

Compensation and Classification Study for the City of Hallandale Beach, FL

FINAL REPORT



Evergreen Solutions, LLC

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Chapter 1 - Introduction

The leadership of Hallandale Beach, FL (the “City”) in keeping with its commitment to attracting and retaining the staff necessary to provide high quality services to its citizens determined that its current compensation and classification system and structures needed to be updated to better reflect best practices. Based on its desire to effectively manage the associated change, the City divided the effort of transitioning its compensation and classification system into two, distinct phases. The first phase sought to evaluate the strengths and weaknesses of the City’s current systems, identify prevailing or best practices among regional peers, and recommend the type of system to be implemented in the second phase. This phase was completed by Evergreen Solutions (“Evergreen”) and took place during the fall of 2022. The second phase, which this report details, involved operationalizing the recommendations from the first phase by conducting job analysis, collecting peer salary data, developing new policies and procedures, and implementing the new structure. This study and the analysis provide City leadership, department heads, and the human resources department valuable information related to their employee demographics, opinions, market data, and internal and external equity.

Internal equity relates to the fairness of an organization’s compensation practices among its current employees. Specifically, by reviewing the skills, responsibilities, and duties of each position, it can be determined whether similar positions are being compensated in an equitable manner within the organization. External equity relates to the differences between how an organization’s classifications are valued and the compensation available in the marketplace for the same skills, responsibilities, and duties. This component of the study aims to address how the City is positioned in the market relative to other local area government organizations with similar positions and to develop recommendations that allow the City to recruit and retain quality employees. The classification component of this study resolves any inconsistencies related to job requirements or job titles and ensures that all jobs are appropriately categorized and aligned with the work currently performed.

1.1 STUDY METHODOLOGY

Evergreen Solutions combines qualitative and quantitative data analysis to produce recommendations that maximize the fairness and competitiveness of an organization’s compensation structure and practices. It is important to note that the data utilized in the study represents a snapshot in time. As market conditions can change rapidly, it is important for the City to conduct regular market surveys to ensure their external market position does not decay. A full compensation and classification review is recommended approximately every five years. Some examples of project activities included:

- Conducting a project kick-off meeting;
- Presenting orientation sessions to employees;
- Facilitating focus group sessions with employees;
- Conducting an external market salary survey;
- Developing recommendations for compensation management;
- Revising classification descriptions based on employee JAT feedback;
- Developing recommendations for compensation and classification changes;
- Creating draft and final reports; and
- Conducting training sessions with human resources staff in the methodology used to systematically assess job classifications.

Kickoff Meeting

The kickoff meeting provided an opportunity to discuss the history of the City, finalize the work plan, and begin the data collection process. Data collection included the gathering of relevant background material including existing pay plans, organization charts, policies, procedures, training materials, classification specifications, and other pertinent material.

Employee Outreach

Through the orientation sessions, Evergreen consultants briefed employees on the purpose and major processes of the study. This process addressed employee questions to resolve misconceptions about the study and related tasks and explained the importance of employee participation in the JAT process.

In addition, employees participated in focus group sessions designed to gather input from their varied perspectives as to the strengths and weaknesses of the current system. Feedback received from employees in this context was helpful in highlighting aspects of the organization which needed particular attention and consideration. This information provided some basic perceptual background and a starting point for the research process.

Job Assessment Tool® (JAT) Classification Analysis

Employees were asked to complete individual JAT surveys, where they shared information pertaining to their work in their own words. These JATs were analyzed and compared to the current classification descriptions, and classifications were individually scored based on employee responses to five compensable factor questions. Each of the compensable factors—Leadership, Working Conditions, Complexity, Decision Making, and Relationships—were given weighted values based on employee responses, resulting in a point factor score for each classification. The rank order of classes by JAT scores was used to develop a rank order of classes within the proposed compensation structure. Combined with market data, this information formed the foundation of the combined recommendations. The nature of each compensable factor is described below:

- Leadership –relates to the employee’s individual leadership role, be it as a direct report of others who have leadership responsibilities, or as an executive who has leadership over entire departments or the City as a whole.



- Working Conditions – deals with the employee’s physical working conditions and the employee’s impact on those conditions, as well as the working conditions’ impact or potential impact on the employee.
- Complexity – describes the nature of work performed and includes options ranging from entry-level manual or clerical tasks up to advanced scientific, legal, or executive management duties.
- Decision Making – deals with the individual decision-making responsibility of the employees. Are decisions made on behalf of the employee or is the employee making autonomous decisions that impact the individual, other employees, or even the entire organization and the citizens that rely on the City?
- Relationships –deals with organizational structure and the nature of the employee’s working relationships. Responses range from employees who work primarily alone, those who work as members of a team, those who oversee teams, and even those who report to elected officials or the general public.

Salary Survey

The external market for this study was defined as identified local government organizations with similar positions, characteristics, demographics, and service offerings. Benchmark positions to survey were chosen and approved by the City, and market data was collected from cities in the surrounding area and the organization of Broward County. The data were then analyzed comparing City classifications to the jobs performing the same duties at peer organizations to gain a fuller understanding of their market position.

Recommendations

Evergreen developed recommendations for the City to consider helping maximize the effectiveness and efficiency of its current compensation and classification structure. Evergreen provided the City with a variety of recommendations for the future at various costs. Plans ranged from minor tweaks to the current compensation and classification systems to wholesale changes to the entire organizational structure. These plans were designed to fix the issues identified in this report, while continuing to build on the strengths the City currently exhibits.

1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Summary of Employee Outreach
- Chapter 3 – Assessment of Current Conditions
- Chapter 4 – Market Summary
- Chapter 5 – Benefits Analysis
- Chapter 6 – Recommendations



Chapter 2 – Summary of Outreach

Three Evergreen consultants conducted outreach over three days. The consultants met with City employees and explained the process of the study and fielded questions that employees had about the study. Focus groups were conducted to solicit information from employees that gave Evergreen solid information to begin researching. Employees provided Evergreen their opinions on classifications that were outdated, behind market, or had trouble retaining employees. Information was also provided on the employees' opinions of the biggest competitors to the City. Finally, employees provided information on all the positive aspects of employment with the City. Evergreen used employee opinions as a starting point for some data collection, but everything used in this study was independently verified by Evergreen. A full summary of the outreach can be found in **Chapter 2** of this report.

Chapter 3 - Assessment of Current Conditions

An assessment of current conditions was conducted to help Evergreen better understand the current standing of all City pay plans, demographics, and compensation structures. This assessment should be considered a snapshot in time and reflects the conditions within the City upon this study's start. By leveraging this information, Evergreen gained a better understanding of the strengths and weaknesses of the current compensation system. When combined with the market results, the Assessment of Current Conditions helped provide a basis for recommendations. A full summary of the Assessment of Current Conditions can be found in **Chapter 3** of this report.

Chapter 4 - Market Summary

A salary survey was designed by Evergreen and approved by the City's human resources department. The external market was defined by Evergreen based on the feedback from employees and approved by the City's human resources department. After the results were received, the data were analyzed to compare the City to the overall results. Combined with the Assessment of Current Conditions, the market survey gave Evergreen the information needed to understand the City's position relative to its labor market. A full summary of the market results can be found in **Chapter 4** of this report.

Chapter 5 – Benefits

A benefits survey was designed by Evergreen and approved by the City's human resources department. A benefits analysis represents a snapshot in time of what is available in peer organizations and can provide the City with an understanding of the full compensation package offered by its peers. A full summary of the benefits survey can be found in **Chapter 5** of this report.



Chapter 6 – Recommendations

During the recommendations phase, Evergreen provided several different solution options based on their current relationship to market. Solutions were provided that only require minor tweaks to the current compensation and classification systems, as well as some solutions that would require wholesale changes to City current structures. Evergreen has given the City recommendations that can leverage the current compensation structure and expand its ability to recruit and retain talent in the most competitive classifications. A full explanation of the recommendations can be found in **Chapter 6** of this report.



Chapter 2 – Summary of Employee Outreach

Between September 13-15, 2022, Evergreen consultants conducted orientation sessions and focus groups for the City of Hallandale Beach, FL. Orientation sessions were conducted to inform employees about the purpose of the study, while also giving employees information about the ways they would be asked to participate in the study. Focus groups were designed to solicit open feedback from employees about several topics related to compensation and classification. Overall, the goal of these groups was to gauge the general employee sentiment towards the current compensation and classification structures of the City, while also gathering specific concerns employees had.

The observations in this chapter are a generalized summary of opinions, general themes, and trends expressed by employees who either participated in a focus group or provided direct feedback to Evergreen. Information that may identify the commenter has been removed. Note that the views shared in this summary are perceptual and may not reflect actual conditions in the City.

Comments are separated by the following four categories below:

- 2.1 General Feedback
- 2.2 Compensation & Classification
- 2.3 Market Peers
- 2.4 Summary

2.1 GENERAL FEEDBACK

The primary focus of this study is to address the City's compensation and classification structures. However, it is important to understand how employees currently view employment at large within the City, and as a result, general feedback was sourced from employees on what brought them to work for the City and what were the primary factors that led to their continued employment. The comments described in this section reflect the factors that incentivize prospective applicants to pursue employment with the City and the reasons employees have decided to continue working for the City. These elements are important to highlight, as compensation, while a key factor, is often not the sole determination for where employees wish to work. The responses varied from the individual health coverage benefits, the family atmosphere, and the flexible work schedule. Additional comments expressed by employees include:

- **Benefits** – Employees expressed that the benefits package, specifically the retirement plans, wellness program, and self-care days factored into the high morale seen among City employees.



- **Culture** – Many employees spoke about the City having a very family-like culture, saying it is one of the reasons they love working for the City.
- **Growth Opportunities** – Several employees stated that the City provides great opportunities for growth within the organization, allowing employees to move up into leadership roles.
- **Schedule** – Almost unanimously, employees expressed their appreciation for the four-day work week and the City’s commitment to providing work-life balance for employees. For many employees, the four-day work week was the number one reason they came to work for the City.

Overall, personnel revealed that the City is a wonderful and unique place to work with several distinct advantages in place for employees.

2.2 COMPENSATION AND CLASSIFICATION

With compensation and classification being the focus of this study, Evergreen solicited employees' opinions on these two topics. Employees were asked to identify any concerns, challenges, or limitations observed with how the City currently compensates and classifies its positions. It is important to note that the perceptions of employees listed below do not necessarily reflect or align with the data collected in the market survey, found in **Chapter 4**.

Specific feedback shared by employees related to compensation practices included the following:

- **External Equity** – Feedback on the competitiveness of pay in the City was mixed, with employees disagreeing on the competitiveness of the current pay plan when compared to the local market. Typically, the supervisor focus groups expressed higher satisfaction with overall pay and believed it was more comparable to what they could have received on the open market.
- **Internal Equity** – Some departments had concerns that subordinates had a higher earning potential compared to their supervisor. There was a belief among employees that new hires were being hired at rates above those of tenured employees, thereby reducing morale among the departments.
- **Supplemental Pay** – Multiple departments mentioned the need for hazard pay as a supplemental pay option for employees who routinely handle hazardous materials or face dangerous situations.
- **Turnover** – Several positions and departments were mentioned as areas that employees felt had an extremely high turnover ratio. Those positions and departments included:
 - Administrative Assistants
 - Landscapers



- Planners
 - Engineers
 - IT (Information Technology) Department
 - Finance Department
 - Human Services Department
 - Parks and Recreation Department
 - Public Works Department
 - Police Department
- **Vacancies** – Employees mentioned many vacant positions that they did not believe would not be filled any time soon, leading to additional unpaid duties being added to current employees.
 - **Professional Development** – The effectiveness of the current training opportunities was debated among several focus groups.
 - **Succession planning** – Employees desired a transparent succession path for career development, with ample and appropriate learning opportunities granted for employee growth and development.
 - **Raises** – Merit based raises which distinguish excellent employees from average employees are highly desired.
 - **Certifications** – Employees want the City to provide certification pay to motivate employees to increase their skillsets and, therefore, become an even greater asset to the organization.
 - **Benefits (perceived strengths)** – Most employees spoke highly of the benefits packages. Specifically, the wellness program, the low health insurance premiums for the individual plan, self-care days, dependent care, and multiple options for retirement plans.
 - **Benefits (perceived weaknesses)** – Employees are unhappy with the new healthcare provider's higher deductibles and perceived loss of coverage. Some employees believe the current policy on annual leave is inadequate.
 - **Performance Management** – The general perception of the current evaluation process is mixed; some felt the current system is good enough, others find it outdated and insufficient in truly monitoring performance as it is subjective. However, most employees hope the new system will correct these issues.

2.3 MARKET PEERS

Focus group participants were asked to name organizations they considered to be local market peers who they believe have similar characteristics to the City of Hallandale Beach, FL. Respondents shared twelve specific public-sector municipalities and mentioned the



private sector, as well. Responses are listed below and were considered when developing the list of peers for the compensation and classification survey: Participants named the following municipalities with some frequency as the City's biggest competitors in terms of employee compensation and classification:

- Fort Lauderdale
- Hollywood
- Sunrise
- Davie
- Pembroke Pines
- Miramar
- Dania Beach
- Aventura
- Coral Springs
- Pompano
- Miami Beach (for Ocean Rescue)
- Broward County
- Private Sector organizations

2.4 SUMMARY

The feedback from Evergreen Solutions provided a solid foundation for developing recommendations for the City. The willingness of City employees to contribute to this dialogue was evident in the number of employees that took time out of their busy schedules to provide several reasonable observations with respect to potential compensation and classification strengths/weaknesses across the organization. These comments were verified and considered when identifying challenges and formulating recommendations for the City.

