36	-1%	\$25.57	-10%
123	Victim Advocate	1	\$32.68	\$30.27	8%	\$32.95	-1%	\$36.37	-10%
Comparison to Market				2025 Pay	5%	2025 Pay	-5%	2025 Pay	-15%

Summary of Pay Comparisons to Market Median	Above (Over 115%)	5
	At market (85% - 115%)	91
	Below (Less than 85%)	27

City of Maricopa
Market Comparisons, 2025

All Benchmark Jobs

	City of Maricopa Job Title	City of Maricopa Current Incumbents	Salary Structure								
			Current Minimum Structure	Average Market Range Minimum	% Difference to Market Minimum	Current Midpoint of Structure	Average Market Range Midpoint	% Difference to Market Midpoint	Current Maximum of Structure	Average Market Range Maximum	% Difference to Market Maximum
1	Accountant I	1	\$52,528.00	\$64,803.52	-19%	\$66,192.98	\$79,573.96	-17%	\$79,857.96	\$95,160.76	-16%
2	Accounting Services Supervisor	1	\$59,357.00	\$71,974.85	-18%	\$74,798.17	\$83,336.87	-10%	\$90,239.33	\$101,468.12	-11%
3	Admin Assistant	3	\$19.78	\$21.58	-8%	\$24.92	\$26.34	-5%	\$30.07	\$31.10	-3%
4	Administrative Support Manager	1	\$85,646.00	\$69,016.70	24%	\$107,925.70	\$83,349.00	29%	\$130,205.39	\$101,061.36	29%
5	Assistant Fire Chief - Logistics	1	\$96,780.00	\$142,830.89	-32%	\$121,956.21	\$166,890.18	-27%	\$147,132.41	\$191,815.50	-23%
6	Asst City Manager	1	\$139,643.00	\$165,933.58	-16%	\$175,969.70	\$199,667.70	-12%	\$212,296.39	\$238,987.05	-11%
7	Athletics Recreation Aide 19Hr	11	\$14.70			\$15.44			\$16.23		
8	Athletics Recreation Services Lead 19Hr	4	\$16.12			\$16.94			\$17.79		
9	Budget Manager	1	\$85,646.00	\$99,704.72	-14%	\$107,925.70	\$124,248.03	-13%	\$130,205.39	\$148,791.34	-12%
10	Business Analyst	3	\$59,357.00	\$80,137.14	-26%	\$74,798.17	\$98,417.13	-24%	\$90,239.33	\$116,698.95	-23%
11	Business Specialist	1	\$21.06			\$26.54			\$32.02		
12	Business Systems Analyst	3	\$67,073.00	\$84,037.84	-20%	\$84,521.50	\$102,880.75	-18%	\$101,970.00	\$121,723.66	-16%
13	Capital Improv Proj Mgr	2	\$75,793.00	\$91,524.33	-17%	\$95,509.55	\$112,440.45	-15%	\$115,226.10	\$135,202.17	-15%
14	Chief Building Official	1	\$75,793.00	\$108,120.01	-30%	\$95,509.55	\$132,438.36	-28%	\$115,226.10	\$156,763.15	-26%
15	Chief Human Resources Officer	1	\$123,578.00	\$139,239.98	-11%	\$155,725.52	\$169,260.14	-8%	\$187,873.03	\$199,280.31	-6%
16	Chief Inform Officer	1	\$123,578.00	\$140,336.38	-12%	\$155,725.52	\$170,148.47	-8%	\$187,873.03	\$199,966.71	-6%
17	Chief Of Police	1	\$123,578.00	\$167,075.73	-26%	\$155,725.52	\$200,155.15	-22%	\$187,873.03	\$233,883.28	-20%
18	Chief Strategy Officer	2	\$123,578.00	\$125,203.92	-1%	\$155,725.52	\$156,460.84	0%	\$187,873.03	\$187,761.82	0%
19	City Clerk Director	1	\$123,578.00	\$130,537.37	-5%	\$155,725.52	\$160,199.94	-3%	\$187,873.03	\$189,864.97	-1%
20	City Councilmember	6	\$0.00			\$0.00			\$0.00		
21	City Engineer	1	\$109,361.00	\$130,555.64	-16%	\$137,810.26	\$160,065.47	-14%	\$166,259.51	\$190,632.53	-13%
22	City Manager	1	\$0.00	\$178,707.96		\$0.00	\$214,560.53		\$0.00	\$250,893.43	
23	Code Compliance Officer	3	\$21.06	\$27.12	-22%	\$26.54	\$33.31	-20%	\$32.02	\$39.87	-20%
24	Code Compliance Supervisor	1	\$59,357.00			\$74,798.17			\$90,239.33		
25	Communications & Cultural Services Coordinator - Eve	1	\$25.25			\$31.82			\$38.39		
26	Communications Coordinator	1	\$52,528.00			\$66,192.98			\$79,857.96		
27	Community Center Aide 19 Hours	3	\$14.70			\$15.44			\$16.23		
28	Community Center Coordinator	1	\$52,528.00			\$66,192.98			\$79,857.96		
29	Community Resource Navigator	2	\$67,073.00	\$54,934.08	22%	\$84,521.50	\$64,567.17	31%	\$101,970.00	\$74,179.05	37%

