

ORDINANCE NO. 2024-1778

**AN ORDINANCE OF THE TOWN COMMISSION OF THE
TOWN OF SURFSIDE, FLORIDA, AMENDING CHAPTER 3
“PURCHASING” OF THE TOWN CODE RELATING TO
PURCHASING LIMITATIONS AND EXEMPTIONS FROM
COMPETITIVE BIDDING; PROVIDING FOR
CODIFICATION; PROVIDING FOR SEVERABILITY;
PROVIDING FOR CONFLICTS; PROVIDING FOR
INCORPORATION OF RECITALS; AND PROVIDING FOR
AN EFFECTIVE DATE.**

1 **WHEREAS**, Chapter 3 of the Town Code, “Purchasing”, contains purchasing
2 procedures for the Town of Surfside (“Town”) applicable to expenditure of public funds in
3 connection with procurement and purchasing of good, services and construction; and

4 **WHEREAS**, the Town Manager is presently authorized without any requirement
5 for Town Commission approval to expend up to \$25,000.00 to purchase goods and
6 services for the Town; and

7 **WHEREAS**, the Town Commission desires to amend Section 3-6(b) of Town Code
8 to limit this authority for purchases greater than \$15,000.00 but less than \$25,000.00; and

9 **WHEREAS**, the Town Commission finds that amending Chapter 3 of the Town’s
10 Code as set forth herein is in the best interest of the Town, and will provide for timely and
11 effective purchasing by the Town and promote functionality and operational efficiency.

12
13 **NOW, THEREFORE, THE COMMISSION OF THE TOWN OF SURFSIDE**
14 **HEREBY ORDAINS:**

15
16 **Section 1.** **Recitals Adopted.** The above-stated recitals are hereby adopted
17 and confirmed.

18
19 **Section 2.** **Amending Chapter 3 of the Town Code.** That Chapter 3,
20 “Purchasing”, of the Town Code is hereby amended and shall read as follows:

Chapter 3 – PURCHASING

26
¹ Coding: ~~Strikethrough words~~ are deletions to the existing words. Underlined words are additions to the existing words. Changes between first and second reading are indicated with highlighted ~~double-strikethrough~~ and double underline.

27 **Sec. 3-6. – Purchasing limitations; effect on competitive bidding requirement.**
28

29 (a) Purchases less than \$15,000.00. Purchases of, or contracts for, materials,
30 supplies, equipment, improvements or services for which funds are provided
31 in the budget, where the total amount to be expended within a fiscal year is
32 not in excess of \$15,000.00 may be made or entered into by the town
33 manager without submittal to the town commission and without competitive
34 bidding. Single purchases or contracts in excess of \$15,000.00 shall not be
35 broken down to amounts less than \$15,000.00 to avoid the requirements of
36 this section.
37

38 (b) Purchases of \$15,000.00 or more but less than \$25,000.00. Purchases of, or
39 contracts for, materials, supplies, equipment, improvements, or services for
40 emergencies only and for which funds are provided in the budget, where the
41 total amount to be expended within a fiscal year is \$15,000.00 or more, but
42 which do not exceed \$25,000.00 may be made, or entered into, by the town
43 manager without submittal to the town commission, but shall require
44 compliance with the competitive bidding requirements set forth in subsection
45 3-7(a) of this chapter, unless waived by the town manager. Single purchases
46 or contracts in excess of \$25,000.00 shall not be broken down to amounts
47 less than \$25,000.00 to avoid the requirements of this section.
48

49 ***

50 **Section 3. Severability.** If any section, sentence, clause or phrase of this
51 ordinance is held to be invalid or unconstitutional by any court of competent jurisdiction,
52 then said holding shall in no way affect the validity of the remaining portions of this
53 ordinance.
54

55 **Section 4. Inclusion in the Code.** It is the intention of the Town
56 Commission, and it is hereby ordained that the provisions of this Ordinance shall become
57 and made a part of the Town of Surfside Code of Ordinances, that the sections of this
58 Ordinance may be renumbered or re-lettered to accomplish such intentions; and the word
59 "Ordinance" may be changed to "Section" or other appropriate word.
60

61 **Section 5. Conflicts.** Any and all Ordinances and Resolutions or parts of
62 Ordinances or Resolutions in conflict herewith are hereby repealed.
63

64 **Section 6. Effective Date.** That this Ordinance shall become effective upon
65 adoption.
66

67 **PASSED AND ADOPTED** on first reading this 18th day of June, 2024.
68

69 **PASSED AND ADOPTED** on second reading this 9th day of July, 2024.
70

71 **First Reading:**

72 Motion by: Commissioner Velasquez

73 Second by: Commissioner Coto

74
75 **Second Reading:**

76 Motion by: Commissioner Velasquez

77 Second by: Commissioner Coto

78
79 **FINAL VOTE ON ADOPTION**

80
81 Commissioner Ruben A. Coto Yes

82 Commissioner Nelly Velasquez Yes

83 Commissioner Gerardo Vildostegui No

84 Vice Mayor Tina Paul Yes

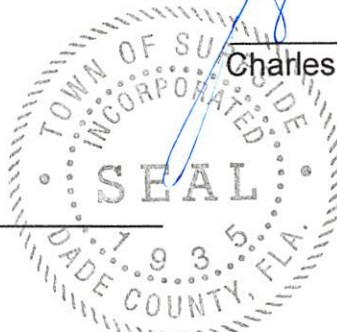
85 Mayor Charles W. Burkett Yes

86
87
88
89
90
91 **ATTEST:**

92
93
94
95 *for* Sandra N. McCreedy, MMC
96 Town Clerk

97
98 **APPROVED AS TO FORM AND LEGALITY FOR THE USE**
99 **AND BENEFIT OF THE TOWN OF SURFSIDE ONLY:**

100
101
102
103 Mark Blumstein, Esq.
104 Interim Town Attorney
105



Charles W. Burkett, Mayor



Evergreen Solutions, LLC

2878 Remington Green Circle - Tallahassee, Florida 32308
850.383.0111 - fax 850.383.1511

June 21, 2021

Ms. Yami Slate-McCloud
Human Resources Director
Town of Surfside
9293 Harding Avenue
Surfside, Florida 33154

SUBMITTED VIA EMAIL: yslate-mcccloud@townofsurfsidefl.gov

Dear Ms. Slate-McCloud:

Thank you for the opportunity to provide a proposal to again work with the Town of Surfside to conduct a Compensation and Classification Study. This letter provides the detailed work plan outlining the tasks, activities, and milestones necessary to successfully conduct the study as well as a proposed cost and timeline.

