

Compensation Study for the City of Hollywood, FL (AFSCME)

DRAFT REPORT



Evergreen Solutions, LLC

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Chapter 1 - Introduction

Evergreen Solutions conducted a compensation study for the City of Hollywood, FL (City) beginning in April 2015. This assessment involved reviewing and analyzing the City's current classification and compensation structure for employees represented by the American Federation of State, County and Municipal Employees (AFSCME) and making recommendations in response to the findings. Evergreen Solutions evaluated the work this employee group performed utilizing a job evaluation process to determine and make recommendations regarding the internal equity of positions, or the relative compensation of positions within the City. The compensation analysis included an assessment of external equity, or the market competitiveness of the City's current pay structure, as well as a consideration of internal equity. Ultimately, both internal and external equity findings were considered when making recommendations to improve the City's compensation and classification structure, and to provide a compensation plan that enables the City to attract and retain qualified employees.

Specifically, Evergreen Solutions was tasked with:

- leading orientation and focus group sessions for employees;
- 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 AFSCME classifications;
- developing recommendations for improvements to classification titles and the creation of new titles, if necessary;
- conducting a market salary survey to assess the market competitiveness of the City's current pay plans;
- developing a compensation structure and slotting classifications into that structure while ensuring internal and external equity;
- developing an implementation strategy and providing cost estimates for implementation;
- 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 study findings and recommendations.

Evergreen Solutions used a combination of quantitative and qualitative methods to develop recommendations that build upon the City’s AFSCME classification and compensation system. Study activities included:

- conducting a study kick-off meeting;
- conducting employee outreach;
- conducting job assessments utilizing the JAT;
- analyzing the current conditions of the City’s compensation system;
- conducting a market salary survey;
- developing classification and compensation structure recommendations;
- developing implementation options for the proposed structure;
- developing recommendations for maintaining the new system;
- updating job descriptions to accurately reflect work performed; and
- creating draft and final reports.

Kick-off Meeting

The kick-off meeting allowed members of the study team from both the City and Evergreen Solutions to discuss different aspects of the study. During the meeting, information about the City’s compensation and classification structures and philosophies was 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

The orientation sessions provided an opportunity for AFSCME-represented employees to learn more information about the purpose of the study, and receive specific information related to their participation in the study process. The focus groups allowed City employees to identify practices that were working well at the City as well as to suggest areas with opportunities for improvement with regard to compensation, classification, benefits, and performance management. 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 in AFSCME-represented classifications were asked to complete a JAT, which provided the opportunity to describe the work they performed in their own words. Supervisors then reviewed the employees' JATs and provided additional information as needed about the classifications. 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 being assigned appropriately. 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 the employee and supervisor's responses to the JAT, and the scores allowed for a comparison of classifications across the City.

Analysis of Current Conditions

The City's current employee database was analyzed with a close look at how the current pay plans were being utilized. The current pay plans, the progression of employee salaries through pay grades, employee tenure, and the distribution of employees among the City's departments were all examined during this process. **Chapter 3** of this report summarizes the findings of this analysis.

Salary Survey

For the salary survey, peers were identified that competed with the City for human resources. A number of classifications were selected as benchmarks representing a cross-section of the departments and levels of work in this employee group. After the selection of peers and benchmarks, a survey tool was developed for the collection of salary range data for each benchmark. The salary data collected during the survey were analyzed, and a summary of the data can be found in **Chapter 4** of this report.

Recommendations

During the recommendations phase of the study, Evergreen Solutions developed a market-based pay plan and slotted classifications into the pay plan based on internal and external equity. Next, an implementation plan was developed to transition employees into the new pay grades, and the associated costs of adjusting employee 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 compensation and classification system over time. A summary of the recommendations made by Evergreen Solutions can be found in **Chapter 5** of this report.



Chapter 2 - Summary of Employee Outreach

In April 2015, Evergreen Solutions consultants conducted outreach at the City, which included orientation sessions and a series of employee focus groups with City employees. Orientation sessions provided employees with information about the study, while focus groups were designed to solicit input from City employees on a number of topics related to the study. The comments of the participants provided valuable information that helped provide direction to the study, and the findings from these meetings are summarized in this chapter.

General Feedback

Focus group participants commonly regarded the City as a good, stable place to work. They cited the City's benefits package, opportunity for career growth, and job security as key reasons for seeking employment at the City. However, employees suggested several areas where the City could improve. For example, some employees felt that the City's benefits package has decreased in value since they were hired and they would like to see it become more competitive again. Employees also stated that they would like to see salary increases to compensate for increases in the cost of living. More specific feedback from participants is provided below, separated by topic.

Benefits Observations

A strong majority of employees were pleased with the employee benefits package offered by the City. These positive comments, as well as areas for improvement, are listed below:

- Employees generally liked the City's health care coverage, especially the coverage provided to retirees. However, some employees have expressed concerns that co-pays and premiums continue to increase; the cost of health insurance for part-time employees is costly; and the vision benefit, which was a standard part of the health care coverage, has been changed to an optional coverage.
- Employees appreciated that the City has a pension plan, but expressed concerns about the recent changes, particularly the increase in the age of eligibility for full benefits from 55 years of age to 65. Many employees view this and other changes as a systematic reduction to the overall level of benefits for City employees.
- Employees generally were satisfied with the overall level of fringe benefits, but some expressed concerns that some elements of the wellness program have been reduced; and general employees can no longer cash-out vacation days.



Compensation Issues

Focus group participants perceptions related to compensation included:

- The City does not have policies in place to support salary progression through the pay ranges; and the pay ranges themselves are stagnant.
- Pay within the City has fallen behind some of the neighboring jurisdictions.
- The City does not provide compensation for additional job-related certifications and/or licensure.
- The City does not provide an adequate cost-of-living increase to offset annual inflation.
- Compensation does not reflect the ever-increasing workload of City employees.
- During the financial crisis in 2008, the City halted the merit-pay program and has not reinstated it although the financial position of the City has improved.

Classification Issues

Focus group participants were asked to provide feedback regarding the City's classification system. Several participants provided Evergreen Solutions team with issues specific to individual classifications, which were analyzed during the Job Assessment Tool (JAT) review process. Below is a list of a few of their general issues related to classification:

- Employees gave examples of some instances where job descriptions do not accurately reflect current duties and responsibilities.
- Participants were concerned that some classifications within the Information Technology department do not reflect current technology standards.
- Some employees expressed appreciation for career ladders that exist in their departments that provided potential for position advancement, but employees in other departments stated that they would like to see similar promotional opportunities in their departments.
- Employees felt that the City needs more clearly defined policies and procedures for reclassifications.

Performance Management

Employees were asked about their current performance evaluation system. They responded that the City had a formal evaluation process for employees, which is conducted annually. Below are some of the comments regarding the process and system:



- Employees would like to see the City reinstate the merit pay program that links employees' pay to their performance.
- Participants stated that the current performance evaluation tool is too generic, and they think it needs to better relate to actual job duties.
- There was a perception by some employees that upper management has influence over the evaluation process, and they felt that employee reviews should be exclusively determined by direct supervisors.
- Focus group attendees suggested that all City employees receive training to better understand the process and system; for example, to define the level of performance for each performance standard.

Market Peers

Focus group participants were asked to name organizations they considered to be market peers. Common responses are listed below and were considered when developing the list of peers for the salary survey:

- City of Coral Gables
- City of Fort Lauderdale
- City of Miami
- City of Miami Beach
- City of Miramar
- City of Orlando
- City of Plantation
- City of Sunrise
- City of Tampa
- Town of Davie
- Broward County
- Miami-Dade County
- Broward County School System
- Miami-Dade County School System

Benchmark Positions

Employees were also asked which positions within the City present the greatest challenges with regard to recruitment and retention. Some of the classifications mentioned by focus group participants were:

- Vehicle Mechanics,
- HVAC Mechanics,
- Building Inspectors,
- Heavy Equipment Operators,
- Police Officers,



- Clerical Specialists, and
- Utilities Operators.

SUMMARY

The employee concerns discussed above exist in many organizations; however, employees believed the City is a good place to work. In fact, many employees cited the organizational commitment to serving the community through public service, the benefits package, and the quality of co-workers and the work environment as reasons they remain with the City.

The information received during this employee outreach provided a foundation for the remainder of the study and aided Evergreen Solutions in the development of recommendations for the City.

Chapter 3 – Assessment of Current Conditions

This chapter provides an overall assessment of the structure of the City's current compensation plan, an examination of how classifications were divided into divisions, and a brief analysis of employee tenure. Data included here reflected the conditions in place at the onset of the study and should be considered a snapshot in time. The data contained within this report provided fertile ground for more detailed analysis and recommendations through the course of this study, but were not sufficient cause for recommendations on their own. By reviewing information about the City's compensation structure, philosophies, and employee salary placement, Evergreen Solutions gained a better understanding of the structures and methods in place that helped identify issues for further review and potential revision.

3.1 PAY PLAN ANALYSIS

The City had two pay plans at the onset of the study, one for enterprise-funded positions and one for positions funded out of the City's general fund. Each pay plan had two tiers - A and B. Tier A of both pay plans were used for employees hired prior to July 15, 2009, and Tier B of both pay plans were used for employees hired on or after July 15, 2009. Both tiers of both pay plans contained pay grades which were divided into step increments for employee salary progression between established minimum and maximum salaries.

There were 133 employees assigned to grades on the Enterprise Pay Plan's Tier A, and 57 employees assigned to its Tier B. On the General Fund Pay Plan under Tier A were 182 employees assigned, and 311 employees were assigned to Tier B of the General Fund Pay Plan.

Exhibit 3A illustrates the City's present pay plan for enterprise employees assigned to Tier A. The Enterprise Pay Plan Tier A consisted of 56 pay grades, each with 22 steps. Twenty of the pay grades had at least one employee assigned. The range spreads, or the percent difference between the grade minimum and maximum, varied between 35 and 39 percent. Grade 24 had the most employees assigned, with 26, and there were seven pay grades that were assigned to a single employee.

Exhibit 3B illustrates the City's present pay plan for enterprise employees assigned to Tier B. The Enterprise Pay Plan Tier B consisted of 56 pay grades, each with 26 steps. Eighteen of the pay grades had at least one employee assigned. The range spreads of the pay plan were consistent, with range spreads of 52 percent for all grades on the pay plan. Grade 24 had the most employees assigned to it, with 14, and there were seven pay grades that were assigned to a single employee.



Exhibit 3C illustrates the City's present pay plan for general employees assigned to Tier A. The General Pay Plan Tier A consisted of 56 pay grades, each with 26 steps. Twenty-five of the pay grades had at least one employee assigned to it. The range spreads of this pay plan were also consistently 52 percent for all pay grades. Grade 20 had the most employees assigned to it, with 21, and there were four pay grades that were assigned to a single employee.

Exhibit 3D illustrates the City's present pay plan for general employees assigned to Tier B. The General Pay Plan Tier B consisted of 56 grades, each with 22 steps. Only 32 of the pay grades were assigned to at least one employee. The range spreads were fairly consistent, only varying between 38 and 39 percent. Grade 14 was assigned the most employees, with 32, and there were three pay grades that were assigned to a single employee.

Organized pay structures, like the ones currently used by the City, help to clear confusion about future salary increases or equity among different pay grades and allows the organization to analyze and address problems regarding compensation with a sense of consistency and thoroughness. Additionally, a pay structure that is competitive, relative to the external market, and that takes into consideration the need for internal equity, will provide several benefits to the City. A competitive pay structure will allow the City to be an effective recruiter in the marketplace, contribute to a reduction in employee turnover, set the precedent to offer comparable base salaries for positions, and give employees ample room for upward growth and motivation for professional development, all of which the present compensation plan had the potential to do.



EXHIBIT 3A
CURRENT PAY PLAN – ENTERPRISE TIER A

Grade	Minimum	Midpoint	Maximum	Maximum with Longevity	Range Spread	# of Steps	Employees
1	\$ 23,008	\$ 27,466	\$ 31,924	\$ 39,035	39%	22	0
2	\$ 23,617	\$ 28,172	\$ 32,728	\$ 40,013	39%	22	0
3	\$ 24,247	\$ 28,912	\$ 33,576	\$ 41,014	38%	22	0
4	\$ 24,834	\$ 29,629	\$ 34,425	\$ 42,036	39%	22	0
5	\$ 25,487	\$ 30,401	\$ 35,316	\$ 43,101	39%	22	0
6	\$ 26,096	\$ 31,173	\$ 36,251	\$ 44,254	39%	22	0
7	\$ 26,770	\$ 31,956	\$ 37,143	\$ 45,363	39%	22	0
8	\$ 27,466	\$ 32,761	\$ 38,056	\$ 46,494	39%	22	0
9	\$ 28,183	\$ 33,609	\$ 39,035	\$ 47,690	39%	22	0
10	\$ 28,944	\$ 34,479	\$ 40,013	\$ 48,908	38%	22	1
11	\$ 30,358	\$ 35,686	\$ 41,014	\$ 50,104	35%	22	0
12	\$ 31,119	\$ 36,577	\$ 42,036	\$ 51,387	35%	22	0
13	\$ 31,924	\$ 37,513	\$ 43,101	\$ 52,670	35%	22	0
14	\$ 31,924	\$ 38,089	\$ 44,254	\$ 53,996	39%	22	22
15	\$ 32,728	\$ 39,046	\$ 45,363	\$ 55,388	39%	22	1
16	\$ 33,576	\$ 40,035	\$ 46,494	\$ 56,780	38%	22	0
17	\$ 34,425	\$ 41,057	\$ 47,690	\$ 58,150	39%	22	1
18	\$ 35,316	\$ 42,112	\$ 48,908	\$ 59,629	38%	22	0
19	\$ 36,251	\$ 43,177	\$ 50,104	\$ 61,129	38%	22	7
20	\$ 37,143	\$ 44,265	\$ 51,387	\$ 62,695	38%	22	1
21	\$ 38,056	\$ 45,363	\$ 52,670	\$ 64,304	38%	22	20
22	\$ 39,035	\$ 46,516	\$ 53,996	\$ 65,892	38%	22	6
23	\$ 40,013	\$ 47,701	\$ 55,388	\$ 67,588	38%	22	1
24	\$ 41,014	\$ 48,897	\$ 56,780	\$ 69,306	38%	22	26
25	\$ 42,036	\$ 50,093	\$ 58,150	\$ 71,045	38%	22	6
26	\$ 43,101	\$ 51,365	\$ 59,629	\$ 72,850	38%	22	2
27	\$ 44,254	\$ 52,692	\$ 61,129	\$ 74,655	38%	22	9
28	\$ 45,363	\$ 54,029	\$ 62,695	\$ 76,569	38%	22	5
29	\$ 46,494	\$ 55,399	\$ 64,304	\$ 78,461	38%	22	1
30	\$ 47,690	\$ 56,791	\$ 65,892	\$ 80,440	38%	22	3
31	\$ 48,908	\$ 58,248	\$ 67,588	\$ 82,462	38%	22	12
32	\$ 50,104	\$ 59,705	\$ 69,306	\$ 84,593	38%	22	0
33	\$ 51,387	\$ 61,216	\$ 71,045	\$ 86,681	38%	22	6
34	\$ 52,670	\$ 62,760	\$ 72,850	\$ 88,899	38%	22	2
35	\$ 53,996	\$ 64,326	\$ 74,655	\$ 91,117	38%	22	0
36	\$ 55,388	\$ 65,979	\$ 76,569	\$ 93,401	38%	22	0
37	\$ 56,780	\$ 67,620	\$ 78,461	\$ 95,749	38%	22	0
38	\$ 58,150	\$ 69,295	\$ 80,440	\$ 98,142	38%	22	0
39	\$ 59,629	\$ 71,045	\$ 82,462	\$ 100,599	38%	22	1
40	\$ 61,129	\$ 72,861	\$ 84,593	\$ 103,121	38%	22	0
41	\$ 62,695	\$ 74,688	\$ 86,681	\$ 105,709	38%	22	0
42	\$ 64,304	\$ 76,602	\$ 88,899	\$ 108,362	38%	22	0
43	\$ 65,892	\$ 78,505	\$ 91,117	\$ 111,081	38%	22	0
44	\$ 67,588	\$ 80,494	\$ 93,401	\$ 113,864	38%	22	0
45	\$ 69,306	\$ 82,528	\$ 95,749	\$ 116,713	38%	22	0
46	\$ 71,045	\$ 84,593	\$ 98,142	\$ 119,714	38%	22	0
47	\$ 72,850	\$ 86,725	\$ 100,599	\$ 122,650	38%	22	0
48	\$ 74,655	\$ 88,888	\$ 103,121	\$ 125,716	38%	22	0
49	\$ 76,569	\$ 91,139	\$ 105,709	\$ 128,869	38%	22	0
50	\$ 78,461	\$ 93,412	\$ 108,362	\$ 132,088	38%	22	0
51	\$ 80,440	\$ 95,760	\$ 111,081	\$ 135,393	38%	22	0
52	\$ 82,462	\$ 98,163	\$ 113,864	\$ 138,786	38%	22	0
53	\$ 84,593	\$ 100,653	\$ 116,713	\$ 142,265	38%	22	0
54	\$ 86,681	\$ 103,198	\$ 119,714	\$ 145,831	38%	22	0
55	\$ 88,899	\$ 105,774	\$ 122,650	\$ 149,485	38%	22	0
56	\$ 91,117	\$ 108,417	\$ 125,716	\$ 153,222	38%	22	0

Source: Evergreen Solutions, May 2015.