Employees were enthusiastic when describing their passion for their job and considered working for the City a positive experience. Employees pointed out several well-defined advantages of working for the City, which they believe help attract and retain good employees. Even though employees emphasized several potential problems, many of these issues are commonly found in other public-sector municipalities.

The employees of the City of Hallandale Beach, FL take pride in their work, love serving their community, and strive to make distinct contributions to their organization and their community. The Evergreen Team used the information gathered from employees throughout the rest of this study to arrive at appropriate recommendations for the City.



Chapter 3 – Assessment of Current Conditions

The purpose of this chapter is to provide a statistical analysis of the compensation and classification system in place at the City at the start of this study. The assessment is divided into the following sections:

- 3.1 Analysis of the Pay Plan
- 3.2 Grade Placement Analysis
- 3.3 Quartile Analysis
- 3.4 Compression Analysis
- 3.5 Summary

The analysis represented in this chapter represents a snapshot in time – this chapter was built from employee information collected in August of 2022. Every organization changes continuously, so this chapter is not meant to be a definitive statement on continuing compensation practices at the City. Rather, this AOCC is meant to represent the conditions that were in place when this study began. The data contained in provide the baseline for analyses through this study but are not sufficient cause for recommendations in isolation. By reviewing employee data, Evergreen gained a better understanding of the structure and methods in place and identified issues for both further review and potential revision.

3.1 ANALYSIS OF THE PAY PLAN

The purpose of analyzing the pay plan used within the City is to help gain an overview of the compensation philosophy as it existed when the study began. The City had a system in place that categorized classifications by level and type of work. This system used alpha-numeric pay grades to represent classifications of varying level and responsibility. **Exhibit 3A** display the City’s pay plan summarized for ease of comparison. The exhibit provides the name; each pay grade on the plan; the value of each pay grade at minimum, midpoint, and maximum; the range spread for each pay grade – which is a measure of the distance between the minimum and maximum of the grade; the midpoint progression between grades; and the number of employees per pay grade.

The City’s pay plan includes 28 occupied pay grades that hold 280 employees. The pay range spreads fall between 39 – 88 percent. Pay grades A6, A7, P3.5, and T6 only have one employee, while pay grade T3 contains the most employees with 38.



**EXHIBIT 3A
PAY PLAN SUMMARY**

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
Associate	A1	\$ 28,080	\$ 33,540	\$ 39,000	39%	-	10
Associate	A2	\$ 29,600	\$ 37,300	\$ 45,000	52%	11%	7
Associate	A3	\$ 34,400	\$ 43,200	\$ 52,000	51%	16%	28
Associate	A4	\$ 39,000	\$ 49,000	\$ 59,000	51%	13%	16
Associate	A5	\$ 44,000	\$ 57,000	\$ 70,000	59%	16%	4
Associate	A6	\$ 48,000	\$ 62,500	\$ 77,000	60%	10%	1
Associate	A7	\$ 56,000	\$ 75,000	\$ 94,000	68%	20%	1
Leader	L1	\$ 48,000	\$ 62,500	\$ 77,000	60%	-	20
Leader	L2	\$ 56,000	\$ 75,000	\$ 94,000	68%	20%	8
Leader	L3	\$ 66,000	\$ 95,000	\$124,000	88%	27%	10
Leader	L4	\$ 74,000	\$106,000	\$138,000	86%	12%	17
Leader	L5	\$ 85,000	\$122,000	\$159,000	87%	15%	8
Leader	L6	\$ 93,000	\$134,000	\$175,000	88%	10%	4
Leader	L7	\$102,000	\$147,000	\$192,000	88%	10%	2
Professional	P1	\$ 44,000	\$ 57,000	\$ 70,000	59%	-	3
Professional	P2	\$ 48,000	\$ 62,500	\$ 77,000	60%	10%	13
Professional	P3	\$ 56,000	\$ 75,000	\$ 94,000	68%	20%	17
Professional	P3.5	\$ 61,000	\$ 80,000	\$ 99,000	62%	7%	1
Professional	P4	\$ 66,000	\$ 95,000	\$124,000	88%	19%	6
Technician	T1	\$ 29,600	\$ 37,300	\$ 45,000	52%	-	10
Technician	T2	\$ 34,400	\$ 43,200	\$ 52,000	51%	16%	21
Technician	T3	\$ 39,000	\$ 49,000	\$ 59,000	51%	13%	38
Technician	T4	\$ 44,000	\$ 57,000	\$ 70,000	59%	16%	17
Technician	T5	\$ 48,000	\$ 62,500	\$ 77,000	60%	10%	10
Technician	T5.5	\$ 52,000	\$ 68,000	\$ 84,000	62%	9%	2
Technician	T6	\$ 56,000	\$ 75,000	\$ 94,000	68%	10%	1
Technician	T7	\$ 66,000	\$ 95,000	\$124,000	88%	27%	3
Contractual	A99	-	-	-	-	-	2

Comparing the summary data in **Exhibit 3A** to best practices, several observations can be made regarding the City's pay plan. Based on the analysis of the pay plan, the following facts can be observed:

- Range spreads vary widely, moving between 39 and 88 percent, while industry averages typically fall between 50 and 70 percent.



- The number of employees on each pay grade is varied. Multiple pay grades have only one incumbent occupying the grade, while several contain over twenty employees.
- The minimum of any pay grade is \$28,080 while the maximum of any pay grade is \$192,000.

3.2 GRADE PLACEMENT ANALYSIS

The Grade Placement Analysis examines how employee salaries are distributed throughout the pay grades. This can help identify salary progression issues, which are usually accompanied by employee salaries that are clustered in segments of the pay grades. A clustering of employee salaries in the lower part of ranges can indicate a lack of salary progression for employees or an elevated level of employee turnover. A clustering of employee salaries in the high end of pay ranges can be a sign of high employee tenure or a sign that the pay ranges are behind market, forcing the organization to offer salaries near the maximum of the range to new hires. Regarding minimum and maximum salaries, employees at the grade minimum are typically newer to the organization or to the classification, while employees at the grade maximum are typically highly experienced and highly proficient in their classification. The Grade Placement Analysis examines how salaries compare to pay range minimums, midpoints, and maximums. Only pay grades with at least one incumbent are included in this analysis.

Exhibit 3B displays the percentage and number of employees compensated at their pay grade minimum and pay grade maximum. The percentages presented are based on the total number of employees in that grade. As can be seen in the exhibit, 0.7 percent (two total) of all employees are compensated at their pay grade's minimum. A larger percent of employees, 19.3 percent (54 total), are compensated at their maximum pay grade.

**EXHIBIT 3B
EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE**

Grade	Employees	# at Min	% at Min	# at Max	% at Max
A1	10	0	0.0%	6	60.0%
A2	7	0	0.0%	3	42.9%
A3	28	0	0.0%	3	10.7%
A4	16	0	0.0%	4	25.0%
A5	4	0	0.0%	0	0.0%
A6	1	0	0.0%	0	0.0%
A7	1	0	0.0%	0	0.0%
L1	20	0	0.0%	2	10.0%
L2	8	0	0.0%	0	0.0%
L3	10	0	0.0%	1	10.0%
L4	17	0	0.0%	1	5.9%
L5	8	0	0.0%	1	12.5%
L6	4	0	0.0%	1	25.0%
L7	2	0	0.0%	0	0.0%
P1	3	0	0.0%	0	0.0%
P2	13	0	0.0%	3	23.1%
P3	17	0	0.0%	2	11.8%
P3.5	1	0	0.0%	0	0.0%
P4	6	0	0.0%	1	16.7%
T1	10	0	0.0%	1	10.0%
T2	21	2	9.5%	2	9.5%
T3	38	0	0.0%	15	39.5%
T4	17	0	0.0%	7	41.2%
T5	10	0	0.0%	1	10.0%
T5.5	2	0	0.0%	0	0.0%
T6	1	0	0.0%	0	0.0%
T7	3	0	0.0%	0	0.0%
A99	2	0	0.0%	0	0.0%
Total	280	2	0.7%	54	19.3%

In addition to assessing the number of employees at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay grade midpoint. The percentages refer to the percentage of employees in each pay grade that are above and below midpoint. **Exhibit 3C** displays the results of this analysis: a total of 56 employees are compensated below their pay grade midpoint which is 20.0 percent of all employees for the City. There are 191 employees compensated above the midpoint of their pay grade, which is 68.2 percent of all employees.



EXHIBIT 3C
EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
A1	10	2	20.0%	8	80.0%
A2	7	0	0.0%	7	100.0%
A3	28	9	32.1%	8	28.6%
A4	16	3	18.8%	13	81.3%
A5	4	1	25.0%	3	75.0%
A6	1	0	0.0%	1	100.0%
A7	1	0	0.0%	1	100.0%
L1	20	4	20.0%	16	80.0%
L2	8	4	50.0%	4	50.0%
L3	10	3	30.0%	7	70.0%
L4	17	3	17.6%	14	82.4%
L5	8	0	0.0%	8	100.0%
L6	4	0	0.0%	4	100.0%
L7	2	0	0.0%	2	100.0%
P1	3	2	66.7%	1	33.3%
P2	13	4	30.8%	7	53.8%
P3	17	2	11.8%	14	82.4%
P3.5	1	0	0.0%	1	100.0%
P4	6	1	16.7%	5	83.3%
T1	10	1	10.0%	5	50.0%
T2	21	5	23.8%	9	42.9%
T3	38	5	13.2%	28	73.7%
T4	17	2	11.8%	14	82.4%
T5	10	5	50.0%	5	50.0%
T5.5	2	0	0.0%	2	100.0%
T6	1	0	0.0%	1	100.0%
T7	3	0	0.0%	3	100.0%
A99	2	0	0.0%	0	0.0%
Total	280	56	20.0%	191	68.2%



3.3 QUARTILE ANALYSIS

The last part of the Grade Placement Analysis is a detailed look at how salaries are distributed through pay grades, through a quartile analysis. Here, each pay grade is divided into four segments of equal width, called quartiles. The first quartile represents the first 25 percent of the pay range; the second quartile represents the part of the range above the first quartile up to the mathematical midpoint; the third quartile represents the part of the range from the midpoint to 75 percent of the pay range; and the fourth quartile represents the part of the range above the third quartile up to the pay range maximum. Employees are assigned to a quartile within their pay range based on their current salary.

The quartile analysis is used to determine the location of employee salary clusters. Quartile analysis helps identify whether clusters exist in specific quartiles of pay grades. Also, the amount of time the employee has spent at the organization is analyzed to observe any relationship between organizational tenure and salary progression. This information, while not definitive alone, can shed light on any root issues within the current compensation and classification plan when combined with market data and employee feedback.

Exhibit 3D shows the number of employees that are in each quartile of each grade, as well as the average overall tenure (i.e., how long an employee has worked for the City) by quartile. Overall, data provide that 5.8 percent of employees fall into Quartile 1 of their respective grade; 25.5 percent fall into Quartile 2; 24.1 percent fall into Quartile 3; and 44.6 percent fall into Quartile 4. While this distribution does not lead to a conclusion, data for average tenure do lead to determinations on the relationship between tenure and salary.