Detailed Work Plan

Task 1.0 Project Initiation

TASK GOALS

- Finalize the project plan with the Town of Surfside (Town).
- Gather all pertinent data.
- Finalize any remaining contractual negotiations.
- Establish an agreeable final time line for all project milestones and deliverables.

TASK ACTIVITIES

- 1.1 Discuss the following objectives with the Town's Project Manager:
 - understand the Town's mission and current compensation philosophy (if any);
 - review our proposed methodology, approach, and project work plan to identify any necessary revisions;
 - reach agreement on a schedule for the project including all assignments and project milestones/deliverables; and
 - establish an agreeable communication schedule.
- 1.2 Identify potential challenges and opportunities for the study.

Task 2.0
Evaluate the Current
System

- 1.3 Discuss the strategic direction of the Town and some of the short- and long-term priorities. This activity serves as the basis for assessing where the Town is going and what type of pay plan will reinforce current and future goals.
- 1.4 Obtain relevant materials, including:
 - any previous projects, research, evaluations, or other studies that may be relevant to this project;
 - organizational charts for the departments and divisions, along with related responsibility descriptions;
 - current position and classification descriptions, salary schedule(s), and classification system; and
 - personnel policies and procedures.
- 1.5 Review and edit the project work plan and submit a schedule for the completion of each project task.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of Town's employees

TASK GOAL

- Conduct a comprehensive preliminary evaluation of the Town's existing compensation and classification plan.

TASK ACTIVITIES

- 2.1 Obtain the existing pay structure and compensation philosophy. Review the existing pay structure and look for potential problems and issues to be resolved.
- 2.2 Determine the strengths and weaknesses of the current pay plan(s) and discuss with the Town's Project Manager.
- 2.3 Work with the Town's Project Manager to develop a compensation philosophy of where the Town desires to be in the market with regard to pay.
- 2.4 Complete an assessment of current conditions that details the pros and cons of the current system as well as highlights areas for potential improvement in the final adopted solution.



**Task 3.0
Evaluate and Build
Projected
Classification Plan**

KEY PROJECT MILESTONES

- Review of existing compensation plan(s)
- Initial compensation philosophy
- Assessment of current conditions

TASK GOALS

- Identify the classification of existing positions utilizing the Town's job descriptions.
- Characterize internal equity relationships within the Town.

TASK ACTIVITIES

- 3.1 Review all class specifications with the Town's Project Manager.
- 3.2 Review the work performed by each classification and score.
- 3.3 Develop preliminary recommendations for the classification structure. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the (compensable factor) scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped and spacing between jobs would be determined.
- 3.4 Review recommendations with the Town's Project Manager.

KEY PROJECT MILESTONES

- Assign a compensable factor score to all classifications.
- Recommended classification changes
- Preliminary job structure based on internal equity

**Task 4.0
Identify List of
Benchmark
Positions and
Approved List of
Targets**

TASK GOALS

- Reach an appropriate number and identify the proper benchmark positions for the external labor market assessment.
- Identify and develop a comprehensive list of targets for conducting a successful external labor market assessment.

TASK ACTIVITIES

- 4.1 Identify, from the initial review, a list of classifications (benchmarks) to include in the labor market survey. **Note:** Evergreen will work with the Town's Project Manager to select up to 60 classifications to use as benchmarks for the salary survey.



Task 5.0
Conduct Market
Survey and Provide
External
Assessment
Summary

- 4.2 Finalize the list of benchmark positions with the Town's Project Manager.
- 4.3 For each employee group, review with the Town's Project Manager peer organizations that must be included in the survey.
Note: We will work with the Town's Project Manager to identify up to 20 peer organizations for the salary survey.
- 4.4 Develop a preliminary list of organizations for the external labor market survey, placing a comparative emphasis on characteristics such as:
 - size of the organization;
 - geographic proximity to the Surfside area;
 - economic and budget characteristics; and
 - other demographic data.
- 4.5 Develop a list of survey targets by employee group. Develop a system for use of secondary data including potential sources and weighting of secondary data, if necessary.
- 4.6 Review survey methodology with the Town's Project Manager and refine survey methodology prior to distribution of survey.
- 4.7 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending survey.

KEY PROJECT MILESTONES

- Final list of benchmark positions for the external labor market assessment
- Initial list of survey peers
- Survey methodology
- Final list of survey organizations and contacts

TASK GOALS

- Conduct the external labor market salary survey.
- Provide a summary of the survey results to the Town's Project Manager for review.

TASK ACTIVITIES

- 5.1 Prepare a customized external labor market salary survey for the Town's Project Manager's approval. Discuss questions and categories for the market survey.
- 5.2 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.



**Task 6.0
Develop Strategic
Positioning
Recommendations**

- 5.3 Conduct necessary follow-up through e-mails, faxes, and phone calls.
- 5.4 Collect and enter survey results into Evergreen's electronic data analysis tools.
- 5.5 Validate all data submitted.
- 5.6 Develop summary report of external labor market assessment results.
- 5.7 Submit summary report of external labor market assessment results to the Town's Project Manager.

KEY PROJECT MILESTONES

- Market survey instrument
- Summary report of external labor market assessment results

TASK GOALS

- Assess the appropriateness of the Town's existing compensation philosophy.
- Develop a plan for all employees, providing issue areas and preliminary recommendations for strategic improvement.

TASK ACTIVITIES

- 6.1 Identify the accepted compensation philosophy and accompanying thresholds.
- 6.2 Using the market salary data collected in **Task 5.0** and the classification data reviewed in **Task 3.0**, determine the proper pay plan including number of grades, steps, and ranges.
- 6.3 Identify highly competitive positions within the Town of Surfside and customize recommendations for compensation, where required.
- 6.4 Produce a pay plan(s) that best meets the needs of the Town from an internal equity and external equity standpoint.

KEY PROJECT MILESTONES

- Proposed compensation strategic direction, taking into account internal and external equity
- Plan for addressing unique, highly competitive positions



**Task 7.0
Conduct Solution
Analysis**

TASK GOALS

- Conduct analysis comparing classification values.
- Survey results for the benchmark positions.
- Produce several possible solutions for implementation.

TASK ACTIVITIES

- 7.1 Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay plan.
- 7.2 Place all classifications into pay grades based on **Task Activity 7.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 7.3 Create implementation solutions for consideration that take into account the current position of the organization as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.
- 7.4 Meet with the Town's Project Manager to discuss the potential solutions.
- 7.5 Determine the best solution to meet the Town's needs in the short-term and long-term.
- 7.6 Document the accepted solution.