**City of Maricopa
Market Comparisons, 2025**

All Benchmark Jobs

	City of Maricopa Job Title	City of Maricopa Current Incumbents	Salary Structure								
			Current Minimum Structure	Average Market Range Minimum	% Difference to Market Minimum	Current Midpoint of Structure	Average Market Range Midpoint	% Difference to Market Midpoint	Current Maximum of Structure	Average Market Range Maximum	% Difference to Market Maximum
30	Community Support Specialist	1	\$22.35	\$33.93	-34%	\$28.16	\$41.72	-33%	\$33.98	\$49.49	-31%
31	Court Administrator	1	\$109,361.00	\$114,199.93	-4%	\$137,810.26	\$139,537.45	-1%	\$166,259.51	\$164,897.88	1%
32	Court Clerk	7	\$19.78	\$21.13	-6%	\$24.92	\$25.78	-3%	\$30.07	\$30.60	-2%
33	Court Financial Specialist	1	\$25.25			\$31.82			\$38.39		
34	Court Operations Supervisor	1	\$59,357.00	\$74,410.37	-20%	\$74,798.17	\$92,248.78	-19%	\$90,239.33	\$110,108.90	-18%
35	Crime Analyst	1	\$52,528.00	\$64,699.66	-19%	\$66,192.98	\$79,049.02	-16%	\$79,857.96	\$94,680.35	-16%
36	Cultural Services Specialists	1	\$22.35			\$28.16			\$33.98		
37	Custodian	3	\$19.78	\$17.36	14%	\$24.92	\$21.16	18%	\$30.07	\$24.97	20%
38	Customer Service Representative	1	\$19.78	\$19.15	3%	\$24.92	\$23.94	4%	\$30.07	\$28.72	5%
39	Deputy City Clerk	1	\$78,041.60	\$71,973.54	8%	\$98,342.40	\$87,550.67	12%	\$118,643.20	\$103,956.52	14%
40	Deputy City Manager	2	\$131,611.00	\$183,864.03	-28%	\$165,847.86	\$223,203.23	-26%	\$200,084.71	\$262,573.82	-24%
41	Design And Production Coordinator	1	\$52,528.00			\$66,192.98			\$79,857.96		
42	Development Services Director	1	\$123,578.00	\$139,492.31	-11%	\$155,725.52	\$167,838.57	-7%	\$187,873.03	\$198,130.03	-5%
43	Director Of Community Enrichment	1	\$123,578.00	\$106,700.26	16%	\$155,725.52	\$133,699.50	16%	\$187,873.03	\$161,569.08	16%
44	Dispatch Manager	1	\$75,793.00			\$95,509.55			\$115,226.10		
45	Dispatch Supervisor	2	\$59,357.00			\$74,798.17			\$90,239.33		
46	Dispatcher	9	\$23.80	\$25.68	-7%	\$29.99	\$31.57	-5%	\$36.18	\$37.49	-3%
47	Economic Development Project Manager	1	\$75,793.00	\$92,418.46	-18%	\$95,509.55	\$112,479.10	-15%	\$115,226.10	\$132,561.10	-13%
48	Emergency Manager	1	\$59,357.00	\$93,835.51	-37%	\$74,798.17	\$113,661.12	-34%	\$90,239.33	\$133,537.87	-32%
49	Ems Coordinator	1	\$75,793.00			\$95,509.55			\$115,226.10		
50	Engineering Inspector	1	\$59,357.00	\$57,635.61	3%	\$74,798.17	\$70,663.71	6%	\$90,239.33	\$83,691.82	8%
51	Equipment Operator / Technician	5	\$21.06	\$22.04	-4%	\$26.54	\$26.91	-1%	\$32.02	\$31.79	1%
52	Executive Assistant To City Manager & Elected Official	1	\$52,528.00	\$56,447.15	-7%	\$66,192.98	\$68,084.20	-3%	\$79,857.96	\$80,314.04	-1%
53	Facilities Maintenance Manager	1	\$71,433.00	\$84,349.02	-15%	\$90,016.53	\$102,285.34	-12%	\$108,598.05	\$124,139.94	-13%
54	Facilities Maintenance Technician	4	\$21.06	\$28.75	-27%	\$26.54	\$33.78	-21%	\$32.02	\$38.84	-18%
55	Facility Maint Coord	1	\$52,528.00	\$72,678.64	-28%	\$66,192.98	\$85,391.05	-22%	\$79,857.96	\$98,166.92	-19%
56	Finance Analyst	1	\$59,357.00	\$72,678.64	-18%	\$74,798.17	\$85,391.05	-12%	\$90,239.33	\$98,166.92	-8%
57	Finance Manager	1	\$85,646.00	\$86,785.00	-1%	\$107,925.70	\$108,736.50	-1%	\$130,205.39	\$130,688.00	0%
58	Fire Administrative Services Specialist	1	\$21.06			\$26.54			\$32.02		