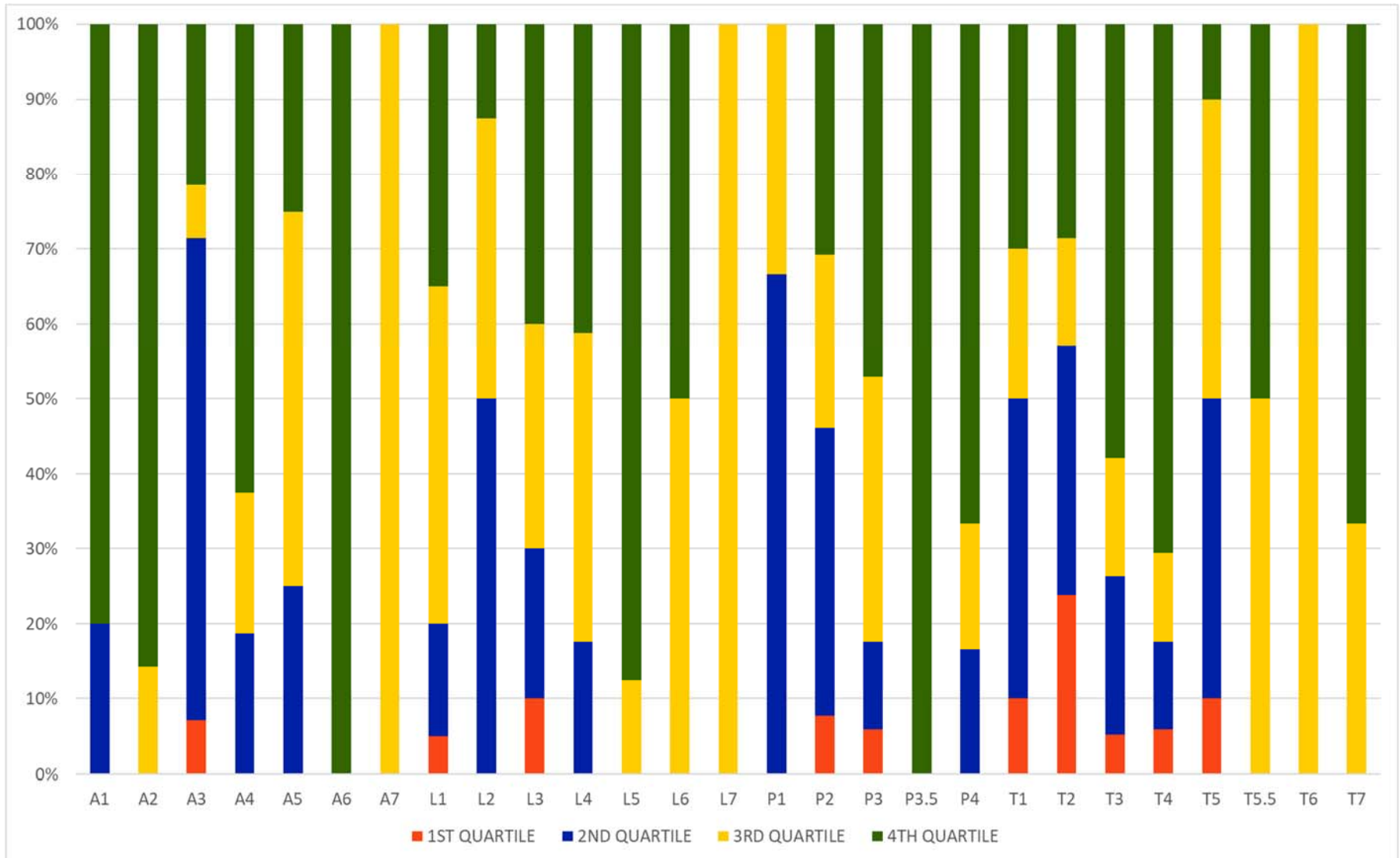
Specifically, overall average tenure increases as quartile increases; the average tenure in Quartile 1 is 3.0 years; in Quartile 2 is 3.8 years; in Quartile 3 is 8.4 years; and in Quartile 4 is 13.3 years. This indicates that employees are moved through their pay grades equitably, or at least a positive linear relationship exists between tenure and pay.

Exhibit 3E displays a graphical representation of the data contained in **Exhibit 3D**. Each pay grade is divided into up to four sections representing the percentage of employees in that pay grade, who belong in each quartile. For example, pay grade A6 has zero employees in Quartiles 1, 2, or 3. That pay grade is represented by a 100 percent green bar, showing that 100 percent of grade A6 employees are in Quartile 4. Pay grade T2 has employees in all four quartiles, however, and is consequently represented with bars displaying all four colors, corresponding to the percentage of employees for each pay grade in each quartile.

EXHIBIT 3D
QUARTILE ANALYSIS AND TIME WITH THE ORGANIZATION

GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
A1	10	6.4	0	-	2	6.2	0	-	8	6.4
A2	7	1.9	0	-	0	-	1	0.8	6	2.1
A3	28	4.6	2	1.0	18	1.8	2	3.4	6	14.5
A4	16	14.8	0	-	3	11.0	3	8.5	10	17.8
A5	4	12.9	0	-	1	4.9	2	15.4	1	15.9
A6	1	35.7	0	-	0	-	0	-	1	35.7
A7	1	21.7	0	-	0	-	1	21.7	0	-
L1	20	16.4	1	4.0	3	7.7	9	18.6	7	19.0
L2	8	5.7	0	-	4	7.3	3	5.1	1	1.2
L3	10	11.6	1	6.1	2	3.1	3	21.7	4	9.6
L4	17	10.8	0	-	3	7.5	7	10.5	7	12.6
L5	8	12.8	0	-	0	-	1	0.4	7	14.5
L6	4	9.0	0	-	0	-	2	5.8	2	12.2
L7	2	3.2	0	-	0	-	2	3.2	0	-
P1	3	3.0	0	-	2	3.1	1	2.7	0	-
P2	13	5.9	1	1.1	5	2.5	3	9.1	4	9.0
P3	17	6.0	1	3.3	2	1.4	6	3.6	8	9.4
P3.5	1	10.5	0	-	0	-	0	-	1	10.5
P4	6	4.1	0	-	1	8.3	1	0.7	4	3.8
T1	10	5.1	1	7.5	4	2.1	2	3.6	3	9.4
T2	21	7.7	5	2.4	7	3.2	3	9.2	6	16.6
T3	38	9.9	2	3.9	8	2.6	6	4.2	22	14.6
T4	17	14.7	1	2.8	2	2.2	2	0.8	12	20.1
T5	10	6.3	1	1.6	4	5.6	4	4.5	1	20.7
T5.5	2	9.9	0	-	0	-	1	1.6	1	18.2
T6	1	4.3	0	-	0	-	1	4.3	0	-
T7	3	8.5	0	-	0	-	1	1.9	2	11.7
A99	0	5.4	0	-	0	-	0	-	0	-
Overall	278	9.1	16	3.0	71	3.8	67	8.4	124	13.3

**EXHIBIT 3E
QUARTILE PLACEMENT BY PAY GRADE**



Studying the data from the following exhibits can reveal certain patterns. One thing that can be observed is the sizable percentage of employees in Quartile 4 of their pay grade. For example, 80 percent of employees in pay grade A1 are in Quartile 4 of this grade, as shown on the graph with a mostly green bar. This indicates that 80 percent of A1 employees have reached the top of the pay grade. Overall, almost half of employees at the City are in Quartile 4 of their pay grade and almost a quarter of City employees are in Quartile 3 of their pay grade. There are many reasons why this might be the case. One explanation is that employees who are promoted in the City could be expected to have progressed through their current pay grade to near the maximum. Then when they are promoted, they do not start back over at their new pay grade minimum, as that would result in a pay decrease. Instead, when an employee is promoted, they might start several steps into their new pay grade from day one. It is impossible to determine why this pattern is occurring without more data. However, it is something that bears watching in the future, as the City could gather valuable information about itself.

3.4 COMPRESSION ANALYSIS

Pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and responsibility. Compression can be seen as a threat to internal equity and morale. Two common types of pay compression can be observed when the pay of supervisors and their subordinates are too close, or when the pay of highly tenured staff and newly hired employees in the same job are too similar.

According to the Society for Human Resources Management (SHRM), specific examples of actions that may cause pay compression include the following:

- Reorganizations change peer relationships and can create compression if jobs are not reevaluated.
- In some organizations, certain departments or divisions may be liberal with salary increases, market adjustments, and promotions while others are not.
- Some employers have overlooked their Human Resources policies designed to regulate pay, paying new hires more than incumbents for similar jobs under the mantra of “paying what it takes to get the best talent.”
- Many organizations have found it easy to hire people who have already done the same work for another organization, eliminating the need for training. Rather than hiring individuals with high potential and developing them for the long term, they have opted for employees who could “hit the ground running” regardless of their potential.



Exhibit 3F indicates the ratio of subordinate to supervisor salaries by grade graphically and **Exhibit 3G** displays these results numerically. Employees were grouped into categories reflecting whether their actual salary was less than 80 percent, less than 95 percent, or greater than 95 percent of their supervisor's salary. Less than 80 percent would indicate that the ratio of an employee's salary to his supervisor's salary would yield a result of less than 0.8. For example, an employee with a salary of \$79,000.00 and a supervisor with a salary of \$100,000.00 would yield a ratio of 0.79 and be placed into the Less than 80 percent category.

An analysis of the data would quickly reveal that while most positions in the City are in a great position, with plenty of space between employee and supervisor salaries, there are still some employees with salaries more than 100 percent of their supervisor's salary. Anywhere blue or red appears on **Exhibit 3F** is somewhere that warrants an examination of supervisor vs. employee salary.

EXHIBIT 3F
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

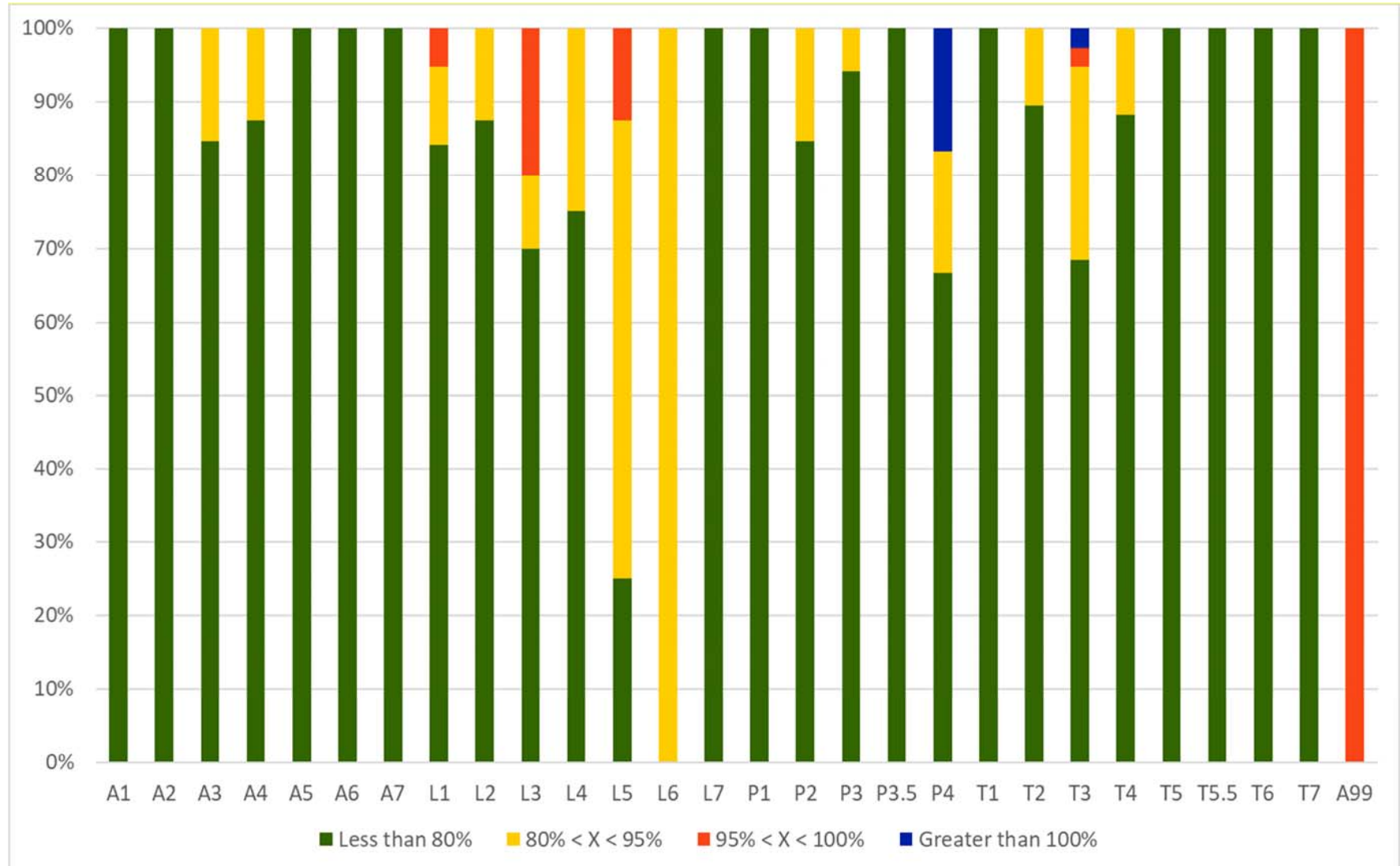


EXHIBIT 3G
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
A1	10	0	0	0
A2	7	0	0	0
A3	22	4	0	0
A4	14	2	0	0
A5	4	0	0	0
A6	1	0	0	0
A7	1	0	0	0
L1	16	2	1	0
L2	7	1	0	0
L3	7	1	2	0
L4	12	4	0	0
L5	2	5	1	0
L6	0	4	0	0
L7	2	0	0	0
P1	3	0	0	0
P2	11	2	0	0
P3	16	1	0	0
P3.5	1	0	0	0
P4	4	1	0	1
T1	10	0	0	0
T2	17	2	0	0
T3	26	10	1	1
T4	15	2	0	0
T5	10	0	0	0
T5.5	2	0	0	0
T6	1	0	0	0
T7	3	0	0	0
A99	0	0	1	0
Totals	224	41	6	2



Exhibit 3H and **Exhibit 3I** highlight the actual vs. expected salaries of City employees, sorted by pay grade. Expected salary is calculated using a 15-year progression assumption for employees. For example, an employee who had worked at their position for seven and a half years would expect to be at the grade midpoint, while an employee with 15 or more years of class years would expect to be at the grade maximum. An important distinction between this compression table and the quartile analysis: this compression table utilizes class years, while the Quartile analysis uses tenure. Class years are differentiated from tenure by using the date that you started working in your current classification as the start date, instead of the date you first were hired by the City. To illustrate, if an employee had been an accountant for fifteen years, and then was promoted last year to Accountant Supervisor that employee would have fifteen years of tenure, but only one class year.

