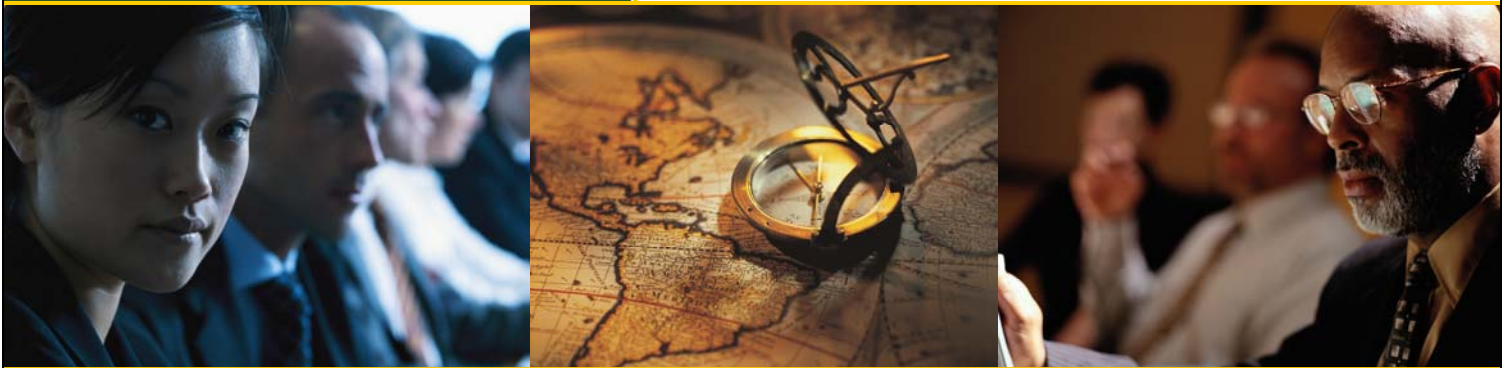


Compensation and Classification Study for the City of North Port, FL

DRAFT REPORT



Evergreen Solutions, LLC

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Chapter 1 - Introduction

Evergreen Solutions conducted a Compensation and Classification Study for the City of North Port, FL (City) beginning in April 2017. The purpose of the study was to analyze the City's classification and compensation system and make recommendations to improve its competitive position in the labor market. The study activities involved analyzing the internal and external equity of the City's system and making recommendations in response to those findings. Evergreen Solutions was also tasked with preparing and providing revised job descriptions. All study findings and recommendations are presented in this report. The revised job descriptions will be provided to the City under separate cover.

Study tasks involved:

- leading orientation and focus group sessions for employees and conducting interviews with department heads;
- evaluating the City's current salary structure to determine its strengths and weaknesses;
- collecting classification information through the Job Assessment Tool (JAT) to analyze the internal equity of the City's classifications;
- developing recommendations for improvements to classification titles and the creation of new titles as appropriate;
- facilitating discussions with the City's project team to review its compensation philosophy;
- conducting a market salary survey to assess the competitiveness of the City's existing pay plans;
- developing competitive Exempt and Non-Exempt pay plans and slotting classifications into the structure while ensuring internal and external equity;
- developing alternative strategies and cost estimates for implementing the proposed structure;
- providing the City with information regarding compensation and classification administration;
- updating job descriptions that reflect recommended classification changes and employee responses to the JAT, and Fair Labor Standards Act (FLSA) recommendations; and



- developing and submitting draft and final reports that summarize the study's findings and recommendations.

1.1 STUDY METHODOLOGY

Evergreen Solutions used a combination of quantitative and qualitative methods to develop recommendations to improve the City's competitive position in the labor market. Study activities included:

Kick-off Meeting

The kick-off meeting allowed members of the study team from the City and Evergreen Solutions to discuss different aspects of the study. During the meeting, information about the City's compensation and classification structure and pay philosophies were shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen Solutions to explain the types of data needed to begin the study.

Employee Outreach

Employee outreach consisted of orientation sessions, focus group meetings and interviews with senior leaders. The orientation sessions provided an opportunity for employees and supervisors to learn more information about the purpose of the study and receive specific information related to their participation in the study process. The focus group meetings and department head interviews allowed City employees, supervisors, and senior management to identify practices that were working well and to suggest areas of opportunities for improvement regarding the compensation and classification system. The feedback received during these sessions is summarized in **Chapter 2** of this report.

Classification Analysis

To perform an analysis of the City's classification system, all employees were asked to complete a JAT in which they had the opportunity to describe the work they performed in their own words. Supervisors were then asked to review their employees' JATs and provide additional information as needed about the position. The information provided in the completed JATs was utilized in the classification analysis in two ways. First, the work described was reviewed to ensure that classification titles were appropriate. Second, the JATs were evaluated to quantify, by a scoring method, each classification's relative value within the organization. Each classification's score was based on employee and supervisor responses to the JAT, and the scores allowed for a comparison of classifications across the City. This provided the internal equity analysis for the study.

Analysis of Current Conditions

This analysis provided an overall assessment of the City's existing pay structure (plans) and related employee data at the time of the study. The pay plans, the progression of employee salaries through the pay grades, and the distribution of employees among the City's departments were all examined during this process. The findings of this analysis are summarized in **Chapter 3** of this report.



Compensation Philosophy

Evergreen Solutions conducted meetings with the City's project team to review its pay practices and philosophy regarding employee compensation. Understanding the City's philosophy, for example, its desired market position in the labor market, provided key information so that the appropriate analyses could be conducted and recommendations developed.

Market Analysis

As is typical for a market analysis, peer organizations were identified that compete with the City for human resources and provide similar services. Also identified were those organizations that were similar in size or relative population being served. Classifications were then selected as benchmarks to be surveyed. These positions represented a broad cross-section of the departments and levels of work at the City. After the selection of peers and benchmark classifications, a survey tool was developed for the collection of salary range data. The data collected were analyzed, and a summary of this external equity analysis can be found in **Chapter 4** of this report. It should be noted that all collected data were adjusted for cost of living differences to the City.

Recommendations

During the review of the compensation philosophy, the City expressed a desire to update their pay plan to be competitive with or ahead of its peers. Understanding this, and the analysis of both internal and external equity, a revised classification and compensation structure was developed at this desired market position. Next, an implementation method was developed to transition employees' salaries into the new structure, and the associated costs of adjusting employees' salaries were estimated. Information was then provided to the City on how to execute the recommended salary adjustments, as well as how to maintain the recommended classification and compensation system over time. These recommendations and a summary of all study findings can be found in **Chapter 5** of this report.

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 – Recommendations



Chapter 2 - Summary of Employee Outreach

This chapter provides a summary of feedback received from participants in employee outreach sessions. Evergreen Solutions consultants visited the City in May 2017 to conduct orientation meetings, interviews with senior leaders, and focus group sessions with employees and supervisors. The orientation meetings provided employees an opportunity to learn about the study process and their role in the study. During the focus groups and interviews, questions were asked that were designed to gather feedback on several topics related to the study. This provided Evergreen Solutions with valuable information regarding the participants' perceptions of the current classification and compensation system. Summarized below are the comments from these meetings.

2.1 GENERAL FEEDBACK

Overall, employees expressed in focus group meetings that they were dedicated to their jobs and providing quality services for the citizens of North Port. Several of their stated reasons for deciding to work for and remain with the City were:

- the City provided a good benefits package;
- convenient commute times;
- the ability to have a stable work schedule; and
- perceived job security.

However, employee outreach meeting participants also expressed concerns and areas of improvement for the City's compensation and classification system. The specifics are provided below.

2.2 COMPENSATION

Participants in employee outreach sessions related the following concerns regarding compensation:

- the inability to pay new employees with significant experience above the required minimum of the pay range has impacted the City's ability to recruit qualified employees;
- previous wage freezes have caused pay compression, which should be addressed;
- employees should be compensated for achieving additional certifications in their field; and



- in some areas, salary compression exists for non-supervisory positions and the positions supervised; causing challenges for encouraging employees to want to promote to supervisor positions.

2.3 CLASSIFICATION

Comments provided by employees related to the classification system included:

- job titles did not always reflect the roles and responsibilities of the position, and should be reviewed and revised to reflect the current work performed;
- duties have been added to some classifications that were previously required of higher classifications with no additional compensation;
- some departments were requiring certifications that were not identified in the job descriptions; and
- having more defined career ladders was highly desirable.

2.4 BENEFITS

While benefits were not a major focus of this study, employees were asked to provide feedback related to those provided and offered by the City. In response, they stated that:

- health insurance premiums for single employees were a good value;
- health insurance deductibles and co-pays were too high;
- sick and vacation accrual rates, optional vacation buy back, and dental and vision coverage were good;
- the holiday schedule was generous; and
- some would like consideration given to having a Paid Time Off (PTO) system instead of vacation and sick leave.

2.5 MARKET PEERS

Outreach participants were asked to name organizations they considered to be market peers competing with the City for employees performing similar work. The most common responses are listed below and were considered when developing the list of peers for the salary survey:

- City of Bradenton, FL;
- City of Cape Coral, FL;



- City of Punta Gorda, FL;
- City of Sarasota, FL;
- City of Tampa, FL;
- City of Venice, FL;
- Hillsborough County, FL;
- Lee County, FL;
- Manatee County, FL;
- Sarasota County, FL;
- Charlotte County Sheriff's Office and Fire Rescue; and
- Sarasota County Sheriff's Office and Fire Rescue.

2.6 RECRUITMENT AND RETENTION

Focus group participants were also asked to name positions and or functional areas in which the City was having difficulties with recruitment and retention of employees. Below are the positions and areas that were identified:

- Customer Service Representatives;
- Development Technicians;
- Engineers;
- Equipment Operators;
- Firemedic;
- Mechanics;
- Operations and Maintenance Manager;
- Part Time Recreation Attendant;
- Police Officer;
- Property Standards Inspector;
- Solid Waste Equipment Operator; and
- Water Treatment Plant Operators.

2.7 PERFORMANCE EVALUATION

Evergreen Solutions was not asked to review or make recommendations to the City's performance evaluation system. However, the team asked outreach participants for general input in this area. Their comments and suggestions are summarized below:

- recognizing that the City is in the process of revising and implementing a new performance evaluation form, general dissatisfaction with the previous system was expressed and employees generally welcome the change.
- some employees stated they would prefer a five-level rating scale as opposed to a three-level rating scale; and
- many employees stated they would like an evaluation (form) that reflected work performed specific to their position rather than a generic form.



2.8 SUMMARY

The concerns expressed and reported above are relatively common and exist in many organizations today. In total, the feedback received by the Evergreen Solutions team during outreach was positive. Employees generally believed that the City was a good place to work; however, were concerned that continued expectations to perform multiple job functions have grown disproportionately to their compensation which had not kept pace with peers. There was an overall belief that the City was serving as training ground for other organizations that have better pay and classification systems.