EXHIBIT 3B
CURRENT PAY PLAN – ENTERPRISE TIER B

Grade	Minimum	Midpoint	Maximum	Maximum with Longevity	Range Spread	# of Steps	Employees
1	\$ 20,863	\$ 26,305	\$ 31,746	\$ 38,680	52%	26	0
2	\$ 21,385	\$ 26,963	\$ 32,540	\$ 39,647	52%	26	0
3	\$ 21,920	\$ 27,637	\$ 33,353	\$ 40,638	52%	26	0
4	\$ 22,468	\$ 28,327	\$ 34,187	\$ 41,654	52%	26	0
5	\$ 23,029	\$ 29,036	\$ 35,042	\$ 42,695	52%	26	0
6	\$ 23,605	\$ 29,762	\$ 35,918	\$ 43,763	52%	26	0
7	\$ 24,195	\$ 30,506	\$ 36,816	\$ 44,857	52%	26	0
8	\$ 24,800	\$ 31,268	\$ 37,736	\$ 45,978	52%	26	0
9	\$ 25,420	\$ 32,050	\$ 38,680	\$ 47,128	52%	26	0
10	\$ 26,056	\$ 32,851	\$ 39,647	\$ 48,306	52%	26	1
11	\$ 23,029	\$ 29,036	\$ 35,042	\$ 49,513	52%	26	0
12	\$ 27,375	\$ 34,514	\$ 41,654	\$ 50,751	52%	26	1
13	\$ 28,059	\$ 35,377	\$ 42,695	\$ 52,020	52%	26	0
14	\$ 28,761	\$ 36,262	\$ 43,763	\$ 53,320	52%	26	12
15	\$ 29,480	\$ 37,168	\$ 44,857	\$ 54,653	52%	26	2
16	\$ 30,217	\$ 38,097	\$ 45,978	\$ 56,020	52%	26	6
17	\$ 30,972	\$ 39,050	\$ 47,128	\$ 57,420	52%	26	2
18	\$ 31,746	\$ 40,026	\$ 48,306	\$ 58,856	52%	26	1
19	\$ 32,540	\$ 41,027	\$ 49,513	\$ 60,327	52%	26	1
20	\$ 33,353	\$ 42,052	\$ 50,751	\$ 61,835	52%	26	2
21	\$ 34,187	\$ 43,104	\$ 52,020	\$ 63,381	52%	26	1
22	\$ 35,042	\$ 44,181	\$ 53,320	\$ 64,966	52%	26	2
23	\$ 35,918	\$ 45,286	\$ 54,653	\$ 66,590	52%	26	0
24	\$ 36,816	\$ 46,418	\$ 56,020	\$ 68,255	52%	26	14
25	\$ 37,736	\$ 47,578	\$ 57,420	\$ 69,961	52%	26	2
26	\$ 38,680	\$ 48,768	\$ 58,856	\$ 71,710	52%	26	2
27	\$ 39,647	\$ 49,987	\$ 60,327	\$ 73,503	52%	26	4
28	\$ 42,695	\$ 53,831	\$ 64,966	\$ 75,340	52%	26	1
29	\$ 43,763	\$ 55,176	\$ 66,590	\$ 77,224	52%	26	2
30	\$ 42,695	\$ 53,831	\$ 64,966	\$ 79,155	52%	26	0
31	\$ 43,763	\$ 55,176	\$ 66,590	\$ 81,133	52%	26	0
32	\$ 44,857	\$ 56,556	\$ 68,255	\$ 83,162	52%	26	0
33	\$ 45,978	\$ 57,970	\$ 69,961	\$ 85,241	52%	26	1
34	\$ 47,128	\$ 59,419	\$ 71,710	\$ 87,372	52%	26	0
35	\$ 48,306	\$ 60,904	\$ 73,503	\$ 89,556	52%	26	0
36	\$ 49,513	\$ 62,427	\$ 75,340	\$ 91,795	52%	26	0
37	\$ 50,751	\$ 63,988	\$ 77,224	\$ 94,090	52%	26	0
38	\$ 52,020	\$ 65,587	\$ 79,155	\$ 96,442	52%	26	0
39	\$ 53,320	\$ 67,227	\$ 81,133	\$ 98,853	52%	26	0
40	\$ 54,653	\$ 68,908	\$ 83,162	\$ 101,325	52%	26	0
41	\$ 56,020	\$ 70,630	\$ 85,241	\$ 103,858	52%	26	0
42	\$ 57,420	\$ 72,396	\$ 87,372	\$ 106,454	52%	26	0
43	\$ 58,856	\$ 74,206	\$ 89,556	\$ 109,115	52%	26	0
44	\$ 60,327	\$ 76,061	\$ 91,795	\$ 111,843	52%	26	0
45	\$ 61,835	\$ 77,963	\$ 94,090	\$ 114,639	52%	26	0
46	\$ 63,381	\$ 79,912	\$ 96,442	\$ 117,505	52%	26	0
47	\$ 64,966	\$ 81,909	\$ 98,853	\$ 120,443	52%	26	0
48	\$ 66,590	\$ 83,957	\$ 101,325	\$ 123,454	52%	26	0
49	\$ 68,255	\$ 86,056	\$ 103,858	\$ 126,540	52%	26	0
50	\$ 69,961	\$ 88,208	\$ 106,454	\$ 129,704	52%	26	0
51	\$ 71,710	\$ 90,413	\$ 109,115	\$ 132,947	52%	26	0
52	\$ 73,503	\$ 92,673	\$ 111,843	\$ 136,270	52%	26	0
53	\$ 75,340	\$ 94,990	\$ 114,639	\$ 139,677	52%	26	0
54	\$ 77,224	\$ 97,365	\$ 117,505	\$ 143,169	52%	26	0
55	\$ 79,155	\$ 99,799	\$ 120,443	\$ 146,748	52%	26	0
56	\$ 81,133	\$ 102,294	\$ 123,454	\$ 150,417	52%	26	0

Source: Evergreen Solutions, May 2015.



**EXHIBIT 3C
CURRENT PAY PLAN – GENERAL TIER A**

Grade	Minimum	Midpoint	Maximum	Maximum with Longevity	Range Spread	# of Steps	Employees
1	\$ 19,763	\$ 24,932	\$ 30,102	\$ 36,674	52%	26	17
2	\$ 20,253	\$ 25,545	\$ 30,837	\$ 37,566	52%	26	0
3	\$ 20,766	\$ 26,191	\$ 31,617	\$ 31,617	52%	26	0
4	\$ 21,301	\$ 26,849	\$ 32,397	\$ 39,460	52%	26	2
5	\$ 21,835	\$ 27,517	\$ 33,199	\$ 40,462	52%	26	10
6	\$ 22,370	\$ 28,208	\$ 34,045	\$ 41,465	52%	26	0
7	\$ 22,949	\$ 28,921	\$ 34,892	\$ 42,512	52%	26	5
8	\$ 23,506	\$ 29,634	\$ 35,761	\$ 43,559	52%	26	0
9	\$ 24,086	\$ 30,380	\$ 36,674	\$ 44,651	52%	26	10
10	\$ 24,687	\$ 31,127	\$ 37,566	\$ 45,765	52%	26	13
11	\$ 25,311	\$ 31,917	\$ 38,524	\$ 46,924	52%	26	10
12	\$ 25,957	\$ 32,708	\$ 39,460	\$ 48,105	52%	26	0
13	\$ 26,581	\$ 33,522	\$ 40,462	\$ 49,308	52%	26	0
14	\$ 27,272	\$ 34,368	\$ 41,465	\$ 50,533	52%	26	13
15	\$ 27,940	\$ 35,226	\$ 42,512	\$ 51,803	52%	26	4
16	\$ 28,631	\$ 36,095	\$ 43,559	\$ 53,096	52%	26	1
17	\$ 29,344	\$ 36,998	\$ 44,651	\$ 54,410	52%	26	19
18	\$ 30,102	\$ 37,933	\$ 45,765	\$ 55,769	52%	26	12
19	\$ 30,837	\$ 38,880	\$ 46,924	\$ 57,173	52%	26	5
20	\$ 31,617	\$ 39,861	\$ 48,105	\$ 58,599	52%	26	21
21	\$ 32,397	\$ 40,852	\$ 49,308	\$ 60,069	52%	26	0
22	\$ 33,199	\$ 41,866	\$ 50,533	\$ 61,562	52%	26	7
23	\$ 34,045	\$ 42,924	\$ 51,803	\$ 63,100	52%	26	0
24	\$ 34,892	\$ 43,994	\$ 53,096	\$ 64,704	52%	26	0
25	\$ 35,761	\$ 45,086	\$ 54,410	\$ 66,308	52%	26	2
26	\$ 36,674	\$ 46,222	\$ 55,769	\$ 67,979	52%	26	6
27	\$ 37,566	\$ 47,369	\$ 57,173	\$ 69,673	52%	26	8
28	\$ 39,460	\$ 49,765	\$ 60,069	\$ 71,410	52%	26	0
29	\$ 39,460	\$ 49,765	\$ 60,069	\$ 73,193	52%	26	6
30	\$ 40,462	\$ 51,012	\$ 61,562	\$ 75,020	52%	26	1
31	\$ 41,465	\$ 52,282	\$ 63,100	\$ 76,892	52%	26	0
32	\$ 42,512	\$ 53,608	\$ 64,704	\$ 78,808	52%	26	0
33	\$ 43,559	\$ 54,934	\$ 66,308	\$ 80,791	52%	26	3
34	\$ 44,651	\$ 56,315	\$ 67,979	\$ 82,818	52%	26	0
35	\$ 45,765	\$ 57,719	\$ 69,673	\$ 84,868	52%	26	3
36	\$ 46,924	\$ 59,167	\$ 71,410	\$ 86,985	52%	26	2
37	\$ 48,105	\$ 60,649	\$ 73,193	\$ 89,168	52%	26	0
38	\$ 49,308	\$ 62,164	\$ 75,020	\$ 91,396	52%	26	0
39	\$ 50,533	\$ 63,712	\$ 76,892	\$ 93,691	52%	26	1
40	\$ 51,803	\$ 65,305	\$ 78,808	\$ 96,031	52%	26	0
41	\$ 53,096	\$ 66,943	\$ 80,791	\$ 98,437	52%	26	0
42	\$ 54,410	\$ 68,614	\$ 82,818	\$ 100,888	52%	26	1
43	\$ 55,769	\$ 70,319	\$ 84,868	\$ 103,428	52%	26	0
44	\$ 57,173	\$ 72,079	\$ 86,985	\$ 105,991	52%	26	0
45	\$ 58,599	\$ 73,884	\$ 89,168	\$ 108,664	52%	26	0
46	\$ 60,069	\$ 75,733	\$ 91,396	\$ 111,360	52%	26	0
47	\$ 61,562	\$ 77,627	\$ 93,691	\$ 114,168	52%	26	0
48	\$ 63,100	\$ 79,565	\$ 96,031	\$ 116,997	52%	26	0
49	\$ 64,704	\$ 81,571	\$ 98,437	\$ 119,938	52%	26	0
50	\$ 66,308	\$ 83,598	\$ 100,888	\$ 122,924	52%	26	0
51	\$ 67,979	\$ 85,704	\$ 103,428	\$ 125,999	52%	26	0
52	\$ 69,673	\$ 87,832	\$ 105,991	\$ 129,140	52%	26	0
53	\$ 71,410	\$ 90,037	\$ 108,664	\$ 132,371	52%	26	0
54	\$ 73,193	\$ 92,277	\$ 111,360	\$ 135,691	52%	26	0
55	\$ 75,020	\$ 94,594	\$ 114,168	\$ 139,078	52%	26	0
56	\$ 76,892	\$ 96,944	\$ 116,997	\$ 142,554	52%	26	0

Source: Evergreen Solutions, May 2015.

