

# Classification and Compensation Study for the City of Doral, FL

## FINAL REPORT



Evergreen Solutions, LLC

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# Chapter 1 - Introduction

## **1.1 INTRODUCTION**

Evergreen Solutions, LLC was retained by the City of Doral, FL to conduct a Classification and Compensation Study, for all non-charter positions. This analysis provides the City's elected officials and key stakeholders with valuable information related to their employee demographics, opinions, and market compensation data. This information is useful in that it provides the framework for developing compensation and classification policies and structures that provide internal and external equity. Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position, it can be determined whether similar positions are being compensated in a similar manner within the organization. The classification component of this study resolves any inconsistencies related to job requirements and provides clarity to the plan in place.

External equity relates to the differences between how an organization's classifications are valued and the compensation available in the marketplace for the same skills, capabilities, and duties. This component of the study aims to address how the City is positioned in the market relative to other organizations with similar positions and to develop recommendations that allow the City to recruit and retain quality employees.

## **1.2 STUDY METHODOLOGY**

Evergreen Solutions combines qualitative with quantitative data analysis to produce recommendations that maximize the fairness and competitiveness of an organization's compensation structure and practices. Project activities included:

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



## Kickoff Meeting

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

## Employee Outreach

Through the orientation sessions, Evergreen associates briefed City employees on the purpose and major processes of the study. This process addressed employee questions in an effort to resolve misconceptions about the study and related tasks.

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

## Job Assessment Tool® (JAT) Classification Analysis

Employees were asked to complete individual JAT surveys, where they shared information pertaining to their work in their own words. These JATs were analyzed and compared to the current classification descriptions, and classifications were individually scored based on employee responses to five compensable factor questions. Each of the compensable factors—Leadership, Working Conditions, Complexity, Decision Making, and Relationships—were given weighted values based on employee responses, resulting in a point factor score for each classification. Each compensable factor has 8 possible points which combine to form a total range of weighted JAT scores between 125 and 1,000 points. The rank order of classes by JAT scores is used to develop a rank order of classes within the proposed compensation structure. Combined with market data, this information forms the foundation of the combined recommendations. The nature of each compensable factor is described below:

- Leadership –relates to the employee’s individual leadership role, be it as a direct report of others who have leadership responsibilities, or as an executive who has leadership over entire departments or the City as a whole.
- Working Conditions –deals with the employee’s physical working conditions and the employee’s impact on those conditions, as well as the working conditions impact or potential impact on the employee.
- Complexity –describes the nature of work performed and includes options ranging from entry-level manual or clerical tasks up to advanced scientific, legal, or executive management duties.
- Decision Making –deals with the individual decision making authority of the employees. Are decisions made on behalf of the employee or is the employee making



autonomous decisions that impact the individual, other employees, or even the entire organization and its citizens?

- Relationships –deals with organizational structure and the nature of the employee’s working relationships. Responses range from employees who work primarily alone, those who work as members of a team, those who oversee teams, and even those who report to elected officials or the general public.

## Salary Survey

The external market is defined as identified peers that have similar characteristics, demographics, and service offerings as the organization. Benchmark positions are identified from each area and level of the organization and typically include a large cross-section of positions at the City. Once the target and benchmark information is finalized, classification information from the City is used to find comparable positions from peer organizations.

## Classification Description Revision

Based on employee feedback and supervisor comments on the JAT, classification descriptions are updated to better reflect actual work performed and revisions to the class structure.

## Recommendations: Pay Schedule and Transition Costing

During this phase, desired range spreads (distance from minimum to maximum) and midpoint progressions (distance from the midpoint of one pay grade to the next) were established. Once the structure was created, classifications were then slotted into the proposed pay grade structure using market data and Client Project Manager (CPM) feedback, including the desired market position of the City.

The final step in the development of recommendations consisted of identifying the costs associated with each step of the analysis, where data from the classification slotting process are applied to the individual employees in the organization. This allows the City to view the total costs associated with proposed structural changes. Information was then provided to the City on various ways to implement the proposed structure and possible adjustments that can be made to address any remaining issues.