Employee outreach feedback provided a foundation for understanding the current environment while conducting the remainder of the study. It also aided Evergreen Solutions in the development of recommendations for improvements to the City's classification and compensation system which can be found in **Chapter 5** of this report.



Chapter 3 – Assessment of Current Conditions

The purpose of this evaluation was to provide an overall assessment of the City's compensation structure, employee salary progression, and employee counts in each department. Data included here reflect the conditions when the study began, and should be considered, as such, a snapshot in time. The insights gained from this evaluation provided the basis for further analysis through the course of this study, and were not considered sufficient cause for recommendations independently. Instead, the results of this evaluation were considered during the analysis of internal equity and peer market data. Subsequently, appropriate compensation related recommendations were developed for the City and are described later in this report.

3.1 PAY PLAN ANALYSIS

The City administered five distinct pay plans for its employees. These were: the Exempt and Non-Exempt pay plans, identified with a 600 and 900 series grading structure respectively; the plan for employees represented by the International Association of Fire Fighters (IAFF), identified with "F" series pay grades, and the plan for employees represented by the Police Benevolent Association (PBA), identified with "P" and "TC" series pay grades. **Exhibit 3A** illustrates the Exempt and Non-Exempt pay plans while **Exhibit 3B** displays pay plans for the IAFF and the PBA represented employees. All plans had an open-range design with established minimum, midpoint, and maximum salaries. Each pay grade within these plans had a range spread, or the percentage difference between the minimum and maximum of the pay grades, relative to the grade's minimum.

The City Attorney and City Manager classification was not assigned to a pay grade. The School Crossing Guard classification, similarly, was not assigned a pay grade, and was instead set to an hourly rate. The pay plan for the remaining 531 employees in classifications with salary range data consisted of 25 occupied grades with range spreads averaging 42 percent overall. As the 25 School Crossing Guard employees and one City Attorney did not have salary ranges, they were not included in the exhibits below.



**EXHIBIT 3A
EXEMPT & NON-EXEMPT PAY PLANS**

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
614	\$47,476.00	\$57,915.73	\$68,355.46	44%	26
615	\$51,064.00	\$63,127.79	\$75,191.58	47%	17
616	\$56,434.98	\$69,768.09	\$83,101.20	47%	8
617	\$62,666.03	\$77,470.75	\$92,275.46	47%	9
618	\$69,910.05	\$86,426.50	\$102,942.94	47%	22
619	\$80,473.74	\$92,736.80	\$104,999.86	30%	5
620	\$84,999.82	\$97,952.71	\$110,905.60	30%	1
621	\$95,500.08	\$112,243.15	\$128,986.21	35%	7
622	\$110,500.00	\$127,482.27	\$144,464.53	31%	1
911	\$26,807.04	\$33,274.81	\$39,742.58	48%	47
912	\$28,843.98	\$35,658.27	\$42,472.56	47%	42
913	\$31,123.04	\$38,475.53	\$45,828.02	47%	17
914	\$33,674.99	\$41,630.58	\$49,586.16	47%	48
915	\$36,537.07	\$45,169.18	\$53,801.28	47%	52
916	\$39,751.92	\$49,143.54	\$58,535.15	47%	21
917	\$43,448.91	\$53,714.34	\$63,979.76	47%	27
918	\$47,620.98	\$58,871.18	\$70,121.38	47%	5
919	\$52,335.09	\$64,699.03	\$77,062.96	47%	1
Average / Total				44%	356

Source: Created by Evergreen Solutions from data provided by the City as of June 2017.

**EXHIBIT 3B
IAFF AND PBA PAY PLANS**

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
F1	\$38,646.00	\$50,125.59	\$61,605.17	59%	59
F2	\$64,675.00	\$69,593.49	\$74,511.97	15%	15
F3	\$74,869.00	\$80,441.50	\$86,014.00	15%	3
P1	\$41,509.00	\$52,951.54	\$64,394.08	55%	72
P2	\$64,394.09	\$71,332.75	\$78,271.41	22%	14
TC1	\$31,575.89	\$40,280.23	\$48,984.56	55%	9
TC2	\$46,651.97	\$56,968.50	\$67,285.10	44%	3
Average / Total				38%	175

Source: Created by Evergreen Solutions from data provided by the City as of June 2017.



3.2 EMPLOYEE SALARY PLACEMENT BY GRADE

When assessing the effectiveness of the City's pay plan and practices, it is important to analyze where employees' salaries fell within each pay range. Identifying those areas where there may have been clusters of employees' salaries could illuminate potential pay progression concerns within the current pay plan. It should be noted that employees' salaries, and the progression of the same, is associated with an organization's compensation philosophy – specifically, the method of salary progression and the availability of resources. Therefore, the placement of employees' salaries should be viewed with this context in mind.

Exhibit 3C illustrates the placement of employees' salaries relative to pay grade minimums and maximums in the Exempt (600 series grades) and Non-Exempt (900 series grades) pay plans. **Exhibit 3D** illustrates the placement of employees' salaries relative to pay grade minimums and maximums in the IAFF and PBA pay plans. The exhibits contain the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the minimum,
- the number and percentage of employees with salaries at the minimum,
- the number and percentage of employees with salaries at the maximum, and
- the number and percentage of employees with salaries above the maximum.

**EXHIBIT 3C
SALARY PLACEMENT
BELOW MINIMUM AND ABOVE MAXIMUM BY GRADE
EXEMPT AND NON-EXEMPT PAY PLANS**

Grade	Employees	# < Min	% < Min	# = Min	% = Min	# = Max	% = Max	# > Max	% > Max
614	26	0	0.0%	6	23.1%	1	3.8%	0	0.0%
615	17	0	0.0%	3	17.6%	2	11.8%	0	0.0%
616	8	0	0.0%	0	0.0%	2	25.0%	0	0.0%
617	9	0	0.0%	2	22.2%	1	11.1%	0	0.0%
618	22	0	0.0%	2	9.1%	2	9.1%	0	0.0%
619	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
620	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
621	7	0	0.0%	1	14.3%	3	42.9%	1	14.3%
622	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
911	47	0	0.0%	10	21.3%	0	0.0%	3	6.4%
912	42	0	0.0%	9	21.4%	2	4.8%	7	16.7%
913	17	0	0.0%	5	29.4%	4	23.5%	1	5.9%
914	48	0	0.0%	11	22.9%	4	8.3%	1	2.1%
915	52	0	0.0%	9	17.3%	9	17.3%	2	3.8%
916	20	0	0.0%	3	15.0%	7	35.0%	2	10.0%
917	28	0	0.0%	7	25.0%	3	10.7%	0	0.0%
918	5	0	0.0%	0	0.0%	2	40.0%	0	0.0%
919	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	356	0	0.0%	68	19.1%	43	12.1%	17	4.8%

Source: Created by Evergreen Solutions from data provided by the City as of June 2017.



EXHIBIT 3D
SALARY PLACEMENT
BELOW MINIMUM AND ABOVE MAXIMUM BY GRADE
IAFF AND PBA PAY PLANS

Grade	Employees	# < Min	% < Min	# = Min	% = Min	# = Max	% = Max	# > Max	% > Max
F1	59	0	0.0%	0	0.0%	25	42.4%	1	1.7%
F2	15	0	0.0%	0	0.0%	11	73.3%	0	0.0%
F3	3	0	0.0%	0	0.0%	2	66.7%	0	0.0%
P1	72	0	0.0%	0	0.0%	0	0.0%	13	18.1%
P2	14	0	0.0%	0	0.0%	0	0.0%	7	50.0%
TC1	9	0	0.0%	0	0.0%	0	0.0%	4	44.4%
TC2	3	0	0.0%	1	33.3%	0	0.0%	0	0.0%
Total	175	0	0.0%	1	0.6%	38	21.7%	25	14.3%

Source: Created by Evergreen Solutions from data provided by the City as of June 2017.

Employees with salaries at the grade minimum are typically new hires or are new to their classification following a recent promotion; on the other hand, employees with salaries at the grade maximum are typically highly experienced and proficient in their classification. In the Exempt and Non-Exempt pay plans at the time of this study, there were no employees with a salary at or below their grade minimum, 68 employees with a salary equal to the minimum, and 60 employees with a salary at or above the grade maximum. In the IAFF and PBA pay plans at the time of this study, there were no employees with a salary at or below their grade minimum and 63 employees with a salary at or above the grade maximum.

Exhibit 3E illustrates the placement of employees' salaries relative to pay grade midpoints in the Exempt and Non-Exempt pay plans. **Exhibit 3F** illustrates the placement of employees' salaries relative to pay grade midpoints in the IAFF and PBA pay plans. The exhibits contain the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the midpoint,
- the number and percentage of employees with salaries at the midpoint, and
- the number and percentage of employees with salaries above the midpoint of each pay grade.



EXHIBIT 3E
SALARY PLACEMENT AROUND MIDPOINT BY GRADE
EXEMPT AND NON-EXEMPT PAY PLANS

Grade	Employees	# < Mid	% < Mid	# at Mid	% at Mid	# > Mid	% > Mid
614	26	19	73.1%	0	0.0%	7	26.9%
615	17	11	64.7%	0	0.0%	6	35.3%
616	8	4	50.0%	0	0.0%	4	50.0%
617	9	6	66.7%	0	0.0%	3	33.3%
618	22	15	68.2%	0	0.0%	7	31.8%
619	3	2	66.7%	0	0.0%	1	33.3%
620	3	1	33.3%	0	0.0%	2	66.7%
621	7	2	28.6%	0	0.0%	5	71.4%
622	1	0	0.0%	0	0.0%	1	100.0%
911	47	28	59.6%	0	0.0%	19	40.4%
912	42	26	61.9%	0	0.0%	16	38.1%
913	17	9	52.9%	0	0.0%	8	47.1%
914	48	39	81.3%	0	0.0%	9	18.8%
915	52	27	51.9%	0	0.0%	25	48.1%
916	20	9	45.0%	0	0.0%	11	55.0%
917	28	16	57.1%	0	0.0%	12	42.9%
918	5	3	60.0%	0	0.0%	2	40.0%
919	1	0	0.0%	0	0.0%	1	100.0%
Total	356	217	61.0%	0	0.0%	139	39.0%

Source: Created by Evergreen Solutions from data provided by the City as of June 2017.