On **Exhibit 3I**, it is easy to discern that most City employees are being paid wages more than 10 percent above what they would expect to receive, based on their class years. While this is clearly good for employees, it is not necessarily bad for the City. It could mean that the City is overpaying employees or that pay grades are too low, forcing the City to advance employees more quickly through pay grades to keep competitive with the market. However, it could just as easily be another indicator of employee promotion and advancement through the ranks. As mentioned in the description of the quartile analysis, when an employee has advanced to near the top of their pay grade and they receive a promotion, they will often not start at their new pay grade minimum. An employee will not accept a pay decrease, so they are started above the minimum on their new pay grade. That puts them above their “expected pay,” by definition. They have zero class years, but their pay is above the minimum. Then, if they advance exactly at the speed expected for the rest of their career, they will always remain above their “expected” pay. While the truth lies somewhere in between these examples, a definitive answer cannot be determined without more data.

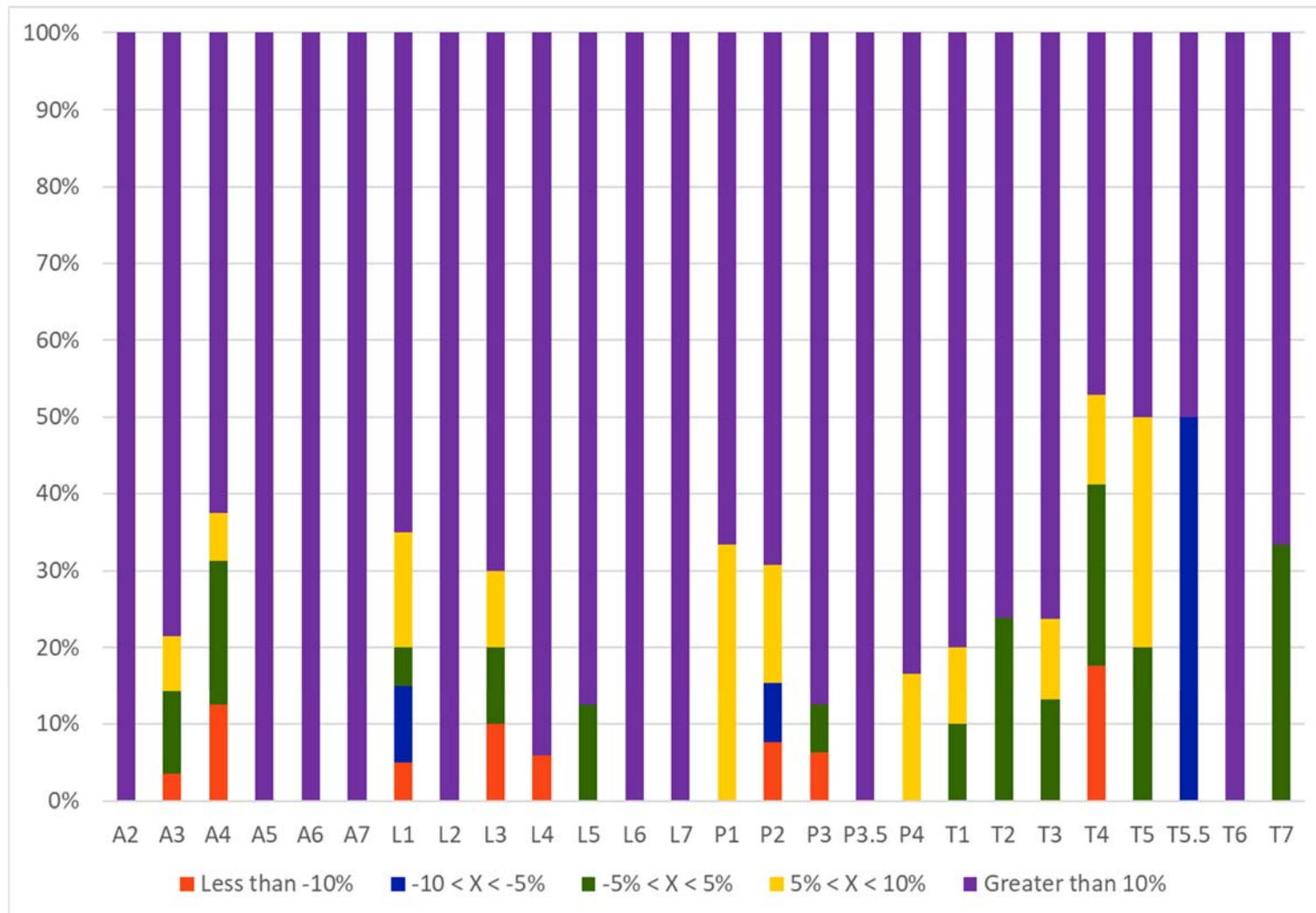


**EXHIBIT 3H
ACTUAL VS. EXPECTED SALARY**

Grade	Less than -10%	-10 < X < -5%	-5% < X < 5%	5% < X < 10%	Greater than 10%
A1	0	0	1	2	7
A2	0	0	0	0	7
A3	2	1	4	0	21
A4	2	2	4	0	8
A5	0	0	0	1	3
A6	0	0	0	0	1
A7	0	0	0	0	1
L1	3	2	3	2	10
L2	0	0	0	1	7
L3	1	1	1	0	7
L4	1	0	0	0	16
L5	1	1	0	0	6
L6	0	0	0	0	4
L7	0	0	0	0	2
P1	0	0	1	1	1
P2	2	0	2	0	9
P3	1	0	1	0	14
P3.5	0	0	0	0	1
P4	0	0	2	0	4
T1	0	0	2	0	8
T2	0	0	6	0	15
T3	2	3	7	8	18
T4	6	1	2	1	7
T5	1	0	4	1	4
T5.5	1	0	0	0	1
T6	0	0	0	0	1
T7	1	0	1	0	1
Totals	24	11	41	17	184



EXHIBIT 3I ACTUAL VS. EXPECTED SALARY



3.5 SUMMARY

There were many observations made about the City's compensation system in place at the start of the study.

- Range spreads, generally recommended to be between 50-70 percent, vary across several grades. The City's pay plan has range spreads varying from 39 percent up to 88 percent.
- Most employees are paid more than their expected salary, based on a 15-year progression plan.
- More than half of employees are paid above their pay grade midpoint.
- Very few employees (5.8 percent) are in Quartile 1 of their pay grade while almost half of employees (44.6 percent) are in Quartile 4 of their pay grade.
- Most City employees are paid less than 80.0 percent of their supervisors' salaries.
- While there will always be outliers, the City has a positive relationship between tenure and pay grade penetration.

This analysis acts as a starting point for the development of recommendations in subsequent chapters of this report. Paired with market data, Evergreen can make recommendations that will ensure that the City's compensation system is structurally sound in best practice, competitive with the market, and treats all employees equitably moving forward.



Chapter 4 – Market Summary

The market summary chapter benchmarks the City's compensation practices against its market peers to establish how competitive the City is for employees within its market. To complete this market study, Evergreen compared pay ranges of select benchmark positions that the City possesses against the compensation of positions performing those same duties within peer organizations. By aggregating the differences in pay ranges across all the positions, a reasonable determination is made as to the City's competitive position within the market.

It is important to note that individual salaries are not analyzed in this methodology, since individual compensation can be affected by variables such as experience and performance. For this reason, Evergreen looked at average pay ranges across the entire classification to make the most accurate comparison. The results of this market study should be considered reflective of the current state of the market at the time of this study; however, market conditions can change rapidly. Consequently, it is necessary to perform market surveys of peer organizations regularly for an organization to consistently monitor its position within the market. Furthermore, the market results detailed in this chapter provide a foundation for understanding the City's overall structural standing to the market, and the rates reflected in this chapter, while a key factor, are not the sole determinant for how classifications were placed into the proposed salary ranges outlined in **Chapter 6**.

Evergreen conducted a comprehensive market salary survey for the City, which included 15 peers consisting of mostly cities and one county. Target peers were selected based on several factors, including geographic proximity and population size. Target organizations were also identified for their competition to the City for employee recruitment and retention efforts. The list of targets provided data for this study's purpose is included in **Exhibit 4A**.



**EXHIBIT 4A
TARGET MARKET PEERS**

Target Respondents
Aventura, FL
Coconut Creek, FL
Coral Springs, FL
Davie, FL
Deerfield Beach, FL
Fort Lauderdale, FL
Hollywood, FL
Miami Gardens, FL
Miramar, FL
North Lauderdale, FL
North Miami Beach, FL
North Miami, FL
Pembroke Pines, FL
Pompano Beach, FL
Broward County

4.1 MARKET DATA

The results of the market study are displayed in **Exhibit 4B**, which includes the benchmark job titles and the market average salaries for each position at the minimum, midpoint, and maximum points of the pay ranges. Also included within the exhibit are the percentage differentials of the City's pay ranges at each respective point, relative to the market average pay. A positive percent differential is indicative of the City's pay range exceeding that of the average of its market peers; alternatively, a negative percent differential indicates the City's compensation for a given position lagging behind the average of its peers. For those classifications where no differential is shown, this is due to the City not possessing a pay range for comparison to the market. The exhibit also includes the average pay range for the market respondents for each position and how many responses each benchmark received.

While all benchmarks are surveyed by each peer, not every peer organization possesses an appropriate match to supply salary information for. Consequently, the benchmarks receive varying levels of response. For this study's purpose, all positions that received less than five matches from market peers were not considered in establishing the City's competitive position. The rationale behind these positions being excluded is that insufficient response can lead to unreliable averages that may skew the aggregated data, blurring the reality of the City's actual position in the market. Sixty-eight of the 94 positions surveyed had a sufficient response for inclusion.