## 1.3 REPORT ORGANIZATION

This report includes the following additional chapters:

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



## Chapter 2 - Summary of Employee Outreach

In October 2014, Evergreen conducted employee outreach, including focus groups with the employees to receive feedback concerning the positive and negative attributes of the City's current compensation and classification system. Eleven focus groups were conducted, with all questions being asked to each group. The topics discussed are as follows:

- 2.1 Employment summary
- 2.2 Classification system
- 2.3 Compensation system
- 2.4 Benefits package
- 2.5 Competition
- 2.6 Recruitment and Retention
- 2.7 Performance Evaluation
- 2.8 Goals for the study

### 2.1 Employment Summary

Employees were asked why employees began working for the City, why they have stayed, and what they feel are strengths of the City currently. The following are key points from employee responses:

- Employees generally believe the new and growing City provides many opportunities;
- Employees cited benefits, stability, and the satisfaction of performing public service as reasons they have stayed with the City.
- Many employees enjoy the City's flexible work schedule and work environment.

### 2.2 Classification System

The City's employees were asked to name strengths and weaknesses of the current classification system, as well as any areas they felt could be improved. The following are key points from employee responses:

- Employees generally expressed a need for updated job descriptions and make job duties more detailed.
- Some employees cited an interest in splitting classifications into more levels to reflect the range of experience and responsibilities.



Overall, the City’s employees expressed an interest in seeing a review of the classification system to improve the state of internal equity within the City.

### 2.3 Compensation System

When asked about the strengths and weaknesses of the current compensation plan, employees responded with the following:

- Employees expressed concern over the state of both internal and external equity with regards to several positions.
- A number of employees felt that new employees were being hired at salaries at the same level as employees with a longer tenure at the City.
- Some employees would like the City to explore a step pay plan or pay ranges.
- Many employees would like to see compensation for experience and education.

### 2.4 Benefits

When asked about the strengths and weaknesses of the current benefits, employees responded with the following:

- Most employees listed health insurance, retirement benefits, holiday leave, and tuition reimbursements as being current benefits they like.
- Many employees expressed interest in having a Federal Retirement Fund or pension as part of their benefits package.

### 2.5 Competition

The focus groups were asked what organizations they felt were the City’s main competitors for quality employees. The employees identified the following organizations:

- City of Coral Gables;
- Miami-Dade County;
- City of Miami;
- City of Miami Gardens;
- City of Miami Beach;
- City of Pembroke Pines ;



- City of Aventura; and
- Village of Bal Harbour.

## 2.6 Recruitment and Retention

The employees were also asked to name departments and jobs in which the City was having difficulties with recruitment and retention of employees. Below are the areas and classifications employees identified as having issues:

- Departments included police, building, IT, code compliance, and zoning.
- Specific classifications included Inspectors, Police Officers, Police Dispatchers, and Building Clerks.

## 2.7 Performance Evaluation

The focus group participants were asked for their feedback regarding the City's performance evaluation system. The responses were as follows:

- Some employees felt the evaluation system was too complex and convoluted.
- Many employees mentioned performance ratings did not affect anything, including compensation.
- A number of employees expressed concern that the performance evaluation system is not transparent or consistent.

## 2.8 Goals for the Study

When prompted about what employees hoped the study would focus on, the employees responded as follows:

- Many employees felt the need for updated job descriptions and a reviewed classification system.
- Most employees sought a review of external equity and cost of living with regards to compensation.
- Employees expressed interest in the City using pay ranges or a step pay plan.



Overall, employees conveyed a strong dedication to public service and showed a strong interest in a review of the current compensation and classification structures in order maximize internal and external equity.





## Chapter 3 – Assessment of Current Conditions

The purpose of this chapter is to assess of the current structure of the compensation plan in place within the City and to provide an analysis of the employee demographics. The information and analyses within this chapter provide the foundation for more detailed analysis and for developing recommendations, but are not sufficient cause for recommendations on their own. The information described in this chapter is based on current employee data, and should be regarded as a snapshot in time.

### Pay Plan Analysis

The City's current pay structure determines individual salaries on a case-by-case basis with no established pay plan or ranges. While it is not uncommon for small organizations to utilize this structure, the City has been growing at a rapid rate. As the City structure continues to grow in numbers and complexity, establishing a pay structure with pay ranges will enable the City to remain competitive in the market and to maintain internal equity. A competitive pay structure will benefit the City by conveying a clear pay philosophy to employees and defining the room for growth.

### Employee Demographics

As of October 2014, the City employed 319 employees; all of whom were included in this section of the study. The following analyses are intended to provide basic information as to how the employees are distributed among departments.