**City of Maricopa
Market Comparisons, 2025**

All Benchmark Jobs

	City of Maricopa Job Title	City of Maricopa Current Incumbents	Salary Structure								
			Current Minimum Structure	Average Market Range Minimum	% Difference to Market Minimum	Current Midpoint of Structure	Average Market Range Midpoint	% Difference to Market Midpoint	Current Maximum of Structure	Average Market Range Maximum	% Difference to Market Maximum
59	Fire Battalion Chief	2	\$85,646.00	\$103,258.14	-17%	\$107,925.70	\$119,578.41	-10%	\$130,205.39	\$136,490.76	-5%
60	Fire Chief	1	\$123,578.00	\$168,749.69	-27%	\$155,725.52	\$200,283.17	-22%	\$187,873.03	\$231,822.84	-19%
61	Fire Inspector	1	\$32.25	\$34.43	-6%	\$40.64	\$41.85	-3%	\$49.02	\$49.55	-1%
62	Fleet And Transit Manager	1	\$71,433.00			\$90,016.53			\$108,598.05		
63	Fleet Mechanic	3	\$22.35	\$24.89	-10%	\$28.16	\$30.53	-8%	\$33.98	\$36.17	-6%
64	Fleet Technician	1	\$19.78	\$22.52	-12%	\$24.92	\$26.46	-6%	\$30.07	\$30.43	-1%
65	Gis Technician	1	\$25.25	\$26.41	-4%	\$31.82	\$32.37	-2%	\$38.39	\$38.82	-1%
66	Group X2 19 Hours	3	\$0.00	\$23.27		\$0.00	\$29.09		\$0.00	\$34.91	
67	Head Lifeguard 19 Hours	8	\$16.12	\$19.69	-18%	\$17.77	\$23.18	-23%	\$19.59	\$26.66	-27%
68	Human Resources Business Partner	3	\$59,357.00	\$66,176.69	-10%	\$74,798.17	\$81,116.41	-8%	\$90,239.33	\$96,735.16	-7%
69	Human Resources Generalist	3	\$52,528.00	\$62,190.82	-16%	\$66,192.98	\$74,841.30	-12%	\$79,857.96	\$88,280.05	-10%
70	Human Resources Manager	1	\$85,646.00			\$107,925.70			\$130,205.39		
71	Intergovernmental Affairs Director	1	\$123,578.00	\$133,886.14	-8%	\$155,725.52	\$165,405.47	-6%	\$187,873.03	\$196,938.99	-5%
72	It Desk Support Tech	2	\$22.35	\$26.36	-15%	\$28.16	\$32.27	-13%	\$33.98	\$38.30	-11%
73	It Systems Specialist	2	\$67,073.00			\$84,521.50			\$101,970.00		
74	Lead Mechanic	1	\$25.25			\$31.82			\$38.39		
75	Library Clerk	6	\$15.27			\$16.04			\$16.86		
76	Library Manager	1	\$67,073.00	\$85,043.54	-21%	\$84,521.50	\$102,732.84	-18%	\$101,970.00	\$122,031.06	-16%
77	Library Page - 19	5	\$14.70	\$16.30	-10%	\$15.44	\$19.90	-22%	\$16.23	\$23.73	-32%
78	Library Services Leader - 29Hr	2	\$16.12			\$16.94			\$17.79		
79	Library Specialist	3	\$19.78	\$20.91	-5%	\$24.92	\$24.36	2%	\$30.07	\$27.81	8%
80	Library Supervisor	2	\$49,506.53	\$63,337.86	-22%	\$62,385.23	\$74,853.75	-17%	\$75,263.93	\$86,383.74	-13%
81	Lifeguard 19 Hours	23	\$15.01	\$17.50	-14%	\$16.55	\$20.73	-20%	\$18.24	\$25.13	-27%
82	Maintenance Worker - Streets	11	\$19.78	\$20.92	-5%	\$24.92	\$25.95	-4%	\$30.07	\$30.99	-3%
83	Marketing & Communications Manager	1	\$67,073.00			\$84,521.50			\$101,970.00		
84	Multimedia Communications Coordinator	1	\$52,528.00	\$70,704.74	-26%	\$66,192.98	\$86,814.64	-24%	\$79,857.96	\$103,608.07	-23%
85	Organizational Health Coordinator	1	\$67,073.00			\$84,521.50			\$101,970.00		
86	Park Crew Lead	2	\$23.80	\$30.19	-21%	\$29.99	\$37.08	-19%	\$36.18	\$43.97	-18%
87	Park Maintenance Technician	4	\$21.06	\$20.79	1%	\$26.54	\$25.10	6%	\$32.02	\$29.40	9%