KEY PROJECT MILESTONES

- Initial regression analysis
- Potential solutions
- Documented final solution

**Task 8.0
Develop and Submit
Draft and Final
Reports**

TASK GOALS

- Develop and submit a draft and final report of the Compensation and Classification Study to the Town of Surfside.
- Present the final report.

TASK ACTIVITIES

- 8.1 Produce a comprehensive draft report that captures the results of each previous step.
- 8.2 Submit the comprehensive draft report to the Town's Project Manager for review and approval.



**Task 9.0
Develop
Recommendations
for Compensation
Administration**

- 8.3 Make edits and submit necessary copies of the final report which will describe the proposed classification and pay plan for selected employees and will recommend implementation procedures as well as procedures for the continuing maintenance and administration of the plan.
- 8.4 Present the final report.
- 8.5 Develop a plan for maintaining recommendations over time.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Implementation and maintenance database

TASK GOAL

- Develop recommendations for the continued administration by Town staff to sustain the recommended classification and compensation structure.

TASK ACTIVITIES

- 9.1 Develop recommendations and guidelines for the continued administration and maintenance of the classification and compensation structure, including recommendations and guidelines related to:
 - how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
 - how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
 - the proper mix of pay;
 - how often to adjust pay scales and survey the market;
 - the timing of implementation; and
 - how to keep the system fair and competitive over time.
- 9.2 Recommend recruitment/retention strategies, where appropriate.
- 9.3 Present recommendations to the Town's Project Manager for review.

KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Recommendations for recruitment/retention policies



**Task 10.0
Provide FLSA
Determinations**

TASK GOAL

- Review existing class descriptions for FLSA, EEO/ADA requirements and satisfaction.

TASK ACTIVITIES

- 10.1 Assess current class descriptions for form, content, validity, and ADA compliance.
- 10.2 Make FLSA determinations based on work performed and federal requirements.
- 10.3 Recommend a systematic, regular process for reviewing job descriptions.

KEY PROJECT MILESTONE

- Provide FLSA recommendations

Our total, not-to-exceed, fixed cost to complete all tasks (phases) identified in our detailed work plan is **\$13,500**. Our cost is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect costs (overhead), clerical support, and all other out-of-pocket expenses. **Note:** Our cost includes one trip to Surfside during the course of the study. Evergreen can complete the Compensation and Classification Study in 90 days upon execution of a contract.

We would love the opportunity to again work with the Town of Surfside. If you need any additional information, please feel free to contact me at (850) 383-0111 or via email at jeff@consultevergreen.com.

Sincerely,



Dr. Jeff Ling, President
Evergreen Solutions, LLC



**TOWN OF SURFSIDE**

9293 Harding Avenue
Surfside, FL 33154
PH: (305) 861-4863
website: www.townofsurfsidefl.gov

PURCHASE ORDER**PO Number:** FY21-00475**Date:** 06/23/2021**Requisition #:** REQ00618**Vendor #:** 01312

ISSUED TO: EVERGREEN SOLUTIONS, LLC
2878 REMINGTON GREEN CIRCLE
TALLAHASSEE, FL 32308-

SHIP TO: TOWN OF SURFSIDE
Attn:HUMAN RESOURCES
9293 HARDING AVE
SURFSIDE, FL 33154

ITEM	UNITS DESCRIPTION	GL ACCT #	PROJ ACCT #	PRICE	AMOUNT
1	0 Compensation and Classification Study	001-7900-590-31-10		0.00	13,500.00

Authorized by:

SUBTOTAL:	13,500.00
SHIPPING:	0.00
TOTAL	13,500.00

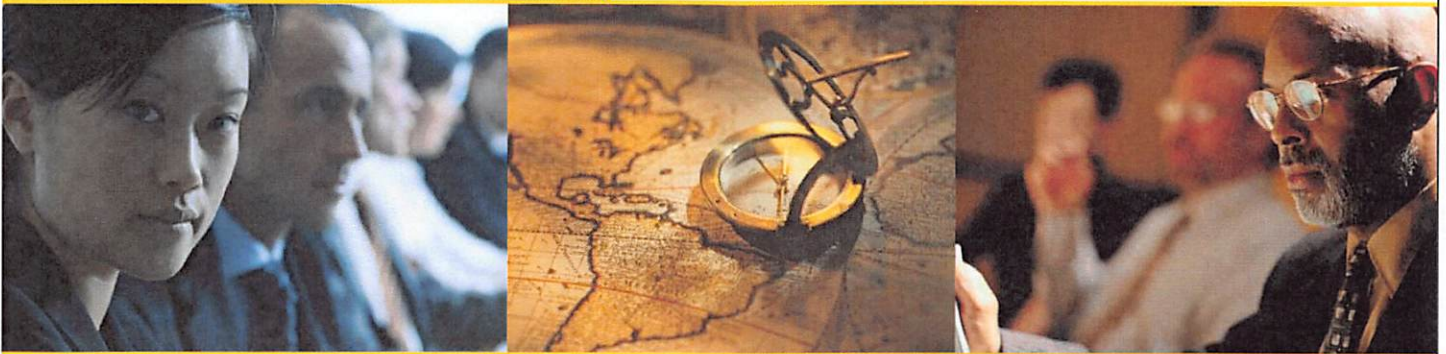
GENERAL TERMS AND CONDITIONS

The following General Terms and Conditions shall apply to all purchases by or on behalf of the Town of Surfside ("the Town") Pursuant to Chapter 212, Florida Statutes, the Town is Exempt from State of Florida Sales Tax by virtue of Exemption Certificate No. 59-6000434 Florida Retailers' Occupation Tax, Use Tax and Municipal Retailer's Occupation Tax do not apply to materials purchased by the Town. Vendors must not charge for any of these taxes. The Town reserves the right to cancel this P.O. at any time, should the Vendor not comply with any of the Terms and Conditions herein.