**Exhibit 3A** shows the number of employees in each of the 13 departments, along with the number of class titles in each department and the percentage of total employees that work in the department. The largest department is the Police Department, consisting of 141 employees that make up 44.2% of the total number of City employees. The smallest departments are the Human Resources Department and the City Clerk Department, consisting of 3 employees each (0.9%).

**EXHIBIT 3A**  
**CITY EMPLOYEES BY DEPARTMENT**

Department	Employees	Classes	% of Total
Building	33	22	10.3%
City Clerk	3	3	0.9%
City Manager	5	5	1.6%
Code Compliance	14	8	4.4%
Finance	9	9	2.8%
Human Resources	3	3	0.9%
IT	5	5	1.6%
Mayor & Council	6	6	1.9%
Parks & Recreation	65	21	20.4%
Planning & Zoning	6	6	1.9%
Police	141	20	44.2%
Public Affairs	4	4	1.3%
Public Works	25	17	7.8%
<b>Total</b>	<b>319</b>	<b>129</b>	<b>100.0%</b>

Source: Evergreen Solutions, October 2014.

### Tenure Analysis

Evaluating average employee tenure is another method for analyzing the demographics of the workforce, which can help with understanding the relative experience of the workforce at the City. This analysis can be helpful in making decisions regarding placement of positions within a pay structure and movement within these positions.

**Exhibit 3B** shows average employee tenure by department, with an average tenure of 3.8 years. This is significantly lower than the national median for employees in the public sector of 7.8 years, as reported by the Department of Labor<sup>1</sup>. Much of this can be attributed to the City being one of the youngest cities in the State of Florida, having only been incorporated since 2003. The highest employee tenure is 10.6 years, which is approximately the same length of time the City has been incorporated.

<sup>1</sup> 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 3B**  
**CITY EMPLOYEE TENURE BY DEPARTMENT**

Department	Employees	Average Tenure
Building	33	4.64
City Clerk	3	3.62
City Manager	5	3.47
Code Compliance	14	4.72
Finance	9	3.68
Human Resources	3	1.95
IT	5	3.48
Mayor & Council	6	0.56
Parks & Recreation	65	2.82
Planning & Zoning	6	6.40
Police	141	4.92
Public Affairs	4	4.01
Public Works	25	5.01
<b>Overall Average</b>		<b>3.79</b>

Source: Evergreen Solutions, October 2014.

Within the City, the departments with the highest average tenure are the Planning and Zoning Department, with an average tenure of 6.4 years, the Public Works Department with average tenure of 5 years, closely followed by the Police Department with average tenure of 4.9 years. The City should be commended for creating a work environment with departments that maintain relatively high average tenure given the organization as a whole has only been around for around a decade. Departments with lower than average tenure include the Mayor & Council Department with an average tenure of 0.6 years, the Human Resources Department with an average tenure of 2 years, and the Parks & Recreation Department with an average tenure of 2.8 years. Lower average tenure is a possible indication of areas facing retention issues; however, given the City is in a growth phase, low tenure could also be explained by new positions being created in more recent years.

### Summary

As the City continues to grow, a clearly defined pay structure will become necessary in order to maintain internal and external equity and to remain competitive in the market.

## Chapter 4 – Market Summary

Conducting a market comparison analysis helps determine the relative competitive market pay position of the City's compensation system by examining average salary ranges offered by the market for a sample of the City's classifications. The data collected is used to analyze overall market competitiveness of the organization as well as for developing a compensation plan that will assist the City in recruiting and retaining talent. The market comparison analysis is used to examine the overall competitiveness of the organization and not for evaluating salaries at the individual level, as individual pay is determined through a combination of factors, which can include demand for the type of job, performance, experience, and negotiation skills during the hiring process and budget.

Market comparison analysis should be considered a snapshot of current market conditions, as the data collected is reflective of market information at the time of the study. Market conditions can change, and market surveys should be done at regular intervals to ensure the organization's salary structure remains up-to-date with the current market.

In January 2015 Evergreen Solutions consultants concluded a market salary survey for the City which included 25 market peers and 47 job classifications. Of the market peers contacted, 15 provided responses and, aggregately, market relevant matches were made for all 47 positions. Typically, a minimum of five pieces of data per benchmark is considered a large enough sample to develop reliable results. The average number of responses per benchmark in this survey is 5.8, which is a strong response rate. The fewest number of responses for a benchmark is 2.0.