**EXHIBIT 4B
MARKET SURVEY RESULTS**

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
1	ACCOUNTANT I	\$53,070.18	-18.7%	\$67,707.68	-17.2%	\$82,345.18	-16.2%	55.2%	14.0
2	ACCOUNTING CLERK I	\$38,454.73	-31.2%	\$49,042.04	-37.5%	\$59,629.36	-41.8%	55.1%	12.0
3	ADMINISTRATIVE ASSISTANT	\$41,129.13	-17.8%	\$51,946.05	-18.4%	\$62,762.97	-18.8%	52.6%	13.0
4	ASSIST DIR OF BUDGET/PROG MONI	\$90,236.73	-19.8%	\$116,006.21	-9.0%	\$141,775.69	-2.7%	57.1%	10.0
5	ASSIST DIRECTOR OF HUMAN SRVCS	\$93,700.83	-23.5%	\$121,925.50	-14.0%	\$150,150.17	-8.4%	60.2%	5.0
6	ASSIST DRCTR PUB WORKS/OPERATI	\$95,332.39	-25.2%	\$121,040.98	-13.2%	\$146,749.57	-6.1%	53.9%	14.0
7	ASSISTANT BUILDING OFFICIAL	\$89,804.87	-30.6%	\$116,434.59	-20.3%	\$143,064.31	-14.3%	59.3%	6.0
8	ASSISTANT CHIEF INFO OFFICER	\$98,726.86	-28.6%	\$126,832.35	-17.9%	\$154,937.84	-11.6%	56.9%	7.0
9	ASSISTANT CHIEF OF POLICE	\$119,154.11	-33.5%	\$142,142.12	-15.3%	\$165,130.13	-3.8%	38.6%	7.0
10	ASSISTANT CITY ATTORNEY	\$87,478.32	-28.0%	\$114,223.94	-18.4%	\$140,969.57	-12.8%	61.1%	7.0
11	ASSISTANT CITY MANAGER	\$133,102.00	-26.5%	\$169,184.17	-14.0%	\$205,266.34	-6.7%	54.2%	12.0
12	ASSISTANT DRCTR OF PRKS & REC	\$90,864.12	-20.5%	\$116,075.72	-9.1%	\$141,287.33	-2.4%	55.5%	13.0
13	ASST DEV SERVICES DIRECTOR	\$95,397.46	-25.3%	\$123,359.51	-15.1%	\$151,321.57	-9.2%	58.6%	10.0
14	ASST DIR OF FINANCE	\$93,607.18	-23.4%	\$118,783.90	-11.4%	\$143,960.61	-4.2%	53.8%	11.0
15	ASSTNT DIR PUB WORKS/CITY ENG	\$95,059.98	-24.9%	\$120,726.14	-13.0%	\$146,392.29	-5.9%	54.0%	15.0
16	BEACH SAFETY LEAD LIFEGUARD	\$51,402.72	-15.5%	\$63,667.94	-11.1%	\$75,933.15	-8.1%	47.7%	2.0
17	BEACH SAFETY LIFEGUARD	\$41,744.32	-19.3%	\$51,325.07	-17.2%	\$60,905.82	-15.8%	45.9%	4.0
18	BEACH SAFETY SUPERVISOR	\$52,990.69	5.5%	\$67,373.52	10.7%	\$81,756.35	13.9%	54.3%	4.0
19	BENEFITS COORDINATOR	\$58,504.88	-28.3%	\$75,021.01	-27.3%	\$91,537.15	-26.7%	56.5%	6.0
20	BUILDING OFFICIAL	\$99,590.59	-15.8%	\$124,865.27	-2.3%	\$150,139.95	5.7%	50.8%	10.0
21	BUSINESS TAX & REGULATIONS MAN	\$60,232.64	-7.3%	\$77,561.39	-3.4%	\$94,890.14	-0.9%	57.5%	4.0
22	CALL CENTER TECHNICIAN	\$38,249.98	-10.6%	\$47,853.49	-10.2%	\$57,457.01	-10.0%	50.2%	3.0
23	CAPITAL PROJECTS MANAGER	\$80,705.54	-20.0%	\$95,994.48	-1.0%	\$111,283.41	10.8%	37.9%	1.0
24	CHIEF ELECTRICAL/HOUSNG INSPEC	\$73,856.59	-11.2%	\$92,449.60	2.7%	\$111,042.62	11.0%	50.4%	7.0
25	CHIEF INFORMATION OFFICER	\$113,099.13	-28.4%	\$143,220.03	-16.0%	\$173,340.94	-8.6%	53.3%	13.0
26	CHIEF MECHANICAL INSPECTOR	\$72,476.16	-9.4%	\$90,122.50	5.3%	\$107,768.84	14.0%	48.7%	6.0
27	CITY ATTORNEY	\$120,218.17	-	\$171,745.39	-	\$223,272.62	-	85.7%	1.0
28	CITY CLERK	\$100,880.11	-30.7%	\$129,174.14	-19.7%	\$157,468.16	-13.2%	56.1%	8.0
29	CITY MANAGER	\$152,889.37	-	\$175,446.82	-	\$198,004.27	-	29.5%	2.0
30	CODE COMPLIANCE OFFICIAL	\$60,887.92	-8.4%	\$77,849.11	-3.7%	\$94,810.30	-0.9%	55.7%	12.0
31	CODE COMPLIANCE SPECIALIST	\$45,205.14	-14.7%	\$57,733.71	-16.4%	\$70,262.28	-17.4%	55.4%	10.0
32	COMMUNITY SERVICE AIDE I	\$38,470.04	-11.2%	\$47,743.19	-10.0%	\$57,016.34	-9.2%	48.2%	8.0
33	COURT LIAISON OFFICER	\$39,437.51	-1.1%	\$49,751.60	-1.5%	\$60,065.69	-1.8%	52.3%	3.0
34	CRA DEPUTY DIRECTOR	\$90,229.79	-19.8%	\$115,293.63	-8.4%	\$140,357.46	-1.7%	55.6%	1.0
35	DIRECTOR OF BUDGET	\$110,970.07	-26.5%	\$140,364.33	-14.0%	\$169,758.58	-6.5%	53.0%	9.0
36	DIRECTOR OF DEVELOPMENT SERVIC	\$112,743.27	-19.2%	\$141,693.17	-5.6%	\$170,643.08	2.5%	51.4%	12.0
37	DIRECTOR OF FINANCE	\$117,464.76	-23.2%	\$149,681.47	-11.1%	\$181,898.17	-3.9%	54.9%	14.0
38	DIRECTOR OF HUMAN RESOURCES	\$110,839.28	-26.4%	\$141,109.77	-14.5%	\$171,380.26	-7.5%	54.6%	14.0
39	DIRECTOR OF HUMAN SERVICES	\$122,686.26	-36.3%	\$155,405.77	-24.1%	\$188,125.28	-16.8%	53.3%	4.0
40	DIRECTOR OF PARKS & RECREATION	\$106,053.16	-22.0%	\$131,129.81	-7.2%	\$156,206.46	1.8%	47.3%	12.0
41	DIRECTOR OF PUBLIC WORKS	\$120,183.06	-25.5%	\$152,717.55	-13.1%	\$185,252.04	-5.7%	54.2%	10.0
42	ENGINEER I	\$64,874.30	-38.3%	\$83,343.74	-37.5%	\$101,813.19	-37.0%	56.9%	9.0
43	ENVIRONMENTAL COMPLIANCE SPEC	\$52,879.54	-18.3%	\$67,283.28	-16.5%	\$81,687.03	-15.4%	54.5%	5.0
44	EXECUTIVE ASSISTANT TO THE CM	\$75,058.40	-29.1%	\$94,071.85	-22.6%	\$113,085.30	-18.4%	50.7%	10.0
45	FACILITY MAINTENANCE TECH	\$36,820.00	-6.8%	\$47,266.36	-9.0%	\$57,712.73	-10.4%	56.7%	8.0
46	GIS COORDINATOR	\$65,426.65	-15.5%	\$83,060.94	-10.2%	\$100,695.23	-6.9%	53.9%	12.0
47	GRANTS MANAGER	\$65,532.19	0.7%	\$83,694.23	12.7%	\$101,856.28	19.6%	55.4%	11.0
48	HEAVY EQUIPMENT OPERATOR	\$43,092.30	-10.0%	\$54,369.29	-10.4%	\$65,646.28	-10.7%	52.3%	7.0
49	HR ANALYST	\$59,409.75	-5.9%	\$75,928.50	-1.2%	\$92,447.25	1.7%	55.6%	8.0
50	HUMAN RESOURCES GENERALIST	\$51,290.39	-6.6%	\$65,327.35	-4.4%	\$79,364.31	-3.0%	54.7%	12.0
51	HVAC TECHNICIAN	\$48,377.61	-0.8%	\$61,273.31	2.0%	\$74,169.01	3.7%	53.3%	6.0
52	IT APPLICATION SUPPORT ANALYST	\$56,659.66	-16.5%	\$71,767.56	-13.8%	\$86,875.46	-12.1%	53.3%	12.0
53	IT SYSTEMS ADMINISTRATOR	\$70,198.45	-22.5%	\$89,789.15	-17.9%	\$109,379.86	-15.1%	55.8%	6.0
54	LANDSCAPE WORKER I	\$36,890.64	-21.9%	\$46,707.14	-22.4%	\$56,523.64	-22.7%	53.2%	2.0
55	MASTER ELECTRICIAN	\$49,772.00	-12.3%	\$62,964.45	-9.9%	\$76,156.90	-8.4%	53.0%	8.0
56	MASTER MECHANIC	\$49,265.44	-11.3%	\$61,788.39	-8.1%	\$74,311.34	-6.0%	50.8%	6.0
57	OFFICE MANAGER	\$53,825.41	-11.4%	\$68,850.05	-9.7%	\$83,874.68	-8.5%	55.8%	3.0
58	OPERATIONS MANAGER	\$70,528.90	-6.6%	\$87,209.83	8.6%	\$106,394.75	15.3%	50.8%	5.0
59	PARALEGAL	\$49,063.24	-10.9%	\$63,208.13	-10.3%	\$77,353.02	-10.0%	57.7%	2.0
60	PARK MAINTENANCE TECHNICIAN	\$37,800.00	3.1%	\$48,060.00	1.9%	\$58,320.00	1.2%	54.3%	1.0
61	PARKING ENFORCEMENT SPECIALIST	\$36,723.84	-6.5%	\$46,487.17	-7.3%	\$56,250.49	-7.9%	53.2%	4.0
62	PARKING SUPERVISOR	\$49,294.54	-2.7%	\$62,632.06	-0.2%	\$75,969.57	1.3%	54.1%	3.0
63	PARKING SUPPORT SPECIALIST	\$34,236.80	13.0%	\$43,149.60	12.7%	\$52,062.40	12.5%	52.1%	1.0
64	PARKS & RECREATION SUPERVISOR	\$47,132.93	1.8%	\$59,593.56	4.8%	\$72,054.19	6.6%	52.9%	7.0
65	PARKS MAINT WORKER I	\$34,875.28	-21.6%	\$44,403.64	-27.9%	\$53,932.01	-32.1%	54.6%	3.0
66	PARKS MAINTENANCE SUPERVISOR	\$50,471.88	-5.0%	\$65,283.30	-4.4%	\$80,094.72	-3.9%	58.7%	4.0
67	PAYROLL COORDINATOR	\$50,265.46	-13.3%	\$64,467.78	-12.3%	\$78,670.10	-11.7%	56.5%	10.0
68	PERMIT TECHNICIAN	\$38,010.41	-10.0%	\$48,154.06	-10.8%	\$58,297.71	-11.4%	53.4%	11.0
69	PLANT MECHANIC I	\$44,284.17	-12.7%	\$56,133.53	-13.6%	\$67,982.88	-14.1%	53.5%	2.0
70	POLICE CAPTAIN	\$98,645.60	-28.6%	\$121,361.50	-13.5%	\$144,077.41	-4.3%	46.1%	9.0



EXHIBIT 4B MARKET SURVEY RESULTS (CONTINUED)

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
71	POLICE CHIEF	\$127,817.48	-31.5%	\$158,534.77	-16.8%	\$189,252.06	-7.8%	48.1%	9.0
72	POLICE CLERK I	\$34,078.80	0.9%	\$41,969.06	2.9%	\$49,859.33	4.2%	46.3%	5.0
73	POLICE INVESTIGATION ASST	\$45,017.23	-26.7%	\$57,397.08	-28.2%	\$69,776.93	-29.2%	55.0%	1.0
74	POLICE PROPERTY & RECRDS SUPER	\$51,654.86	-7.3%	\$65,177.27	-4.2%	\$78,699.69	-2.2%	52.4%	9.0
75	POLICE RECRUIT	\$48,773.52	-48.9%	\$56,019.40	-40.1%	\$63,265.27	-33.7%	29.7%	6.0
76	PROCUREMENT SPECIALIST	\$52,686.25	-9.3%	\$66,589.95	-6.3%	\$80,493.66	-4.4%	52.8%	9.0
77	PROJECT MANAGER	\$73,180.59	-26.6%	\$93,373.93	-21.8%	\$113,567.26	-18.9%	55.2%	10.0
78	PROS SUPERINTENDENT	\$64,453.79	-14.0%	\$82,120.70	-9.1%	\$99,787.61	-6.0%	54.8%	10.0
79	PUBLIC SERVICE WORKER I	\$32,264.24	-8.6%	\$41,301.86	-10.2%	\$50,339.49	-11.2%	56.0%	7.0
80	PUBLIC SERVICES SUPERVISOR	\$39,433.23	19.6%	\$49,286.32	23.6%	\$59,139.41	26.2%	50.0%	1.0
81	RECORDS TECHNICIAN	\$38,270.56	-10.7%	\$48,275.73	-11.1%	\$58,280.91	-11.4%	52.3%	10.0
82	RECREATION LEADER	\$37,976.03	2.7%	\$48,262.60	1.5%	\$58,549.17	0.8%	54.2%	12.0
83	REFUSE COLLECTOR	\$33,483.04	-17.6%	\$42,452.52	-23.5%	\$51,422.00	-27.5%	53.6%	2.0
84	RISK MANAGER	\$79,223.30	-18.2%	\$99,607.57	-4.7%	\$119,991.85	3.3%	51.5%	10.0
85	SENIOR ACCOUNTANT	\$62,692.89	-11.3%	\$80,194.53	-6.7%	\$97,696.17	-3.9%	55.8%	9.0
86	SENIOR BUDGET ANALYST	\$60,168.99	-7.2%	\$77,388.73	-3.1%	\$94,608.47	-0.6%	57.2%	8.0
87	SENIOR CODE COMPLIANCE SPECLST	\$49,578.54	-11.9%	\$62,564.62	-9.3%	\$75,550.70	-7.6%	52.4%	4.0
88	SENIOR IT SYSTEMS ANALYST	\$70,039.76	-22.3%	\$89,882.59	-18.1%	\$109,725.43	-15.4%	56.7%	5.0
89	SKILLED MECHANIC	\$42,320.64	-8.2%	\$52,927.46	-7.7%	\$63,534.28	-7.4%	50.1%	7.0
90	SOCIAL WORKER I	\$44,732.90	-1.7%	\$57,034.44	-0.1%	\$69,335.97	1.0%	55.0%	1.0
91	UTILITY BILLING SPECIALIST	\$42,738.64	-9.1%	\$53,480.00	-8.7%	\$64,221.36	-8.5%	50.3%	5.0
92	VICTIM ADVOCATE	\$50,310.32	-4.7%	\$62,270.49	0.4%	\$74,230.65	3.7%	47.5%	9.0
93	WATER PLANT OPERATOR CLASS A	\$46,367.08	11.5%	\$58,757.97	14.6%	\$71,148.86	16.6%	53.4%	9.0
94	ZONING TECHNICIAN	\$44,919.29	-14.1%	\$56,735.92	-14.6%	\$68,552.55	-15.0%	52.6%	5.0
Overall Average			-15.3%		-10.0%		-6.8%	53.1%	7.3
Outliers Removed*			-16.7%		-10.3%		-6.5%		

4.2 SALARY SURVEY RESULTS

Market Minimums

It is important to assess where an organization is relative to its market minimum salaries, as they are the beginning salaries of employees with minimal qualifications for a given position. Organizations that are significantly below market may experience recruitment challenges with entry-level employees. As seen in **Exhibit 4B**, the City is currently 16.7 percent below the market average minimum, when considering positions with sufficient responses. The City's benchmark positions ranged from 48.9 percent below to 11.5 percent above the market minimum.

The following are summary points of the results analysis concerning the market minimum:

- Of the 68 positions receiving sufficient response, 63 were below market, averaging 18.8 percent below. These 63 classifications represent roughly 92.6 percent of all surveyed positions receiving sufficient response.
- Of the 63 positions below market, 49 were more than 10.0 percent below the average market minimum. These positions are displayed in **Exhibit 4C**.