- Acceptance of Contract:** This purchase order ("P.O.") is the Town's offer to purchase the goods and/or services from Vendor pursuant to the terms and conditions set forth herein. Upon acceptance of this P.O., by delivery of goods or performance of the services, this P.O. shall become a contract and subsequently binding upon Vendor. Any separately executed contract between the Town and a Vendor supersedes the terms and conditions of this P.O.
- Amendments:** No agreement or understanding to modify this P.O. shall be binding upon the Town unless in writing and signed by the Town's authorized agent. All specifications, drawings, data or any other related documentation submitted to the Vendor with this P.O. are hereby incorporated and made a part hereof.
- Uniform Commercial Code:** All applicable portions of the State of Florida Uniform Commercial Code shall govern contracts with The Town.
- Non-Waiver of Rights:** No failure of either party to exercise any power given to it hereunder, or to insist upon strict compliance by the other party with its obligations hereunder, and no custom or practice of the parties at variance with the terms hereof, nor any payment under this agreement shall constitute a waiver of either party's right to demand exact compliance with the terms hereof.
- Compliance with Laws:** Vendor certifies that in performing this contract they will comply with all applicable provisions of federal, state and local laws, regulations, rules and orders, including the Town of Surfside Charter and Code of Ordinances.
- Laws Governing:** This contract shall be governed by and construed according to the laws of the State of Florida. Venue for any action related to this agreement shall be in Miami-Dade County, Florida.
- Payment:** Method of Compensation: net 45 days and in accordance with the Florida Prompt Payment Act. All invoices are to be addressed to the "Bill To" designee, as indicated on the front of this P.O., and must include the P.O. number, vendor's name and phone number, clearly list quantities, item descriptions and units of measure, (if applicable). Failure to do so may result in payment delays at no cost to the Town.
- Warranty:** Vendor warrants to the Town that all goods and services furnished hereunder will conform in all respects to the terms of this order, including any specifications or standards incorporated herein, and/or defects in materials, workmanship, and free from such defects in design. In addition, Vendor warrants the goods and services are suitable for and will perform in accordance with the purposes for which they were intended.
- Indemnity:** Vendor shall defend, indemnify and hold harmless the Town, its officers, agents, employees and successors, from and against any and all claims, liabilities, damages, demands, losses, causes of action and suits, including reasonable attorneys' fees incident thereto, to the extent they result directly from or out of any injury to or death of any person or damage to or destruction of any property caused by the negligent acts, errors, omissions or willful misconduct of Vendor, its agents or employees.
- Compliance with Public Records Law:** Vendor shall comply with any and all requirements of Chapter 119, Florida Statutes, Florida's Public Records Act. Vendor is required to comply with Florida's public records law and specifically to: Keep and maintain public records required by the Town; Upon request from the Town, provide the Town with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law; Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law; and Upon completion of the services or agreement, transfer, at no cost, to the Town, all public records in possession of Vendor or keep and maintain public records required by the Town to perform the services. If Vendor transfers all public records to the Town upon completion of the services or this agreement, Vendor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements.
- Insurance:** Vendor shall provide applicable insurance, as required by the Town prior to the purchase or services provided.
- Delivery:** All prices must be Freight on Board ("F.O.B.") destination, freight prepaid. Vendor shall meet any established delivery date. If delivery dates cannot be met as agreed, the Vendor agrees to advise the Town, in writing, and seek written approval, of the earliest possible delivery date for acceptance by the Town. Regardless of F.O.B. point, Vendor agrees to bear all risk of loss, injury or destruction of goods and materials ordered herein, which may for any reason occur prior to acceptance by the Town. No such loss, injury or destruction shall release Vendor from any obligations hereunder. Goods and/or materials must be properly packaged. Damaged goods and materials will not be accepted. Or, if the damage is not readily apparent at the time of delivery, the goods shall be returned at no cost to the Town. The Town receives the right to inspect the goods within a reasonable time subsequent to delivery where circumstances or conditions prevent effective inspection of the goods at the time of delivery.
- Non-Discrimination:** Vendor shall comply with all applicable state and federal civil rights laws.

Compensation and Classification Study for the Town of Surfside, FL

FINAL REPORT



Evergreen Solutions, LLC

September 15, 2022

Compensation and Classification Study for the Town of Surfside, FL

1.0 INTRODUCTION

Evergreen Solutions (Evergreen) was hired in June 2021 by the Town of Surfside, FL (the Town) to conduct a Compensation and Classification Study. The purpose of the study was to analyze its compensation (pay) system and improve its competitive position in the labor market. The study activities involved analyzing the external equity of the Town's system and making recommendations in response to those findings.

As part of the study, Evergreen was tasked with:

- holding a kickoff meeting to discuss and review data that would be needed to conduct the study;
- conducting and collecting salary range data, and providing feedback to the Town regarding its pay system competitiveness;
- updating pay ranges for its pay plans utilizing the results of the market analysis and internal equity review;
- developing and providing a report summarizing the study findings and recommendations.

Kickoff Meeting

The kickoff meeting provided an opportunity to discuss and begin the data collection process and review the study tasks and milestones. Data collection of relevant background material (including job descriptions, pay plans, employee data, and other pertinent material) was part of this process.

Salary Survey

A salary survey was conducted to assess the external labor market. Peers were identified and contacted that had similar characteristics, demographics, and service offerings as the Town. The collected pay range data were then analyzed to provide aggregate findings. It should be noted that a fairly significant amount of time had elapsed between the initial collection of pay range data and this report. Therefore, Evergreen solicited data updates from the peers, and the data were then updated to be current with today's labor market. This process and the new market results are provided in Section 2.



Recommendations

The Town's compensation philosophy was reviewed to determine its desired market position. Understanding the Town's goal to remain competitive at the market average, recommendations were developed with this understanding. A summary of the study findings and recommendations are provided in Section 3 of this report.

2.0 MARKET ANALYSIS

This section provides a market assessment of salary ranges of peer organizations to those of peers. The data from the targeted market peers were used to evaluate the at the Town at the time of this study. It is important to note that the market comparisons contained herein do not translate at the individual level and are instead used to provide an overall analysis. The utilized methodology is not intended to evaluate salaries paid to individuals. An employee's total compensation (salary and benefits) is determined through a combination of factors, which could include: the market conditions for a job, geographic location of the organization, the candidate's prior education and experience, and/or an individual's negotiation skills during the hiring process.

Initial Salary Survey Results

Evergreen collected pay range information from target organizations utilizing a salary survey tool. The development of this tool included determining the classifications to be surveyed. Then, the job title, a description of assigned duties, and the education and experience requirements for each benchmarked classification were provided in the survey tool so that peers could determine if the position existed within their organization.

Evergreen received concurrence from the Town's project team regarding the targets to which the survey was provided. Several factors were utilized when developing this peer list, including geographic proximity to the Town, similar service offerings, organization size, relative population being served by the organization organizations to which the Town may be losing employees, and senior leader recommendations. Salary range data were collected from the 17 peer organizations (shown in Exhibit 2A) for 69 classifications. Data were analyzed without any adjustments for cost of living (differences) due to the proximity of peer organizations.

Updated Salary Survey Results

Subsequently, in September 2022, Evergreen collected updated salary data from peers to determine if, and by how much, the previously collected salary range data had changed and should be updated. Collecting these results, it was determined the that market, on average, had moved ahead by approximately six percent. Therefore, calculations were performed to update the previous collected data; specifically, the data were increased by six percent. The following updated results serve as the snapshot in time of the market and were utilized as the market results findings for the study.