EXHIBIT 3F
SALARY PLACEMENT AROUND MIDPOINT BY GRADE
IAFF AND PBA PAY PLANS

Grade	Employees	# < Mid	% < Mid	# at Mid	% at Mid	# > Mid	% > Mid
F1	59	24	40.7%	0	0.0%	35	59.3%
F2	15	3	20.0%	0	0.0%	12	80.0%
F3	3	0	0.0%	0	0.0%	3	100.0%
P1	72	38	52.8%	0	0.0%	34	47.2%
P2	14	4	28.6%	0	0.0%	10	71.4%
TC1	9	5	55.6%	0	0.0%	4	44.4%
TC2	3	2	66.7%	0	0.0%	1	33.3%
Total	175	76	43.4%	0	0.0%	99	56.6%

Source: Created by Evergreen Solutions from data provided by the City as of June 2017.



Employees with salaries close to the midpoint of a pay range should be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, grade midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint. Of the 356 employees with classifications in the City's Exempt & Non-Exempt pay plans, 217 employees (61 percent) had salaries below the midpoint of their respective range, while 139 employees (39 percent) had salaries above the midpoint. Of the 175 employees with classifications in the City's IAFF and PBA pay plans, 76 employees (43 percent) had salaries below the midpoint of their respective range, while 99 employees (57 percent) had salaries above the midpoint. There were no employees being paid at exactly the midpoint of their respective grades.

3.3 SALARY QUARTILE ANALYSIS

This section provides an additional analysis of the distribution of employees' salaries across the pay grades for the different pay plans at the time of this study. Examining employee salary placement by grade quartile provided insight into whether clustering of employees' salaries existed within each pay grade. For this analysis, employees' salaries were slotted within one of four equal distributions. The first quartile (0-25) represents the lowest 25 percent of the pay range. The second quartile (26-50) represents the segment of the pay range above the first quartile up to the pay range's midpoint. The third quartile (51-75) represents the part of the pay range above the midpoint up to the 75th percentile of the pay range. The fourth quartile (76-100) is the highest 25 percent of the pay range. This analytical method provided an opportunity to assess how employees' salaries are disbursed throughout each grade (pay range).

Exhibit 3G provides a breakdown of placement of employees' salaries relative to salary quartile in the Exempt and Non-Exempt pay plans. **Exhibit 3H** provides a breakdown of placement of employees' salaries relative to salary quartile in the IAFF and PBA, plans. The exhibits contain the following:

- the pay grades,
- the number of employees per pay grade, and
- the location (by quartile) of the employees' salaries within each grade.

The City's employees' salaries were generally equally distributed above and below the midpoint, however the distribution of employees across quartiles was significantly more skewed towards the minimums and maximums of salary ranges. In order of distribution density for the employees in the Exempt and Non-Exempt pay plans, 187 employees or 52.5 percent had salaries in the first quartile of their respective pay ranges. The next largest cluster of employees' salaries was found in the fourth quartile with 93 employees or 26.2 percent of all employees. Additionally, 46 employees or 12.9 percent had salaries in the third quartile of their respective pay ranges, while the fewest number of employees, 30 or 8.4 percent of employees had salaries in the second quartile of their respective pay ranges.



In order of distribution density for the employees in the IAFF and PBA pay plans, 81 employees or 46.3 percent had salaries in the fourth quartile of their respective pay ranges. The next largest cluster of employees' salaries was found in the first quartile with 53 employees or 30.3 percent of all employees. Additionally, 23 employees or 13.1 percent had salaries in the second quartile of their respective pay ranges, while the fewest number of employees, 18 or 10.3 percent of employees had salaries in the third quartile of their respective pay ranges. It is important to note that it appears the City faced salary progression challenges by the clustering of employees' salaries in the first and fourth quartiles of the pay plans.

EXHIBIT 3G
SALARY QUARTILE ANALYSIS
EXEMPT AND NON-EXEMPT PAY PLANS

GRADE	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
614	26	19	0	4	3
615	17	7	4	3	3
616	8	2	2	1	3
617	9	5	1	2	1
618	22	14	1	3	4
619	3	1	1	1	0
620	3	0	1	1	1
621	7	2	0	1	4
622	1	0	0	0	1
911	47	26	2	8	11
912	42	24	2	6	10
913	17	7	2	2	6
914	48	33	6	3	6
915	52	23	4	9	16
916	20	7	2	0	11
917	28	14	2	2	10
918	5	3	0	0	2
919	1	0	0	0	1
Overall Total	356	187	30	46	93
Overall Total	-	52.5%	8.4%	12.9%	26.2%

Source: Created by Evergreen Solutions from data provided by the City as of June 2017.

EXHIBIT 3H
SALARY QUARTILE ANALYSIS
IAFF AND PBA PAY PLANS

GRADE	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
F1	59	18	6	8	27
F2	15	2	1	0	12
F3	3	0	0	1	2
P1	72	26	12	8	26
P2	14	1	3	1	9
TC1	9	5	0	0	4
TC2	3	1	1	0	1
Overall Total	175	53	23	18	81
Overall Total	-	30.3%	13.1%	10.3%	46.3%

Source: Created by Evergreen Solutions from data provided by the City as of June 2017.



3.4 EMPLOYEES BY DEPARTMENT

At the time the study commenced, the City employed 557 individuals (including the School Crossing Guards and City Attorney previously excluded from exhibits) across 24 departments. **Exhibit 3I** depicts the number of employees and the number of classifications (including the vacant City Manager position excluded from exhibits) in each department and is intended only to provide basic information regarding how employees are distributed among departments. Also provided is the percentage breakdown of employees by department.

**EXHIBIT 3I
EMPLOYEES BY DEPARTMENT**

Department	Employees	Classes	% of Total
CITY CLERK	7	6	1.3%
CITY LEGAL	3	3	0.5%
CITY MANAGER	4	5	0.7%
CITY MANAGER - COMMUNICATIONS	1	1	0.2%
CITY MANAGER - ECONOMIC DEVELOPMENT	2	2	0.4%
FINANCE	13	13	2.3%
FIRE - EMS	88	14	15.8%
GENERAL SERVICES - ADMINISTRATION	2	2	0.4%
GENERAL SERVICES - INFORMATION AND TECHNOLOGY	10	10	1.8%
GENERAL SERVICES - PARKS & RECREATION	20	7	3.6%
GENERAL SERVICES - SOCIAL SERVICES	4	3	0.7%
HUMAN RESOURCES	8	7	1.4%
NEIGHBORHOOD DEVELOPMENT SERVICES - PLANNING & ZONING	12	6	2.2%
NEIGHBORHOOD DEVELOPMENT SERVICES - PROPERTY STANDARDS	8	5	1.4%
NEIGHBORHOOD DEVELOPMENT SERVICES - BUILDING	18	8	3.2%
NEIGHBORHOOD DEVELOPMENT SERVICES - PROPERTY MAINTENANCE	17	10	3.1%
POLICE	151	28	27.1%
PUBLIC WORKS - FLEET	10	6	1.8%
PUBLIC WORKS - ROAD AND DRAINAGE	76	25	13.6%
PUBLIC WORKS - SOLID WASTE	39	8	7.0%
UTILITIES - ADMINISTRATION	17	10	3.1%
UTILITIES - FIELD OPERATIONS	29	15	5.2%
UTILITIES - WASTEWATER	9	6	1.6%
UTILITIES - WATER	9	7	1.6%
Total	557	207	100.0%

Source: Created by Evergreen Solutions from data provided by the City as of June 2017.

As the exhibit illustrates, the largest department in the City was the Police Department, with 151 employees representing 27.1 percent of the City's workforce. On the other hand, the City Manager – Communications Department had only one employee, representing 0.2 percent of the workforce.



3.5 SUMMARY

Overall, the City's compensation structure offered a good foundation on which to improve. The key points of the current structure were:

- the City's existing pay plan for Exempt employees had an average salary range spread of 40 percent and the Non-Exempt's spreads averaged 47 percent;
- the IAFF employee pay plan had an average range spread of 30 percent while the PBA's spreads averaged 44 percent;
- the majority of the employees' salaries fell below the midpoint in the Exempt and Non-Exempt pay plans, while the majority of employees' salaries were above the midpoint in the IAFF and PBA pay plans; furthermore, the majority of employees' salaries were observed in the first quartile of the respective pay ranges for the Exempt and Non-Exempt pay plans, while the majority of employees' salaries were in the fourth quartile in the IAFF and PBA pay plans; and
- the clustering of employees' salaries in the first and fourth quartiles of the pay plans indicates the City faced challenges in progressing employees' salaries as expected.

The City's pay plans provided employees with a clear pay structure, and it appears that some number of employees' salaries have progressed successfully over time. As a pay system is intended to encourage employee salary growth based on an organization's compensation philosophy, this analysis revealed that the City awarded increases to many of its employees. However, it also appears that many employees' salaries were compressed in the first quartile indicating a need for further examination of the pay system including the City's pay practices.

The information gained from this review of current conditions was used in conjunction with the market analysis data and internal equity review to develop recommendations for a competitive compensation structure that would best align with the City's compensation philosophy moving forward. These recommendations can be found in **Chapter 5** of this report.



Chapter 4 – Market Summary

This chapter provides a market analysis in which the City's salary ranges were compared to the salary ranges at peer organizations. The data from targeted market peers were used to evaluate the overall compensation at the City at the time of this study. It is important to note that the market comparisons contained herein do not translate well at the individual employee level and are instead used to provide an overall analysis. This is not intended to evaluate salaries paid to individuals as this compensation is determined through a combination of factors, which could typically include: the demand for a job, a candidate's prior experience, or an individual's negotiation skills during the hiring process. Furthermore, it should be noted that market comparisons are best thought of as a snapshot of current market conditions. In other words, market conditions change, and in some cases, change quickly; so, while market surveys are useful for making updates to salary structures or benefits provided to employees, they must be done at regular intervals if the City wishes to remain current with its market peers and market salary trends.

4.1 PUBLIC SECTOR SALARY SURVEY RESULTS

Evergreen Solutions collected pay range information from target organizations utilizing a salary survey tool. This included selecting benchmark classifications to be surveyed. The desired outcome of benchmarking was to select a cross-section of the City's classifications, so that the surveyed positions made up a subset of all work areas and job levels in the City. The job title, a description of assigned duties, and the education and experience requirements were provided in the survey tool for each benchmarked classification.

The target peers were then selected by Evergreen Solutions with concurrence from the City's project team. Several factors were utilized when developing this peer list, including geographic proximity to the City, organization size, and the relative population being served by the organization. All collected data were adjusted for cost of living using a national cost of living index factor which allowed salary dollars from organizations outside of the immediate recruiting area to be adjusted for the cost of living relative to the City. **Exhibit 4A** provides the list of 18 market peers from which data were collected for 107 benchmark classifications that were in the Exempt and Non-Exempt pay plans and 5 classifications that were in the IAFF and PBA pay plans.