Data was collected from the list of 15 market peers in **Exhibit 4A**. Peers were selected based on a number of factors, such as location and relative population. Data was adjusted for cost of living using national cost of living index factors when appropriate, which allows for salary dollars from entities outside of the City area to be compared in spending power relevant to the City.



**EXHIBIT 4A**  
**TARGET MARKET PEERS WHO RESPONDED**

Respondent
City of Coral Gables
City of Aventura
City of Miami
City of Miami Gardens
City of Miami Beach
City of North Miami
City of North Miami Beach
City of South Miami
Sunny Isles Beach
City of Coral Springs
Miami Shores
Surfside
Miami-Dade County
Monroe County
Broward County

*Source: Evergreen Solutions, January 2015.*

**Exhibit 4B** shows the market peers and the cost of living factors used. A cost of living factor above 1.000 indicates that the cost of living is lower in the peer's region than in the City's region, and thus an individual's salary has a higher purchasing power in the peer's region than in the City's region. A cost of living factor below 1.000 indicates that the cost of living is higher in the peer's region, and thus a salary has lower purchasing power in that region than in the City's region. Most of the market peers are situated in Miami-Dade County along with the City of Doral and therefore they have a Cost of Living index of 1.00.



**EXHIBIT 4B**  
**TARGET PEERS WITH COST OF LIVING ADJUSTMENTS**

Peer	COL Factor
City of Coral Gables	1.000
City of Aventura	1.000
City of Miami	1.000
City of Miami Gardens	1.000
City of Miami Beach	1.000
City of North Miami	1.000
City of North Miami Beach	1.000
City of South Miami	1.000
Sunny Isles Beach	1.000
City of Coral Springs	0.987
Miami Shores	1.000
Surfside	1.000
Miami-Dade County	1.000
Monroe County	0.950
Broward County	0.988

Source: Evergreen Solutions, January 2015.

#### 4.1 MARKET DATA

The City does not have assigned pay grades or ranges for its classifications, so the average actual salary at the City for each benchmarked position was compared to the market range. For classifications considered within market, meaning the average actual salary is within the market range, a market range percentile was calculated. The market range percentile is the percentage between the average market minimum and maximum at which the City's average actual salary falls. For classifications considered below market, meaning the average actual salary is below the average market minimum, a percent differential from the market minimum was calculated. The percent differential is the percentage that the City's average actual salary falls below the market minimum, relative to the City's average actual salary.

##### Within Market Classifications

Exhibit 4C gives the benchmarks determined to be within market, along with the average actual salary of City employees in each of the positions and the market range percentile it falls in given the market peers' average minimum, midpoint, and maximum salaries. The last two columns indicate the average salary range, which is determined by the average minimum and average maximum salaries, and the number of responses for each benchmark.