EXHIBIT 2A MARKET PEERS

Market Peers
City of Aventura, FL
City of Coral Gables, FL
City of Doral, FL
City of Hallandale Beach, FL
City of Hialeah, FL
City of Hollywood, FL
City of Miami Beach, FL
City of Miami Gardens, FL
City of Miami Springs, FL
City of Miami, FL
City of North Miami Beach, FL
City of North Miami, FL
City of Sunny Isles Beach, FL
Town of Bay Harbor Islands, FL
Town of Key Biscayne, FL *
Town of Miami Lakes, FL
Village of Bal Harbour, FL *
Village of Miami Shores, FL
Village of Palmetto Bay, FL
Village of Pinecrest, FL
Miami-Dade County, FL
Broward County, FL

Bold indicates salary range data obtained from peer
*Actual salaries (only) provided

It is important to note that the data in the subsequent exhibit reflect an average of the salary ranges reported by each peer for a given classification. The market range data presented in this Section were not the sole criteria for the proposed pay ranges provided later in this report.

Exhibit 2B provides a summary of the results of the salary survey. This data represents base salary only and is composed of the following information:

- The market salary (or hourly) range information for each classification. This indicates the average of the minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The percent differentials (to the Town's existing salary ranges). A positive differential indicates the Town's pay range for these positions was above the targets' average for that classification at the minimum, midpoint, or maximum. A negative differential



indicates the Town's pay range was below the average for that classification. If a differential is not indicated, the Town The final row provides the average percent differentials for the ranges' minimum, midpoint, and maximum for all benchmarked classifications. This represents an average of all classifications' differentials.

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



EXHIBIT 2B
SURVEY RESULTS – MARKET AVERAGE (UPDATED)