EXHIBIT 4A
MARKET PEERS

Peer Data Collected
Cape Coral, FL
Daytona Beach, FL
Delray Beach, FL
Fort Myers, FL
Kissimmee, FL
Naples, FL
Punta Gorda, FL
Sarasota City, FL
St. Petersburg, FL
Venice, FL
Charlotte County, FL
Collier County, FL
Hillsborough County, FL
Lee County, FL
Manatee County, FL
Pinellas County, FL
Sarasota County, FL
Englewood Water District

As an outcome of this study, the City expressed a desire to have a salary structure competitive or ahead of the market average. To determine the position of the existing structure, Evergreen Solutions compared the City's Exempt and Non-Exempt salary ranges for the benchmark classifications to the average of the peers' and separately examined the same for the IAFF and the PBA pay plans. **Exhibit 4B** provides a summary of the comparison of the Exempt and Non-Exempt pay plans to the market and contains the following:

- The market salary range information for each classification. This indicates the market minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The percent differentials (to the City's existing salary ranges). A positive differential indicates the City was above the market average for that classification at the minimum, midpoint, or maximum. A negative differential indicates the City was below the desired market position for that classification. The final row provides the average percent differentials for the minimum, midpoint, and maximum for all classifications. Some positions, such as the City Attorney, City Manager, and the Account Specialist II



(new position) did not have current salary ranges and no differentials could be calculated or provided in the exhibit.

- The survey average range width. This provides the average range width for each classification surveyed determined by the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range width for all the classifications is provided in the final row. The number of responses collected for each classification is provided in the final column and the average number of responses for all the classifications is provided in the final row.

EXHIBIT 4B
SALARY SURVEY SUMMARY
EXEMPT AND NON-EXEMPT CLASSIFICATIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
Account Specialist II	\$37,012.10	-	\$47,248.73	-	\$57,485.36	-	55.1%	12.0
Accountant	\$48,614.13	4.8%	\$63,508.54	-0.6%	\$78,402.95	-4.3%	61.3%	15.0
Accounting Manager	\$66,319.06	5.1%	\$85,224.71	1.4%	\$104,130.35	-1.2%	57.0%	7.0
Administrative Services Specialist	\$36,987.01	-1.2%	\$47,389.56	-4.9%	\$57,792.11	-7.4%	56.2%	14.0
Application Development Administrator	\$56,177.83	-10.0%	\$74,304.60	-17.7%	\$92,431.38	-22.9%	64.4%	8.0
Assistant City Attorney	\$79,282.33	1.5%	\$110,965.80	-19.7%	\$142,649.28	-35.9%	79.6%	9.0
Assistant City Manager	\$105,794.88	4.3%	\$139,002.94	-9.0%	\$172,211.00	-19.2%	62.4%	11.0
Assistant Police Chief	\$85,029.94	0.0%	\$112,887.86	-15.2%	\$140,745.77	-26.9%	65.4%	5.0
Assistant Utilities Director	\$75,959.96	10.6%	\$101,656.68	-3.8%	\$127,353.41	-14.8%	67.3%	7.0
Budget Analyst	\$51,362.75	-8.2%	\$67,621.18	-16.8%	\$83,879.61	-22.7%	63.2%	12.0
Building Official	\$71,219.66	-13.6%	\$93,361.47	-20.5%	\$115,503.28	-25.2%	62.0%	15.0
Building Technician I	\$29,487.02	-10.0%	\$37,514.58	-12.7%	\$45,542.15	-14.6%	54.2%	11.0
Case Worker	\$35,053.98	-12.6%	\$46,038.71	-19.7%	\$57,023.44	-24.4%	62.6%	6.0
Chief of Fire/Rescue	\$89,355.36	6.4%	\$114,088.76	-1.6%	\$138,822.15	-7.6%	54.5%	9.0
Chief of Police	\$93,388.46	2.2%	\$122,483.43	-9.1%	\$151,578.41	-17.5%	61.9%	7.0
City Attorney	\$134,390.32	-	\$159,910.24	-	\$200,415.64	-	46.2%	7.0
City Clerk	\$93,790.91	1.8%	\$110,811.05	1.3%	\$127,831.18	0.9%	35.3%	7.0
City Manager	\$126,720.23	-	\$168,364.86	-	\$205,908.97	-	59.8%	8.0
Communications Manager	\$57,815.79	7.7%	\$76,510.50	1.2%	\$95,205.21	-3.2%	64.6%	9.0
Contract Specialist II	\$42,220.67	-25.4%	\$54,472.90	-30.8%	\$66,725.13	-34.6%	58.0%	12.0
Crime Analyst	\$39,383.43	-26.5%	\$51,060.43	-32.7%	\$62,737.42	-36.9%	59.4%	6.0
Criminalistics Specialist	\$40,196.44	-1.1%	\$50,842.89	-3.5%	\$61,489.35	-5.0%	52.8%	9.0
Customer Service Coordinator (Business)	\$47,174.99	0.6%	\$61,166.77	-5.6%	\$75,158.54	-10.0%	59.3%	8.0
Customer Service Representative I	\$30,831.94	-15.0%	\$39,743.80	-19.9%	\$48,655.65	-23.3%	57.6%	14.0
Deputy Chief	\$73,213.22	13.9%	\$95,858.64	2.1%	\$118,504.06	-6.9%	61.7%	9.0
Deputy City Clerk	\$42,444.63	39.3%	\$55,026.79	36.3%	\$67,608.96	34.3%	59.3%	6.0
Desktop System Administrator	\$51,954.45	-1.7%	\$67,225.44	-6.5%	\$82,496.43	-9.7%	58.8%	7.0
Development Technician I	\$32,269.01	-11.9%	\$42,204.03	-18.4%	\$52,139.04	-22.8%	61.5%	10.0
Director, Neighborhood Development Services	\$89,301.07	6.5%	\$112,702.01	-0.4%	\$136,102.94	-5.5%	52.4%	4.0
Division Chief of Emergency Medical Services	\$75,016.13	-7.3%	\$98,068.18	-13.5%	\$121,120.23	-17.7%	61.4%	6.0
Engineer I	\$56,696.51	-11.0%	\$77,063.21	-22.1%	\$97,429.90	-29.6%	71.9%	9.0
Engineering Division Manager	\$75,314.69	6.4%	\$98,603.46	-6.3%	\$121,892.24	-16.1%	61.4%	13.0
Engineering Technician I	\$38,698.03	2.7%	\$50,423.11	-2.6%	\$62,148.18	-6.2%	60.6%	10.0
Engineering Technician II	\$39,982.28	8.0%	\$51,361.66	4.4%	\$62,741.05	1.9%	56.9%	6.0
Equipment Operator I	\$29,519.93	-10.1%	\$37,788.86	-14.0%	\$46,057.78	-16.7%	55.8%	13.0
Equipment Operator III	\$34,464.02	5.7%	\$44,089.44	2.4%	\$53,714.87	0.2%	55.6%	14.0



EXHIBIT 4B
SALARY SURVEY SUMMARY
EXEMPT AND NON-EXEMPT CLASSIFICATIONS (CONTINUED)

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
Executive Assistant	\$38,627.53	-24.1%	\$50,203.32	-30.5%	\$61,779.11	-34.8%	59.9%	13.0
Field Operations Manager	\$55,319.00	20.9%	\$73,567.33	14.9%	\$91,815.66	10.8%	65.8%	9.0
Field Supervisor	\$45,856.31	-5.5%	\$59,903.81	-11.5%	\$73,951.32	-15.6%	61.3%	12.0
Finance Director	\$93,945.79	1.6%	\$118,740.13	-5.8%	\$143,534.48	-11.3%	52.7%	4.0
Fire Battalion Chief	\$72,036.95	3.8%	\$88,867.35	-10.5%	\$105,697.74	-22.9%	45.9%	10.0
Fire Marshal	\$70,018.71	-24.1%	\$89,092.92	-27.7%	\$108,167.14	-30.2%	54.6%	7.0
Fleet Manager	\$56,608.66	-0.3%	\$73,950.48	-6.0%	\$91,292.30	-9.9%	61.2%	11.0
GIS Projects Administrator	\$56,044.55	-9.8%	\$73,363.30	-16.2%	\$90,682.05	-20.6%	61.6%	12.0
GIS Technician	\$37,212.14	-1.8%	\$49,763.16	-10.2%	\$62,314.17	-15.8%	66.9%	10.0
Groundskeeper I	\$26,774.26	0.1%	\$33,778.69	-1.9%	\$40,783.12	-3.3%	52.1%	12.0
Help Desk Administrator	\$49,099.33	-13.0%	\$63,889.03	-18.9%	\$78,678.74	-23.0%	60.1%	6.0
Human Resource Coordinator	\$45,291.94	4.6%	\$59,191.91	-2.2%	\$73,091.87	-6.9%	61.3%	9.0
Human Resources Director	\$95,993.98	-0.5%	\$121,081.68	-7.9%	\$146,169.39	-13.3%	52.2%	5.0
Human Resources Manager	\$69,673.74	0.3%	\$91,529.19	-5.9%	\$113,384.63	-10.1%	62.6%	9.0
I&T Administrator	\$54,008.88	-5.8%	\$71,225.76	-12.8%	\$88,442.65	-17.6%	63.6%	8.0
Information Systems Technician	\$38,268.78	-23.0%	\$49,260.14	-28.0%	\$60,251.50	-31.5%	57.4%	5.0
Information Technology Manager	\$67,301.84	3.7%	\$88,664.67	-2.6%	\$110,027.51	-6.9%	63.3%	9.0
Instrument and Control Technician	\$38,406.10	3.4%	\$49,868.81	-1.5%	\$61,331.51	-4.8%	59.6%	11.0
Management Analyst	\$47,172.19	0.6%	\$62,203.10	-7.4%	\$77,234.01	-13.0%	63.6%	6.0
Mechanic I	\$35,852.52	-15.2%	\$45,739.99	-18.9%	\$55,627.45	-21.4%	55.0%	12.0
Meter Reader I	\$29,004.23	-0.6%	\$36,967.54	-3.7%	\$44,930.86	-5.8%	54.6%	10.0
Network Administrator	\$55,052.18	-7.8%	\$72,564.65	-14.9%	\$90,077.12	-19.8%	63.4%	10.0
Network Technician	\$44,119.56	-11.0%	\$58,364.29	-18.8%	\$72,609.02	-24.0%	64.3%	9.0
Operations and Maintenance Manager	\$70,311.77	-0.6%	\$94,242.82	-9.0%	\$118,173.87	-14.8%	67.8%	7.0
Operations Coordinator	\$51,154.16	-7.7%	\$67,459.72	-16.5%	\$83,765.28	-22.5%	63.7%	6.0
Paralegal	\$44,467.66	6.6%	\$59,089.72	-0.4%	\$73,711.78	-5.1%	65.9%	6.0
Parks and Recreation Manager	\$63,662.47	8.9%	\$83,934.59	2.9%	\$104,206.70	-1.2%	63.6%	11.0
Payroll Coordinator	\$41,239.65	13.1%	\$53,818.95	7.1%	\$66,398.25	2.9%	61.0%	9.0
Planner	\$47,103.22	0.8%	\$61,106.81	-5.5%	\$75,110.41	-9.9%	59.4%	14.0
Planning Division Manager	\$70,443.75	-12.4%	\$92,493.75	-19.4%	\$114,543.75	-24.1%	62.5%	13.0
Plans Examiner/Inspector	\$48,124.92	-10.8%	\$62,265.09	-15.9%	\$76,405.26	-19.4%	58.6%	14.0
Police Captain	\$73,140.85	9.1%	\$95,865.40	-3.4%	\$118,589.95	-12.9%	62.0%	8.0
Police Commander	\$77,073.60	-10.2%	\$92,392.68	-6.9%	\$107,711.76	-4.6%	38.8%	6.0
Project Engineer	\$58,289.23	16.6%	\$76,739.20	11.2%	\$95,189.16	7.5%	63.1%	13.0