**EXHIBIT 3D
CURRENT PAY PLAN – GENERAL TIER B**

Grade	Minimum	Midpoint	Maximum	Maximum with Longevity	Range Spread	# of Steps	Employees
1	\$ 21,805	\$ 26,030	\$ 30,255	\$ 36,995	39%	22	21
2	\$ 22,382	\$ 26,700	\$ 31,018	\$ 37,922	39%	22	0
3	\$ 22,980	\$ 27,401	\$ 31,822	\$ 38,870	38%	22	0
4	\$ 23,536	\$ 28,081	\$ 32,625	\$ 39,839	39%	22	3
5	\$ 24,155	\$ 28,813	\$ 33,470	\$ 40,849	39%	22	5
6	\$ 24,732	\$ 29,544	\$ 34,357	\$ 41,941	39%	22	0
7	\$ 25,371	\$ 30,286	\$ 35,202	\$ 42,992	39%	22	0
8	\$ 26,030	\$ 31,049	\$ 36,067	\$ 44,064	39%	22	0
9	\$ 26,710	\$ 31,853	\$ 36,995	\$ 45,197	39%	22	7
10	\$ 27,432	\$ 32,677	\$ 37,922	\$ 46,352	38%	22	10
11	\$ 28,112	\$ 33,491	\$ 38,870	\$ 47,485	38%	22	8
12	\$ 28,771	\$ 34,305	\$ 39,839	\$ 48,701	38%	22	5
13	\$ 29,493	\$ 35,171	\$ 40,849	\$ 49,917	39%	22	0
14	\$ 30,255	\$ 36,098	\$ 41,941	\$ 51,174	39%	22	32
15	\$ 31,018	\$ 37,005	\$ 42,992	\$ 52,493	39%	22	2
16	\$ 31,822	\$ 37,943	\$ 44,064	\$ 53,812	38%	22	6
17	\$ 32,625	\$ 38,911	\$ 45,197	\$ 55,111	39%	22	21
18	\$ 33,470	\$ 39,911	\$ 46,352	\$ 56,512	38%	22	21
19	\$ 34,357	\$ 40,921	\$ 47,485	\$ 57,934	38%	22	2
20	\$ 35,202	\$ 41,951	\$ 48,701	\$ 59,418	38%	22	30
21	\$ 36,067	\$ 42,992	\$ 49,917	\$ 60,943	38%	22	2
22	\$ 36,995	\$ 44,085	\$ 51,174	\$ 62,448	38%	22	22
23	\$ 37,922	\$ 45,208	\$ 52,493	\$ 64,056	38%	22	1
24	\$ 38,870	\$ 46,341	\$ 53,812	\$ 65,684	38%	22	6
25	\$ 39,839	\$ 47,475	\$ 55,111	\$ 67,333	38%	22	22
26	\$ 40,849	\$ 48,681	\$ 56,512	\$ 69,043	38%	22	12
27	\$ 41,941	\$ 49,938	\$ 57,934	\$ 70,754	38%	22	25
28	\$ 42,992	\$ 51,205	\$ 59,418	\$ 72,567	38%	22	3
29	\$ 44,064	\$ 52,504	\$ 60,943	\$ 74,360	38%	22	4
30	\$ 45,197	\$ 53,823	\$ 62,448	\$ 76,236	38%	22	3
31	\$ 46,352	\$ 55,204	\$ 64,056	\$ 78,153	38%	22	7
32	\$ 47,485	\$ 56,584	\$ 65,684	\$ 80,172	38%	22	0
33	\$ 48,701	\$ 58,017	\$ 67,333	\$ 82,151	38%	22	9
34	\$ 49,917	\$ 59,480	\$ 69,043	\$ 84,253	38%	22	5
35	\$ 51,174	\$ 60,964	\$ 70,754	\$ 86,355	38%	22	4
36	\$ 52,493	\$ 62,530	\$ 72,567	\$ 88,519	38%	22	1
37	\$ 53,812	\$ 64,086	\$ 74,360	\$ 90,745	38%	22	3
38	\$ 55,111	\$ 65,673	\$ 76,236	\$ 93,012	38%	22	0
39	\$ 56,512	\$ 67,333	\$ 78,153	\$ 95,341	38%	22	8
40	\$ 57,934	\$ 69,053	\$ 80,172	\$ 97,732	38%	22	0
41	\$ 59,418	\$ 70,785	\$ 82,151	\$ 100,185	38%	22	1
42	\$ 60,943	\$ 72,598	\$ 84,253	\$ 102,699	38%	22	0
43	\$ 62,448	\$ 74,402	\$ 86,355	\$ 105,275	38%	22	0
44	\$ 64,056	\$ 76,288	\$ 88,519	\$ 107,913	38%	22	0
45	\$ 65,684	\$ 78,215	\$ 90,745	\$ 110,613	38%	22	0
46	\$ 67,333	\$ 80,172	\$ 93,012	\$ 113,457	38%	22	0
47	\$ 69,043	\$ 82,192	\$ 95,341	\$ 116,240	38%	22	0
48	\$ 70,754	\$ 84,243	\$ 97,732	\$ 119,146	38%	22	0
49	\$ 72,567	\$ 86,376	\$ 100,185	\$ 122,134	38%	22	0
50	\$ 74,360	\$ 88,530	\$ 102,699	\$ 125,184	38%	22	0
51	\$ 76,236	\$ 90,756	\$ 105,275	\$ 128,317	38%	22	0
52	\$ 78,153	\$ 93,033	\$ 107,913	\$ 131,532	38%	22	0
53	\$ 80,172	\$ 95,393	\$ 110,613	\$ 134,830	38%	22	0
54	\$ 82,151	\$ 97,804	\$ 113,457	\$ 138,210	38%	22	0
55	\$ 84,253	\$ 100,246	\$ 116,240	\$ 141,672	38%	22	0
56	\$ 86,355	\$ 102,751	\$ 119,146	\$ 145,214	38%	22	0

Source: Evergreen Solutions, May 2015.



3.2 GRADE PLACEMENT ANALYSIS

To assess the overall effectiveness of the City's pay plan and policies, it was helpful to analyze where employees' salaries stood in comparison to the range in which they were placed. An organization with no career ladder, for example, which limits the methods by which employees' salaries are able to progress through the ranges, would be expected to reveal a large clustering of employees at or near the minimum of their pay grades. An organization with severely uncompetitive range values may have employees clustered near the top of their ranges because the organization is required to pay them the highest salary possible in order to limit turnover. The Grade Placement Analysis revealed salary compression in several segments of the City's pay plans, which is discussed further in the remainder of this section.

Exhibit 3E shows the number of employees in classifications assigned to Tier A and Tier B of the Enterprise Pay Plan that earned salaries at the minimum and maximum of their assigned pay grades. Across both tiers, 14 employees earned their pay grade's minimum and 74 earned their pay grade's maximum. All 74 employees who were currently earning their maximum salary were on Tier A, and 13 of the 14 employees earning their grade's minimum salary were on Tier B of the Enterprise Pay Plan. Overall, nearly a quarter (22.8 percent) of enterprise-funded employees on Tier B earned their grade's minimum salary, and over half (55.6 percent) of the enterprise-funded employees on Tier A earned their grade's maximum salary.

EXHIBIT 3E
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE- ENTERPRISE PAY PLAN

Grade	Total Employees		At Minimum				At Maximum			
	Tier A	Tier B	Tier A		Tier B		Tier A		Tier B	
			#	%	#	%	#	%	#	%
10	1	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
12	0	1	0	--	1	100.0%	0	--	0	0.0%
14	22	12	0	0.0%	0	0.0%	15	68.2%	0	0.0%
15	1	2	1	100.0%	2	100.0%	0	0.0%	0	0.0%
16	0	6	0	--	0	0.0%	0	--	0	0.0%
17	1	2	0	0.0%	1	50.0%	0	0.0%	0	0.0%
18	0	1	0	--	1	100.0%	0	--	0	0.0%
19	7	1	0	0.0%	1	100.0%	1	14.3%	0	0.0%
20	1	2	0	0.0%	0	0.0%	1	100.0%	0	0.0%
21	20	1	0	0.0%	0	0.0%	11	55.0%	0	0.0%
22	6	2	0	0.0%	0	0.0%	5	83.3%	0	0.0%
23	1	0	0	0.0%	0	--	1	100.0%	0	--
24	26	14	0	0.0%	0	0.0%	14	53.8%	0	0.0%
25	6	2	0	0.0%	2	100.0%	2	33.3%	0	0.0%
26	2	2	0	0.0%	1	50.0%	0	0.0%	0	0.0%
27	9	4	0	0.0%	3	75.0%	4	44.4%	0	0.0%
28	5	0	0	0.0%	0	--	1	20.0%	0	--
29	1	0	0	0.0%	0	--	1	100.0%	0	--
30	3	1	0	0.0%	0	0.0%	3	100.0%	0	0.0%
31	12	2	0	0.0%	0	0.0%	8	66.7%	0	0.0%
33	6	1	0	0.0%	1	100.0%	4	66.7%	0	0.0%
34	2	0	0	0.0%	0	--	2	100.0%	0	--
35	0	0	0	--	0	--	0	--	0	--
39	1	0	0	0.0%	0	--	1	100.0%	0	--
Total	133	57	1	0.8%	13	22.8%	74	55.6%	0	0.0%

Source: Evergreen Solutions, May 2015.

Exhibit 3F shows the number of employees in classifications assigned to Tier A and Tier B of the General Pay Plan that earned salaries at the minimum and maximum of their assigned pay grades. The data showed that among all across both tiers of the General Pay Plan, 113 employees earned their pay grade minimum and 182 earned their pay grade maximum. All 182 employees earning their maximum salary were on Tier A, and 101 of the 113 employees earning their minimum salary were on Tier B. Over half (55.5 percent) of employees on Tier B of the General Pay Plan were earning their minimum salary, and over half (58.5 percent) of employees on Tier A of the General Pay Plan were earning their maximum salary.

EXHIBIT 3F
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE- GENERAL PAY PLAN

Grade	Total Employees		At Minimum				At Maximum			
	Tier A	Tier B	Tier A		Tier B		Tier A		Tier B	
			#	%	#	%	#	%	#	%
1	21	17	4	19.0%	15	88.2%	5	23.8%	0	0.0%
4	3	2	0	0.0%	2	100.0%	0	0.0%	0	0.0%
5	5	10	0	0.0%	0	0.0%	3	60.0%	0	0.0%
7	0	5	0	--	5	100.0%	0	--	0	0.0%
9	7	10	0	0.0%	0	0.0%	6	85.7%	0	0.0%
10	10	13	0	0.0%	0	0.0%	4	40.0%	0	0.0%
11	8	10	0	0.0%	0	0.0%	4	50.0%	0	0.0%
12	5	0	0	0.0%	0	--	3	60.0%	0	--
14	32	13	0	0.0%	11	84.6%	27	84.4%	0	0.0%
15	2	4	0	0.0%	3	75.0%	1	50.0%	0	0.0%
16	6	1	0	0.0%	1	100.0%	5	83.3%	0	0.0%
17	21	19	0	0.0%	0	0.0%	14	66.7%	0	0.0%
18	21	12	0	0.0%	12	100.0%	15	71.4%	0	0.0%
19	2	5	0	0.0%	0	0.0%	1	50.0%	0	0.0%
20	30	21	3	10.0%	17	81.0%	9	30.0%	0	0.0%
21	2	0	0	0.0%	0	--	2	100.0%	0	--
22	22	7	0	0.0%	7	100.0%	12	54.5%	0	0.0%
23	1	0	0	0.0%	0	--	1	100.0%	0	--
24	6	0	0	0.0%	0	--	4	66.7%	0	--
25	22	2	2	9.1%	2	100.0%	14	63.6%	0	0.0%
26	12	6	0	0.0%	5	83.3%	9	75.0%	0	0.0%
27	25	8	3	12.0%	7	87.5%	17	68.0%	0	0.0%
28	3	0	0	0.0%	0	--	1	33.3%	0	--
29	4	6	0	0.0%	6	100.0%	2	50.0%	0	0.0%
30	3	1	0	0.0%	1	100.0%	2	66.7%	0	0.0%
31	7	0	0	0.0%	0	--	5	71.4%	0	--
33	9	3	0	0.0%	3	100.0%	7	77.8%	0	0.0%
34	5	0	0	0.0%	0	--	1	20.0%	0	--
35	4	3	0	0.0%	3	100.0%	3	75.0%	0	0.0%
36	1	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
37	3	0	0	0.0%	0	--	1	33.3%	0	--
39	8	1	0	0.0%	1	100.0%	4	50.0%	0	0.0%
41	1	0	0	0.0%	0	--	0	0.0%	0	--
42	0	1	0	--	0	0.0%	0	--	0	0.0%
Total	311	182	12	3.9%	101	55.5%	182	58.5%	0	0.0%

Source: Evergreen Solutions, May 2015.



Being at the grade minimum is typically a sign of a newer employee who has not had the opportunity or experience necessary to progress from that entry level of compensation, or that an employee has just been promoted into a new pay grade. Contrarily, being at the grade maximum is typically a sign of an established employee who has had the opportunity or experience necessary to progress to the top of their potential compensation, or that an employee may be nearing an opportunity for promotion which would result in a reclassification into a new pay grade. Because Tier A of the City's current pay plans was applied to employees hired prior to July 15, 2009 and Tier B was applied to employees hired after that date, the clustering at minimum of Tier B employees and at maximum of Tier A employees was likely due to the tenure of those employees.

Grade midpoint is often considered a key point for comparison with market because, depending on the organization's compensation philosophy, employees earning grade midpoints are usually fully trained in their assigned duties and responsibilities. Therefore, it was important to examine the percentages of employees at the City who had salaries that fell above and below the calculated midpoint of their respective pay grade.

Exhibits 3G and 3H provide the breakdown of employees with salaries that were above and below midpoint by pay grade. Generally, there was relative parity when comparing the number of employees above and below midpoint on both of the City's pay plans. On the Enterprise Plan, a total of 89 employees (46.8 percent) earned salaries below their grade midpoint, compared with 248 employees (50.3 percent) on the General Pay Plan. The General Pay Plan had 49.7 percent of employees with salaries above midpoint, while the Enterprise Pay Plan had 53.2 percent of employees with salaries above midpoint. However, on both plans, all except for two of the employees with salaries above midpoint were on Tier A. As mentioned previously, this was explained by the implementation of Tier B in 2009, specifically that Tier A employees had hire dates prior to the implementation date and Tier B employees had all been hired since that date. Too many employees above or below midpoint can result in compression within a pay grade, but this situation did not seem to exist at the City.



EXHIBIT 3G
EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE- ENTERPRISE PAY PLAN

Grade	Total Employees		Below Midpoint				Above Midpoint			
	Tier A	Tier B	Tier A		Tier B		Tier A		Tier B	
			#	%	#	%	#	%	#	%
10	1	1	1	100.0%	1	100.0%	0	0.0%	0	0.0%
12	0	1	0	--	1	100.0%	0	--	0	0.0%
14	22	12	3	13.6%	12	100.0%	19	86.4%	0	0.0%
15	1	2	1	100.0%	2	100.0%	0	0.0%	0	0.0%
16	0	6	0	--	6	100.0%	0	--	0	0.0%
17	1	2	0	0.0%	2	100.0%	1	100.0%	0	0.0%
18	0	1	0	--	1	100.0%	0	--	0	0.0%
19	7	1	3	42.9%	1	100.0%	4	57.1%	0	0.0%
20	1	2	0	0.0%	2	100.0%	1	100.0%	0	0.0%
21	20	1	3	15.0%	1	100.0%	17	85.0%	0	0.0%
22	6	2	1	16.7%	2	100.0%	5	83.3%	0	0.0%
23	1	0	0	0.0%	0	--	1	100.0%	0	--
24	26	14	8	30.8%	14	100.0%	18	69.2%	0	0.0%
25	6	2	2	33.3%	2	100.0%	4	66.7%	0	0.0%
26	2	2	2	100.0%	2	100.0%	0	0.0%	0	0.0%
27	9	4	4	44.4%	4	100.0%	5	55.6%	0	0.0%
28	5	0	3	60.0%	0	--	2	40.0%	0	--
29	1	0	0	0.0%	0	--	1	100.0%	0	--
30	3	1	0	0.0%	1	100.0%	3	100.0%	0	0.0%
31	12	2	1	8.3%	2	100.0%	11	91.7%	0	0.0%
33	6	1	0	0.0%	1	100.0%	6	100.0%	0	0.0%
34	2	0	0	0.0%	0	--	2	100.0%	0	--
35	0	0	0	--	0	--	0	--	0	--
39	1	0	0	0.0%	0	--	1	100.0%	0	--
Total	133	57	32	23.9%	57	100.0%	101	75.4%	0	0.0%

Source: Evergreen Solutions, May 2015.



EXHIBIT 3H
EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE- GENERAL PAY PLAN

Grade	Total Employees		Below Midpoint				Above Midpoint			
	Tier A	Tier B	Tier A		Tier B		Tier A		Tier B	
			#	%	#	%	#	%	#	%
1	21	17	12	57.1%	17	100.0%	9	42.9%	0	0.0%
4	3	2	3	100.0%	2	100.0%	0	0.0%	0	0.0%
5	5	10	2	40.0%	10	100.0%	3	60.0%	0	0.0%
7	0	5	0	--	5	100.0%	0	--	0	0.0%
9	7	10	1	14.3%	10	100.0%	6	85.7%	0	0.0%
10	10	13	3	30.0%	13	100.0%	7	70.0%	0	0.0%
11	8	10	1	12.5%	10	100.0%	7	87.5%	0	0.0%
12	5	0	0	0.0%	0	--	5	100.0%	0	--
14	32	13	2	6.3%	13	100.0%	30	93.8%	0	0.0%
15	2	4	1	50.0%	4	100.0%	1	50.0%	0	0.0%
16	6	1	0	0.0%	1	100.0%	6	100.0%	0	0.0%
17	21	19	7	33.3%	19	100.0%	14	66.7%	0	0.0%
18	21	12	1	4.8%	12	100.0%	20	95.2%	0	0.0%
19	2	5	0	0.0%	5	100.0%	2	100.0%	0	0.0%
20	30	21	13	43.3%	19	90.5%	17	56.7%	2	9.5%
21	2	0	0	0.0%	0	--	2	100.0%	0	--
22	22	7	2	9.1%	7	100.0%	20	90.9%	0	0.0%
23	1	0	0	0.0%	0	--	1	100.0%	0	--
24	6	0	0	0.0%	0	--	6	100.0%	0	--
25	22	2	5	22.7%	2	100.0%	17	77.3%	0	0.0%
26	12	6	1	8.3%	6	100.0%	11	91.7%	0	0.0%
27	25	8	5	20.0%	8	100.0%	20	80.0%	0	0.0%
28	3	0	2	66.7%	0	--	1	33.3%	0	--
29	4	6	1	25.0%	6	100.0%	3	75.0%	0	0.0%
30	3	1	0	0.0%	1	100.0%	3	100.0%	0	0.0%
31	7	0	2	28.6%	0	--	5	71.4%	0	--
33	9	3	1	11.1%	3	100.0%	8	88.9%	0	0.0%
34	5	0	2	40.0%	0	--	3	60.0%	0	--
35	4	3	0	0.0%	3	100.0%	4	100.0%	0	0.0%
36	1	2	0	0.0%	2	100.0%	1	100.0%	0	0.0%
37	3	0	0	0.0%	0	--	3	100.0%	0	--
39	8	1	1	12.5%	1	100.0%	7	87.5%	0	0.0%
41	1	0	0	0.0%	0	--	1	100.0%	0	--
42	0	1	0	--	1	100.0%	0	--	0	0.0%
Total	311	182	68	21.9%	180	98.9%	243	78.1%	2	1.1%

Source: Evergreen Solutions, May 2015.