### EXHIBIT 4C WITHIN MARKET CLASSIFICATIONS

ID	Classification	City of Doral Avg. Actual	Market Range	Survey Minimum Average	Survey Midpoint Average	Survey Maximum Average	Survey Avg	# Resp.
1	Receptionist (Main Lobby)	\$28,784.14	1.9%	\$28,525.88	\$35,372.01	\$42,218.13	48.0%	7.0
2	Project Inspector	\$40,617.82	2.1%	\$40,157.63	\$52,389.00	\$62,525.50	55.1%	3.0
3	Legislative Analyst/Assistant to Council Member	\$53,125.02	7.1%	\$51,110.16	\$64,507.28	\$79,380.60	55.6%	4.0
4	Assistant Planning and Zoning Director	\$75,000.12	9.6%	\$71,399.45	\$90,172.63	\$108,945.80	52.6%	7.0
5	Accounting Clerk- P&R	\$32,500.07	11.8%	\$30,702.52	\$38,326.39	\$45,950.26	49.7%	7.0
6	Code Compliance Officer	\$37,915.73	14.1%	\$35,252.17	\$44,715.46	\$54,178.76	53.7%	9.0
7	Laborer	\$28,159.14	17.2%	\$26,227.18	\$31,274.25	\$37,481.69	43.0%	9.0
8	Chief of Code Compliance	\$63,280.03	19.2%	\$57,995.33	\$71,760.60	\$85,525.87	47.5%	6.0
9	Police Service Aide	\$30,607.67	22.5%	\$28,129.43	\$33,647.05	\$39,164.68	39.2%	6.0
10	Facility Manager	\$65,000.13	27.0%	\$56,940.10	\$71,873.01	\$86,805.92	52.5%	7.0
11	Accountant	\$50,000.00	27.7%	\$45,633.62	\$53,518.09	\$61,402.57	34.6%	8.0
12	Plumbing Inspector	\$45,900.07	28.8%	\$57,232.95	\$65,366.96	\$77,555.50	35.6%	6.0
13	Building Inspector	\$61,200.16	30.4%	\$54,115.74	\$65,754.37	\$77,393.01	43.0%	6.0
14	Senior Software Developer	\$70,000.12	33.9%	\$61,862.88	\$73,876.28	\$85,889.68	38.8%	3.0
15	Cashier	\$35,000.00	38.5%	\$29,406.33	\$36,677.69	\$43,949.04	49.5%	6.0
16	Occupational Licensing Clerk	\$36,916.23	44.9%	\$31,115.58	\$36,495.80	\$44,024.94	41.6%	5.0
17	Plans Examiner	\$72,695.52	48.1%	\$60,459.85	\$66,777.56	\$85,878.77	26.4%	5.0
18	Deputy City Clerk	\$65,000.13	49.2%	\$45,521.29	\$65,298.74	\$85,076.20	86.8%	6.0
19	Human Resources Coordinator - Police	\$45,900.07	50.7%	\$49,527.39	\$62,017.51	\$74,507.62	50.4%	4.0
20	Economic Developer	\$80,000.11	62.2%	\$59,276.38	\$75,926.08	\$92,575.79	56.2%	4.0
21	Information Technology Director	\$115,000.08	67.4%	\$85,748.59	\$107,446.74	\$129,144.89	50.6%	6.0
22	Parks and Recreation Director	\$95,004.00	68.9%	\$71,641.87	\$88,599.93	\$105,558.00	47.4%	9.0
23	Director of Code Compliance	\$90,000.10	76.2%	\$66,526.41	\$79,975.10	\$97,327.38	46.4%	5.0
24	Chief of Police	\$137,500.06	78.4%	\$107,026.73	\$126,470.22	\$145,913.70	36.3%	9.0

Source: Evergreen Solutions, January 2015.

**Exhibit 4C** displays the 24 benchmarked classifications with average actual salaries within the average market range, which makes up 51.6 percent of the surveyed positions. From **Exhibit 4C**, the following observations can be drawn about the within market classifications:

- The 22 classifications within market are, on average, at the 34.9 percentile of their respective market range.
- The classifications range from a minimum of a 1.9 percentile for the Receptionist (Main Lobby) to a maximum of a 78.4 percentile for the Chief of Police.
- Eighteen classifications in the lower half of their respective market range fall on average at the 24.1 percentile of their respective market range.
- The six classifications in the upper half of their respective market range fall on average in the 67.3 percentile of their respective market range.

#### Above Market Classifications

Only one classification reported to be above the market average range, which was the Procurement Specialist Classification. The percent above market, as well as the survey average minimum, midpoint, maximum, and range spread are listed in **Exhibit 4D**.

### EXHIBIT 4D ABOVE MARKET CLASSIFICATIONS

ID	Classification	City of Doral Avg. Actual	Market Range	Survey Minimum Average	Survey Midpoint Average	Survey Maximum Average	Survey Avg	# Resp.
47	Procurement Specialist	\$68,302.26	4.3%	\$47,560.18	\$54,946.36	\$65,352.62	37.5%	7.0

Source: Evergreen Solutions, January 2015.



**Below Market Classifications**

Exhibit 4E indicates the average actual salary and the percent differential for benchmarks determined to be below market, along with the market peers' average minimum, midpoint, and maximum salaries, and the number of responses for each benchmark.