EXHIBIT 4B
SALARY SURVEY SUMMARY
EXEMPT AND NON-EXEMPT CLASSIFICATIONS (CONTINUED)

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
Property Maintenance Manager	\$61,091.97	2.5%	\$80,444.94	-3.8%	\$99,797.92	-8.2%	63.2%	7.0
Property/Evidence Technician	\$34,367.76	-10.4%	\$44,050.31	-14.5%	\$53,732.87	-17.2%	56.3%	8.0
Public Utilities Director	\$100,467.30	-5.2%	\$122,500.55	-9.1%	\$144,533.80	-12.1%	44.2%	4.0
Public Works Director	\$95,683.00	-0.2%	\$118,824.32	-5.9%	\$141,965.63	-10.1%	48.6%	5.0
Purchasing Manager	\$65,578.81	-16.2%	\$85,730.07	-22.9%	\$105,881.34	-27.4%	61.4%	11.0
Purchasing Specialist	\$37,258.07	-19.7%	\$48,179.04	-25.2%	\$59,100.00	-29.0%	58.5%	9.0
Purchasing Specialist II	\$42,174.82	-25.2%	\$55,022.20	-32.2%	\$67,869.58	-36.9%	60.9%	8.0
Records Supervisor	\$43,388.85	-18.8%	\$57,209.07	-26.7%	\$71,029.30	-32.0%	63.6%	6.0
Records Technician	\$31,520.00	-9.3%	\$40,558.17	-13.7%	\$49,596.34	-16.8%	57.2%	8.0
Recreation Attendant	\$24,947.60	6.9%	\$32,215.97	2.8%	\$39,484.34	0.0%	58.2%	10.0
Recreation Program Coordinator	\$39,275.95	-16.6%	\$51,742.06	-24.3%	\$64,208.17	-29.5%	63.5%	9.0
Recreation Supervisor	\$45,047.29	5.1%	\$58,593.60	-1.2%	\$72,139.90	-5.5%	60.1%	10.0
Risk Management Coordinator	\$51,830.42	-9.2%	\$68,827.00	-18.8%	\$85,823.59	-25.6%	65.5%	10.0
Senior Arborist	\$38,026.75	19.9%	\$49,402.64	14.7%	\$60,778.52	11.1%	60.1%	4.0
Senior Planner	\$55,503.91	1.6%	\$71,953.80	-3.1%	\$88,403.69	-6.4%	59.2%	14.0
Service Desk Technician	\$42,489.63	-6.9%	\$55,126.86	-12.2%	\$67,764.09	-15.8%	59.4%	6.0
Solid Waste Equipment Operator	\$30,120.45	10.6%	\$38,608.01	7.3%	\$47,095.57	5.0%	56.2%	5.0
Solid Waste Manager	\$58,850.46	15.8%	\$76,897.33	11.0%	\$94,944.20	7.8%	61.3%	9.0
Staff Assistant I	\$28,892.78	-7.8%	\$37,699.30	-13.8%	\$46,505.83	-17.8%	60.6%	7.0
Staff Assistant II	\$31,363.66	-8.7%	\$40,753.61	-14.3%	\$50,143.56	-18.1%	59.7%	8.0
Stormwater Manager	\$59,516.90	14.9%	\$78,729.38	8.9%	\$97,941.87	4.9%	64.4%	6.0
Systems Administrator	\$54,396.80	-6.5%	\$71,427.05	-13.1%	\$88,457.30	-17.6%	62.6%	8.0
Telecommunications Administrator	\$59,728.26	-17.0%	\$79,380.42	-25.7%	\$99,032.58	-31.7%	65.7%	5.0
Traffic Control Technician I	\$34,138.88	-27.4%	\$43,360.56	-30.8%	\$52,582.23	-33.2%	53.8%	11.0
Utilities Engineering Division Manager	\$76,502.93	4.9%	\$100,895.56	-8.8%	\$125,288.18	-19.3%	63.5%	10.0
Utility Engineer	\$58,346.48	16.5%	\$77,619.09	10.2%	\$96,891.69	5.9%	65.8%	6.0
Utility Inspector	\$43,259.40	-8.8%	\$55,030.78	-12.0%	\$66,802.16	-14.1%	54.2%	11.0
Volunteer Coordinator	\$35,849.34	-15.2%	\$45,838.24	-19.1%	\$55,827.14	-21.8%	55.8%	3.0
Wastewater Plant Operator - A	\$43,862.73	-10.3%	\$55,770.81	-13.5%	\$67,678.90	-15.6%	54.1%	12.0
Wastewater Plant Operator - B	\$39,204.85	-7.3%	\$49,615.77	-9.8%	\$60,026.69	-11.6%	52.9%	12.0
Wastewater Plant Operator - C	\$36,894.54	-9.6%	\$46,926.72	-12.7%	\$56,958.90	-14.9%	54.1%	12.0
Water & Wastewater Plant Operations Mgr.	\$64,897.62	7.2%	\$86,456.60	0.0%	\$108,015.58	-4.9%	66.2%	10.0
Water Treatment Plant Operator - A	\$43,862.73	-10.3%	\$55,770.81	-13.5%	\$67,678.90	-15.6%	54.1%	12.0
Water Treatment Plant Operator - B	\$39,204.85	-7.3%	\$49,615.77	-9.8%	\$60,026.69	-11.6%	52.9%	12.0
Water Treatment Plant Operator - C	\$36,894.54	-9.6%	\$46,926.72	-12.7%	\$56,958.90	-14.9%	54.1%	12.0
Water Treatment Plant Trainee	\$32,162.41	-11.5%	\$40,115.26	-12.5%	\$48,068.11	-13.2%	49.2%	12.0
Water Treatment Superintendent	\$56,057.72	0.7%	\$73,979.90	-6.0%	\$91,902.09	-10.6%	63.8%	10.0
Overall Average		-3.0%		-9.3%		-13.8%	59.2%	9.1



Market Minimums

A starting point of the analysis was to compare the peer's market minimum for each classification to the City's range minimums. Market minimums are generally considered as an entry level salary for employees who meet the minimum qualifications of a classification. Those employees with salaries at or near the range minimums typically are unlikely to have mastered the job and probably have not acquired the skills and experience necessary to be fully proficient in their classification.

As **Exhibit 4B** illustrates, for the benchmarked classifications, the City was, on average, approximately 3.0 percent below market at the minimum of the respective salary ranges. The following observations can be made based on the collected data:

- The surveyed position differentials ranged from 27.4 percent below market minimum to 39.3 percent above market for the surveyed classifications.
- Of the 109 classifications surveyed with differentials, 64 classifications (58.7 percent) had differentials below market at the minimum.

Market Midpoints

Market midpoints are important to consider because they are commonly recognized as the salary point at which employees are fully proficient in satisfactorily performing their work. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect his or her salary to be placed.

As **Exhibit 4B** illustrates, for the benchmarked classifications, the City was, on average, 9.3 percent below market at the midpoint of the respective salary ranges. Based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 32.7 percent below market midpoint to 36.3 percent above market for the surveyed classifications.
- Of the 109 classifications surveyed with differentials, 91 classifications (83.5 percent) had differentials below market at the midpoint.

Market Maximums

In this section, the average of the peer salary range maximums is compared to the City's range maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing employees. Additionally, being competitive at the maximum allows organizations to attract highly qualified individuals for in-demand classifications.



As **Exhibit 4B** illustrates, the City’s benchmarked positions were, on average, 13.8 percent below market at the maximum of the respective salary ranges. Based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 36.9 percent below market maximum to 34.3 percent above market for the surveyed classifications.
- Of the 109 classifications surveyed with differentials, 96 classifications (88.1 percent) were below market at the maximum.

Exhibit 4C shows the summary of the results for the surveyed classifications in the IAFF and PBA pay plans. The same information as described in the exhibit above is provided below. As Evergreen Solutions was not asked to provide recommendations following the collection of this data, the detailed analysis that was conducted for the Exempt and Non-Exempt pay plan classifications was not performed.

EXHIBIT 4C
SALARY SURVEY SUMMARY
IAFF AND PBA CLASSIFICATIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
Firemedic	\$43,641.20	-12.9%	\$56,581.53	-12.9%	\$69,521.86	-12.9%	59.2%	8.0
Police Officer	\$45,440.87	-9.5%	\$59,476.46	-12.3%	\$73,512.04	-14.2%	62.0%	6.0
Police Sergeant	\$67,639.93	-5.0%	\$78,043.80	-9.4%	\$88,447.66	-13.0%	29.7%	5.0
Public Safety Telecommunicator	\$36,548.01	-15.7%	\$47,196.03	-17.2%	\$57,844.04	-18.1%	58.2%	7.0

The City also asked Evergreen Solutions to collect from the peers, summary data regarding benefits as a percentage of total compensation. The average of the benefits percentage of total compensation for the responding peers was 38 percent. It is typical to see benefits as a percent of total compensation for the public sector in the 30.0 to 40.0 percent range. It is not uncommon for this number to vary within this range depending on the compensation philosophy of the organization and the relative cost of benefits.

4.2 PRIVATE SECTOR MARKET DATA

Some classifications at the City can be found in the private sector. To supplement the public-sector data, private sector salary data for September 2017 from Economic Research Institute (ERI) were analyzed. **Exhibit 4D** summarizes the ERI private sector salary data for the Sarasota, FL area. While salary data from the private sector were useful in determining characteristics of the market, there are inherent differences between private and public-sector classifications which made it difficult to draw conclusions about public sector salary



ranges entirely from private sector data. Only those classifications with skills that are more easily transferable to the private sector are included in **Exhibit 4D**. Private sector market data were considered when making pay range recommendations, which are discussed in **Chapter 5** of this report.