3.3 QUARTILE ANALYSIS

To determine where employees' salaries fell within the pay structure in more detail, each pay grade possessing at least one full-time employee was divided into four equal segments, or quartiles, and employees were assigned a quartile based on where their salary fell. **Exhibits 3I, 3J, 3K and 3L** illustrate the number of employees that had salaries in each quartile of each pay grade for each pay plan and tier. **Exhibits 3M and 3N** present the figures in graphs that show the percentage of the total number of employees in each grade that had salaries that fell in each quartile for Tier A and Tier B employees, respectively.

This analytical tool was helpful in determining whether employee salaries were adequately disbursed throughout the pay grades. The observation made in the Grade Placement Analysis that a majority of employees' whose salaries were above the midpoint of their pay ranges were on Tier A of both the Enterprise and General Pay Plans was further supported in the Quartile Analysis. The opposite was true for those below their respective pay grade midpoint; the majority were on Tier B of both plans and all except for two employees in Tier B earned salaries within the first quartile of their grades. While this information alone may have been cause for concern, it was important to take into consideration the tenure of employees in Tier B of the pay plans. Because these employees were relatively new to the City, it was not surprising that these employees earned salaries in the lowest quartile of their pay ranges.

EXHIBIT 3I
QUARTILE ANALYSIS (COUNT OF EMPLOYEES) – ENTERPRISE PLAN TIER A

Grade	Total	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
10	1	0	1	0	0
14	22	1	2	3	16
15	1	1	0	0	0
17	1	0	0	0	1
19	7	3	0	2	2
20	1	0	0	0	1
21	20	2	1	2	15
22	6	0	1	0	5
23	1	0	0	0	1
24	26	3	5	3	15
25	6	2	0	0	4
26	2	1	1	0	0
27	9	1	3	0	5
28	5	0	3	0	2
29	1	0	0	0	1
30	3	0	0	0	3
31	12	1	0	0	11
33	6	0	0	2	4
34	2	0	0	0	2
39	1	0	0	0	1
Total	133	15	17	12	89

Source: Evergreen Solutions, May 2015.



EXHIBIT 3J
QUARTILE ANALYSIS (COUNT OF EMPLOYEES) – ENTERPRISE PLAN TIER B

Grade	Total	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
10	1	1	0	0	0
12	1	1	0	0	0
14	12	12	0	0	0
15	2	2	0	0	0
16	6	6	0	0	0
17	2	2	0	0	0
18	1	1	0	0	0
19	1	1	0	0	0
20	2	2	0	0	0
21	1	1	0	0	0
22	2	2	0	0	0
24	14	14	0	0	0
25	2	2	0	0	0
26	2	2	0	0	0
27	4	4	0	0	0
30	1	1	0	0	0
31	2	2	0	0	0
33	1	1	0	0	0
Total	57	57	0	0	0

Source: Evergreen Solutions, May 2015.



EXHIBIT 3K
QUARTILE ANALYSIS (COUNT OF EMPLOYEES) – GENERAL PLAN TIER A

Grade	Total	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
1	21	6	6	3	6
4	3	0	3	0	0
5	5	0	2	0	3
9	7	1	0	0	6
10	10	2	1	1	6
11	8	1	0	2	5
12	5	0	0	1	4
14	32	2	0	0	30
15	2	0	1	0	1
16	6	0	0	0	6
17	21	6	1	0	14
18	21	0	1	0	20
19	2	0	0	0	2
20	30	8	5	3	14
21	2	0	0	0	2
22	22	1	1	2	18
23	1	0	0	0	1
24	6	0	0	2	4
25	22	4	1	2	15
26	12	1	0	1	10
27	25	5	0	0	20
28	3	1	1	0	1
29	4	0	1	0	3
30	3	0	0	0	3
31	7	0	2	0	5
33	9	0	1	0	8
34	5	1	1	2	1
35	4	0	0	1	3
36	1	0	0	1	0
37	3	0	0	1	2
39	8	0	1	2	5
41	1	0	0	0	1
Total	311	39	29	24	219

Source: Evergreen Solutions, May 2015.



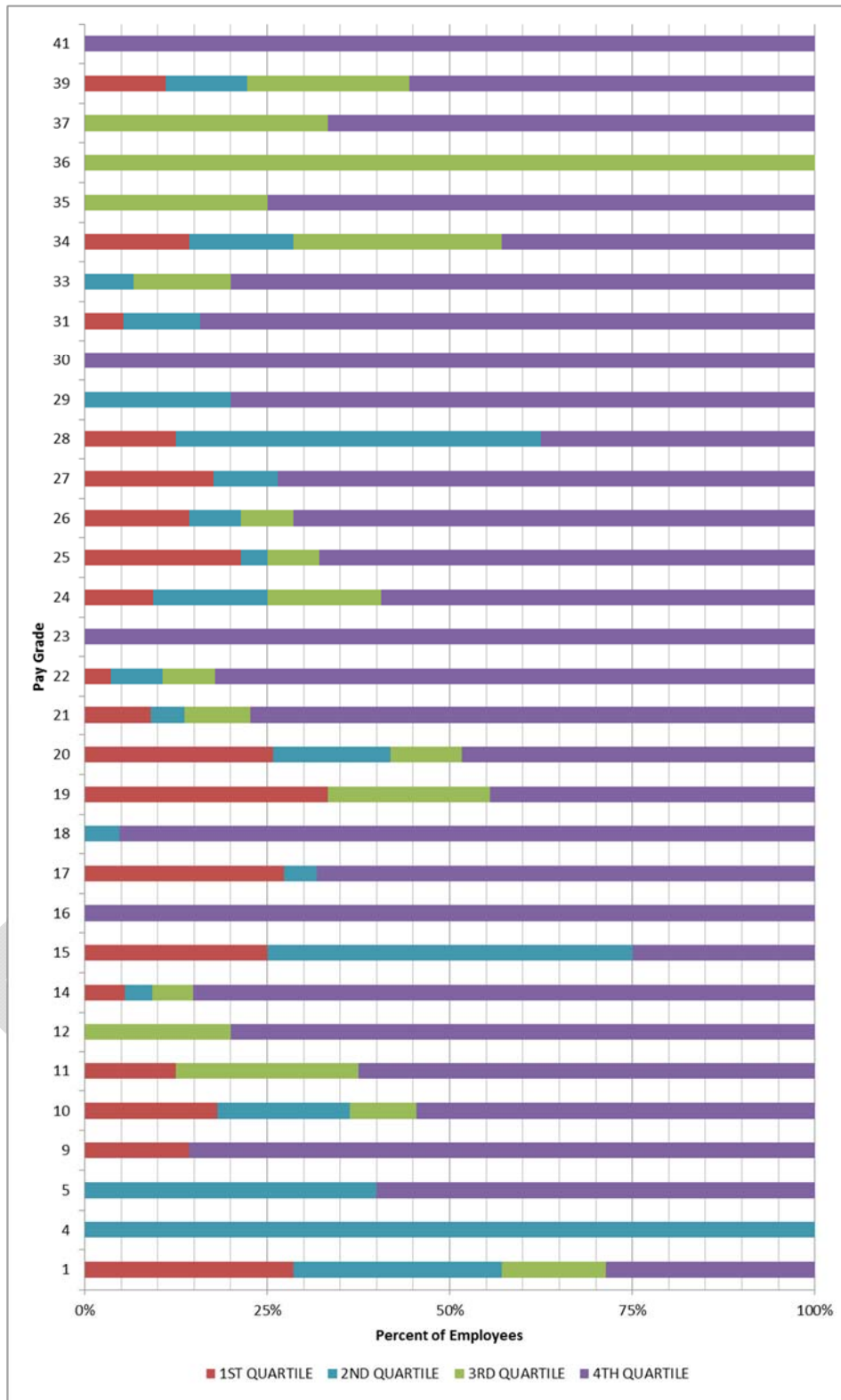
EXHIBIT 3L
QUARTILE ANALYSIS (COUNT OF EMPLOYEES) – GENERAL PLAN TIER B

Grade	Total	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
1	17	17	0	0	0
4	2	2	0	0	0
5	10	10	0	0	0
7	5	5	0	0	0
9	10	10	0	0	0
10	13	13	0	0	0
11	10	10	0	0	0
14	13	13	0	0	0
15	4	4	0	0	0
16	1	1	0	0	0
17	19	19	0	0	0
18	12	12	0	0	0
19	5	5	0	0	0
20	21	19	0	0	2
22	7	7	0	0	0
25	2	2	0	0	0
26	6	6	0	0	0
27	8	8	0	0	0
29	6	6	0	0	0
30	1	1	0	0	0
33	3	3	0	0	0
35	3	3	0	0	0
36	2	2	0	0	0
39	1	1	0	0	0
42	1	1	0	0	0
Total	182	180	0	0	2

Source: Evergreen Solutions, May 2015.



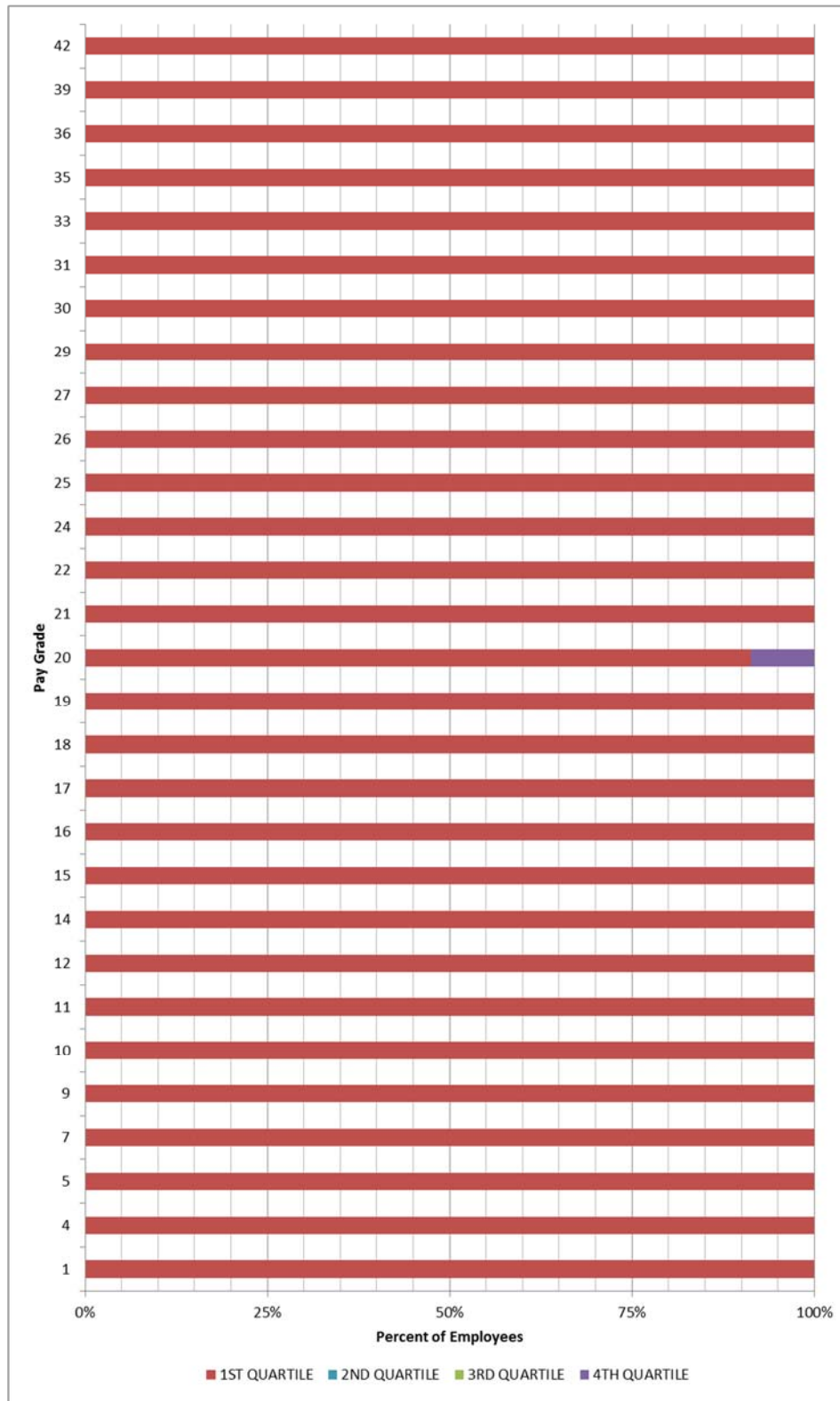
EXHIBIT 3M
QUARTILE ANALYSIS (PERCENTAGE OF EMPLOYEES BY TIER) – BOTH PLANS TIER A



Source: Evergreen Solutions, May 2015.



EXHIBIT 3N QUARTILE ANALYSIS (PERCENTAGE OF EMPLOYEES BY TIER) – BOTH PLANS TIER B



Source: Evergreen Solutions, May 2015.



3.4 EMPLOYEE TENURE AND CITY DEPARTMENTS

As of May 2015, the City employed 683 AFSCME employees in regular positions, all of whom were included in this section of the study. The following analyses were intended to provide basic information regarding the tenure of employees and how employees were distributed among the City's departments.

Exhibits 30 through 3R show the average amount of time employees in each pay grade had spent in their current classification and their average tenure at the City for each tier of each pay grade. These data showed that average tenure across the City was 10.3 years, which was 30.4 percent higher than the national median, which, according to recent statistics from the Department of Labor, was 7.9 years for employees working for local governments¹.

¹ United States Department of Labor, Bureau of Labor Statistics. (September 2014). Employee Tenure Summary [Economic News Release]. Retrieved from <http://www.bls.gov/news.release/tenure.nr0.htm>

EXHIBIT 30
EMPLOYEE TENURE BY PAY GRADE – ENTERPRISE PLAN TIER A

Grade	Count	Avg Class Years	Avg Tenure
10	1	8.5	8.5
14	22	5.6	13.9
15	1	2.4	8.2
17	1	0.6	14.4
19	7	2.8	9.8
20	1	1.5	14.0
21	20	6.4	15.3
22	6	6.2	20.7
23	1	4.0	15.5
24	26	6.2	14.1
25	6	3.2	15.6
26	2	7.5	7.5
27	9	4.2	17.2
28	5	10.6	10.6
29	1	0.9	30.2
30	3	1.0	14.3
31	12	5.6	17.9
33	6	5.0	20.7
34	2	11.3	18.0
39	1	3.3	26.2
Overall Average		5.6	15.2

Source: Evergreen Solutions, May 2015.