**EXHIBIT 4E  
BELOW MARKET CLASSIFICATIONS**

ID	Classification	City of Doral Avg. Actual	Market Range	Survey Minimum Average	Survey Midpoint Average	Survey Maximum Average	Survey Avg	# Resp.
25	Police Officer	\$52,484.31	-1.5%	\$53,296.27	\$65,030.63	\$76,764.98	44.0%	7.0
26	Development Review Coordinator	\$46,000.11	-4.6%	\$48,124.98	\$61,910.82	\$75,696.67	57.3%	4.0
27	Building Permit Information Analyst I	\$34,193.06	-3.1%	\$35,238.33	\$41,929.88	\$48,621.43	38.0%	5.0
28	System Analyst	\$55,704.09	-4.5%	\$58,209.79	\$70,904.11	\$83,598.43	43.6%	6.0
29	Crew Supervisor	\$35,085.85	-7.4%	\$37,686.12	\$48,020.58	\$58,355.05	54.9%	7.0
30	Janitor	\$22,964.37	-7.2%	\$24,623.27	\$30,186.18	\$35,749.09	45.3%	5.0
31	Code Compliance Clerk	\$30,000.16	-11.5%	\$33,459.82	\$44,656.53	\$55,853.23	67.0%	3.0
32	Police Sergeant	\$61,516.53	-6.2%	\$65,325.20	\$76,778.12	\$88,231.04	35.1%	7.0
33	Finance Coordinator	\$45,000.00	-11.5%	\$50,159.37	\$62,602.19	\$75,045.00	49.6%	7.0
34	Executive Assistant/Advisory Board Coordinator	\$45,000.15	-12.1%	\$50,426.90	\$60,862.45	\$72,966.93	44.8%	8.0
35	Police Major	\$91,000.00	-4.9%	\$95,472.23	\$102,605.07	\$113,740.29	19.1%	5.0
36	Payroll Specialist	\$35,215.54	-14.2%	\$40,223.69	\$49,817.05	\$59,410.42	47.7%	5.0
37	Recreation Administrator	\$47,500.05	-19.7%	\$56,880.40	\$73,681.80	\$90,483.19	59.1%	6.0
38	Chief of Staff	\$70,532.08	-19.6%	\$84,373.90	\$108,601.60	\$132,829.30	57.5%	4.0
40	Webmaster	\$44,990.01	-28.9%	\$58,008.73	\$74,082.21	\$90,155.69	55.4%	5.0
41	Assistant Human Resources Director	\$62,184.33	-17.5%	\$68,866.68	\$87,952.83	\$107,038.99	55.4%	7.0
42	Grant Coordinator	\$38,291.18	-32.2%	\$50,602.52	\$63,178.24	\$75,753.96	49.7%	4.0
43	Clerical Aide	\$20,280.00	-39.8%	\$28,358.39	\$35,958.70	\$43,559.00	53.6%	5.0
44	Park Manager	\$32,000.08	-38.7%	\$44,391.15	\$55,103.38	\$65,815.62	48.3%	8.0
45	GIS Technician	\$39,404.04	-38.7%	\$54,664.38	\$66,902.62	\$80,157.83	46.6%	5.0
46	Recreation Service Aide	\$20,280.00	-28.8%	\$26,116.34	\$30,315.80	\$34,515.26	32.2%	7.0

Source: Evergreen Solutions, January 2015.

The City is below market range for twenty benchmarked positions, 42.6 percent of the surveyed positions with market matches. These positions have average actual salaries that are an average of 16.8 percent below the market average minimum salary.

From Exhibit 4E, the following observations can be drawn:

- The below market classifications range from 1.5 percent below the market minimum for Police Officer to 39.8 percent below the market minimum for Clerical Aide.
- Fourteen of the benchmarks have average salaries that are more than ten percent below the market minimum. These classifications are listed below with their differentials:
  - Finance Coordinator, 11.5 percent;
  - Code Compliance Clerk, 11.5 percent;
  - Executive Assistant/Advisory Board Coordinator, 12.1 percent;
  - Payroll Specialist, 14.2 percent;
  - Assistant Human Resources Director, 17.5 percent;
  - Chief of Staff, 19.6 percent;
  - Recreation Administrator, 19.7 percent;
  - Recreation Service Aide, 28.8 percent;
  - Webmaster, 28.9 percent;





- Grant Coordinator, 32.2 percent;
- Park Manager, 38.7 percent;
- GIS Technician, 38.7 percent; and
- Clerical Aide, 39.8 percent.

### **Market Range Spreads**

Range spreads, the width of salary ranges, allow for flexibility when determining hiring salaries and also indicates the room for growth within a classification. **Exhibits 4C, 4D, and 4E** show the average market range spreads for each of the surveyed positions. The average market range spread across all surveyed positions is 47.6 percent and vary between 19.1 percent and 86.8 percent.