EXHIBIT 4D
PRIVATE SECTOR MARKET SUMMARY

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range
	Average	% Diff	Average	% Diff	Average	% Diff	
Account Specialist II	\$36,951.00	-	\$43,279.50	-	\$49,608.00	-	34.3%
Accountant	\$46,249.00	9.4%	\$63,041.00	0.1%	\$79,833.00	-6.2%	72.6%
Accounting Manager	\$77,535.00	-10.9%	\$99,874.00	-15.6%	\$122,213.00	-18.7%	57.6%
Administrative Services Specialist	\$35,823.00	2.0%	\$51,094.50	-13.1%	\$66,366.00	-23.4%	85.3%
Application Development Administrator	\$49,135.00	3.8%	\$70,780.00	-12.1%	\$92,425.00	-22.9%	88.1%
Budget Analyst	\$42,634.00	10.2%	\$63,059.00	-8.9%	\$83,484.00	-22.1%	95.8%
Building Technician I	\$28,867.00	-7.7%	\$41,800.00	-25.6%	\$54,733.00	-37.7%	89.6%
Case Worker	\$22,452.00	27.9%	\$28,820.50	25.1%	\$35,189.00	23.2%	56.7%
Contract Specialist II	\$43,167.00	-28.2%	\$64,279.50	-54.4%	\$85,392.00	-72.2%	97.8%
Customer Service Coordinator (Business)	\$42,717.00	10.0%	\$61,182.50	-5.6%	\$79,648.00	-16.5%	86.5%
Customer Service Representative I	\$21,255.00	20.7%	\$31,979.50	3.5%	\$42,704.00	-8.2%	100.9%
Desktop System Administrator	\$48,868.00	4.3%	\$74,149.00	-17.5%	\$99,430.00	-32.2%	103.5%
Engineer I	\$45,690.00	10.5%	\$71,330.00	-13.0%	\$96,970.00	-29.0%	112.2%
Engineering Division Manager	\$83,331.00	-3.6%	\$109,412.50	-18.0%	\$135,494.00	-29.0%	62.6%
Engineering Technician I	\$41,445.00	-4.3%	\$48,483.50	1.3%	\$55,522.00	5.1%	34.0%
Engineering Technician II	\$46,746.00	-7.6%	\$55,024.00	-2.4%	\$63,302.00	1.1%	35.4%
Equipment Operator I	\$34,169.00	-27.5%	\$40,724.00	-22.9%	\$47,279.00	-19.8%	38.4%
Equipment Operator III	\$42,632.00	-16.7%	\$51,405.50	-13.8%	\$60,179.00	-11.9%	41.2%
Executive Assistant	\$40,806.00	-31.1%	\$63,519.50	-65.1%	\$86,233.00	-88.2%	111.3%
Field Operations Manager	\$57,739.00	17.4%	\$93,504.50	-8.2%	\$129,270.00	-25.6%	123.9%
Field Supervisor	\$50,264.00	-15.7%	\$75,358.00	-40.3%	\$100,452.00	-57.0%	99.8%
Finance Director	\$117,893.00	-23.4%	\$145,977.00	-30.1%	\$174,061.00	-34.9%	47.6%
Fleet Manager	\$54,202.00	4.0%	\$82,052.50	-17.6%	\$109,903.00	-32.3%	102.8%
GIS Technician	\$27,673.00	24.3%	\$42,368.00	6.2%	\$57,063.00	-6.1%	106.2%
Groundskeeper I	\$21,249.00	20.7%	\$28,005.50	15.5%	\$34,762.00	11.9%	63.6%
Help Desk Administrator	\$48,868.00	-12.5%	\$74,149.00	-38.0%	\$99,430.00	-55.4%	103.5%
Human Resource Coordinator	\$44,593.00	6.1%	\$62,855.50	-8.5%	\$81,118.00	-18.7%	81.9%
Human Resources Director	\$97,097.00	-1.7%	\$122,671.00	-9.3%	\$148,245.00	-14.9%	52.7%
Human Resources Manager	\$64,414.00	7.9%	\$98,597.00	-14.1%	\$132,780.00	-29.0%	106.1%
I&T Administrator	\$46,702.00	8.5%	\$72,705.00	-15.2%	\$98,708.00	-31.3%	111.4%



EXHIBIT 4D
PRIVATE SECTOR MARKET SUMMARY (CONTINUED)

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range
	Average	% Diff	Average	% Diff	Average	% Diff	
Information Systems Technician	\$31,479.00	-1.1%	\$45,307.50	-17.8%	\$59,136.00	-29.0%	87.9%
Information Technology Manager	\$82,045.00	-17.4%	\$108,097.50	-25.1%	\$134,150.00	-30.3%	63.5%
Instrument and Control Technician	\$41,577.00	-4.6%	\$59,898.50	-21.9%	\$78,220.00	-33.6%	88.1%
Land Management Administrator	\$57,194.00	-12.0%	\$84,769.00	-34.3%	\$112,344.00	-49.4%	96.4%
Lien Specialist	\$24,950.00	19.8%	\$37,721.00	2.0%	\$50,492.00	-10.2%	102.4%
Management Analyst	\$39,273.00	17.3%	\$61,635.00	-6.4%	\$83,997.00	-22.9%	113.9%
Mechanic I	\$32,757.00	-5.3%	\$43,392.50	-12.8%	\$54,028.00	-17.9%	64.9%
Meter Reader I	\$26,199.00	9.2%	\$35,762.50	-0.3%	\$45,326.00	-6.7%	73.0%
Network Administrator	\$55,137.00	-8.0%	\$86,298.00	-36.7%	\$117,459.00	-56.2%	113.0%
Network Technician	\$42,514.00	-6.9%	\$63,220.50	-28.6%	\$83,927.00	-43.4%	97.4%
Operations and Maintenance Manager	\$63,933.00	8.5%	\$97,097.50	-12.3%	\$130,262.00	-26.5%	103.7%
Paralegal	\$38,054.00	20.1%	\$59,882.50	-1.7%	\$81,711.00	-16.5%	114.7%
Payroll Coordinator	\$41,821.00	11.9%	\$61,762.00	-6.6%	\$81,703.00	-19.5%	95.4%
Planner	\$41,122.00	13.4%	\$61,893.50	-6.9%	\$82,665.00	-20.9%	101.0%
Planning Division Manager	\$83,396.00	-33.1%	\$112,519.00	-45.2%	\$141,642.00	-53.5%	69.8%
Project Engineer	\$64,145.00	8.2%	\$93,599.50	-8.3%	\$123,054.00	-19.5%	91.8%
Purchasing Manager	\$58,973.00	-4.5%	\$89,940.00	-28.9%	\$120,907.00	-45.5%	105.0%
Purchasing Specialist	\$36,512.00	-17.3%	\$43,067.00	-11.9%	\$49,622.00	-8.3%	35.9%
Purchasing Specialist II	\$40,580.00	-20.5%	\$48,042.50	-15.4%	\$55,505.00	-11.9%	36.8%
Risk Management Coordinator	\$52,397.00	-10.4%	\$78,724.50	-35.9%	\$105,052.00	-53.7%	100.5%
Service Desk Technician	\$45,331.00	-14.0%	\$66,299.00	-34.9%	\$87,267.00	-49.1%	92.5%
Social Services Manager	\$56,507.00	19.2%	\$84,724.00	2.0%	\$112,941.00	-9.7%	99.9%
Solid Waste Equipment Operator	\$37,826.00	-12.3%	\$45,322.00	-8.9%	\$52,818.00	-6.5%	39.6%
Systems Administrator	\$47,532.00	6.9%	\$72,669.50	-15.1%	\$97,807.00	-30.1%	105.8%
Utilities Engineering Division Manager	\$83,331.00	-3.6%	\$109,412.50	-18.0%	\$135,494.00	-29.0%	62.6%
Wastewater Plant Operator - A	\$45,364.00	-14.1%	\$53,591.50	-9.1%	\$61,819.00	-5.6%	36.3%
Wastewater Plant Operator - B	\$40,637.00	-11.2%	\$47,814.00	-5.9%	\$54,991.00	-2.2%	35.3%
Wastewater Plant Operator - C	\$37,115.00	-10.2%	\$43,568.00	-4.7%	\$50,021.00	-0.9%	34.8%
Water Treatment Plant Operator - A	\$45,364.00	-14.1%	\$53,591.50	-9.1%	\$61,819.00	-5.6%	36.3%
Water Treatment Plant Operator - B	\$40,637.00	-11.2%	\$47,814.00	-5.9%	\$54,991.00	-2.2%	35.3%
Water Treatment Plant Operator - C	\$37,115.00	-10.2%	\$43,568.00	-4.7%	\$50,021.00	-0.9%	34.8%
Water Treatment Superintendent	\$62,480.00	-10.7%	\$96,181.00	-37.9%	\$129,882.00	-56.3%	107.9%
Overall Average		-2.0%		-15.2%		-24.2%	78.7%



4.3 MARKET SUMMARY

From the analysis of the data gathered in the external market assessment discussed above, the benchmark classifications' salary ranges were generally found to be below the City's desired position at the market average. The review of data for both public and private sectors indicates the City could benefit from the development and implementation of a more competitive pay plan (salary ranges) structured more similarly to its peers. Subsequent study recommendations can be found in the next chapter of this report.



Chapter 5 - Recommendations

The analysis of the City's classification and compensation system revealed some areas of opportunities for improvement. Evergreen Solutions worked to build on the strength of the existing pay structure. Focus was placed on developing a more competitive compensation system, and a sound classification structure. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

5.1 CLASSIFICATION SYSTEM

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 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.

For the analysis of the City's system, Evergreen Solutions collected classification data through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. 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. The MIT process provided supervisors an opportunity to provide specific recommendations regarding the pay or classification of positions in their areas. Evergreen Solutions reviewed and utilized the data provided in the JATs and MITs as a basis for the classification recommendations below.

FINDING:

Overall, the classification system utilized by the City was generally accurate and well organized. There were also instances of titles that could be modified to better reflect the tasks assigned to the position.

RECOMMENDATION 1: Revise the titles of some classifications, establish unique titles for some positions, and establish new titles for new positions.

Exhibit 5A provides a list of the recommended changes to the classification system. Not listed are minor changes e.g., spelling out abbreviated words; however, listed are modifications to entire classifications and those that had unique changes for one or two employees (in a classification). The foundation for all recommendations was the work performed by employees in these classifications as described in their JATs, best practices in the Human Resources field, or unique needs which required a specific titling method.