EXHIBIT 3P
EMPLOYEE TENURE BY PAY GRADE – ENTERPRISE PLAN TIER B

Grade	Count	Avg Class Years	Avg Tenure
10	1	0.5	0.5
12	1	0.5	0.5
14	12	0.9	1.1
15	2	1.5	1.5
16	6	0.5	0.5
17	2	1.7	1.9
18	1	0.9	0.9
19	1	2.1	2.1
20	2	1.1	1.1
21	1	0.5	1.3
22	2	0.3	0.3
24	14	1.3	1.5
25	2	2.0	3.4
26	2	1.9	1.9
27	4	1.5	2.0
30	1	1.0	3.1
31	2	2.5	4.5
33	1	1.2	4.1
Overall Average		1.2	1.5

Source: Evergreen Solutions, May 2015.



EXHIBIT 3Q
EMPLOYEE TENURE BY PAY GRADE – GENERAL PLAN TIER A

Grade	Count	Avg Class Years	Avg Tenure
1	21	6.7	11.8
4	3	2.6	5.0
5	5	7.1	10.3
9	7	11.3	16.0
10	10	1.8	8.6
11	8	4.8	17.1
12	5	5.6	12.2
14	32	6.4	15.6
15	2	3.1	11.9
16	6	3.1	20.2
17	21	3.4	14.8
18	21	5.9	15.3
19	2	2.3	21.3
20	30	7.8	13.1
21	2	3.6	19.7
22	22	5.4	16.2
23	1	11.9	11.9
24	6	11.1	20.7
25	22	10.2	16.0
26	12	3.1	15.0
27	25	8.9	17.0
28	3	2.2	12.3
29	4	11.5	14.3
30	3	2.4	16.1
31	7	5.6	19.4
33	9	7.2	14.8
34	5	11.6	17.9
35	4	8.8	20.5
36	1	14.2	14.2
37	3	4.5	11.5
39	8	6.8	14.0
41	1	1.6	20.6
Overall Average		6.6	15.0

Source: Evergreen Solutions, May 2015.



**EXHIBIT 3R
EMPLOYEE TENURE BY PAY GRADE – GENERAL PLAN TIER B**

Grade	Count	Avg Class Years	Avg Tenure
1	17	1.6	1.8
4	2	0.4	0.4
5	10	1.2	1.5
7	5	1.6	1.6
9	10	0.8	0.8
10	13	1.0	1.1
11	10	1.5	2.2
14	13	0.6	0.9
15	4	1.8	3.4
16	1	3.3	4.7
17	19	0.6	1.3
18	12	1.3	1.3
19	5	0.6	0.6
20	21	1.4	2.2
22	7	0.9	0.9
25	2	1.1	1.5
26	6	1.6	1.6
27	8	1.2	2.0
29	6	1.2	1.2
30	1	0.4	0.4
33	3	0.9	0.9
35	3	1.1	1.1
36	2	1.3	1.3
39	1	2.8	2.8
42	1	2.4	2.4
Overall Average		1.2	1.5

Source: Evergreen Solutions, May 2015.

On the Enterprise Pay Plan, the average tenure of Tier A employees was 15.2 years and the average tenure of Tier B employees was 1.5 years. On the General Pay Plan, the average tenure of Tier A employees was 15.0 years and the average tenure of Tier B employees was 1.5 years. The employees on Tier A of the two pay plans had significant average tenure, 15.2 years for the Enterprise Pay Plan and 15.0 years for the General Pay Plan. These employees undoubtedly possessed a wealth of institutional knowledge which, if lost without preparation, could leave the City with knowledge gaps that could significantly affect the quality of services provided in the future. Lower than average tenure is also important to evaluate because it can identify positions with significant turnover or retention issues. On the Enterprise Pay Plan Tier B, grades 10 and 12 each had average tenures of less than one year; and on the General Pay Plan Tier B, several grades had average tenures of less than

one year. Several of these classifications were selected as benchmarks for the salary survey in order to assess if lower tenure in these classifications was related to compensation.

In the Quartile Analysis, it was documented that nearly all of the employees on Tier B of both plans had salaries that fell within the first quartile of their pay grades. The tenure analysis confirmed that this was due to the fact that Tier B employees were new to the City because they were all hired after the implementation date of the Tier B pay plans, which explained the observed compression on Tier B.

The City's employees were spread among 13 departments. Exhibit 3U shows the number of classifications that were present in each department along with the number and overall percentage of total employees by department. As the exhibit illustrates, the City's largest department was Public Utilities, with 158 employees, representing 23.1 percent of the City's workforce. There were five departments that had fewer than ten employees, with a combined 3.1 percent of the City's total workforce.

**EXHIBIT 3U
EMPLOYEES BY DEPARTMENT**

Department	Employees	Classes	% of Total
Building	31	12	4.5%
City Clerk	7	6	1.0%
City Commission	1	1	0.1%
Community & economic Development	2	2	0.3%
Financial Services	21	12	3.1%
Fire Rescue	76	11	11.1%
Information technology	7	3	1.0%
Parking	26	8	3.8%
Parks & Recreation	135	27	19.8%
Planning	5	3	0.7%
Police	123	29	18.0%
Public Utilities	158	33	23.1%
Public Works	91	32	13.3%
Total	683	179	100.0%

Source: Evergreen Solutions, May 2015.

3.5 SUMMARY

Overall, the City's compensation plans had a solid structure on which to grow consisting of two separate pay plans, each with two tiers. One of the pay plans was used for employees in enterprise-funded classifications, and the other was used for employees paid out of the City's general fund. Tier A of the pay plans were used for employees hired before Tier B's implementation date of July 15, 2009.

Because of the implementation date of Tier B, it appeared that salary compression existed in the first quartile of Tier B's pay grades and in the upper quartiles of Tier A's pay grades.

However, after employee tenure was considered, the City did not seem to have widespread pay compression issues.

Further information gained from the market analysis helped Evergreen Solutions to develop recommendations to improve upon the City's existing salary structure. The City had the potential and was well equipped to take the next step in becoming a more competitive employment force in their labor market.

DRAFT



Chapter 4 – Market Summary

Evergreen Solutions conducted a market comparison study in order to determine the City's relative competitive position in the market place. This study focused on the average salary ranges offered by the market for a sample of benchmark positions. These data were then used to evaluate overall structure, summarize overall market competitiveness, and capture the current highs and lows of the City's pay plan at a fixed point in time. This methodology was used to provide an overall analysis and not to evaluate salaries for individual employees. Market comparisons do not translate well at the individual level because individual pay is determined through a combination of factors, including demand for the type of job, performance, prior experience, and, in some cases, an individual's negotiation skills during the hiring process. A combination of factors, one of which was the market survey, was used when developing recommended changes to the City's pay plans and pay grade assignments.

This market comparison analysis is best thought of as a snapshot of current market conditions, as the data were collected at the time of the study and provided the most up to date market information. It should be noted that market conditions can change, and in some cases change quickly. Therefore, future market surveys must be done at regular intervals if the City wishes to stay competitive with the marketplace.

Evergreen Solutions consultants conducted a comprehensive market salary survey for the City, which included contacting 15 market peers to collect salary information regarding 47 benchmarked job classifications. Of the market peers contacted, data were collected from 14, and market relevant matches were made for 45 of the benchmarked positions. Of the 45 benchmarked classifications with market matches, 39 were assigned to General pay grades, and 23 were assigned to Enterprise pay grades. Seventeen of the benchmarks were assigned to grades on both the General and Enterprise pay plans.

When seeking to compare the City to its peers, a number of factors were taken into account, including location and relative population. Data collected outside of the City's direct region were adjusted for cost of living at the county level using national cost of living index factors. This calculation allowed salary dollars from organizations in different counties in the region to be compared in spending power relevant to the City. Data were collected from the list of 14 market peers shown in **Exhibit 4A**.



EXHIBIT 4A PEER RESPONDENTS

City of Boca Raton	City of Tampa
City of Ft. Lauderdale	City of West Palm Beach
City of Hallandale Beach	Town of Davie
City of Miramar	Broward County
City of Plantation	Hillsborough County
City of Pompano Beach	Miami-Dade County
City of Sunrise	Palm Beach County

Source: Evergreen Solutions, June 2015.

4.1 MARKET DATA

Exhibit 4B displays the results of the salary survey. For each benchmarked classification, the average peer response for pay range minimum, midpoint, and maximum are shown, as well as the percent differentials at each point. The percent differential indicates how the City's salary ranges compared to the market average. A positive differential indicates that the City's salary was above market average, and a negative differential indicates that the City's salary was below market average. The percent differentials were calculated based on the City's Tier B pay plans, and they were calculated and are shown separately for the City's salary ranges for General and Enterprise pay grades. **Exhibit 4B** also provides the number of relevant matches made for each benchmarked classification. **Exhibit 4C** shows the average range spread in the market, as well as the City's General and Enterprise range spreads, for each benchmarked classification.

EXHIBIT 4B
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS

ID	Classification	Range Minimum			Range Midpoint			Range Maximum		
		Market Average	% Diff General	% Diff Enterprise	Market Average	% Diff General	% Diff Enterprise	Market Average	% Diff General	% Diff Enterprise
1	A/C REFRIGERATION MECHANIC	\$42,262.40	-15.2%	--	\$52,970.48	-14.6%	--	\$63,678.55	-14.2%	--
2	ACCOUNTING CLERK	\$31,887.79	-11.4%	-5.5%	\$39,883.63	-10.5%	-4.7%	\$47,879.47	-9.9%	-4.1%
3	ADMINISTRATIVE SECRETARY	\$37,866.94	-14.1%	-8.1%	\$47,712.10	-14.0%	-8.0%	\$57,557.26	-13.9%	-7.9%
4	ASSOCIATE PLANNER	\$48,877.34	-6.8%	--	\$62,178.04	-7.7%	--	\$75,478.75	-8.3%	--
5	ATHLETICS SUPERVISOR	\$38,355.25	7.5%	--	\$49,209.58	5.9%	--	\$60,063.91	4.8%	--
6	AUTO MECHANIC	\$38,142.98	-1.5%	--	\$48,882.19	-3.2%	--	\$59,621.41	-4.3%	--
7	BUILDING INSPECTOR	\$55,142.96	-26.6%	--	\$67,502.36	-26.6%	--	\$79,861.75	-26.6%	--
8	BUILDING PLANS EXAMINER	\$56,330.77	-17.1%	--	\$70,887.86	-16.9%	--	\$85,444.95	-16.7%	--
9	CAD TECHNICIAN	\$45,036.73	-25.9%	-19.3%	\$56,768.20	-25.9%	-19.3%	\$68,499.67	-25.9%	-19.3%
10	CASHIER	\$31,135.80	-19.9%	-13.7%	\$38,821.97	-18.7%	-12.5%	\$46,508.14	-17.9%	-11.7%
11	CHIEF MECHANIC	\$46,443.56	-12.0%	-6.1%	\$58,197.45	-11.3%	-5.5%	\$69,951.34	-10.9%	-5.0%
12	CHIEF UTILITY MECHANIC	\$46,581.38	--	-6.4%	\$56,374.05	--	-2.2%	\$66,166.72	--	0.6%
13	CLERICAL SPECIALIST	\$29,463.04	-22.3%	-15.9%	\$36,569.22	-20.4%	-14.1%	\$43,675.40	-19.1%	-12.9%
14	CODE ENFORCEMENT OFFICER	\$42,724.98	-16.5%	--	\$53,851.16	-16.5%	--	\$64,977.35	-16.5%	--
15	COMMUNITY SERVICE OFFICER	\$33,350.56	-10.8%	--	\$42,829.35	-12.9%	--	\$52,308.13	-14.3%	--
16	CRIME INTELLIGENCE ANALYST	\$44,716.62	-16.1%	--	\$55,169.21	-13.6%	--	\$65,621.80	-12.0%	--
17	CRIME SCENE TECHNICIAN I	\$42,746.05	6.6%	--	\$53,174.87	7.9%	--	\$63,603.69	8.7%	--
18	CUSTODIAN	\$25,764.79	-4.4%	1.1%	\$33,001.68	-6.0%	-0.5%	\$39,716.51	-5.7%	-0.2%
19	ELECTRICAL INSPECTOR	\$56,256.91	-29.2%	--	\$68,694.02	-28.8%	--	\$81,131.14	-28.6%	--
20	ELECTRICIAN	\$43,430.52	-18.4%	-12.3%	\$54,242.84	-17.4%	-11.2%	\$65,055.15	-16.7%	-10.5%
21	ENGINEERING INSPECTOR	\$50,596.44	-10.6%	-4.7%	\$63,023.45	-9.2%	-3.5%	\$75,450.47	-8.3%	-2.6%
22	EQUIPMENT OPERATOR	\$31,957.27	-11.6%	-5.8%	\$40,522.01	-12.3%	-6.4%	\$49,086.75	-12.7%	-6.8%
23	FIRE APPARATUS MECHANIC	\$48,499.06	-22.9%	--	\$52,017.81	-4.5%	--	\$62,825.16	-4.6%	--
24	GROUNDSKEEPER	\$29,414.90	-19.1%	--	\$36,761.40	-18.1%	--	\$44,107.90	-17.4%	--
25	HEAVY EQUIPMENT OPERATOR	\$36,897.30	-22.6%	-16.2%	\$46,249.31	-21.9%	-15.5%	\$55,601.33	-21.5%	-15.1%
26	LAB TECHNICIAN	\$40,116.96	-4.1%	1.3%	\$50,754.94	-4.5%	0.9%	\$61,392.92	-4.8%	0.7%
27	LABORER	\$27,495.59	-25.9%	-19.4%	\$34,694.85	-26.1%	-19.5%	\$41,894.10	-26.2%	-19.6%
28	LATENT PRINT EXAMINER	\$54,630.15	-16.4%	--	\$67,354.84	-13.8%	--	\$80,079.53	-12.1%	--
29	MARINA ATTENDANT	\$28,790.92	-3.0%	--	\$34,089.45	3.2%	--	\$39,387.99	7.3%	--
30	MECHANICAL INSPECTOR	\$55,557.19	-27.5%	--	\$67,959.98	-27.4%	--	\$80,362.77	-27.4%	--

**EXHIBIT 4B (CONTINUED)
SALARY SURVEY MARKET SUMMARY WITH DIFFERENTIALS**

ID	Classification	Range Minimum			Range Midpoint			Range Maximum		
		Market Average	% Diff General	% Diff Enterprise	Market Average	% Diff General	% Diff Enterprise	Market Average	% Diff General	% Diff Enterprise
31	OCEAN LIFEGUARD	\$ 30,332.30	4.1%	--	\$ 38,698.36	2.9%	--	\$ 46,351.16	3.6%	--
32	PARK RANGER I	\$ 30,742.08	-4.8%	--	\$ 40,821.70	-10.3%	--	\$ 49,868.87	-11.7%	--
33	PAYROLL SPECIALIST	\$ 39,358.02	-18.6%	--	\$ 49,433.18	-18.1%	--	\$ 59,508.33	-17.8%	--
34	PLANT OPERATOR I	\$ 40,025.29	--	-8.7%	\$ 50,150.50	--	-8.0%	\$ 59,870.70	--	-6.9%
35	PLUMBING INSPECTOR	\$ 55,557.19	-27.5%	--	\$ 67,959.98	-27.4%	--	\$ 80,362.77	-27.4%	--
36	RECREATION AIDE	\$ 23,184.82	-17.3%	--	\$ 29,504.16	-18.3%	--	\$ 35,488.52	-17.9%	--
37	RECREATION COORDINATOR	\$ 46,914.06	-24.9%	--	\$ 58,942.32	-24.4%	--	\$ 70,970.59	-24.1%	--
38	SECRETARY	\$ 33,118.42	-21.4%	-15.2%	\$ 41,437.39	-20.6%	-14.3%	\$ 49,756.35	-20.0%	-13.7%
39	SENIOR UTILITY FIELD TECHNICIAN	\$ 40,645.12	-25.5%	-18.9%	\$ 50,301.60	-23.1%	-16.7%	\$ 59,958.08	-21.6%	-15.3%
40	STOREKEEPER	\$ 33,377.54	-5.6%	-0.1%	\$ 42,341.47	-6.2%	-0.7%	\$ 51,305.40	-6.7%	-1.1%
41	STREET MAINTENANCE SUPERVISOR	\$ 50,100.77	-20.8%	-14.5%	\$ 62,787.10	-20.1%	-13.8%	\$ 75,473.43	-19.6%	-13.3%
42	TREATMENT PLANT MECHANIC I	\$ 37,310.54	--	-1.3%	\$ 46,923.45	--	-1.1%	\$ 56,536.36	--	-0.9%
43	UTILITY FIELD TECHNICIAN	\$ 33,363.84	--	-16.0%	\$ 41,444.90	--	-14.3%	\$ 49,525.95	--	-13.2%
44	UTILITY OPERATIONS SUPERVISOR	\$ 52,077.58	--	-19.0%	\$ 64,960.28	--	-17.7%	\$ 77,842.99	--	-16.9%
45	UTILITY SHIFT SUPERVISOR WASTEWATER	\$ 49,453.98	--	-13.0%	\$ 61,728.54	--	-11.9%	\$ 74,003.10	--	-11.1%
	Overall Average		-14.9%	-10.3%		-14.1%	-9.6%		-13.8%	-9.0%

Source: Evergreen Solutions, June 2015.