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# of Data Points
	Average	% Diff	Average	% Diff	Average	% Diff		
Accountant	\$55,948.93	-13.0%	\$74,261.49	-19.0%	\$92,574.05	-22.7%	65.5%	11
Accreditation Manager	\$56,089.88	-	\$78,297.37	-	\$100,504.85	-	79.2%	4
Aquatic Supervisor	\$54,862.55	-31.1%	\$70,146.47	-33.3%	\$85,430.38	-34.7%	55.7%	4
Assistant Public Works Director	\$96,887.65	-33.8%	\$128,099.51	-39.1%	\$159,311.36	-42.4%	64.4%	11
Assistant Town Manager / CFO	\$131,114.88	-17.5%	\$175,333.42	-24.2%	\$219,551.95	-28.4%	67.5%	9
Beach Patrol / Litter Custodian	\$30,451.19	-26.5%	\$40,174.53	-31.7%	\$49,897.86	-35.1%	63.9%	3
Budget Officer	\$86,128.56	-8.8%	\$114,700.93	-15.1%	\$143,273.29	-19.1%	66.3%	7
Building Department Supervisor	\$52,979.58	-7.6%	\$71,862.11	-15.7%	\$90,744.63	-20.7%	71.3%	5
Building Inspector	\$66,954.97	-	\$86,849.32	-14.3%	\$106,743.68	-16.7%	59.4%	11
Building Official	\$96,668.50	-13.8%	\$125,958.55	-15.9%	\$155,248.60	-17.3%	60.6%	9
Building Permit Clerk I	\$39,207.93	-24.7%	\$51,337.67	-29.2%	\$63,467.41	-32.2%	61.9%	8
Building Permit Clerk II	\$42,981.87	-27.1%	\$53,459.24	-26.6%	\$63,936.62	-26.3%	48.8%	3
Building Permit Clerk III	\$44,879.37	-18.0%	\$56,337.22	-18.4%	\$67,795.06	-18.7%	51.1%	4
Camp Counselor	\$19,157.32	19.7%	\$26,375.59	10.1%	\$33,593.86	4.1%	75.4%	3
Captain of Police	\$94,321.17	-11.1%	\$123,185.74	-15.5%	\$152,050.31	-18.3%	61.2%	8
CDL and Heavy Equipment Operator	\$44,511.94	-30.5%	\$57,881.33	-34.3%	\$71,250.73	-36.8%	60.1%	6
Chief of Police	\$135,393.90	-13.3%	\$168,350.89	-14.8%	\$201,307.88	-15.8%	48.7%	10
Code Compliance Director	\$83,012.99	-25.3%	\$112,988.19	-33.6%	\$142,963.39	-38.7%	72.2%	6
Code Compliance Manager	\$78,314.82	-21.9%	\$100,046.07	-28.1%	\$121,777.33	-32.2%	55.5%	4
Code Compliance Officer	\$48,846.15	-33.0%	\$64,671.12	-38.5%	\$80,496.08	-42.0%	64.8%	11
Communications Operator	\$45,940.09	-17.4%	\$59,137.86	-26.9%	\$72,335.63	-33.3%	57.5%	9
Communications Supervisor	\$56,300.48	-35.4%	\$75,297.85	-41.9%	\$94,295.23	-46.0%	67.5%	7
Community Services and Public Communications Director	\$95,121.88	-5.5%	\$121,304.84	-5.6%	\$147,487.81	-5.6%	55.1%	6
Custodian	\$32,557.66	-33.0%	\$42,083.32	-36.2%	\$51,608.98	-38.3%	58.5%	9
Customer Service Representative - Finance	\$42,051.73	-18.2%	\$54,959.93	-22.6%	\$67,868.13	-25.5%	61.4%	12
Customer Service Representative - Parks and Recreation	\$40,274.13	-13.9%	\$52,901.38	-18.9%	\$65,528.63	-22.0%	62.7%	6
Deputy Clerk	\$61,626.46	-29.2%	\$77,597.10	-29.9%	\$93,567.74	-30.4%	51.8%	7
Electrical Inspector	\$68,457.64	-12.9%	\$87,474.57	-15.1%	\$106,491.51	-16.5%	55.6%	10
Executive Administrative Assistant To The Chief of Police	\$59,121.55	-25.2%	\$75,002.60	-26.6%	\$90,883.66	-27.6%	53.7%	11
Finance Manager	\$90,331.15	-11.5%	\$119,772.68	-11.6%	\$149,214.21	-11.6%	65.2%	7
General Service Worker	\$33,685.03	-9.6%	\$38,940.34	-1.8%	\$44,195.64	3.8%	31.2%	3
Human Resources Director	\$102,950.49	-12.1%	\$135,389.70	-15.9%	\$167,828.91	-18.2%	63.0%	12
Lifeguard - FT	\$37,524.71	-28.9%	\$46,413.46	-27.8%	\$55,302.21	-27.1%	47.4%	5
Lifeguard - PT	\$17.42	-30.2%	\$22.06	-31.5%	\$26.69	-32.3%	53.3%	4
Maintenance Service Supervisor - Water and Sewer	\$49,787.09	-34.8%	\$68,635.72	-44.2%	\$87,484.35	-49.9%	75.7%	5
Maintenance Supervisor	\$51,179.83	-37.5%	\$68,159.11	-43.6%	\$85,138.39	-47.4%	66.4%	11
Maintenance Worker I- Public Works	\$30,189.33	-25.6%	\$36,871.81	-23.3%	\$43,554.30	-21.8%	44.3%	5
Maintenance Worker I- Water and Sewer	\$32,480.51	-32.8%	\$43,463.50	-39.3%	\$54,446.50	-43.5%	67.6%	4
Maintenance Worker II - Parks and Recreation	\$34,470.72	-18.6%	\$43,401.88	-19.4%	\$52,333.03	-19.8%	51.8%	6
Maintenance Worker II - Public Works	\$32,383.85	-12.4%	\$43,566.12	-19.7%	\$54,748.39	-24.3%	69.1%	6
Maintenance Worker II - Water and Sewer	\$34,224.70	-17.9%	\$45,059.10	-23.1%	\$55,893.50	-26.3%	63.3%	5
Mechanic	\$46,523.12	-28.2%	\$60,657.26	-32.3%	\$74,791.39	-35.0%	60.8%	6
Mechanical Inspector	\$67,261.41	-11.1%	\$86,044.79	-13.4%	\$104,828.16	-14.9%	55.9%	10
Multimedia Communications Specialist	\$54,437.41	-9.7%	\$69,048.30	-13.6%	\$83,659.19	-16.2%	53.7%	6
Operations Manager	\$75,989.73	-18.9%	\$102,032.50	-30.0%	\$128,075.28	-37.1%	68.5%	3
Parking Enforcement Officer	\$40,070.71	-26.8%	\$49,679.20	-26.0%	\$59,287.69	-25.5%	48.0%	5
Parking Operations / Property And Evidence Manager	\$60,245.65	-25.2%	\$77,952.53	-30.6%	\$95,659.41	-34.1%	58.8%	3
Parks And Recreation Director	\$104,800.49	-16.9%	\$137,980.07	-20.0%	\$171,159.65	-22.0%	63.3%	12
Parks And Recreation Superintendent	\$67,229.00	-31.1%	\$85,658.17	-33.0%	\$104,087.34	-34.2%	54.8%	7
Payroll / Accounts Payable Specialist	\$45,483.48	-19.3%	\$58,118.67	-21.5%	\$70,753.86	-22.9%	55.6%	12
Plumbing Inspector	\$66,638.52	-10.2%	\$85,601.59	-12.9%	\$104,564.66	-14.7%	56.9%	11
Police Officer	\$58,602.39	2.4%	\$76,877.56	-2.8%	\$95,152.73	-6.2%	62.4%	8
Police Sergeant	\$70,898.30	30.3%	\$95,528.80	4.4%	\$120,159.31	-14.9%	69.5%	4
Procurement Coordinator	\$55,115.92	-	\$74,443.78	-	\$93,771.64	-	70.1%	5
Program And Event Coordinator	\$51,572.20	-	\$65,476.78	-	\$79,381.36	-	53.9%	9
Project And Contract Manager	\$68,204.02	-32.5%	\$89,974.50	-37.7%	\$111,744.97	-41.0%	63.8%	8
Public Safety Specialist	\$49,142.21	-	\$61,591.49	-	\$74,040.78	-	50.7%	3
Public Works Coordinator	\$45,089.17	-44.8%	\$56,063.05	-44.3%	\$67,036.92	-43.9%	48.7%	8
Public Works Director	\$118,696.63	-27.2%	\$153,800.13	-30.7%	\$188,903.64	-32.9%	59.1%	13
Records Technician / Assistant To Town Clerk	\$41,267.43	-9.6%	\$52,147.76	-10.7%	\$63,028.08	-11.4%	52.7%	5
Recreation Leader I	\$15.73	-33.5%	\$20.67	-38.3%	\$25.60	-41.3%	62.8%	9
Recreation Leader II	\$18.87	-44.5%	\$24.36	-47.5%	\$29.85	-49.5%	58.2%	5
Refuse Collector	\$37,577.13	-27.2%	\$49,497.08	-32.3%	\$61,417.03	-35.5%	63.4%	5
Revenue / Payroll Manager	\$79,884.15	-8.0%	\$106,926.82	-14.8%	\$133,969.48	-19.1%	67.7%	4
Solid Waste Refuse Truck Operator	\$36,833.32	-18.5%	\$50,913.21	-28.4%	\$64,993.09	-34.5%	76.5%	3
Solid Waste Supervisor	\$50,902.91	-30.4%	\$72,350.45	-42.8%	\$93,798.00	-50.1%	84.3%	4
Tourism Manager	\$98,235.60	-42.7%	\$131,641.28	-43.7%	\$165,046.95	-44.4%	68.0%	3
Town Clerk	\$101,342.45	-27.6%	\$133,049.12	-26.7%	\$164,755.79	-26.1%	62.6%	5
Overall Average		-21.2%		-25.0%		-27.6%	60.8%	6.8



Salary Survey Summary

It should again be noted that a market competitive pay range is not a definitive assessment of an individual employee's salary being equally above or below market. A pay range does, however, speak to the Town's general ability to recruit and retain talent over time. Overall, the Town's salary ranges were found to be below the market average at the minimums by 21.2 percent, at the midpoints by 25.0 percent, and at the maximums by 27.6 percent. The updated salary ranges collected from the external assessment were utilized in developing the pay structure recommendations discussed in the next section. The internal equity, or classification hierarchy of the pay system was also considered.

3.0 RECOMMENDATIONS

Compensation System

During the external market assessment, salary ranges for the Town's classifications, overall, were found to be below the average of the identified market, strongly indicating a need for revisions/updates.

RECOMMENDATION 1: Utilizing current, updated market data, update the pay ranges for the Town's open-range pay plans to be market competitive; slot all classifications into the proposed pay ranges/grades; and implement the new structure by transitioning employees' salaries into the updated plan. As well, update the Town's step-plan for Fraternal Order of Police (FOP) to be market competitive.



Exhibit 3A shows the proposed, revised, market competitive, open-range pay plan for employees in classifications represented by the American Federation of State, County and Municipal Employees (AFSCME) bargaining unit. This plan includes 22 pay grades (ranges) with constant range spreads of 60 percent. (The range spread is determined by the difference of minimum and maximum of the pay grade, relative to the minimum.)