EXHIBIT 4C
CLASSIFICATIONS MORE THAN 10% BELOW THE MINIMUM

Classifications More than 10% Below Market	Difference
ACCOUNTANT I	-18.7%
ACCOUNTING CLERK I	-31.2%
ADMINISTRATIVE ASSISTANT	-17.8%
ASSIST DIR OF BUDGET/PROG MONI	-19.8%
ASSIST DIRECTOR OF HUMAN SRVCS	-23.5%
ASSIST DRCTR PUB WORKS/OPERATI	-25.2%
ASSISTANT BUILDING OFFICIAL	-30.6%
ASSISTANT CHIEF INFO OFFICER	-28.6%
ASSISTANT CHIEF OF POLICE	-33.5%
ASSISTANT CITY ATTORNEY	-28.0%
ASSISTANT CITY MANAGER	-26.5%
ASSISTANT DRCTR OF PRKS & REC	-20.5%
ASST DEV SERVICES DIRECTOR	-25.3%
ASST DIR OF FINANCE	-23.4%
ASSTNT DIR PUB WORKS/CITY ENG	-24.9%
BENEFITS COORDINATOR	-28.3%
BUILDING OFFICIAL	-15.8%
CHIEF ELECTRICAL/HOUSNG INSPEC	-11.2%
CHIEF INFORMATION OFFICER	-28.4%
CITY CLERK	-30.7%
CODE COMPLIANCE SPECIALIST	-14.7%
COMMUNITY SERVICE AIDE I	-11.2%
DIRECTOR OF BUDGET	-26.5%
DIRECTOR OF DEVELOPMENT SERVIC	-19.2%
DIRECTOR OF FINANCE	-23.2%
DIRECTOR OF HUMAN RESOURCES	-26.4%
DIRECTOR OF PARKS & RECREATION	-22.0%
DIRECTOR OF PUBLIC WORKS	-25.5%
ENGINEER I	-38.3%
ENVIRONMENTAL COMPLIANCE SPEC	-18.3%
EXECUTIVE ASSISTANT TO THE CM	-29.1%
GIS COORDINATOR	-15.5%
HEAVY EQUIPMENT OPERATOR	-10.0%
IT APPLICATION SUPPORT ANALYST	-16.5%
IT SYSTEMS ADMINISTRATOR	-22.5%



EXHIBIT 4C (CONTINUED)
CLASSIFICATIONS MORE THAN 10% BELOW THE MINIMUM (CONTINUED)

Classifications More than 10% Below Market	Difference
POLICE CAPTAIN	-28.6%
POLICE CHIEF	-31.5%
POLICE RECRUIT	-48.9%
PROJECT MANAGER	-26.6%
PROS SUPERINTENDENT	-14.0%
RECORDS TECHNICIAN	-10.7%
RISK MANAGER	-18.2%
SENIOR ACCOUNTANT	-11.3%
SENIOR IT SYSTEMS ANALYST	-22.3%
ZONING TECHNICIAN	-14.1%

- Of the 68 positions receiving sufficient response, five were above market, averaging 3.5 percent above. These classifications represent approximately 7.4 percent of all surveyed positions receiving sufficient response.
- Of those five positions, one was more than 10.0 percent above the market minimum average. That position is displayed in **Exhibit 4D**.

EXHIBIT 4D
CLASSIFICATIONS MORE THAN 10% ABOVE THE MINIMUM

Classifications More than 10% Above Market	Difference
WATER PLANT OPERATOR CLASS A	11.5%

Market Midpoints

The market midpoint is exceptionally important to analyze, as it is often considered the closest estimation of market average compensation. As seen in **Exhibit 4B**, the City is currently 10.3 percent below the market midpoint.

Analysis of the market midpoint comparisons yielded the following information:

- Regarding the midpoint average, 58 of the surveyed positions receiving sufficient response were below the market midpoint, averaging 13.6 percent below. These 58 positions represent 85.3 percent of the positions surveyed receiving sufficient response.
- Of the 58 positions below the market midpoint, 39 were more than 10.0 percent below the midpoint. These positions are displayed in **Exhibit 4E**.



EXHIBIT 4E
CLASSIFICATIONS MORE THAN 10% BELOW THE MIDPOINT

Classifications More than 10% Below Market	Difference
ACCOUNTANT I	-17.2%
ACCOUNTING CLERK I	-37.5%
ADMINISTRATIVE ASSISTANT	-18.4%
ASSIST DIRECTOR OF HUMAN SRVCS	-14.0%
ASSIST DRCTR PUB WORKS/OPERATI	-13.2%
ASSISTANT BUILDING OFFICIAL	-20.3%
ASSISTANT CHIEF INFO OFFICER	-17.9%
ASSISTANT CHIEF OF POLICE	-15.3%
ASSISTANT CITY ATTORNEY	-18.4%
ASSISTANT CITY MANAGER	-14.0%
ASST DEV SERVICES DIRECTOR	-15.1%
ASST DIR OF FINANCE	-11.4%
ASSTNT DIR PUB WORKS/CITY ENG	-13.0%
BENEFITS COORDINATOR	-27.3%
CHIEF INFORMATION OFFICER	-16.0%
CITY CLERK	-19.7%
CODE COMPLIANCE SPECIALIST	-16.4%
COMMUNITY SERVICE AIDE I	-10.0%
DIRECTOR OF BUDGET	-14.0%
DIRECTOR OF FINANCE	-11.1%
DIRECTOR OF HUMAN RESOURCES	-14.5%
DIRECTOR OF PUBLIC WORKS	-13.1%
ENGINEER I	-37.5%
ENVIRONMENTAL COMPLIANCE SPEC	-16.5%
EXECUTIVE ASSISTANT TO THE CM	-22.6%
GIS COORDINATOR	-10.2%
HEAVY EQUIPMENT OPERATOR	-10.4%
IT APPLICATION SUPPORT ANALYST	-13.8%
IT SYSTEMS ADMINISTRATOR	-17.9%
PAYROLL COORDINATOR	-12.3%
PERMIT TECHNICIAN	-10.8%
POLICE CAPTAIN	-13.5%
POLICE CHIEF	-16.8%
POLICE RECRUIT	-40.1%
PROJECT MANAGER	-21.8%
PUBLIC SERVICE WORKER I	-10.2%
RECORDS TECHNICIAN	-11.1%
SENIOR IT SYSTEMS ANALYST	-18.1%
ZONING TECHNICIAN	-14.6%



- Of the 68 positions receiving a sufficient response, ten were above the market midpoint. These comprise 14.7 percent of the total classifications surveyed receiving sufficient response.
- Two positions were more than 10.0 percent above the market midpoint. Those positions are displayed in **Exhibit 4F**.

**EXHIBIT 4F
CLASSIFICATIONS MORE THAN 10% ABOVE THE MIDPOINT**

Classifications More than 10% Above Market	Difference
GRANTS MANAGER	12.7%
WATER PLANT OPERATOR CLASS A	14.6%

Market Maximums

The pay range maximum averages, and how they compare to the City’s, are also detailed in **Exhibit 4B**. The City is, on average, 6.5 percent below the market at the maximum of its salary bands for these 68 classifications.

The following points are regarding the City’s position relative to the market average maximum:

- At the market maximum, 53 of the 68 positions fell below the average, averaging 11 percent below. These 53 positions represent 77.9 percent of the total number of positions surveyed receiving sufficient response.
- Of these 53, twenty-four fell more than 10.0 percent below the market maximum. These 24 positions are displayed in **Exhibit 4G**.



EXHIBIT 4G
CLASSIFICATIONS MORE THAN 10% BELOW THE MAXIMUM

Classifications More than 10% Below Market	Difference
ACCOUNTANT I	-16.2%
ACCOUNTING CLERK I	-41.8%
ADMINISTRATIVE ASSISTANT	-18.8%
ASSISTANT BUILDING OFFICIAL	-14.3%
ASSISTANT CHIEF INFO OFFICER	-11.6%
ASSISTANT CITY ATTORNEY	-12.8%
BENEFITS COORDINATOR	-26.7%
CITY CLERK	-13.2%
CODE COMPLIANCE SPECIALIST	-17.4%
ENGINEER I	-37.0%
ENVIRONMENTAL COMPLIANCE SPEC	-15.4%
EXECUTIVE ASSISTANT TO THE CM	-18.4%
FACILITY MAINTENANCE TECH	-10.4%
HEAVY EQUIPMENT OPERATOR	-10.7%
IT APPLICATION SUPPORT ANALYST	-12.1%
IT SYSTEMS ADMINISTRATOR	-15.1%
PAYROLL COORDINATOR	-11.7%
PERMIT TECHNICIAN	-11.4%
POLICE RECRUIT	-33.7%
PROJECT MANAGER	-18.9%
PUBLIC SERVICE WORKER I	-11.2%
RECORDS TECHNICIAN	-11.4%
SENIOR IT SYSTEMS ANALYST	-15.4%
ZONING TECHNICIAN	-15.0%

- Of the 68 positions surveyed receiving sufficient response, 15 were above the market maximum. These 15 positions represent 22.1 percent of the total number of positions surveyed.
- Of the 15 above average positions, five of them were more than 10.0 percent above the market maximum. The positions are displayed in **Exhibit 4H**.



EXHIBIT 4H
CLASSIFICATIONS MORE THAN 10% ABOVE THE MAXIMUM

Classifications More than 10% Above Market	Difference
CHIEF ELECTRICAL/HOUSNG INSPEC	11.0%
CHIEF MECHANICAL INSPECTOR	14.0%
GRANTS MANAGER	19.6%
OPERATIONS MANAGER	15.3%
WATER PLANT OPERATOR CLASS A	16.6%

4.3 SALARY SURVEY CONCLUSION

The standing of individual classifications pay range relative to the market should not be considered a definitive assessment of actual employee salaries being similarly above or below the market; however, such differentials can, in part, explain symptomatic issues with recruitment and retention of employees.

The main summary points of the market study are as follows:

- The City is approximately 16.7 percent below the market minimum.
- The City is approximately 10.3 percent below the market midpoint.
- The City is approximately 6.5 percent below the market maximum.
- The City's pay range spread is approximately 67.3 percent, while its peers' pay range spread is only 53.1 percent. That means that the City's salary scale is wider than its peers. As a result, the City is more below the average when compared to the market at the minimum than it is when compared to the market at the maximum.

The results of the market summary chapter are pivotal in the formulation of recommendations by Evergreen Solutions. By establishing the City's market position relative to its peers, Evergreen is better able to propose recommendations that enable the City to occupy its desired competitive position.



Chapter 5 – Benefits Survey Results

As a component of this study, Evergreen conducted a benefits market analysis. A benefits analysis, much like a salary evaluation, represents a snapshot in time of what is available in peer organizations. The Benefit Survey can provide the organization with an understanding of the total compensation (salary and benefits) offered by its peers. It is important to realize there are intricacies involved with benefits programs not captured by a benefits survey alone.

This information should be used as a cursory overview and not a line-by-line comparison since benefits can be weighted differently depending on the importance to the organization. It should also be noted that benefits are sometimes negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis in this chapter highlights aspects of the benefits survey that provide pertinent information and had high completion rates by target peers.

Exhibit 5A provides a list of the 9 target peers from which full or partial benefits data were obtained for this analysis.

EXHIBIT 5A BENEFITS SURVEY RESPONDENTS

Hollywood, FL
North Miami, FL
Fort Lauderdale, FL
Miramar, FL
Coconut Creek, FL
Coral Springs, FL
Davie, FL
Broward County
North Miami Beach, FL



5.1 EMPLOYEE INSURANCE COVERAGES

Exhibit 5B displays a basic overview of the average number of health plans offered.

**EXHIBIT 5B
AVERAGE HEALTH PLANS OFFERED**

Peer Average	Hallandale Beach
2.6	1.0

The exhibit shows that the average number of health plans offered by peers (any combination of HMO, PPO, Health Savings Account, or other type of plan) is 2.6. Hallandale Beach offers one type of health plan, a High Deductible plan with an HRA.

5.2 HEALTH PLANS

Exhibit 5C displays data on the types of health plans offered by peers. As can be seen, 55.6 percent of peers offer a HMO plan, 33.3 percent offer a PPO plan, 66.7 percent offer a plan that includes a Health Savings Account (HSA), and 44.4 percent offer some other type of plan. The data show that the percentage of an individual employee's premium paid by the employer is, on average, 75.3 percent for HMO plans, 94.2 percent for PPO plans, and 78.9 percent for HSA plans. For employee plus child plans and employee plus spouse plans, employers contribute about 68 percent for HMO plans, 88.3 percent for PPO plans, and about 71 percent for HSA plans in each instance. For employee plus family plans, employers also contribute 73.9 percent for HMO plans, 87.4 percent for PPO plans, and 67.0 percent for HSA plans. Shown at the bottom of each section on Exhibit 5C, Evergreen surveyed respondents for health plan deductible. Data was not provided for cells that contain a dash.

For comparison purposes, a summary of the City's plan is also shown in Exhibit 5C. As can be seen, the City offers one health plan, a High Deductible plan with an HRA to all employees. The City covers 100 percent of the premiums for individual coverage, 85.8 percent of the premiums for employee plus child and employee plus spouse, and 80.5 percent of the premiums for employee plus family.