EXHIBIT 4C
RANGE SPREAD COMPARISON

ID	Classification	Market Average Range Spread	City Range Spread General	City Range Spread Enterprise
1	A/C REFRIGERATION MECHANIC	50.5%	52.1%	--
2	ACCOUNTING CLERK	49.9%	52.1%	52.2%
3	ADMINISTRATIVE SECRETARY	51.5%	52.2%	52.2%
4	ASSOCIATE PLANNER	54.3%	52.2%	--
5	ATHLETICS SUPERVISOR	56.2%	52.2%	--
6	AUTO MECHANIC	56.0%	52.2%	--
7	BUILDING INSPECTOR	44.7%	44.9%	--
8	BUILDING PLANS EXAMINER	51.3%	52.2%	--
9	CAD TECHNICIAN	51.9%	52.1%	52.2%
10	CASHIER	49.0%	52.0%	52.2%
11	CHIEF MECHANIC	50.2%	52.2%	52.2%
12	CHIEF UTILITY MECHANIC	41.8%	--	52.2%
13	CLERICAL SPECIALIST	47.9%	52.3%	52.2%
14	CODE ENFORCEMENT OFFICER	51.7%	52.1%	--
15	COMMUNITY SERVICE OFFICER	57.2%	52.0%	--
16	CRIME INTELLIGENCE ANALYST	46.2%	52.1%	--
17	CRIME SCENE TECHNICIAN I	48.3%	52.2%	--
18	CUSTODIAN	53.5%	52.2%	52.2%
19	ELECTRICAL INSPECTOR	44.1%	44.9%	--
20	ELECTRICIAN	49.6%	52.1%	52.2%
21	ENGINEERING INSPECTOR	48.7%	52.2%	52.2%
22	EQUIPMENT OPERATOR	53.7%	52.1%	52.2%
23	FIRE APPARATUS MECHANIC	30.3%	52.2%	--
24	GROUNDKEEPER	49.8%	52.2%	--
25	HEAVY EQUIPMENT OPERATOR	50.4%	52.0%	52.2%
26	LAB TECHNICIAN	52.9%	52.1%	52.2%
27	LABORER	52.3%	52.0%	52.2%
28	LATENT PRINT EXAMINER	46.8%	52.2%	--
29	MARINA ATTENDANT	36.6%	52.2%	--
30	MECHANICAL INSPECTOR	44.5%	44.9%	--
31	OCEAN LIFEGUARD	51.9%	52.1%	--
32	PARK RANGER I	61.1%	52.2%	--
33	PAYROLL SPECIALIST	50.9%	52.2%	--
34	PLANT OPERATOR I	50.2%	--	52.2%
35	PLUMBING INSPECTOR	44.5%	44.9%	--
36	RECREATION AIDE	52.1%	52.3%	--
37	RECREATION COORDINATOR	50.9%	52.2%	--
38	SECRETARY	49.8%	52.0%	52.2%
39	SENIOR UTILITY FIELD TECHNICIAN	47.3%	52.2%	52.2%
40	STOREKEEPER	53.1%	52.1%	52.2%
41	STREET MAINTENANCE SUPERVISOR	50.3%	52.2%	52.2%
42	TREATMENT PLANT MECHANIC I	51.5%	--	52.2%
43	UTILITY FIELD TECHNICIAN	48.0%	--	52.2%
44	UTILITY OPERATIONS SUPERVISOR	49.1%	--	52.2%
45	UTILITY SHIFT SUPERVISOR WASTEWATER	49.2%	--	52.2%
	Overall Average	49.6%	51.4%	52.2%

Source: Evergreen Solutions, June 2015.



4.2 SALARY SURVEY RESULTS

Range Minimums

As **Exhibit 4B** illustrates, the City's General pay range minimums were an average of 14.9 percent below market, and the City's Enterprise pay range minimums were an average of 10.3 percent below market. While some classifications were closer to market at the minimum, others exhibited a greater difference from market values. Market minimums are typically considered entry level salary points, either entry into the organization or entry into a next level of classification. Employees at or near the minimum are usually at the beginning stages of that position and have not acquired all the skills and experience needed to be fully functional in their classification. Therefore, it is important for an organization to be competitive with the market at range minimums in order to successfully recruit qualified employees.

Based on the data gathered in the market at salary range minimums for benchmarked positions, the following was determined:

- The surveyed position differentials ranged from a low of 29.2 percent below market minimum in the case of the Electrical Inspector (General) classification to a high of 7.5 percent above market for the Athletics Supervisor (General) classification.
- Of the 39 General positions surveyed, 31 (79.5 percent) were found to be 5.0 percent or more below market, and so were considered to be below market at minimum. Of the 23 Enterprise positions surveyed, 18 (78.3 percent) were found to be 5.0 percent or more below market.
- Three General and two Enterprise classifications had positive differentials, and so were determined to be above market.
- The following seven General classifications were found to be 25.0 percent or more below market at pay grade minimum:
 - Electrical Inspector (General), 29.2 percent below market;
 - Mechanical Inspector (General), 27.5 percent below market;
 - Plumbing Inspector (General), 27.5 percent below market;
 - Building Inspector (General), 26.6 percent below market;
 - CAD Technician (General), 25.9 percent below market;
 - Laborer (General), 25.9 percent below market; and
 - Senior Utility Field Technician (General), 25.5 percent below market.

Range Midpoints

Range midpoint is an important comparison point with the market because it is often considered the market value of employees who are fully functional in their classification. As **Exhibit 4B** indicates, the City's General pay grades were an average of 14.1 percent below market and the City's Enterprise pay grades were an average of 9.6 percent below market at range midpoints.



Based on the data gathered at the midpoints of salary ranges, the following observations were made:

- At range midpoints, the benchmarked positions ranged from a low of 28.8 percent below market in the case of the Electrical Inspector (General) classification to a high of 7.9 percent above market for the Crime Scene Technician I (General) classification.
- Thirty-two of the 39 General benchmarks (82.1 percent) and 16 of the 23 Enterprise benchmarks (69.6 percent) were at least 5.0 percent below market at range midpoint.
- Four General classifications and one Enterprise classification had positive differentials at grade midpoint.
- Six General classifications were found to be 25.0 percent or more below market. These classifications are listed below with their midpoint differentials:
 - Electrical Inspector (General), 28.8 percent below market;
 - Mechanical Inspector (General), 27.4 percent below market;
 - Plumbing Inspector (General), 27.4 percent below market;
 - Building Inspector (General), 26.6 percent below market;
 - Laborer (General), 26.1 percent below market; and
 - CAD Technician (General), 25.9 percent below market.

Range Maximums

Salary range maximums represent the highest salary offered by an organization for the work assigned to specific classifications, and an organization's competitiveness at range maximums can impact its ability to retain experienced, quality employees. **Exhibit 4B** shows that the City's General and Enterprise pay grades were 13.8 percent below market and 9.0 percent below market, on average, at range maximums.

The comparison of the City's range maximums to the market yielded the following considerations:

- At range maximums, the benchmark positions ranged from a low of 28.6 percent below market in the case of the Electrical Inspector (General) classification to a high of 8.7 percent above market for the Crime Scene Technician I (General) classification.
- Thirty-two of the 39 General benchmarks (82.1 percent) and 16 of the 23 Enterprise benchmarks (67.0 percent) were at least 5.0 percent below market at range maximum.
- Four General and two Enterprise classifications had grade maximums that were above market average.



- The same six General classifications that were at least 25.0 percent below market at midpoint were also found to be at least 25.0 percent below market at maximum. These classifications are listed below with their differentials at range maximum:
 - Electrical Inspector (General), 28.6 percent below market;
 - Mechanical Inspector (General), 27.4 percent below market;
 - Plumbing Inspector (General), 27.4 percent below market;
 - Building Inspector (General), 26.6 percent below market;
 - Laborer (General), 26.2 percent below market; and
 - CAD Technician (General), 25.9 percent below market.

Range Spreads

Range spreads are a measure of the width of a pay grade, and they are calculated as the percentage increase from a grade's minimum to its maximum salary. **Exhibit 4C** shows the average of the peer organizations' range spreads and the range spread of the City's General and Enterprise pay grades for each benchmarked classification.

Overall, the City's pay ranges were comparable to the widths of ranges in the market. The average market range spread of benchmarked classifications was 49.6 percent, and the City's General and Enterprise range spreads for benchmarked classifications were 51.4 percent and 52.2 percent, on average. The similarity between the City's range spreads and the market average range spreads explained why the City's market differentials were consistent across range minimums, midpoints, and maximums.

Although nearly all benchmarked classifications had market average range spreads and range spreads at the City within five percentage points of each other, three General positions had more noticeable differences between the market range spread and the City's range spread. These are listed below:

- Fire Apparatus Mechanic (General) had a market range spread of 30.3 percent and a City range spread of 52.2 percent, meaning the City's range was 21.9 percentage points wider;
- Marina Attendant (General) had a market range spread of 36.6 percent and a City range spread of 52.2 percent, meaning the City's range spread was 15.5 percentage points wider; and
- Park Ranger I (General) had a market range spread of 61.1 percent and a City range spread of 52.2 percent, meaning the City's range spread was 8.9 percentage points narrower.

4.3 SALARY SURVEY CONCLUSION

It should be noted that the standing of a classification's pay range compared to the market is not a definitive assessment of the individual employee's salary being equally above or below market. It does, however, speak to the City's ability to recruit and retain talent over time. For example, if starting pay is significantly lower than the market would offer, the City

will find itself losing out to their market peers when they seek to fill a position. Additionally, if midpoint or maximum pay is significantly lower than the market, experienced employees may leave for other opportunities.

Overall, most of the benchmarked classifications had salary ranges at the City that were below market average. The Enterprise positions were, on average, 10.3 percent below, 9.6 percent below, and 9.0 percent below market at range minimums, midpoints, and maximums, respectively. The General positions were slightly further behind market, with negative market differentials of 14.9 percent, 14.1 percent, and 13.8 percent at minimum, midpoint, and maximum, respectively. Although the City's pay ranges were generally below market average, the City's range spreads were fairly consistent with the market. This indicated that even though the competitiveness of the City's pay ranges had room for improvement, the design of the City's compensation structure was comparable to the market.

The information gained from the market survey described in this chapter was used, in conjunction with stakeholder and employee feedback and current environmental factors such as the budget, to develop recommendations to position the City more competitively within the market. A discussion of recommended changes to the pay plan can be found in **Chapter 5** of this report.



Chapter 5 – Recommendations

After reviewing the analyses described in the preceding chapters of this report, Evergreen Solutions developed recommendations for improvements upon the City's current classification and compensation system for AFSCME-represented employees. The recommendations, as well as the findings that led to each recommendation, are discussed in detail in this chapter. The recommendations are organized into three sections: classification, compensation, and administration of the system.

5.1 CLASSIFICATION ANALYSIS

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, to enable comparisons with positions at peer organizations, and to attract qualified candidates during the recruitment process. 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 AFSCME employees and reviewed by their supervisors, provided information about the type and level of work being performed for each of the City's AFSCME-represented classifications. Evergreen Solutions reviewed the data provided in the JATs and used the information as the basis for classification recommendations.

FINDING:

The City's classification system was generally accurate, with most AFSCME titles reflecting the work being performed by employees. However, some classification titles required some modification to better describe the work being performed and to align with common practices, and some new classifications were recommended.

RECOMMENDATION 1: Revise classification titles to more accurately reflect current work assignments.

Exhibit 5A provides Evergreen Solutions' recommendation changes of eight classification titles and the separation of one title into two classifications. The foundation for these



recommendations was the work performed by employees in these classifications as described in their JATs.

EXHIBIT 5A RECOMMENDED CLASSIFICATION CHANGES

Current Title	Recommended Title
Administrative Secretary	Administrative Specialist II
Code Officer Animal Control	Animal Control Officer
Communications Analyst	Communication Systems Analyst
Customer Service Representative I	Customer Service Representative
Grounds and Urban Forestry Supervisor	City Arborist
Microcomputer Analyst II	IT Support Specialist
Planner/Scheduler	Utility Operations Coordinator
Secretary	Administrative Specialist I
Senior CADD Operator	CADD Specialist
	GIS Specialist

Source: Evergreen Solutions August 2015.

Exhibit 5B shows the list of four titles that Evergreen Solutions recommended creating as a result of reviewing JATs and the City's classification structure. The Permit Service Representative, Permit Service Supervisor, and Police Records Technician classifications were recommended in place of current clerical and secretarial positions in those areas that were performing more specialized work. The additional Plant Operator classification was recommended to assist with recruitment.

EXHIBIT 5B RECOMMENDED NEW CLASSIFICATIONS

Recommended Title
Permit Service Representative
Permit Service Supervisor
Plant Operator Trainee
Police Records Technician

Source: Evergreen Solutions August 2015.

FINDING:

When comparing the City's current job descriptions to the work described by employees in the JATs, Evergreen Solutions noticed some tasks that were either missing from the job descriptions or were no longer being performed by the employee. 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.

The process of reviewing JATs and updating the City's job descriptions revealed that some descriptions did not accurately reflect current work being performed. To prevent job descriptions from becoming outdated in the future, Evergreen Solutions recommends a regular review of these descriptions, and FLSA determinations. To the extent possible, a review of the classification's job description should occur concurrent with employees' annual performance evaluations. This would be an appropriate time to review the job description as it should accurately represent the work the employee performed during the evaluation period. 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). Updated, draft job descriptions that reflect the classification information provided by employees and supervisors in the JATs are being provided to the City under separate cover.

5.2 COMPENSATION ANALYSIS

The compensation 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 average pay ranges offered in the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report. The City's goal was to be positioned above the average of the market. During the internal equity assessment, the relationships between and the type of work being performed by the City's employees in their classifications were reviewed and analyzed and taken into consideration when recommending pay grades. 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:

Based on the external market assessment, it was found that the City's salary ranges were significantly behind the desired market position on average across benchmarked classifications and that the City's range spreads tended to be narrower than what was offered at market peers. There was also observed inequity between the salaries of Enterprise-funded classifications and classifications that were compensated through the General Fund, as well as inequity between salaries of employees on Tier A and Tier B.

RECOMMENDATION 3: Utilize the single pay plan recommended by Evergreen Solutions, which reflects market conditions and best practices; slot classifications into the updated pay plan based on external and internal equity; and transition employees' salaries into the pay plan.

Exhibit 5C provides the recommended pay plan. The pay plan was developed by combining tiers and plans to a single plan; increasing the minimum salary of the lowest pay grade by

15 percent; converting the plan to an open range structure; and implementing consistent percentage increases between pay grades.