**City of Maricopa
Market Comparisons, 2025**

All Benchmark Jobs

			Salary Structure								
	City of Maricopa Job Title	City of Maricopa Current Incumbents	Current Minimum Structure	Average Market Range Minimum	% Difference to Market Minimum	Current Midpoint of Structure	Average Market Range Midpoint	% Difference to Market Midpoint	Current Maximum of Structure	Average Market Range Maximum	% Difference to Market Maximum
88	Park Ranger	2	\$21.06	\$23.96	-12%	\$26.54	\$29.00	-8%	\$32.02	\$34.59	-7%
89	Parks And Landscape Manager	1	\$67,073.00			\$84,521.50			\$101,970.00		
90	Parks Maintenance Worker	6	\$19.78	\$21.39	-8%	\$24.92	\$26.42	-6%	\$30.07	\$31.45	-4%
91	Pd Property & Evidence Supervisor	1	\$52,528.00	\$59,846.93	-12%	\$66,192.98	\$72,673.65	-9%	\$79,857.96	\$85,923.52	-7%
92	PD Records Supervisor	1	\$22.35	\$35.03	-36%	\$28.16	\$42.44	-34%	\$33.98	\$50.57	-33%
93	Permit Technician	3	\$19.78	\$25.22	-22%	\$24.92	\$30.71	-19%	\$30.07	\$36.65	-18%
94	Planning And Zoning Manager	1	\$85,646.00	\$100,302.42	-15%	\$107,925.70	\$123,837.14	-13%	\$130,205.39	\$148,153.07	-12%
95	Plans Exminer/Building Inspector	3	\$28.54	\$28.29	1%	\$35.96	\$34.64	4%	\$43.38	\$41.01	6%
96	Police Captain	1	\$96,780.00	\$130,403.63	-26%	\$121,956.21	\$154,429.28	-21%	\$147,132.41	\$178,454.93	-18%
97	Police Executive Administrator	1	\$96,780.00	\$100,753.47	-4%	\$121,956.21	\$125,952.85	-3%	\$147,132.41	\$151,152.23	-3%
98	Police Lieutenant	4	\$85,646.00	\$122,627.29	-30%	\$107,925.70	\$140,083.06	-23%	\$130,205.39	\$158,037.20	-18%
99	Procurement And Contract Coordinator	1	\$59,357.00			\$74,798.17			\$90,239.33		
100	Project Manager	1	\$75,793.00			\$95,509.55			\$115,226.10		
101	Property & Evidence Technician	1	\$21.06	\$23.37	-10%	\$26.54	\$28.36	-6%	\$32.02	\$33.74	-5%
102	Public Safety Aide	4	\$25.25	\$25.13	0%	\$31.82	\$30.30	5%	\$38.39	\$35.72	7%
103	Public Safety Application Analyst	1	\$32.25	\$41.29	-22%	\$40.64	\$51.61	-21%	\$49.02	\$61.94	-21%
104	Public Safety It Systems Administrator	1	\$67,073.00	\$80,519.04	-17%	\$84,521.50	\$100,648.67	-16%	\$101,970.00	\$120,778.29	-16%
105	Public Works Director	1	\$123,578.00	\$139,579.37	-11%	\$155,725.52	\$170,570.71	-9%	\$187,873.03	\$202,115.84	-7%
106	Public Works Specialist	2	\$21.06			\$26.54			\$32.02		
107	Public Works Superintendent Of Operations	1	\$85,646.00	\$88,256.20	-3%	\$107,925.70	\$108,881.72	-1%	\$130,205.39	\$129,516.56	1%
108	Records Administrator	1	\$52,528.00	\$73,104.64	-28%	\$66,192.98	\$88,196.84	-25%	\$79,857.96	\$103,517.38	-23%
109	Records Clerk	5	\$19.78			\$24.92			\$30.07		
110	Recreation Coordinator - Aquatics	1	\$52,528.00	\$65,152.45	-19%	\$66,192.98	\$79,743.44	-17%	\$79,857.96	\$94,898.73	-16%
111	Recreation Facility Manager	1	\$67,073.00			\$84,521.50			\$101,970.00		
112	Recreation Programmer - Athletics	2	\$49,506.53	\$53,726.28	-8%	\$62,385.23	\$66,339.69	-6%	\$75,263.93	\$78,953.09	-5%
113	Recreation Services Specialist - Admin	1	\$19.78	\$29.48	-33%	\$24.92	\$36.22	-31%	\$30.07	\$43.16	-30%
114	Risk And Safety Manager	1	\$75,793.00	\$93,403.59	-19%	\$95,509.55	\$113,617.39	-16%	\$115,226.10	\$134,145.28	-14%
115	Senior Planner	1	\$67,073.00	\$77,350.49	-13%	\$84,521.50	\$93,987.41	-10%	\$101,970.00	\$111,728.33	-9%
116	Storm Water Systems Manager	1	\$96,780.00			\$121,956.21			\$147,132.41		