EXHIBIT 5A PROPOSED CLASSIFICATION CHANGES

Current Class Title	Recommended Class Title
ADMINISTRATIVE MANAGER	ADMINISTRATIVE SERVICES MANAGER
BENEFITS/WELLNESS COORDINATOR	BENEFITS COORDINATOR
BUSINESS ADVOCATE	BUSINESS LIAISON
BUSINESS SERVICES COORDINATOR	BUSINESS OPERATIONS COORDINATOR
BUSINESS MANAGER	BUSINESS OPERATIONS MANAGER
OPERATIONS COORDINATOR	BUSINESS SERVICES COORDINATOR
WASTEWATER CHIEF OPERATOR	CHIEF OPERATOR / WASTEWATER
WATER CHIEF OPERATOR	CHIEF OPERATOR / WATER
NEW TITLE	COMMUNICATION & OUTREACH COORDINATOR
NEW TITLE	COMMUNITY OUTREACH COORDINATOR PUBLIC WORKS
PAYROLL COORDINATOR	PAYROLL ADMINISTRATOR
PLANNING DIVISION MANAGER	PLANNING MANAGER
INFORMATION SYSTEMS TECHNICIAN	SERVICE DESK SPECIALIST
HELP DESK ADMINISTRATOR	SERVICE DESK TECHNICIAN
SOCIAL SERVICES MANAGER	SOCIAL SERVICES ADMINISTRATOR
SOLID WASTE HELPER	SOLID WASTE ASSISTANT
WATER SUPERINTENDENT	SUPERINTENDENT / WATER
TELECOM ADMINISTRATOR	TELECOMMUNICATIONS SYSTEMS ADMINISTRATOR
CUSTOMER SERVICE REP. I	UTILITIES STAFF ASSISTANT I
CUSTOMER SERVICE REP. II	UTILITIES STAFF ASSISTANT II
CUSTOMER SERVICE REP. III	UTILITIES STAFF ASSISTANT III

FINDING

When comparing City’s current job descriptions to the work described by employees in the JATs, Evergreen Solutions noted some tasks that were either missing from the job descriptions, or were inappropriate to the current title. It is common for the tasks outlined in job descriptions to be reassigned to different classifications over time. As such, it is necessary for an organization to update its job descriptions regularly to ensure each job description accurately reflects the work performed.

RECOMMENDATION 2: Revise all job descriptions to include updated classification information provided in the JAT, and review job descriptions annually for accuracy.

To the extent possible, a review of the employee’s assigned job classification (description) should occur concurrent with his/her annual performance evaluation. This would be an appropriate time to review the job description as it should accurately represent the work the employee has and will perform during the evaluation periods. Review of the FLSA determination as well as other aspects of the job, such as physical requirements required to perform essential functions of the job will ensure consistent, continuous compliance with the



American's with Disabilities Act (ADA) protection. Updated, draft job descriptions will be provided to the City under separate cover.

5.2 COMPENSATION SYSTEM

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the City's pay ranges for selected benchmark classifications were compared to the average of the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report.

During the internal equity assessment, consideration of the relationships between and the type of work being performed by the City's employees were reviewed and analyzed. Specifically, a composite score was assigned to each of the 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:

The salary ranges were behind the desired market position for many of the benchmarked classifications indicating a need for revision to City's Exempt and Non-Exempt pay plans. A new, competitive structure would provide the City with the ability to provide future employee pay increases at varied amounts consistent with their compensation philosophy which links pay with employee performance.

RECOMMENDATION 3: Create new, competitive open-range pay plans aligned with City's compensation philosophy that reflects its desired market position and best practices; slot all classifications into the plan based on external and internal equity; and implement the new structure by transitioning employees' salaries into the plans.

Exhibit 5B shows the proposed, competitive (at market) open-range pay plans for Exempt and Non-Exempt classifications (employees). The range spreads are constant at 50.0 percent. **Exhibit 5C** shows an alternative proposed, competitive three percent above market open-range pay plans for Exempt and Non-Exempt classifications (employees). The range spreads are constant at 50.0 percent.



**EXHIBIT 5B
PROPOSED STRUCTURE
AT MARKET**

Exempt and Non-Exempt - At Market			
Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread
\$48,188.14	\$60,235.18	\$72,282.21	50.0%
\$51,561.31	\$64,451.64	\$77,341.96	50.0%
\$55,170.60	\$68,963.25	\$82,755.90	50.0%
\$59,032.54	\$73,790.68	\$88,548.82	50.0%
\$63,164.82	\$78,956.03	\$94,747.23	50.0%
\$67,586.36	\$84,482.95	\$101,379.54	50.0%
\$72,317.40	\$90,396.76	\$108,476.11	50.0%
\$77,379.62	\$96,724.53	\$116,069.43	50.0%
\$82,796.20	\$103,495.25	\$124,194.29	50.0%
\$88,591.93	\$110,739.91	\$132,887.89	50.0%
\$95,679.28	\$119,599.11	\$143,518.93	50.0%
\$103,333.63	\$129,167.03	\$155,000.44	50.0%
\$111,600.32	\$139,500.40	\$167,400.48	50.0%
\$120,528.34	\$150,660.43	\$180,792.51	50.0%
\$130,170.61	\$162,713.26	\$195,255.91	50.0%
\$27,611.25	\$34,514.06	\$41,416.88	50.0%
\$29,544.04	\$36,930.05	\$44,316.06	50.0%
\$31,612.12	\$39,515.15	\$47,418.18	50.0%
\$33,824.97	\$42,281.21	\$50,737.46	50.0%
\$36,192.72	\$45,240.90	\$54,289.08	50.0%
\$38,726.21	\$48,407.76	\$58,089.31	50.0%
\$41,437.04	\$51,796.30	\$62,155.56	50.0%
\$44,337.64	\$55,422.04	\$66,506.45	50.0%
\$47,884.65	\$59,855.81	\$71,826.97	50.0%
\$51,715.42	\$64,644.27	\$77,573.13	50.0%
\$55,852.65	\$69,815.81	\$83,778.98	50.0%



**EXHIBIT 5C
PROPOSED STRUCTURE
3% ABOVE MARKET**

Exempt and Non-Exempt - 3% Above Market			
Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread
\$49,849.80	\$62,312.25	\$74,774.70	50.0%
\$53,339.29	\$66,674.11	\$80,008.93	50.0%
\$57,073.04	\$71,341.30	\$85,609.55	50.0%
\$61,068.15	\$76,335.19	\$91,602.22	50.0%
\$65,342.92	\$81,678.65	\$98,014.38	50.0%
\$69,916.92	\$87,396.15	\$104,875.38	50.0%
\$74,811.11	\$93,513.88	\$112,216.66	50.0%
\$80,047.89	\$100,059.86	\$120,071.83	50.0%
\$85,651.24	\$107,064.05	\$128,476.86	50.0%
\$91,646.82	\$114,558.53	\$137,470.24	50.0%
\$98,978.57	\$123,723.21	\$148,467.85	50.0%
\$106,896.86	\$133,621.07	\$160,345.28	50.0%
\$115,448.60	\$144,310.76	\$173,172.91	50.0%
\$124,684.49	\$155,855.62	\$187,026.74	50.0%
\$134,659.25	\$168,324.06	\$201,988.88	50.0%
\$28,147.39	\$35,184.24	\$42,221.09	50.0%
\$30,117.71	\$37,647.14	\$45,176.56	50.0%
\$32,225.95	\$40,282.44	\$48,338.92	50.0%
\$34,481.77	\$43,102.21	\$51,722.65	50.0%
\$36,895.49	\$46,119.36	\$55,343.23	50.0%
\$39,478.17	\$49,347.72	\$59,217.26	50.0%
\$42,241.65	\$52,802.06	\$63,362.47	50.0%
\$45,198.56	\$56,498.20	\$67,797.84	50.0%
\$48,814.45	\$61,018.06	\$73,221.67	50.0%
\$52,719.60	\$65,899.50	\$79,079.40	50.0%
\$56,937.17	\$71,171.46	\$85,405.75	50.0%

After developing the new pay plans, Evergreen Solutions slotted each proposed classification into the appropriate pay range in the recommended pay plans. Both internal and external equity were analyzed when slotting the classifications. Assigning pay ranges to classifications requires a balance of internal equity, external equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in **Chapter 4** were not the sole criteria for the proposed pay ranges. Some classifications' range assignments varied from their associated market range due to the other factors mentioned above. The resulting recommended pay ranges for each of City's Exempt and Non-Exempt classifications are shown



in **Exhibit 5D**. It should be noted that the recommended classification titles are utilized in the exhibits, and the At Market salary ranges are displayed.

EXHIBIT 5D
PROPOSED EXEMPT PAY RANGES – AT MARKET

Proposed Class Title	Proposed Minimum	Proposed Midpoint	Proposed Maximum
BENEFITS COORDINATOR BUSINESS LIAISON BUSINESS OPERATIONS COORDINATOR BUSINESS SERVICES COORDINATOR COMMUNICATION & OUTREACH COORDINATOR COMMUNITY OUTREACH COORDINATOR PUBLIC WORKS CUSTOMER SERVICE COORDINATOR HUMAN RESOURCE COORDINATOR HUMAN RESOURCE COORDINATOR - RECRUITMENT MANAGEMENT ANALYST PAYROLL ADMINISTRATOR PLANNER RECORDS MANAGEMENT LIAISON OFFICER RECREATION SUPERVISOR SENIOR EXECUTIVE ASSISTANT	\$48,188.14	\$60,235.18	\$72,282.21
ACCOUNTANT BUSINESS SERVICES COORDINATOR LAND MANAGEMENT ADMINISTRATOR LOGISTICS AND SAFETY OFFICER RISK MANAGEMENT COORDINATOR SENIOR CONTRACT SPECIALIST SOLID WASTE SUPERINTENDENT ZONING COORDINATOR	\$51,561.31	\$64,451.64	\$77,341.96
DESKTOP SYSTEM ADMINISTRATOR GEOGRAPHIC INFORMATION SERVICES PROJECTS ADMINISTRATOR INFORMATION TECHNOLOGY ADMINISTRATOR NETWORK ADMINISTRATOR OPERATIONS SUPPORT ADMINISTRATOR SYSTEMS ADMINISTRATOR	\$55,170.60	\$68,963.25	\$82,755.90
ADMINISTRATIVE SERVICES MANAGER APPLICATIONS DEVELOPMENT ADMINISTRATOR BUILDING DIVISION MANAGER ENGINEER I PROPERTY STANDARDS MANAGER SECTION ADMINISTRATOR SENIOR MANAGEMENT ANALYST - REVENUE SUPERINTENDENT / WASTE WATER SUPERINTENDENT / WATER TELECOMMUNICATIONS SYSTEMS ADMINISTRATOR	\$59,032.54	\$73,790.68	\$88,548.82