**EXHIBIT 5C
RECOMMENDED PAY PLAN**

Grade	Minimum		Midpoint		Maximum		Range Spread
	Annual	Hourly	Annual	Hourly	Annual	Hourly	
G1	\$22,728	\$10.93	\$28,638	\$13.77	\$34,547	\$16.61	52%
G2	\$23,296	\$11.20	\$29,353	\$14.11	\$35,410	\$17.02	52%
G3	\$23,878	\$11.48	\$30,087	\$14.46	\$36,295	\$17.45	52%
G4	\$24,475	\$11.77	\$30,839	\$14.83	\$37,202	\$17.89	52%
G5	\$25,087	\$12.06	\$31,610	\$15.20	\$38,132	\$18.33	52%
G6	\$25,714	\$12.36	\$32,400	\$15.58	\$39,085	\$18.79	52%
G7	\$26,357	\$12.67	\$33,210	\$15.97	\$40,063	\$19.26	52%
G8	\$27,016	\$12.99	\$34,040	\$16.37	\$41,064	\$19.74	52%
G9	\$27,691	\$13.31	\$34,891	\$16.77	\$42,090	\$20.24	52%
G10	\$28,383	\$13.65	\$35,763	\$17.19	\$43,142	\$20.74	52%
G11	\$29,093	\$13.99	\$36,657	\$17.62	\$44,221	\$21.26	52%
G12	\$29,820	\$14.34	\$37,573	\$18.06	\$45,326	\$21.79	52%
G13	\$30,566	\$14.70	\$38,513	\$18.52	\$46,460	\$22.34	52%
G14	\$31,330	\$15.06	\$39,476	\$18.98	\$47,622	\$22.90	52%
G15	\$32,113	\$15.44	\$40,463	\$19.45	\$48,812	\$23.47	52%
G16	\$32,916	\$15.83	\$41,474	\$19.94	\$50,032	\$24.05	52%
G17	\$33,739	\$16.22	\$42,511	\$20.44	\$51,283	\$24.66	52%
G18	\$34,582	\$16.63	\$43,574	\$20.95	\$52,565	\$25.27	52%
G19	\$35,447	\$17.04	\$44,663	\$21.47	\$53,879	\$25.90	52%
G20	\$36,333	\$17.47	\$45,780	\$22.01	\$55,226	\$26.55	52%
G21	\$37,241	\$17.90	\$46,924	\$22.56	\$56,606	\$27.21	52%
G22	\$38,172	\$18.35	\$48,097	\$23.12	\$58,021	\$27.89	52%
G23	\$39,126	\$18.81	\$49,299	\$23.70	\$59,472	\$28.59	52%
G24	\$40,104	\$19.28	\$50,531	\$24.29	\$60,958	\$29.31	52%
G25	\$41,107	\$19.76	\$51,795	\$24.90	\$62,483	\$30.04	52%
G26	\$42,135	\$20.26	\$53,090	\$25.52	\$64,045	\$30.79	52%
G27	\$43,188	\$20.76	\$54,417	\$26.16	\$65,646	\$31.56	52%
G28	\$44,268	\$21.28	\$55,778	\$26.82	\$67,287	\$32.35	52%
G29	\$45,375	\$21.81	\$57,173	\$27.49	\$68,970	\$33.16	52%
G30	\$46,509	\$22.36	\$58,602	\$28.17	\$70,694	\$33.99	52%
G31	\$47,672	\$22.92	\$60,067	\$28.88	\$72,461	\$34.84	52%
G32	\$48,864	\$23.49	\$61,569	\$29.60	\$74,273	\$35.71	52%



EXHIBIT 5C (CONTINUED)
RECOMMENDED PAY PLAN

Grade	Minimum		Midpoint		Maximum		Range Spread
	Annual	Hourly	Annual	Hourly	Annual	Hourly	
G33	\$50,086	\$24.08	\$63,109	\$30.34	\$76,131	\$36.60	52%
G34	\$51,338	\$24.68	\$64,686	\$31.10	\$78,034	\$37.52	52%
G35	\$52,621	\$25.30	\$66,303	\$31.88	\$79,984	\$38.45	52%
G36	\$53,937	\$25.93	\$67,961	\$32.67	\$81,984	\$39.42	52%
G37	\$55,285	\$26.58	\$69,659	\$33.49	\$84,033	\$40.40	52%
G38	\$56,667	\$27.24	\$71,401	\$34.33	\$86,134	\$41.41	52%
G39	\$58,084	\$27.93	\$73,186	\$35.19	\$88,288	\$42.45	52%
G40	\$59,536	\$28.62	\$75,016	\$36.07	\$90,495	\$43.51	52%
G41	\$61,024	\$29.34	\$76,890	\$36.97	\$92,756	\$44.59	52%
G42	\$62,550	\$30.07	\$78,813	\$37.89	\$95,076	\$45.71	52%
G43	\$64,114	\$30.82	\$80,784	\$38.84	\$97,453	\$46.85	52%
G44	\$65,717	\$31.59	\$82,804	\$39.81	\$99,890	\$48.02	52%
G45	\$67,360	\$32.38	\$84,874	\$40.80	\$102,387	\$49.22	52%
G46	\$69,044	\$33.19	\$86,996	\$41.83	\$104,947	\$50.46	52%
G47	\$70,770	\$34.02	\$89,170	\$42.87	\$107,570	\$51.72	52%
G48	\$72,539	\$34.87	\$91,399	\$43.94	\$110,259	\$53.01	52%
G49	\$74,352	\$35.75	\$93,684	\$45.04	\$113,015	\$54.33	52%
G50	\$76,211	\$36.64	\$96,026	\$46.17	\$115,841	\$55.69	52%
G51	\$78,116	\$37.56	\$98,426	\$47.32	\$118,736	\$57.08	52%

Source: Evergreen Solutions, August 2015.

After the development of the recommended pay plan, Evergreen Solutions slotted each of the City's AFSCME classifications into the new structure. Both data sources were utilized when slotting classifications: the market ranges for benchmarks and the composite JAT scores for all classifications. Assigning pay grades to classifications required a balance of internal equity and desired market position, and recruitment and retention concerns also played a role in the process. Thus, the market ranges shown in **Chapter 4** were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above. The recommended pay grades for each of the City's AFSCME classifications, listed alphabetically, are shown in **Exhibit 5D**. The recommended pay grades are provided in **Exhibit 5E**, listed by recommended pay grade. It should be noted that the above mentioned recommended title changes are reflected in the exhibits.



EXHIBIT 5D
RECOMMENDED PAY GRADES – ALPHABETICAL LISTING

Classification	Grade	Minimum	Midpoint	Maximum
A/C Refrigeration Mechanic	G26	\$42,135.00	\$53,090.00	\$64,045.00
Accounting Clerk	G17	\$33,739.00	\$42,511.00	\$51,283.00
Accounting Specialist	G24	\$40,104.00	\$50,531.00	\$60,958.00
Administrative Specialist I	G17	\$33,739.00	\$42,511.00	\$51,283.00
Administrative Specialist II	G22	\$38,172.00	\$48,097.00	\$58,021.00
Animal Control Officer	G26	\$42,135.00	\$53,090.00	\$64,045.00
Assistant Planner	G29	\$45,375.00	\$57,173.00	\$68,970.00
Associate Planner	G34	\$51,338.00	\$64,686.00	\$78,034.00
Athletics Supervisor	G31	\$47,672.00	\$60,067.00	\$72,461.00
Auto Mechanic	G27	\$43,188.00	\$54,417.00	\$65,646.00
Beach Attendant	G5	\$25,087.00	\$31,610.00	\$38,132.00
Beach Maintenance Supervisor	G32	\$48,864.00	\$61,569.00	\$74,273.00
Building Inspector	G38	\$56,667.00	\$71,401.00	\$86,134.00
Building Plans Examiner	G40	\$59,536.00	\$75,016.00	\$90,495.00
CAD Technician	G29	\$45,375.00	\$57,173.00	\$68,970.00
CADD Specialist	G36	\$53,937.00	\$67,961.00	\$81,984.00
Carpenter	G22	\$38,172.00	\$48,097.00	\$58,021.00
Carpenter Supervisor	G33	\$50,086.00	\$63,109.00	\$76,131.00
Case Advocate	G19	\$35,447.00	\$44,663.00	\$53,879.00
Cashier	G14	\$31,330.00	\$39,476.00	\$47,622.00
Chief Building Inspector	G43	\$64,114.00	\$80,784.00	\$97,453.00
Chief Electrical Inspector	G42	\$62,550.00	\$78,813.00	\$95,076.00
Chief Fire Rescue Mechanic	G35	\$52,621.00	\$66,303.00	\$79,984.00
Chief Mechanic	G32	\$48,864.00	\$61,569.00	\$74,273.00
Chief Mechanical Inspector	G42	\$62,550.00	\$78,813.00	\$95,076.00
Chief Plumbing Inspector	G42	\$62,550.00	\$78,813.00	\$95,076.00
Chief Utility Mechanic	G32	\$48,864.00	\$61,569.00	\$74,273.00
Citizen Resource Officer	G17	\$33,739.00	\$42,511.00	\$51,283.00
City Arborist	G32	\$50,086.00	\$63,109.00	\$76,131.00
Clerical Specialist	G11	\$29,093.00	\$36,657.00	\$44,221.00
Code Enforcement Officer	G26	\$42,135.00	\$53,090.00	\$64,045.00
Code Enforcement Supervisor	G34	\$51,338.00	\$64,686.00	\$78,034.00
Communication Systems Analyst	G39	\$58,084.00	\$73,186.00	\$88,288.00
Community Development Coordinator	G30	\$46,509.00	\$58,602.00	\$70,694.00
Community Service Officer	G18	\$34,582.00	\$43,574.00	\$52,565.00
Contract Compliance Coordinator	G25	\$41,107.00	\$51,795.00	\$62,483.00
Copy Center Operator	G24	\$40,104.00	\$50,531.00	\$60,958.00
Copy Center Supervisor	G36	\$48,864.00	\$61,569.00	\$74,273.00

EXHIBIT 5D (CONTINUED)
RECOMMENDED PAY GRADES – ALPHABETICAL LISTING

Classification	Grade	Minimum	Midpoint	Maximum
Court Liaison Officer	G25	\$41,107.00	\$51,795.00	\$62,483.00
Court Liaison Specialist	G21	\$37,241.00	\$46,924.00	\$56,606.00
Crime Intelligence Analyst	G28	\$44,268.00	\$55,778.00	\$67,287.00
Crime Prevention Specialist	G24	\$40,104.00	\$50,531.00	\$60,958.00
Crime Scene Technician I	G28	\$44,268.00	\$55,778.00	\$67,287.00
Crime Scene Technician II	G34	\$51,338.00	\$64,686.00	\$78,034.00
Crime Scene Unit Supervisor	G42	\$62,550.00	\$78,813.00	\$95,076.00
Custodian	G8	\$27,016.00	\$34,040.00	\$41,064.00
Customer Service Representative	G17	\$33,739.00	\$42,511.00	\$51,283.00
Electrical Inspector	G38	\$56,667.00	\$71,401.00	\$86,134.00
Electrician	G27	\$43,188.00	\$54,417.00	\$65,646.00
Electro Technician	G28	\$44,268.00	\$55,778.00	\$67,287.00
Engineering Inspector	G38	\$56,667.00	\$71,401.00	\$86,134.00
Engineering Technician II	G34	\$51,338.00	\$64,686.00	\$78,034.00
Engineering Technician III	G39	\$58,084.00	\$73,186.00	\$88,288.00
Environmental Inspector	G30	\$46,509.00	\$58,602.00	\$70,694.00
Equipment Operator	G17	\$33,739.00	\$42,511.00	\$51,283.00
Facility Maintenance Technician	G18	\$34,582.00	\$43,574.00	\$52,565.00
Financial Systems Analyst	G35	\$52,621.00	\$66,303.00	\$79,984.00
Fire Equipment Technician	G22	\$38,172.00	\$48,097.00	\$58,021.00
Fire Rescue Apparatus Mechanic	G32	\$48,864.00	\$61,569.00	\$74,273.00
Fleet Maintenance Specialist	G16	\$32,916.00	\$41,474.00	\$50,032.00
GIS Specialist	G36	\$53,937.00	\$67,961.00	\$81,984.00
Groundskeeper	G10	\$28,383.00	\$35,763.00	\$43,142.00
Head Cashier	G18	\$34,582.00	\$43,574.00	\$52,565.00
Heavy Equipment Operator	G20	\$36,333.00	\$45,780.00	\$55,226.00
Irrigation Supervisor	G27	\$43,188.00	\$54,417.00	\$65,646.00
IT Support Specialist	G39	\$58,084.00	\$73,186.00	\$88,288.00
Laboratory Technician	G27	\$43,188.00	\$54,417.00	\$65,646.00
Laborer	G9	\$27,691.00	\$34,891.00	\$42,090.00
Latent Print Examiner	G37	\$55,285.00	\$69,659.00	\$84,033.00
Lead Custodian	G12	\$29,820.00	\$37,573.00	\$45,326.00
Lead Electrician	G31	\$47,672.00	\$60,067.00	\$72,461.00
Lifeguard	G18	\$34,582.00	\$43,574.00	\$52,565.00
Maintenance Technician	G14	\$31,330.00	\$39,476.00	\$47,622.00
Marina Attendant	G15	\$32,113.00	\$40,463.00	\$48,812.00
Marine Safety Captain	G32	\$48,864.00	\$61,569.00	\$74,273.00
Marine Safety Lieutenant	G29	\$45,375.00	\$57,173.00	\$68,970.00

EXHIBIT 5D (CONTINUED)
RECOMMENDED PAY GRADES – ALPHABETICAL LISTING

Classification	Grade	Minimum	Midpoint	Maximum
Marine Safety Officer	G27	\$43,188.00	\$54,417.00	\$65,646.00
Marine Safety Specialist	G27	\$43,188.00	\$54,417.00	\$65,646.00
Marine Security Guard	G3	\$23,878.00	\$30,087.00	\$36,295.00
Mechanical Inspector	G38	\$56,667.00	\$71,401.00	\$86,134.00
Meter Repair Technician I	G17	\$33,739.00	\$42,511.00	\$51,283.00
Meter Repair Technician II	G24	\$40,104.00	\$50,531.00	\$60,958.00
Painter	G20	\$36,333.00	\$45,780.00	\$55,226.00
Park Ranger Coordinator	G30	\$46,509.00	\$58,602.00	\$70,694.00
Park Ranger I	G16	\$32,916.00	\$41,474.00	\$50,032.00
Park Ranger II	G18	\$34,582.00	\$43,574.00	\$52,565.00
Parking Collections and Accounting Clerk	G23	\$39,126.00	\$49,299.00	\$59,472.00
Parking Enforcement Officer	G19	\$35,447.00	\$44,663.00	\$53,879.00
Parking Garage Technician	G15	\$32,113.00	\$40,463.00	\$48,812.00
Parking Operations Supervisor	G25	\$41,107.00	\$51,795.00	\$62,483.00
Parking Operations Technician	G22	\$38,172.00	\$48,097.00	\$58,021.00
Parking Services Representative I	G12	\$29,820.00	\$37,573.00	\$45,326.00
Parking Technology Specialist	G17	\$33,739.00	\$42,511.00	\$51,283.00
Payroll Coordinator	G29	\$45,375.00	\$57,173.00	\$68,970.00
Payroll Specialist	G24	\$40,104.00	\$50,531.00	\$60,958.00
Permit Service Representative	G17	\$33,739.00	\$42,511.00	\$51,283.00
Permit Service Supervisor	G24	\$40,104.00	\$50,531.00	\$60,958.00
Photo Imaging Specialist	G24	\$40,104.00	\$50,531.00	\$60,958.00
Plant Operator	G24	\$40,104.00	\$50,531.00	\$60,958.00
Plant Operator Rotator	G27	\$43,188.00	\$54,417.00	\$65,646.00
Plant Operator Trainee	G23	\$39,126.00	\$49,299.00	\$59,472.00
Plumber	G26	\$42,135.00	\$53,090.00	\$64,045.00
Plumbing Inspector	G38	\$56,667.00	\$71,401.00	\$86,134.00
Police Operations Technician	G27	\$43,188.00	\$54,417.00	\$65,646.00
Police Records Technician	G14	\$31,330.00	\$39,476.00	\$47,622.00
Police Timekeeper	G22	\$38,172.00	\$48,097.00	\$58,021.00
Pool Lifeguard	G7	\$26,357.00	\$33,210.00	\$40,063.00
Pool Supervisor	G20	\$36,333.00	\$45,780.00	\$55,226.00
Process Control Systems Supervisor	G34	\$51,338.00	\$64,686.00	\$78,034.00
Process Control Systems Technician/Analyst	G31	\$48,864.00	\$61,569.00	\$74,273.00
Procurement Specialist	G31	\$47,672.00	\$60,067.00	\$72,461.00
Property Clerk	G20	\$36,333.00	\$45,780.00	\$55,226.00
Rangemaster	G21	\$37,241.00	\$46,924.00	\$56,606.00
Records Analyst	G24	\$40,104.00	\$50,531.00	\$60,958.00