**EXHIBIT 5C
OVERVIEW OF HEALTH PLANS OFFERED BY PEERS**

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HSA Average	Other Plans Average	Hallandale Beach
Plan offered? (% Yes)	55.6%	33.3%	66.7%	44.4%	HDHP with HRA
DOLLAR AMOUNT (monthly) of employee premium paid by employer	\$1,142.13	\$801.94	\$1,033.41	-	\$765.89
PERCENTAGE (monthly) of employee premium paid by employer	75.3%	94.2%	78.9%	-	100.0%
DOLLAR AMOUNT (monthly) of employee premium paid by employee	\$374.15	\$49.50	\$276.02	\$17.50	\$0.00
PERCENTAGE (monthly) of employee premium paid by employee	24.7%	5.8%	21.1%	-	0.0%
Individual Maximum Deductible In Network	\$550.00	\$1,000.00	\$2,180.00	\$1,466.67	\$3,000.00
Individual Maximum Deductible Out of Network	N/A	\$2,000.00	\$2,833.33	\$750.00	No out of network benefit
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employer	\$1,565.68	\$1,523.69	\$1,379.94	-	\$1,248.40
PERCENTAGE (monthly) of employee plus child premium paid by employer	68.5%	88.3%	71.3%	-	85.8%
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employee	\$718.42	\$201.54	\$555.47	\$426.64	\$206.79
PERCENTAGE (monthly) of employee plus child premium paid by employee	31.5%	11.7%	28.7%	-	14.2%
Employee Plus Child Maximum Deductible In Network	\$1,100.00	\$3,000.00	\$4,160.00	\$2,933.33	\$6,000.00
Employee Plus Child Maximum Deductible Out of Network	N/A	\$6,000.00	\$5,333.33	\$1,500.00	No out of network benefit
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employer	\$1,620.46	\$1,523.69	\$1,424.72	-	\$1,248.40
PERCENTAGE (monthly) of employee plus spouse premium paid by employer	67.4%	88.3%	70.6%	-	85.8%
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employee	\$783.04	\$201.54	\$592.18	\$408.71	\$206.79
PERCENTAGE (monthly) of employee plus spouse premium paid by employee	32.6%	11.7%	29.4%	-	14.2%
Employee Plus Spouse Maximum Deductible In Network	\$1,100.00	\$3,000.00	\$4,160.00	\$2,933.33	\$6,000.00
Employee Plus Spouse Maximum Deductible Out of Network	N/A	\$6,000.00	\$5,333.33	\$1,500.00	No out of network benefit



**EXHIBIT 5C (CONTINUED)
OVERVIEW OF HEALTH PLANS OFFERED BY PEERS**

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HSA Average	Other Plans Average	Hallandale Beach
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employer	\$1,999.41	\$2,389.77	\$1,734.76	-	\$1,757.71
PERCENTAGE (monthly) of employee plus family premium paid by employer	63.9%	87.4%	67.0%	-	80.5%
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employee	\$1,131.95	\$344.15	\$856.15	\$757.12	\$425.06
PERCENTAGE (monthly) of employee plus family premium paid by employee	25.9%	25.9%	25.9%	-	19.5%
Employee Plus Family Maximum Deductible In Network	\$1,300.00	\$3,000.00	\$4,660.00	\$2,933.33	\$6,000.00
Employee Plus Family Maximum Deductible Out of Network	N/A	\$6,000.00	\$6,166.67	\$1,500.00	No out of network benefit

In addition to questions regarding health care coverage, Evergreen asked peers to provide information on dental and vision.

Exhibit 5D shows that no peers offer an employer paid dental insurance for employees, while 100.0 percent offer one or more employee paid dental plan options that include partial employer contributions. The employee’s premiums for optional employee paid plans averaged \$36.34 for employee only coverage while the average employee cost for employee plus dependent coverage is \$80.98. The City offers an employee paid dental plan with an employer contribution.



**EXHIBIT 5D
DENTAL COVERAGE QUESTIONS**

Question	Peer Percentage Offering a Separate Employer Paid Plan	Hallandale Beach Offering Employer Paid	Peer Percentage Offering Employee Paid Option	Hallandale Beach Offering a Separate Employee Paid Option
Does your organization offer employees Dental insurance? (% Yes)	0.0%	No	100.0%	Yes
Monthly Cost to Employee for Individual coverage?	-	-	\$36.34	\$42.92
Monthly Cost to Employee for Employee Plus Dependent coverage?	-	-	\$80.89	\$130.61

Exhibit 5E shows that no peers offer an employer paid vision insurance for employees, while 88.9 percent offer one or more employee paid vision plan options with partial employer contributions. The employee’s premiums for optional employee paid plans averaged \$5.53 for employee only coverage while the average employee cost for employee plus dependent coverage is \$10.96. The City offers an employer paid plan for employee only coverage and an optional employee paid plan for employee plus dependent coverage which the City contributes towards.

**EXHIBIT 5E
VISION COVERAGE QUESTIONS**

Question	Peer Percentage Offering a Separate Employer Paid Plan	Hallandale Beach Offering Employer Paid	Peer Percentage Offering Employee Paid Option	Hallandale Beach Offering a Separate Employee Paid Option
Does your organization offer employees Vision insurance? (% Yes)	0.0%	Yes	88.9%	Yes
Monthly Cost to Employee for Individual coverage?	-	\$0.00	\$5.53	-
Monthly Cost to Employee for Employee Plus Dependent coverage?	-	-	\$10.96	\$9.14



5.3 EAP

Exhibit 5F displays questions regarding Employee Assistance Programs. As shown, 100.0 percent of participating peers offer EAP (Employee Assistance Program). For all respondents, benefits are available to family members in addition to the employee. On average, peers provide 7.4 EAP visits per year.

**EXHIBIT 5F
EMPLOYEE ASSISTANCE PROGRAMS**

EAP	Peer Percentage Yes	Peer Average
Is an EAP offered?	100.0%	-
Are benefits available to family members and the employee?	100.0%	-
Number of Annual EAP Visits Provided	-	7.4

5.4 RETIREMENT

Exhibit 5G displays that the average number of plans offered by peers is 2.1 while the City has two plans. A little more than half of respondents indicated that the plans are state plans.

**EXHIBIT 5G
NUMBER OF RETIREMENT PLANS**

Retirement Plans	Peer Average	Hallandale Beach
How many types of retirement plans/systems are used by your organization?	2.1	2.0

Exhibit 5H provides questions regarding retirement details. For participating peers, organization contribution to this retirement option varied by job type while the employee contributes, on average, 4.8 percent of their salary. One respondent indicated offering service credit towards the costs of single coverage for retirees on the health plan.

Like market peers, the City offers the Florida Retirement System (FRS) state plan to General, Not-Represented, Professional/Management, and Part-Time employees, as well as a City Defined Benefit Pension Plan for Sworn Police Employees.



**EXHIBIT 5H
RETIREMENT DETAILS**

Retirement Plans	Peer Average	Hallandale Beach	Hallandale Beach
Does the organization participate in a State Retirement System?	55.6%	FRS	Police Pension
Type of Plan (define contribution, defined benefit, other?)	*	Defined Contribution/ Defined Benefit	Defined Benefit
Which employees or bargaining groups are covered by this plan?	Depends on organization	General, Not-Represented, & Management	Police Officers
What percent of salary does the employee contribute to this retirement option?	4.8%	3.0%	11.5%

*Data provided cannot be averaged.

Exhibit 5I shows that 100.0 percent offer additional retirement options. As can be seen, all peer respondents offer a 401k, 401a, 403(b), 457, or similar plan. The City offers a 401(a) Plan, 457 Plan, Roth Plan, and a 457 Roth plan.

**EXHIBIT 5I
RETIREMENT OPTIONS**

Retirement Provisions	Peer Percentage Yes	Hallandale Beach
Do you provide additional retirement options?	100.0%	Yes
Is a 401k, 401a, 403(b), or 457 offered?	100.0%	401(a), Roth, 457, and 457 Roth

5.5 EMPLOYEE LEAVE AND HOLIDAYS

Exhibit 5J provides the average minimum and maximum accrual rates as well as the average years of service required to achieve the maximum accrual rate for Personal Leave, Sick Leave, Annual/Vacation Leave, and Paid Time off (PTO) leave for respondents.



**EXHIBIT 5J
LEAVE TIME ACCRUAL**

Leave Accrual	Organization	Peer Percentage Yes	Years of service required to begin accruing the minimum rate?	Minimum Accrual Rate in Hours (Monthly)	Years of service required to begin accruing the maximum rate?	Maximum Accrual Rate in Hours (Monthly)	Maximum Accrual in Hours (Cap)
Personal Leave	Peer Average	40.0%	0	2.3	0.0	2.3	-
	Hallandale Beach	No	-	-	-	-	-
Sick Leave	Peer Average	100.0%	0	7.8	0.7	8.0	546.7
	Hallandale Beach	Yes	0	8.0	0	8.0	96
Annual/Vacation Leave	Peer Average	100%	0.2	7.2	12.6	14.4	253.3
	Hallandale Beach	Yes	0	8.7	20.0	13.3	Varies Based on Class
Paid-Time Off	Peer Average	0.0%	-	-	-	-	-
	Hallandale Beach	No	-	-	-	-	-

As shown, 40.0 percent of peers reported that employees accrue personal leave while no peers reported that employees accrue paid time off. All respondents reported offering sick leave and annual/vacation leave.

The City offers sick leave and annual/vacation leave and does not offer personal leave or paid time off.

The percentage of peers that offer various holidays are shown in **Exhibit 5K**. On average, peers offer 11.3 holidays to employees. Similarly, there are 11 holidays offered by the City.



EXHIBIT 5K
HOLIDAYS

Holidays Observed by Peer Organizations	Peer Percentage Yes	Hallandale Beach
New Year's Day	100.0%	Yes
New Year's Eve	66.7%	No
Martin Luther King, Jr. Day	100.0%	Yes
Lincoln's Birthday	0.0%	No
President's Day	100.0%	Yes
Good Friday	0.0%	No
Easter	0.0%	No
Memorial Day	100.0%	Yes
Juneteenth	33.3%	Yes
Independence Day	100.0%	Yes
Labor Day	100.0%	Yes
Veteran's Day	100.0%	Yes
Thanksgiving Day	100.0%	Yes
Day after Thanksgiving	100.0%	Yes
Christmas Eve	66.7%	No
Christmas Day	100.0%	Yes
Personal Holiday	28.6%	No
Employee Birthday	42.9%	No
Other	14.3%	No
Total Number of Holidays	11.3	11.0

5.6 SUMMARY

Overall, the City was found to be comparable to the market with respect to the benefits portion of total compensation. The results were not surprising in that when single benefits were analyzed alone, some of the City's offerings seemed more generous than those offered by peers. However, when taken as a whole, the total package was in alignment with the market.



Chapter 6 - Recommendations

After reviewing the information provided in the preceding sections of this report, Evergreen developed recommendations to improve the City's current classification and compensation system. The recommendations, as well as the findings that led to each recommendation, are discussed in detail in this section. The recommendations are organized into three sections: classification, compensation, and administration of the system.

6.1 CLASSIFICATION RECOMMENDATIONS

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications, or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately depict the work being performed by employees in the classifications in order to ensure equity within the organization and to enable comparisons with positions at peer organizations. The purpose of a classification analysis is to identify such issues as incorrect titles, outdated job descriptions, and inconsistent titles across departments. Recommendations are then made to remedy the identified concerns based on human resources best practices.

In the analysis of the City's classification system, Evergreen Solutions collected classification data through the Job Assessment Tool (JAT) process. The JATs, which were completed by employees and reviewed by their supervisors, provided information about the type and level of work being performed for each of the City's classifications. Evergreen reviewed the data provided in the JATs and used the information as the basis for classification recommendations.

FINDING

The classification system being utilized by the City was generally accurate, and titles described the work being performed by employees. Current job descriptions and corresponding Fair Labor Standards Act (FLSA) exemption status require review, updates, and revisions.

RECOMMENDATION 1: Update existing class description to reflect the new classification system, and review all updated descriptions for FLSA status.

Evergreen will provide the City with updated classification descriptions to ensure that they accurately reflect the work being carried out by employees. These are being provided to the City separately, after the implementation of the cost recommendations. Upon completion and approval of the proposed class descriptions, Evergreen will further recommend an updated FLSA status for the roles based on the new, updated content contained within the description.

6.2 COMPENSATION RECOMMENDATIONS

The compensation analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the City's compensation for selected benchmark classifications was compared to average compensation offered in the market the City competes for employees in. The external assessment consisted of comparing the City against its peer institutions and organizations within its market, and revealed that the City is currently lagging the market slightly.

During the internal equity assessment, consideration of the relationships between and the type of work being performed by the City's employees in their classifications was reviewed and analyzed. Specifically, a composite score was assigned to each of the City's classifications that quantified the classification's level of five separate compensatory factors. The level for each factor was determined based on responses to the JAT.

FINDING

While the City currently maintains a defined overall pay plan, Evergreen found range spreads to be inconsistent and the overall pay plan to be 16.7 percent below the market minimums. However, employees had progressed properly through the pay grades with approximately 44.6 percent of employees placing in the 4th quartile of their assigned pay grade.

RECOMMENDATION 2: Adopt a new, market responsive compensation structure and assign all positions to it equitably.

Evergreen has developed a new pay plan for the City's consideration. The new structure consists of 23 unique pay grades, each with a range spread of 70.0 percent between the minimum and the maximum of the range. Furthermore, the progression between grades is standardized to a static 6.5 percent. The details of the proposed plan are in **Exhibit 5-1**.