**EXHIBIT 3A
PROPOSED PAY PLAN
AFSCME**

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$33,072.00	\$42,993.60	\$52,915.20	60.0%
102	\$35,387.04	\$46,003.15	\$56,619.26	60.0%
103	\$37,864.13	\$49,223.37	\$60,582.61	60.0%
104	\$40,514.62	\$52,669.01	\$64,823.40	60.0%
105	\$43,350.65	\$56,355.84	\$69,361.03	60.0%
106	\$46,385.19	\$60,300.75	\$74,216.31	60.0%
107	\$49,632.15	\$64,521.80	\$79,411.45	60.0%
108	\$53,106.40	\$69,038.33	\$84,970.25	60.0%
109	\$56,823.85	\$73,871.01	\$90,918.17	60.0%
110	\$60,801.52	\$79,041.98	\$97,282.44	60.0%
111	\$65,057.63	\$84,574.92	\$104,092.21	60.0%
112	\$69,611.66	\$90,495.16	\$111,378.66	60.0%
113	\$74,484.48	\$96,829.82	\$119,175.17	60.0%
114	\$79,698.39	\$103,607.91	\$127,517.43	60.0%
115	\$87,668.23	\$113,968.70	\$140,269.17	60.0%
116	\$96,435.06	\$125,365.57	\$154,296.09	60.0%
117	\$106,078.56	\$137,902.13	\$169,725.70	60.0%
118	\$116,686.42	\$151,692.34	\$186,698.27	60.0%
119	\$128,355.06	\$166,861.58	\$205,368.10	60.0%
120	\$141,190.57	\$183,547.74	\$225,904.91	60.0%
121	\$155,309.62	\$201,902.51	\$248,495.40	60.0%
122	\$170,840.59	\$222,092.76	\$273,344.94	60.0%



Exhibit 3B shows the proposed, revised, market competitive, open-range full-time pay plan for Non-Union employees. This plan includes 22 pay grades (ranges) with constant range spreads of 60 percent.

**EXHIBIT 3B
PROPOSED PAY PLAN
FULL-TIME NON-UNION**

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$33,072.00	\$42,993.60	\$52,915.20	60.0%
102	\$35,387.04	\$46,003.15	\$56,619.26	60.0%
103	\$37,864.13	\$49,223.37	\$60,582.61	60.0%
104	\$40,514.62	\$52,669.01	\$64,823.40	60.0%
105	\$43,350.65	\$56,355.84	\$69,361.03	60.0%
106	\$46,385.19	\$60,300.75	\$74,216.31	60.0%
107	\$49,632.15	\$64,521.80	\$79,411.45	60.0%
108	\$53,106.40	\$69,038.33	\$84,970.25	60.0%
109	\$56,823.85	\$73,871.01	\$90,918.17	60.0%
110	\$60,801.52	\$79,041.98	\$97,282.44	60.0%
111	\$65,057.63	\$84,574.92	\$104,092.21	60.0%
112	\$69,611.66	\$90,495.16	\$111,378.66	60.0%
113	\$74,484.48	\$96,829.82	\$119,175.17	60.0%
114	\$79,698.39	\$103,607.91	\$127,517.43	60.0%
115	\$87,668.23	\$113,968.70	\$140,269.17	60.0%
116	\$96,435.06	\$125,365.57	\$154,296.09	60.0%
117	\$106,078.56	\$137,902.13	\$169,725.70	60.0%
118	\$116,686.42	\$151,692.34	\$186,698.27	60.0%
119	\$128,355.06	\$166,861.58	\$205,368.10	60.0%
120	\$141,190.57	\$183,547.74	\$225,904.91	60.0%
121	\$155,309.62	\$201,902.51	\$248,495.40	60.0%
122	\$170,840.59	\$222,092.76	\$273,344.94	60.0%



Exhibit 3C shows the Non-Union pay plan represented in hourly rates for part-time employees. Please note that while the grades are identified differently than the salary full-time plan, the ranges themselves are simply converted from salaried to hourly rates for ease of part-time employee pay administration.

**EXHIBIT 3C
PROPOSED PAY PLAN
PART-TIME NON-UNION**

Grade	Minimum	Midpoint	Maximum	Range Spread
10	\$ 15.90	\$ 20.67	\$ 25.44	60%
11	\$ 17.01	\$ 22.12	\$ 27.22	60%
12	\$ 18.20	\$ 23.67	\$ 29.13	60%
13	\$ 19.48	\$ 25.32	\$ 31.17	60%
14	\$ 20.84	\$ 27.09	\$ 33.35	60%
15	\$ 22.30	\$ 28.99	\$ 35.68	60%
16	\$ 23.86	\$ 31.02	\$ 38.18	60%
17	\$ 25.53	\$ 33.19	\$ 40.85	60%
18	\$ 27.32	\$ 35.51	\$ 43.71	60%
19	\$ 29.23	\$ 38.00	\$ 46.77	60%
20	\$ 31.28	\$ 40.66	\$ 50.04	60%
21	\$ 33.47	\$ 43.51	\$ 53.55	60%
22	\$ 35.81	\$ 46.55	\$ 57.30	60%
23	\$ 38.32	\$ 49.81	\$ 61.31	60%
24	\$ 42.15	\$ 54.79	\$ 67.44	60%
25	\$ 46.36	\$ 60.27	\$ 74.18	60%
26	\$ 51.00	\$ 66.30	\$ 81.60	60%
27	\$ 56.10	\$ 72.93	\$ 89.76	60%
28	\$ 61.71	\$ 80.22	\$ 98.73	60%
29	\$ 67.88	\$ 88.24	\$ 108.61	60%
30	\$ 74.67	\$ 97.07	\$ 119.47	60%
31	\$ 82.13	\$ 106.78	\$ 131.42	60%



Exhibit 3D shows the proposed revised step plan for FOP employees. This plan includes four pay grades with either six or eight steps.

**EXHIBIT 3D
PROPOSED STEP PLAN
FOP**

Grade	Classification	0	1	2	3	4	5	6	7	8
FOP 1	Communications Operator	\$ 56,011.86	\$ 58,812.47	\$ 61,753.08	\$ 64,840.72	\$ 68,082.77	\$ 71,486.92	\$ 75,061.27		
FOP 2	Police Officer	\$ 65,360.47	\$ 71,896.54	\$ 75,491.36	\$ 79,265.93	\$ 83,229.23	\$ 87,390.71	\$ 91,760.25	\$ 94,510.45	\$ 97,348.44
FOP 3	Police Sergeant	\$ 110,378.38	\$ 111,660.30	\$ 112,942.23	\$ 114,354.02	\$ 115,765.78	\$ 117,212.86	\$ 118,659.93		
FOP 4	Communications Supervisor	\$ 56,823.85	\$ 61,085.64	\$ 65,347.43	\$ 69,609.22	\$ 73,871.01	\$ 78,132.80	\$ 82,394.59	\$ 86,656.38	\$ 90,918.17

Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, the market range data shown in **Section 2** 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 resulting recommended pay grades for each the Town's open-range and step plan classifications are shown in Exhibit 3E, 3F, and 3G.