City of Maricopa
Market Comparisons, 2025

All Benchmark Jobs

			Salary Structure										
	City of Maricopa Job Title	City of Maricopa Current Incumbents	Current Minimum Structure	Average Market Range Minimum	% Difference to Market Minimum	Current Midpoint of Structure	Average Market Range Midpoint	% Difference to Market Midpoint	Current Maximum of Structure	Average Market Range Maximum	% Difference to Market Maximum		
117	Supervising Librarian	1	\$52,528.00	\$71,497.81	-27%	\$66,192.98	\$84,177.13	-21%	\$79,857.96	\$96,856.44	-18%		
118	Swim Instructor 19Hr	17	\$15.84	\$18.12	-13%	\$16.64	\$22.66	-27%	\$17.48	\$27.19	-36%		
119	Traffic Engineer	1	\$96,780.00	\$92,705.72	4%	\$121,956.21	\$116,923.42	4%	\$147,132.41	\$139,773.15	5%		
120	Traffic Signal Specialist	1	\$25.25			\$31.82			\$38.39				
121	Transit & Operations Supervisor	1	\$59,357.00	\$70,706.26	-16%	\$74,798.17	\$87,473.13	-14%	\$90,239.33	\$104,815.99	-14%		
122	Transit Driver	3	\$21.06	\$20.04	5%	\$26.54	\$25.05	6%	\$32.02	\$30.06	7%		
123	Victim Advocate	1	\$22.35	\$28.85	-23%	\$28.16	\$34.85	-19%	\$33.98	\$40.85	-17%		
Comparison to Market			Structure			-13%	Structure			-11%	Structure		-9%

This report has been prepared by Gallagher based on information and direction provided by the client. The analysis, observations, and recommendations reflect Gallagher's understanding of that information as of the date of this report and are subject to change if underlying data, assumptions, or circumstances change. Gallagher does not undertake any obligation to update this report after its issuance, and the content should not be interpreted as a guarantee of future conditions or outcomes.

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