## **4.2 SALARY SURVEY CONCLUSION**

From the analysis of the data gathered in the external labor market assessment, the following major conclusions can be reached:

- Twenty-two of the surveyed positions have average salaries within their respective market range.
- Twenty-two classifications have average salaries below their respective market range.
- Peer range spreads for benchmarked positions are, on average, 47.6 percent.

Information gained from the market survey is used, in conjunction with stakeholder and employee feedback and current environmental factors such as the budget, to develop a recommended compensation and classification system that places the City in a strong position to stay competitive in today's market. Discussion of a potential pay plan and additional study recommendations can be found in **Chapter 5** of this report.

## Chapter 5 - Recommendations

The purpose of this chapter is to provide a definitive assessment of the City's compensation and classification structures, and detail the recommendations for the City moving forward. The recommendations within this chapter were developed based on the findings in the preceding chapters which summarized analysis of the current compensation and classification structures the City utilizes, as well as the market study. Based on these analyses, the recommendations in this chapter are designed to support the City's goals of attracting and retaining a high quality, motivated workforce.

The sections included within this chapter are as follows:

- 5.1 Compensation Analysis and Recommendations.
- 5.2 Classification Analysis and Recommendations.
- 5.3 Recommendations on Administration of the Compensation Plan.
- 5.4 Summary.

### 5.1 COMPENSATION ANALYSIS

As discussed in **Chapter 3**, the City currently determines salaries on a case-by-case basis, and does not utilize salary ranges or formal compensation structures. While this type of flexible system can be appropriate for smaller organizations, the lack of transparency inherent in this type of structure can make it difficult to recruit talented candidates and retain longer term employees who have developed critical institutional knowledge. As the City builds its workforce to meet the demands of the growing population and service requirements, it will require tools to clearly define and communicate how employees will be compensated throughout their employment.

**FINDING:** The City lacks a clearly defined system for determining market competitive employee compensation.

**RECOMMENDATION 1:** Implement a pay plan that is reflective of current market conditions and compensation best practices.

Evergreen Solutions has designed two open range pay plans for the City, one for general employees and one for police, which reflect market conditions and provide a framework for assigning externally equitable market salaries across all positions. The plan includes twenty-five pay grades with progressively increasing range spreads and mid-point progression, and is designed to remove ambiguity from salary assignment in a manner that is consistent across all departments and employee groups.



Adopting a single pay plan for all employees is simple to administer and maintain. Additionally, it serves to generally reduce perceptions of preference between groups in the organization. The results of the market study and the Job Assessment were used to develop of pay plans reflective of internal and external considerations. The proposed pay plans displayed in **Exhibit 5A** and **Exhibit 5B**.

**EXHIBIT 5A  
PROPOSED GENERAL EMPLOYEE PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
PT	\$11.00	\$13.20	\$15.40	40.0%	
101	\$25,155.15	\$30,186.18	\$35,217.21	40.0%	-
102	\$26,576.42	\$31,891.70	\$37,206.98	40.0%	5.7%
103	\$28,210.87	\$33,853.04	\$39,495.21	40.0%	6.2%
104	\$30,086.89	\$36,104.27	\$42,121.64	40.0%	6.7%
105	\$32,238.10	\$38,685.72	\$45,133.34	40.0%	7.2%
106	\$32,542.43	\$40,678.04	\$48,813.64	50.0%	5.2%
107	\$34,381.08	\$42,976.35	\$51,571.61	50.0%	5.7%
108	\$36,495.51	\$45,619.39	\$54,743.27	50.0%	6.2%
109	\$38,922.46	\$48,653.08	\$58,383.70	50.0%	6.7%
110	\$41,705.42	\$52,131.77	\$62,558.13	50.0%	7.2%
111	\$42,993.38	\$54,816.56	\$66,639.74	55.0%	5.2%
112	\$45,422.51	\$57,913.70	\$70,404.89	55.0%	5.7%
113	\$48,215.99	\$61,475.39	\$74,734.79	55.0%	6.2%
114	\$51,422.36	\$65,563.50	\$79,704.65	55.0%	6.7%
115	\$55,099.05	\$70,251.29	\$85,403.53	55.0%	7.2%
116	\$58,362.61	\$75,871.40	\$93,380.18	60.0%	8.0%
117	\$61,689.28	\$80,196.07	\$98,702.85	60.0%	5.7%
118	\$65,483.17	\$85,128.12	\$104,773.08	60.0%	6.2%
119	\$69,837.80	\$90,789.14	\$111,740.49	60.0%	6.7%
120	\$74,831.21	\$97,280.57	\$119,729.93	60.0%	7.2%
121	\$79,292.84	\$105,063.01	\$130,833.19	65.0%	8.0%
122	\$83,772.89	\$110,999.07	\$138,225.26	65.0%	5.7%
123	\$88,924.92	\$117,825.52	\$146,726.12	65.0%	6.2%
124	\$94,838.43	\$125,660.91	\$156,483.40	65.0%	6.7%
125	\$101,619.37	\$134,645.67	\$167,671.97	65.0%	7.2%