EXHIBIT 5D (CONTINUED)
PROPOSED EXEMPT PAY RANGES – AT MARKET

Proposed Class Title	Proposed Minimum	Proposed Midpoint	Proposed Maximum
BUSINESS OPERATIONS MANAGER CIVILIAN COMMANDER POLICE COMMUNICATIONS MANAGER/PUBLIC INFORMATION OFFICER ECONOMIC DEVELOP PROGRAM MANAGER FIRE MARSHAL FLEET MANAGER PROPERTY MAINTENANCE MANAGER PURCHASING MANAGER	\$63,164.82	\$78,956.03	\$94,747.23
BUSINESS MANAGER PROJECT MANAGER	\$67,586.36	\$84,482.95	\$101,379.54
ACCOUNTING MANAGER BUDGET ADMINISTRATOR BUILDING OFFICIAL FIELD OPERATIONS MANAGER HUMAN RESOURCES MANAGER INFORMATION TECHNOLOGY MANAGER OPERATIONS & MAINTENANCE MANAGER PARKS AND RECREATION MANAGER PLANNING MANAGER POLICE COMMANDER PROJECT ENGINEER SOCIAL SERVICES ADMINISTRATOR SOLID WASTE MANAGER STORMWATER MANAGER UTILITY ENGINEER WATER/WASTEWATER OPERATIONS MANAGER	\$72,317.40	\$90,396.76	\$108,476.11
DIVISION CHIEF-ADMINISTRATION DIVISION CHIEF-EMERG MEDICAL SERVICES	\$77,379.62	\$96,724.53	\$116,069.43
CAPTAIN ENGINEERING DIVISION MANAGER POLICE STAFF INSPECTOR UTILITIES ENGINEERING DIVISION MANAGER	\$82,796.20	\$103,495.25	\$124,194.29
ASSISTANT CITY ATTORNEY ASSISTANT POLICE CHIEF ASSISTANT PUBLIC WORKS DIRECTOR DEPUTY FIRE CHIEF	\$88,591.93	\$110,739.91	\$132,887.89
DIRECTOR FIRE CHIEF POLICE CHIEF	\$95,679.28	\$119,599.11	\$143,518.93
ASSISTANT CITY MANAGER	\$111,600.32	\$139,500.40	\$167,400.48



EXHIBIT 5D (CONTINUED)
PROPOSED NON-EXEMPT PAY RANGES – AT MARKET

Proposed Class Title	Proposed Minimum	Proposed Midpoint	Proposed Maximum
GROUNDSKEEPER I RECREATION ATTENDANT RECREATION ATTENDANT (PT) SOLID WASTE ASSISTANT	\$27,611.25	\$34,514.06	\$41,416.88
ADMINISTRATIVE SUPPORT SPECIALIST BUILDING TECHNICIAN I EQUIPMENT OPERATOR I FLEET SERVICE WRITER GROUNDSKEEPER II HERBICIDE TECHNICIAN METER READER I STAFF ASSISTANT I UTILITIES STAFF ASSISTANT I	\$29,544.04	\$36,930.05	\$44,316.06
BUILDING TECHNICIAN II COLLECTION & DISTRIBUTION TECHNICIAN I EQUIPMENT OPERATOR II FLEET ASSET TECHNICIAN INVENTORY SPECIALIST LIEN SPECIALIST POLICE RECORDS TECHNICIAN POLICE RECORDS TECHNICIAN (PT) STAFF ASSISTANT II TRAFFIC CONTROL TECHNICIAN I UTILITIES STAFF ASSISTANT II WATER PLANT TRAINEE	\$31,612.12	\$39,515.15	\$47,418.18
CASE WORKER DEVELOPMENT TECHNICIAN I PROGRAM SPECIALIST MECHANIC I PROPERTY EVIDENCE TECHNICIAN PROPERTY STANDARD INSPECTOR TRADESWORKER JOURNEYMAN UTILITIES STAFF ASSISTANT III	\$33,824.97	\$42,281.21	\$50,737.46
ACCOUNTS SPECIALIST BUILDING TECHNICIAN III COMMUNITY SERVICE OFFICER CRIME ANALYST CUSTOMER ACCOUNT SPECIALIST II DEVELOPMENT TECHNICIAN II EXECUTIVE ASSISTANT PURCHASING SPECIALIST SERVICE DESK SPECIALIST SOLID WASTE EQUIPMENT OPERATOR WASTEWATER OPERATOR C WATER OPERATOR C	\$36,192.72	\$45,240.90	\$54,289.08



EXHIBIT 5D (CONTINUED)
PROPOSED NON-EXEMPT PAY RANGES – AT MARKET

Proposed Class Title	Proposed Minimum	Proposed Midpoint	Proposed Maximum
ACCREDITATION COORDINATOR ADMINISTRATIVE SERVICES SPECIALIST COLLECTION & DISTRIBUTION TECHNICIAN II CONTRACT SPECIALIST CUSTOMER ACCOUNT SPECIALIST III EQUIPMENT OPERATOR III GROUNDSKEEPER III INFRASTRUCTURE INSPECTOR METER READER II PLANNER/SCHEDULER RECREATION PROGRAM COORDINATOR WASTEWATER OPERATOR B WATER OPERATOR B	\$38,726.21	\$48,407.76	\$58,089.31
ARBORIST BACKGROUND INVESTIGATOR TRAINING COLLECTION & DISTRIBUTION TECHNICIAN III CRIMINALISTICS SPECIALIST ENGINEERING TECHNICIAN I GEOGRAPHIC INFORMATION SERVICES TECHNICIAN INFRASTRUCTURE DATA ANALYST INSTRUMENT CONTROL TECHNICIAN INSTRUMENT CONTROL TECHNICIAN MECHANIC II RECORDS SUPERVISOR STANDARD INSPECTOR TRAFFIC CONTROL TECH II/ELECTR UTILITY INSPECTOR	\$41,437.04	\$51,796.30	\$62,155.56
CHIEF MECHANIC CONSTRUCTION COORDINATOR ENGINEERING TECHNICIAN II EQUIPMENT SPECIALIST FIELD SERVICES SPECIALIST FLEET SERVICES SUPERVISOR FORENSIC SUPERVISOR LIFE SAFETY FIRE PREVENTION OFFICER (FIRE INSPECTOR) NETWORK TECHNICIAN REVENUE SPECIALIST SERVICE DESK TECHNICIAN WASTEWATER OPERATOR A WATER OPERATOR A ZONING PLANS EXAMINER	\$44,337.64	\$55,422.04	\$66,506.45
BUSINESS PROFESSIONAL COLLECTION & DISTRIBUTION SUPERVISOR EQUIPMENT SPECIALIST FIELD SUPERVISOR PARALEGAL PLANS EXAMINER/INSPECTOR PLANS EXAMINER/INSPECTOR -FIRE TRAFFIC CONTROL LIGHTING SUPERVISOR	\$47,884.65	\$59,855.81	\$71,826.97
CHIEF OPERATOR / WASTEWATER CHIEF OPERATOR / WATER	\$51,715.42	\$64,644.27	\$77,573.13
CHIEF PLANS EXAMINER	\$55,852.65	\$69,815.81	\$83,778.98



After assigning pay ranges to classifications, the next step was to develop an appropriate method for transitioning employees' salaries into the new pay plans. This was done utilizing equitable methods of calculating salaries in the new pay plans (ranges) and determining whether adjustments were necessary to individual salaries to bring them to their calculated salary. Evergreen Solutions recommends the following transition method in implementing the new plans.

Range Penetration Capped at Midpoint and Move toward Market; or 2%:

Assuming the competitive Exempt and Non-Exempt pay plans are implemented, employees would have their salaries adjusted in the new plan based on the relative position of their salary in the current plan's range (range penetration). For employees' salaries below the new midpoints, a calculation is performed to determine the range penetration of their current salary in the current structure, and their salaries are adjusted to the same relative position in the new structure. Then, a calculation is performed to advance salaries toward the new midpoint. These increments are designed to give larger increases (in percentage terms) to those at the lower end of the pay range. Employees with between one and three years of total tenure are moved closer toward the midpoint of the proposed pay range, employees with more than three years but less than seven years of tenure are moved even closer to the midpoint, and employees with seven or more years of tenure are moved yet even closer toward the midpoint of the pay range. If the calculated adjustment is less than two percent, the salary is adjusted by two percent. Employees' salaries at or above the new midpoints would be adjusted by two percent provided their salary does not exceed the new maximums.

Utilizing this approach and the competitive, at market Exempt and Non-Exempt pay plans, adjustments are recommended for 350 employees with an approximate annualized cost of **\$1,217,488**. This is the approximate cost for salary adjustments (only) and does not include the associated costs for employee benefits.

Alternatively, utilizing this approach and the competitive, three percent above market Exempt and Non-Exempt pay plans, adjustments are recommended for 353 employees with an approximate annualized cost of **\$1,530,002**. This is the approximate cost for salary adjustments (only) and does not include the associated costs for employee benefits.

5.3 SYSTEM ADMINISTRATION

The City's compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. Without proper upkeep, 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 make changes to pay range assignments if necessary.



While it is unlikely that the pay plan in total will need to be adjusted for several years, a small number of classifications' pay ranges 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 range of the classification(s). If increasing a classification's pay range based on market data does not help with the recruitment and/or retention issues, it may be necessary for the City to offer incentives to attract employees to the position and/or to encourage employees to remain in the position.

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

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full compensation and classification 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 less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 6: Review and revise, as appropriate, guidelines for progressing employee salaries through the pay plan, including those for determining salaries of newly hired employees and employees who have been promoted or transferred to a different classification or department.

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

Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board, time based, and employee performance based. The City intends to utilize both across the board and individual performance based methods to progress employees' salaries in his or her classification's assigned pay range. As it is the City's desire to continue to link employee's performance with eligibility for salary advancement, it will be important to continue to review this process and as appropriate, make improvements. Training staff, for example, regarding the purpose of performance evaluation and its desired results is important to maintain consistency and impartiality of this method of salary progression.

New Hires

A new employee's starting salary typically 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 range minimum. However, for



recruiting purposes the City needs the ability to offer salaries to new employees that consider prior related experience. It is recommended that the City have flexibility when establishing new employee salaries. It is also important, however, when determining new hire salaries to, when possible, preserve the internal equity of employees' salaries within the classification.

Promotions

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, moving the salary into the new pay range, and ensuring internal equity in the new classification. For example, a range of three to seven percent increase is common today, with consideration given to preserving the internal equity of employees' salaries within the classification. It is recommended that City review its promotion guidelines to remain current with best practice.

Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay range 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.

5.4 SUMMARY

The recommendations in this chapter provide an update to the compensation and classification system for the City's Exempt and Non-Exempt employees. If implemented, the recommendations will enhance the City's competitiveness in the labor market. By implementing the new pay plans, the City will have a responsive compensation system for several years to come. While the upkeep of this will require work, the City will find that having a more competitive compensation system that enhances strong recruitment and employee retention is well worth this commitment.