**EXHIBIT 6-1
PROPOSED ASSOCIATE PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
101	\$ 31,200.00	\$ 42,120.00	\$ 53,040.00	70.0%	-
102	\$ 33,228.00	\$ 44,857.80	\$ 56,487.60	70.0%	6.5%
103	\$ 35,387.82	\$ 47,773.56	\$ 60,159.29	70.0%	6.5%
104	\$ 37,688.03	\$ 50,878.84	\$ 64,069.65	70.0%	6.5%
105	\$ 40,137.75	\$ 54,185.96	\$ 68,234.18	70.0%	6.5%
106	\$ 42,746.70	\$ 57,708.05	\$ 72,669.40	70.0%	6.5%
107	\$ 45,525.24	\$ 61,459.07	\$ 77,392.91	70.0%	6.5%
108	\$ 48,484.38	\$ 65,453.91	\$ 82,423.45	70.0%	6.5%
109	\$ 51,635.86	\$ 69,708.42	\$ 87,780.97	70.0%	6.5%
110	\$ 54,992.20	\$ 74,239.46	\$ 93,486.73	70.0%	6.5%
111	\$ 58,566.69	\$ 79,065.03	\$ 99,563.37	70.0%	6.5%
112	\$ 62,373.52	\$ 84,204.26	\$ 106,034.99	70.0%	6.5%
113	\$ 66,427.80	\$ 89,677.53	\$ 112,927.26	70.0%	6.5%

**EXHIBIT 6-1 (CONTINUED)
PROPOSED TECHNICIAN PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
201	\$ 31,200.00	\$ 42,120.00	\$ 53,040.00	70.0%	-
202	\$ 33,228.00	\$ 44,857.80	\$ 56,487.60	70.0%	6.5%
203	\$ 35,387.82	\$ 47,773.56	\$ 60,159.29	70.0%	6.5%
204	\$ 37,688.03	\$ 50,878.84	\$ 64,069.65	70.0%	6.5%
205	\$ 40,137.75	\$ 54,185.96	\$ 68,234.18	70.0%	6.5%
206	\$ 42,746.70	\$ 57,708.05	\$ 72,669.40	70.0%	6.5%
207	\$ 45,525.24	\$ 61,459.07	\$ 77,392.91	70.0%	6.5%
208	\$ 48,484.38	\$ 65,453.91	\$ 82,423.45	70.0%	6.5%
209	\$ 51,635.86	\$ 69,708.42	\$ 87,780.97	70.0%	6.5%
210	\$ 54,992.20	\$ 74,239.46	\$ 93,486.73	70.0%	6.5%
211	\$ 58,566.69	\$ 79,065.03	\$ 99,563.37	70.0%	6.5%
212	\$ 62,373.52	\$ 84,204.26	\$ 106,034.99	70.0%	6.5%
213	\$ 66,427.80	\$ 89,677.53	\$ 112,927.26	70.0%	6.5%
214	\$ 70,745.61	\$ 95,506.57	\$ 120,267.54	70.0%	6.5%
215	\$ 75,344.07	\$ 101,714.50	\$ 128,084.93	70.0%	6.5%



**EXHIBIT 6-1 (CONTINUED)
PROPOSED PROFESSIONAL PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
301	\$ 45,525.24	\$ 61,459.07	\$ 77,392.91	70.0%	-
302	\$ 48,484.38	\$ 65,453.91	\$ 82,423.45	70.0%	6.5%
303	\$ 51,635.86	\$ 69,708.42	\$ 87,780.97	70.0%	6.5%
304	\$ 54,992.20	\$ 74,239.46	\$ 93,486.73	70.0%	6.5%
305	\$ 58,566.69	\$ 79,065.03	\$ 99,563.37	70.0%	6.5%
306	\$ 62,373.52	\$ 84,204.26	\$ 106,034.99	70.0%	6.5%
307	\$ 66,427.80	\$ 89,677.53	\$ 112,927.26	70.0%	6.5%
308	\$ 70,745.61	\$ 95,506.57	\$ 120,267.54	70.0%	6.5%
309	\$ 75,344.07	\$ 101,714.50	\$ 128,084.93	70.0%	6.5%
310	\$ 80,241.44	\$ 108,325.94	\$ 136,410.45	70.0%	6.5%

**EXHIBIT 6-1 (CONTINUED)
PROPOSED LEADER PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
401	\$ 48,484.38	\$ 65,453.91	\$ 82,423.45	70.0%	-
402	\$ 51,635.86	\$ 69,708.42	\$ 87,780.97	70.0%	6.5%
403	\$ 54,992.20	\$ 74,239.46	\$ 93,486.73	70.0%	6.5%
404	\$ 58,566.69	\$ 79,065.03	\$ 99,563.37	70.0%	6.5%
405	\$ 62,373.52	\$ 84,204.26	\$ 106,034.99	70.0%	6.5%
406	\$ 66,427.80	\$ 89,677.53	\$ 112,927.26	70.0%	6.5%
407	\$ 70,745.61	\$ 95,506.57	\$ 120,267.54	70.0%	6.5%
408	\$ 75,344.07	\$ 101,714.50	\$ 128,084.93	70.0%	6.5%
409	\$ 80,241.44	\$ 108,325.94	\$ 136,410.45	70.0%	6.5%
410	\$ 85,457.13	\$ 115,367.13	\$ 145,277.13	70.0%	6.5%
411	\$ 91,011.85	\$ 122,865.99	\$ 154,720.14	70.0%	6.5%
412	\$ 96,927.62	\$ 130,852.28	\$ 164,776.95	70.0%	6.5%
413	\$ 103,227.91	\$ 139,357.68	\$ 175,487.45	70.0%	6.5%
414	\$ 109,937.73	\$ 148,415.93	\$ 186,894.13	70.0%	6.5%
415	\$ 117,083.68	\$ 158,062.97	\$ 199,042.25	70.0%	6.5%
416	\$ 124,694.12	\$ 168,337.06	\$ 211,980.00	70.0%	6.5%

Implementation of the new compensation structure requires two steps. First, all positions were assigned to an appropriate pay grade within the plan. To determine what pay grade each position was assigned, Evergreen used the following factors: the results of the JAT analysis, the results of the market study, as well as consideration for both existing and newly created internal relationships between classifications. Assigning pay grades to classifications requires

a balance of internal equity and desired market position, and recruitment and retention concerns also played a role in the process. Thus, the market results discussed in **section 4** were not the sole criteria for the proposed pay ranges.

RECOMMENDATION 3: Evergreen recommends the City adopt a methodology to transition employee salaries into the proposed pay plan that aligns with its established compensation philosophy and meets the available financial resources of the institution.

The second step of implementing the proposed structure is then to transition employee salaries into their new recommended pay ranges. This step can be done via a variety of methods, each with their own strengths and drawbacks, however, after discussion with City leadership, Evergreen recommends that the institution pursue implementing the following transition methodology:

Custom Move to Market Approach

With consideration of the City's strong relationship between tenure and pay grade penetration Evergreen is recommending a tiered move to market solution for the majority of employees; but a hybrid parity solution for those hired at mid-point. Employees who are moved to marked will have their new salary realigned in the recommended salary ranges while maintaining their current relationship to midpoint. This would be done for all employees who were hired under normal circumstances at the City, and therefore are impacted by the City's significant market gap. This method will maintain performance gains for those employees. Employees moved into a hybrid solution will receive full credit years for time in classification and partial credit for years of service. For example, an employee with five (5) years in a classification, but a total of ten (10) years of service would receive a total of 7 ½ years if hybrid credit in the newly recommended pay ranges. This will ensure that employees hired under the midpoint plan are still evaluated for proper placement, although the vast majority of those employees will maintain their current placement because of their advanced hiring placement. The estimated cost for this adjustment is **\$943,655.86** affecting a total of 164 employees.

6.3 COMPENSATION AND CLASSIFICATION SYSTEM ADMINISTRATION

Any organization's compensation and classification system will need periodic maintenance. The recommendations provided in this chapter were developed based on conditions at the time the study was conducted. Without proper upkeep of the system, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

RECOMMENDATION 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and adjust pay grade assignments if necessary.

While it is unlikely that the pay plan will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the City

should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s).

RECOMMENDATION 5: Conduct a comprehensive classification and compensation study every three to five years.

While small-scale salary surveys can improve the market position of specific classifications, it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity for the City. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the City in a poor position for recruiting and retaining quality employees.

While the previous two recommendations intend to maintain the competitiveness over time of the classification and compensation structure, it is also necessary to establish procedures for determining equitable pay practices for individual employees.

RECOMMENDATION 6: Revise policies and practices for moving employees' salaries through the pay plan, including procedures for determining salaries of newly hired employees and employees who have been promoted, demoted, or transferred to a different classification.

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, demotions, and transfers depends largely on an organization's compensation philosophy. However, it is important for the City to have established guidelines for each of these situations, and that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

Salary Progression

As outlined above, Evergreen recommends City enact the second phase of implementing the new pay plan which would involve a one-time salary adjustment for employees to ensure they are placed in the proper percentile of their salary range. While this major adjustment should be performed when the City has the financial resources to do so, the City should continue to adjust salaries annually when financially feasible. Based on the feedback from employees and City leadership, Evergreen recommends that the basis of salary adjustment in the future be done at three distinct levels.

- **Structural:** Adjustment to the ranges should be done annually and with the aim of adjusting for the changes in cost of living. Evergreen recommends the City tie the annual compensation structure movement to the local change in the Consumer-Price-Index (CPI). This annual adjustment will ensure the City's pay ranges do not rapidly fall out of line with that of its peers; however, when conducting the small-scale surveys referenced above, the City should also collect pay plan movement and anticipated movement from its peers to gauge if market movement is keeping pace with CPI movement.
- **Classification:** As a result of the market surveys, the City may identify classifications or job families that are experiencing considerable market movement and as a result,



reassignment of the pay grades should be considered when this occurs. Alternatively, if the City identifies classifications that have become hard to recruit and retain, pay grade reassignment should also be considered to ensure the City is competitive for both recruiting new talent and retaining existing employees.

- Individual: To tie into the adjustment of the structure, Evergreen recommends the City adjust employee salaries annually for performance/merit. This adjustment would be done for all employees who receive a satisfactory performance evaluation, and the percentage adjustment would need to be at least 1.0-2.0 percent more than the movement of the compensation structure in any given years, in order to allow for employee progression into the range.

New Hires

A new employee's starting salary largely depends on the amount of education and experience the employee possesses beyond the minimum requirements for the job. Typically, an employee holding only the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. An upper limit to the percentage above minimum that can be offered to a new employee with only the minimum requirements should be established, where approval is needed to offer a starting salary that is a higher percentage above minimum. Another threshold should be established as the maximum starting salary possible without approval for new employees with considerable experience and/or education above the requirements for the position. It is common for the midpoint to be used as the maximum starting salary for most classifications. Once the City has performed the initial implementation adjustment for current employee salaries, new employee starting salaries should take into consideration internal equity, meaning that new hires should be offered comparable salaries to existing employees in the classification with similar levels of education and experience.

RECOMMENDATION 7: Evergreen recommends the City adopt a hiring grid that aligns with its selected implementation methodology.

Dependent upon which route the City elects to transition employees into the new salary ranges, a hiring grid should be adopted that provides guidance about where new employee salaries should be set. The adoption of a new hiring grid should be done after an implementation methodology is selected in order to ensure alignment of salary placement between current employees and new hires, and to prevent new compression issues from arising both within classifications and departments, as well as throughout the City as a whole. Evergreen will work with the City's leadership team to develop a structure that aligns with any selected method of implementation.

Promotions/Demotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moves the salary into the new pay grade, and ensures internal equity in the new classification. It is common for organizations to establish a minimum percentage salary increase that depends on the increase in pay grade as a result of the promotion. Regardless



of the minimum percent increase, the employee's new salary should be within the new pay grade's range, and internal equity of salaries within the classification should be preserved.

Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay grade as his or her current classification or when an employee's classification stays the same, but his or her department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if his or her current salary is not aligned with the salaries of employees in the new classification or department. If that occurs, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.

RECOMMENDATION 8: Evergreen recommends the City update its policy regarding promotions/demotions and transfers to align with its new compensation structure.

Evergreen recommends the City Implement a minimum increase of three and a half percent per grade of base salary for employees receiving promotion with a maximum increase of six and a half percent. However, the employee's salary should always be increased to at least the minimum of the new salary range. In the case of demotions, Evergreen recommends a minimum salary decrease of three and a half percent per grade, except in cases where this percent decrease would reduce the employee's salary below the new range minimum, with a maximum decrease of six and a half percent. If the employee's salary exceeds the new range maximum after the pay decrease, the employee should be capped from receiving any salary adjustments until the pay moves upward to allow for increases.

Critical Classifications

The City's human resources staff should assess all classifications each year to determine those that should be categorized as "critical" based on market data collected for that year and City turnover. In the first year, we recommend that the critical class supplement be ten percent for those found to classifications with more than 30 percent turnover and/or a market rate percent difference of 20 percent or more (after accounting for the new salary range assignments). Furthermore, if adopted by the City, a critical class supplement could be increased to a larger percent of base pay. For example, if the City in the future experiences considerable competitive pressure in hiring candidates for a specific classification. Some of the pressure may relate to the pay ranges, but other factors such as the available supply of labor, compared to demand of experienced candidates may also be present. As a result, the base pay of the associated classification would be increased so long as the external market pressures remain prevalent.

RECOMMENDATION 9: Evergreen recommends the City implement a critical classification program and compensate those classifications that qualify ten percent above their current base rate of compensation.

6.4 SUMMARY

The City should be commended for its desire and commitment to provide competitive and fair compensation for its employees. The recommendations in this report establish a new competitive pay plan, externally and internally equitable classification titles and pay grade assignments, and system administration practices that will provide the City with a responsive compensation and classification system for years to come. While the upkeep of this recommended system will require concrete effort, the City will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is worth this commitment.