EXHIBIT 5D (CONTINUED)
RECOMMENDED PAY GRADES – ALPHABETICAL LISTING

Classification	Grade	Minimum	Midpoint	Maximum
Records Technician I	G10	\$28,383.00	\$35,763.00	\$43,142.00
Records Technician II	G16	\$32,916.00	\$41,474.00	\$50,032.00
Recreation Aide	G2	\$23,296.00	\$29,353.00	\$35,410.00
Recreation Coordinator	G30	\$46,509.00	\$58,602.00	\$70,694.00
Recreation Courier	G12	\$29,820.00	\$37,573.00	\$45,326.00
Recreation Leader	G11	\$29,093.00	\$36,657.00	\$44,221.00
Recreation Leader - Grant	G11	\$29,093.00	\$36,657.00	\$44,221.00
Recreation Maintenance Aide	G3	\$23,878.00	\$30,087.00	\$36,295.00
Recreation Program Supervisor	G32	\$48,864.00	\$61,569.00	\$74,273.00
Refuse Collector	G11	\$29,093.00	\$36,657.00	\$44,221.00
Sanitation Code Enforcement Officer	G26	\$42,135.00	\$53,090.00	\$64,045.00
Seasonal Recreation Aide	G2	\$23,296.00	\$29,353.00	\$35,410.00
Senior Accounting Clerk	G20	\$36,333.00	\$45,780.00	\$55,226.00
Senior Computer Operator	G31	\$47,672.00	\$60,067.00	\$72,461.00
Senior Customer Service Representative	G22	\$38,172.00	\$48,097.00	\$58,021.00
Senior Parking Operations Technician	G24	\$40,104.00	\$50,531.00	\$60,958.00
Senior Payroll Specialist	G26	\$42,135.00	\$53,090.00	\$64,045.00
Senior Pool Lifeguard	G16	\$32,916.00	\$41,474.00	\$50,032.00
Senior Utility Field Technician	G25	\$41,107.00	\$51,795.00	\$62,483.00
Social Services Coordinator	G23	\$39,126.00	\$49,299.00	\$59,472.00
Special Events Coordinator	G30	\$46,509.00	\$58,602.00	\$70,694.00
Storekeeper	G19	\$35,447.00	\$44,663.00	\$53,879.00
Stores Clerk	G7	\$26,357.00	\$33,210.00	\$40,063.00
Streets Maintenance Supervisor	G32	\$48,864.00	\$61,569.00	\$74,273.00
Technical Coordinator	G30	\$46,509.00	\$58,602.00	\$70,694.00
Technical Theater Specialist	G11	\$29,093.00	\$36,657.00	\$44,221.00
Teletype Operator	G17	\$33,739.00	\$42,511.00	\$51,283.00
Teletype Supervisor	G33	\$50,086.00	\$63,109.00	\$76,131.00
Treatment Plant Mechanic I	G24	\$40,104.00	\$50,531.00	\$60,958.00
Treatment Plant Mechanic II	G27	\$43,188.00	\$54,417.00	\$65,646.00
Utility Field Technician	G17	\$33,739.00	\$42,511.00	\$51,283.00
Utility Operations Analyst	G34	\$51,338.00	\$64,686.00	\$78,034.00
Utility Operations Coordinator	G27	\$43,188.00	\$54,417.00	\$65,646.00
Utility Operations Supervisor	G32	\$48,864.00	\$61,569.00	\$74,273.00
Utility Shift Supervisor	G32	\$48,864.00	\$61,569.00	\$74,273.00
Utility Shift Supervisor Wastewater	G32	\$48,864.00	\$61,569.00	\$74,273.00
Utility Shift Supervisor Wastewater Plant-Rotator	G35	\$52,621.00	\$66,303.00	\$79,984.00
Victim Advocate	G19	\$35,447.00	\$44,663.00	\$53,879.00

Source: Evergreen Solutions, August 2015.

**EXHIBIT 5E
RECOMMENDED PAY GRADES – GRADE ORDER LISTING**

Grade	Minimum	Midpoint	Maximum	Classification
G2	\$23,296.00	\$29,353.00	\$35,410.00	Recreation Aide Seasonal Recreation Aide
G3	\$23,878.00	\$30,087.00	\$36,295.00	Marine Security Guard Recreation Maintenance Aide
G5	\$25,087.00	\$31,610.00	\$38,132.00	Beach Attendant
G7	\$26,357.00	\$33,210.00	\$40,063.00	Pool Lifeguard Stores Clerk
G8	\$27,016.00	\$34,040.00	\$41,064.00	Custodian
G9	\$27,691.00	\$34,891.00	\$42,090.00	Laborer
G10	\$28,383.00	\$35,763.00	\$43,142.00	Groundskeeper Records Technician I
G11	\$29,093.00	\$36,657.00	\$44,221.00	Clerical Specialist Recreation Leader Recreation Leader - Grant Refuse Collector Technical Theater Specialist
G12	\$29,820.00	\$37,573.00	\$45,326.00	Lead Custodian Parking Services Representative I Recreation Courier
G14	\$31,330.00	\$39,476.00	\$47,622.00	Cashier Maintenance Technician Police Records Technician
G15	\$32,113.00	\$40,463.00	\$48,812.00	Marina Attendant Parking Garage Technician
G16	\$32,916.00	\$41,474.00	\$50,032.00	Fleet Maintenance Specialist Park Ranger I Records Technician II Senior Pool Lifeguard
G17	\$33,739.00	\$42,511.00	\$51,283.00	Accounting Clerk Administrative Specialist I Citizen Resource Officer Customer Service Representative Equipment Operator Meter Repair Technician I Parking Technology Specialist Permit Service Representative Teletype Operator Utility Field Technician



EXHIBIT 5E (CONTINUED)
RECOMMENDED PAY GRADES – GRADE ORDER LISTING

Grade	Minimum	Midpoint	Maximum	Classification
G18	\$34,582.00	\$43,574.00	\$52,565.00	Community Service Officer Facility Maintenance Technician Head Cashier Lifeguard Park Ranger II
G19	\$35,447.00	\$44,663.00	\$53,879.00	Case Advocate Parking Enforcement Officer Storekeeper Victim Advocate
G20	\$36,333.00	\$45,780.00	\$55,226.00	Heavy Equipment Operator Painter Pool Supervisor Property Clerk Senior Accounting Clerk
G21	\$37,241.00	\$46,924.00	\$56,606.00	Court Liaison Specialist Rangemaster
G22	\$38,172.00	\$48,097.00	\$58,021.00	Administrative Specialist II Carpenter Fire Equipment Technician Parking Operations Technician Police Timekeeper Senior Customer Service Representative
G23	\$39,126.00	\$49,299.00	\$59,472.00	Parking Collections and Accounting Clerk Plant Operator Trainee Social Services Coordinator
G24	\$40,104.00	\$50,531.00	\$60,958.00	Accounting Specialist Copy Center Operator Crime Prevention Specialist Meter Repair Technician II Payroll Specialist Permit Service Supervisor Photo Imaging Specialist Plant Operator Records Analyst Senior Parking Operations Technician Treatment Plant Mechanic I
G25	\$41,107.00	\$51,795.00	\$62,483.00	Contract Compliance Coordinator Court Liaison Officer Parking Operations Supervisor Senior Utility Field Technician
G26	\$42,135.00	\$53,090.00	\$64,045.00	A/C Refrigeration Mechanic Animal Control Officer Code Enforcement Officer Plumber Sanitation Code Enforcement Officer Senior Payroll Specialist



EXHIBIT 5E (CONTINUED)
RECOMMENDED PAY GRADES – GRADE ORDER LISTING

Grade	Minimum	Midpoint	Maximum	Classification
G27	\$43,188.00	\$54,417.00	\$65,646.00	Auto Mechanic
				Electrician
				Irrigation Supervisor
				Laboratory Technician
				Marine Safety Officer
				Marine Safety Specialist
				Plant Operator Rotator
				Police Operations Technician
				Treatment Plant Mechanic II
				Utility Operations Coordinator
G28	\$44,268.00	\$55,778.00	\$67,287.00	Crime Intelligence Analyst
				Crime Scene Technician I
				Electro Technician
G29	\$45,375.00	\$57,173.00	\$68,970.00	Assistant Planner
				CAD Technician
				Marine Safety Lieutenant
G30	\$46,509.00	\$58,602.00	\$70,694.00	Payroll Coordinator
				Community Development Coordinator
				Environmental Inspector
				Park Ranger Coordinator
				Recreation Coordinator
G31	\$47,672.00	\$60,067.00	\$72,461.00	Special Events Coordinator
				Technical Coordinator
				Athletics Supervisor
				Lead Electrician
				Process Control Systems Technician/Analyst
G32	\$48,864.00	\$61,569.00	\$74,273.00	Procurement Specialist
				Senior Computer Operator
				Beach Maintenance Supervisor
				City Arborist
				Chief Mechanic
				Chief Utility Mechanic
				Fire Rescue Apparatus Mechanic
				Marine Safety Captain
				Recreation Program Supervisor
				Streets Maintenance Supervisor
G33	\$50,086.00	\$63,109.00	\$76,131.00	Utility Operations Supervisor
				Utility Shift Supervisor
				Utility Shift Supervisor Wastewater
G34	\$51,338.00	\$64,686.00	\$78,034.00	Carpenter Supervisor
				Teletype Supervisor
				Associate Planner
				Code Enforcement Supervisor
				Crime Scene Technician II
				Engineering Technician II
				Process Control Systems Supervisor
				Utility Operations Analyst



**EXHIBIT 5E (CONTINUED)
RECOMMENDED PAY GRADES – GRADE ORDER LISTING**

Grade	Minimum	Midpoint	Maximum	Classification
G35	\$52,621.00	\$66,303.00	\$79,984.00	Chief Fire Rescue Mechanic Financial Systems Analyst Utility Shift Supervisor Wastewater Plant-Rotator
G36	\$53,937.00	\$67,961.00	\$81,984.00	CADD Specialist Copy Center Supervisor GIS Specialist
G37	\$55,285.00	\$69,659.00	\$84,033.00	Latent Print Examiner
G38	\$56,667.00	\$71,401.00	\$86,134.00	Building Inspector Electrical Inspector Engineering Inspector Mechanical Inspector Plumbing Inspector
G39	\$58,084.00	\$73,186.00	\$88,288.00	Communication Systems Analyst Engineering Technician III IT Support Specialist
G40	\$59,536.00	\$75,016.00	\$90,495.00	Building Plans Examiner
G42	\$62,550.00	\$78,813.00	\$95,076.00	Chief Electrical Inspector Chief Mechanical Inspector Chief Plumbing Inspector Crime Scene Unit Supervisor
G43	\$64,114.00	\$80,784.00	\$97,453.00	Chief Building Inspector

Source: Evergreen Solutions, August 2015.

In addition to ensuring internal equity and helping to alleviate problems with recruitment and retention, the proposed pay grade assignments considerably improve the City's market position. **Exhibit 5F** shows the overall average percent difference from market for the benchmarked classifications.

**EXHIBIT 5F
OVERALL MARKET DIFFERENTIAL COMPARISON**

Pay Grades	Average Differential* at Minimum	Average Differential* at Midpoint	Average Differential* at Maximum
Current City Pay Grades - General	-14.9%	-14.1%	-13.8%
Current City Pay Grades - Enterprise	-10.3%	-9.6%	-9.0%
Recommended Pay Grades	3.2%	4.2%	4.7%

* Differentials were calculated from the market average value, averaged across all benchmarked classifications.

Source: Evergreen Solutions, August 2015.

As the exhibit shows, the recommended pay grades significantly improve the overall average differentials for the City’s benchmarked classifications, bringing the City’s benchmarked classifications from well below market to just above the market average. The City’s current General pay grades for the benchmarked classifications were 14.9, 14.1, and 13.8 percent below market at the minimum, midpoint, and maximum, respectively. The City’s current Enterprise pay grades were 10.3, 9.6, and 9.0 percent below market at the minimum, midpoint, and maximum, respectively. The proposed pay grades for the benchmarked classifications are, on average, 3.2, 4.2, and 4.7 percent above market average at the minimum, midpoint, and maximum, respectively.

After assigning pay grades to classifications, the next step of implementing the compensation structure was to recommend methods of transitioning employees’ salaries into the new pay plan. This was done by establishing a method of calculating salaries in the new pay grades and determining whether an adjustment was necessary to individual employees’ salaries to bring them to their calculated salary. Evergreen Solutions estimated the costs of implementation utilizing two strategies, which the City could implement separately or together. All costs were estimated by totaling the recommended salary adjustments. All costs were annualized and included adjustments to salaries only. These strategies and their associated costs are described below.

Option 1: Bring Employee’s Salaries to Minimum

In this method, employees’ current salaries were compared to the minimum of their proposed pay grades. If an employee’s current salary was below his or her new grade minimum, an adjustment was proposed to raise the individual’s salary to the minimum. If the employee’s current salary was already above his or her grade minimum, no adjustment was recommended. This implementation option should be considered the minimum step necessary in order to implement the new pay plan.

Utilizing this approach, salary adjustments were recommended for 277 City employees, with an approximate annualized cost of **\$810,646**. The approximate cost is for salary adjustments only and does not include associated costs for employee’ benefits.

Option 2: Classification Parity

This method uses employee tenure, specifically the time that each employee had spent in his or her current classification, to place employees’ salaries within the recommended range. This method utilized the same salary implementation strategy that was used in past studies for the City’s Professional and Supervisory and non-represented classifications. In this method, the range between grade minimum and grade maximum was divided into 25 equal sections, each of which represented one year in current classification. An employee’s salary was then placed into their pay range based on their years in current classification. If the employee’s salary was already above his or her calculated parity salary, no adjustment was made. The adjustments recommended for this option were considered additional adjustments beyond the “bring to minimum” adjustments described in Option 1.

Utilizing this approach, salary adjustments beyond the adjustments necessary for Option 1 were recommended for 189 City employees, with an approximate annualized cost of **\$204,538**. The approximate cost is for salary adjustments only and does not include associated costs for employee' benefits. The implementation of Options 1 and 2 together would result in the adjustment of 335 employees' salaries, for a total cost of **\$1,015,185**.

5.3 SYSTEM ADMINISTRATION

Any organization's compensation system will need periodic maintenance in order to remain competitive over time. 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 system becomes dated and less competitive.

RECOMMENDATION 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of classifications experiencing recruitment and/or retention issues, and make adjustments to pay grade assignments if necessary.

While it is unlikely that the pay plan as a whole 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 compensation and classification 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 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.

5.5 SUMMARY

The recommendations in this chapter were designed to increase the competitiveness of the City's pay structure, to ensure externally and internally equitable classification titles and pay grade assignments, and to establish 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 work, the City will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is worth this commitment. The City should be proud of their highly dedicated workforce and commitment to high-quality public service. These recommendations were designed to sustain the City's ability to attract, retain, and reward high-caliber employees dedicated to serving the City.