EXHIBIT 3E
PROPOSED PAY GRADES
AFSCME

CLASS TITLE	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Beach Patrol/Litter Custodian F/T Custodian P&R F/T Lifeguard Maintenance Worker I Maintenance Worker I Public Works Transport Maintenance Worker I WS	101	\$ 33,072.00	\$ 42,993.60	\$ 52,915.20
General Service Worker Maintenance Worker II Public Works Maintenance Worker II WS Recreation Leader II	102	\$ 35,387.04	\$ 46,003.15	\$ 56,619.26
Maintenance Worker III Public Works Maintenance Worker III WS Public Works Coordinator Refuse Collector Solid Waste Refuse Truck Operator I	103	\$ 37,864.13	\$ 49,223.37	\$ 60,582.61
Building Permit Clerk I CDL & Heavy Equipment Operator Code Compliance Officer I Customer Service Representative P&R Customer Service Representative Solid Waste Parking Enforcement Officer Records Technician/Assistant to Town Clerk Solid Waste Refuse Truck Operator II	104	\$ 40,514.62	\$ 52,669.01	\$ 64,823.40
Building Permit Clerk II Solid Waste Refuse Truck Operator III	105	\$ 43,350.65	\$ 56,355.84	\$ 69,361.03
Building Permit Clerk III Mechanic Payroll/Accounts Payable Specialist	106	\$ 46,385.19	\$ 60,300.75	\$ 74,216.31
Accountant I Program Events Coordinator	107	\$ 49,632.15	\$ 64,521.80	\$ 79,411.45



**EXHIBIT 3F
PROPOSED PAY GRADES
FULL AND PART-TIME NON-UNION**

CLASS TITLE	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
P/T Custodian P&R	10	\$ 15.90	\$ 20.67	\$ 25.44
P/T Lifeguard				
P/T Recreation Leader I				
Accreditation Manager P/T	18	\$ 27.32	\$ 35.51	\$ 43.71
P/T Chief Building Inspector	22	\$ 35.81	\$ 46.55	\$ 57.30
P/T Chief Electrical Inspector				
P/T Chief Mechanical Inspector				
P/T Chief Plumbing Inspector				
P/T Plans Examiner				
Maintenance Supervisor Public Works	107	\$ 49,632.15	\$ 64,521.80	\$ 79,411.45
Maintenance Supervisor Water & Sewer				
Solid Waste Supervisor				
Aquatic Supervisor	108	\$ 53,106.40	\$ 69,038.33	\$ 84,970.25
Building Department Supervisor				
HR Generalist				
Parking Operations Manager	109	\$ 56,823.85	\$ 73,871.01	\$ 90,918.17
Deputy Town Clerk	110	\$ 60,801.52	\$ 79,041.98	\$ 97,282.44
Executive Assistant to Police Chief				
Communications Manager				
Project & Contract Manager	112	\$ 69,611.66	\$ 90,495.16	\$ 111,378.66
Code Compliance Manager	113	\$ 74,484.48	\$ 96,829.82	\$ 119,175.17
Operations Manager				
Police Lieutenant	114	\$ 79,698.39	\$ 103,607.91	\$ 127,517.43
Revenue/Payroll Manager				
Budget Officer				
Finance Manager	115	\$ 87,668.23	\$ 113,968.70	\$ 140,269.17
Police Captain				
Assistant Parks and Recreation Director				
Assistant Public Works Director				
Code Compliance Director				
Tourism & Public Communications Director	117	\$ 106,078.56	\$ 137,902.13	\$ 169,725.70
Finance Director				
Human Resources Director				
Parks & Recreation Director				
Town Clerk				
Town Planner				
Building Official	118	\$ 116,686.42	\$ 151,692.34	\$ 186,698.27
Public Works Director				
Assistant Town Manager/Chief Financial Officer	120	\$ 141,190.57	\$ 183,547.74	\$ 225,904.91
Police Chief				



EXHIBIT 3G
PROPOSED PAY GRADES
FOP

CLASS TITLE	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Communications Operator	FOP 1	\$ 56,011.86	\$ 65,536.57	\$ 75,061.27
Police Officer	FOP 2	\$ 65,360.47	\$ 81,354.46	\$ 97,348.44
Police Sergeant	FOP 3	\$ 110,378.38	\$ 114,519.15	\$ 118,659.93
Communications Supervisor	FOP 4	\$ 56,823.85	\$ 73,871.01	\$ 90,918.17

After assigning pay grades to classifications in the pay plan, the next step was to develop appropriate optional methods for transitioning employees' salaries into the new pay plans. This was done by establishing methods of calculating salaries in the proposed plans' pay ranges and determining whether adjustments were necessary. The Town reviewed and selected the most appropriate method for implementation.

System Administration

The Town's total compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation system becomes dated and less competitive.

RECOMMENDATION 2: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and make changes to pay grade assignments if necessary.

At the time of this study, with a very competitive labor market, the plans and/or pay grades may need to be reassigned more frequently. If the Town notices that high turnover or is experiencing difficulty with recruiting one or more classifications, the Town should collect salary range data from peer organizations to determine whether adjustments are needed.

RECOMMENDATION 3: Conduct a comprehensive classification and compensation study every three to five years, subject to budget constraints and as market conditions are warranted.

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. 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 Town in less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 4: Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees, progressing employee



salaries through the pay plans and determining pay increases for employees who have been promoted to a different classification.

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

New Hire Salaries

Typically, an employee holding the minimum education and experience requirements for an existing classification is hired at or near the classification's pay grade minimum. More recently, for recruiting purposes, organizations might consider offering salaries to new employees that consider prior related experience. It is recommended that the Town continue its current practices of establishing new hire salaries to preserve the internal equity of employees' salaries within each classification to the extent possible

Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA) and/or across the board adjustments, and employee performance-based. It is recommended that the Town continuously evaluate its methods to progress employees' salaries and continuously make improvements as appropriate.

Summary

The recommendations in this report provide an updated compensation system for the Town's employees. Upon implementation, the Town's competitiveness in the labor market will be improved and it will have a responsive total compensation system. While the upkeep of this will require work, the Town will find that having a more competitive compensation system that enhances strong recruitment and employee retention is well worth this commitment.