Source: Evergreen Solutions, April 2015.



**EXHIBIT 5B  
PROPOSED POLICE PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
201	\$51,422.36	\$62,992.39	\$74,562.41	45.0%	
202	\$62,992.39	\$75,590.87	\$88,189.34	40.0%	20.0%
203	\$72,441.25	\$86,929.50	\$101,417.75	40.0%	15.0%
204	\$78,236.55	\$93,883.86	\$109,531.17	40.0%	8.0%
205	\$86,060.21	\$103,272.24	\$120,484.28	40.0%	10.0%

Source: Evergreen Solutions, April 2015.

**RECOMMENDATION 2:** Assign each position to a pay grade within the adopted pay plan according to both market and internal equity considerations.

Once a pay plan is established and adopted, each position should be assigned an appropriate grade within the plan based on the following factors: the results of the JAT scores, the results of the market study, and considerations for existing internal relationships between classifications. Evergreen's recommended pay grade assignment list for all positions is presented in **APPENDIX I**. Keeping in mind the City's focus on recruiting and retaining high quality employees, it is important to evaluate the impact on the adopted pay plan and position slotting on the City's market competitiveness. In the market study, as discussed in Chapter 4, the current average actual salary for each benchmark position was used for comparison to the ranges offered by market peers. If the proposed ranges were used in that same study, we find that the City of Doral would now be above market across all points in the range. The table in **Exhibit 5C** shows the new overall differentials based on the recommended pay plan and positions grade assignments.

**EXHIBIT 5C  
MARKET COMPARISON WITH PROPOSED PLAN**

	Minimum	Midpoint	Maximum
Overall Average			
Market Differential	0.9%	2.9%	4.2%

Source: Evergreen Solutions, April 2015.

**Exhibit 5B** illustrates that adopting the proposed pay plan and position grade assignment would bring the City to a more competitive, slightly above market position for recruiting employees, as reflected by the differential at the minimum. The market positioning of the City would be even stronger at the midpoint and maximum, allowing the City to remain competitive in retaining current quality employees.



**RECOMMENDATION 3: Adjust employee salaries to reflect the adopted pay plan and position grade assignments.**

In order to adopt the proposed pay plan, employees may require salary adjustments that reflect the internal and external equity captured by the plan. Based on discussions with the CPM and City leadership, it was determined that the City’s adopted compensation structure should highlight current employees experience working for the in their current classification and lay the foundation for equitable salary progression. For these reasons, Evergreen recommends an implementation process that first focuses on bringing all employees within their proposed salary range, then adjusting salaries to account for years of service in their current classification.

Evergreen has provided the City with a two-step option for a 30-year class parity adjustment. The first step in this adjustment is to bring all employees to their proposed salary range minimum. If an employee’s current salary exceeds their proposed minimum, no adjustment is made.

The second step consists of an employee's proposed salary range being divided into thirty equal sections. The employee is then placed into their pay range based on the years of time they have spent in their current classification. For example, an employee who has been in their position for 15 years would be placed in the range at midpoint, while an employee with 30 years would be placed at their maximum. As expected given the young age of the City, no employee has more than 11 years of service with the City and, therefore, in actual implementation, no employee would receive an adjustment to the midpoint. If the employee's salary is already above his or her calculated parity salary, no adjustment is made.

The costs associated with each step of this adjustment are displayed in **Exhibit 5D** for general employees and **Exhibit 5E** for police.

**EXHIBIT 5D  
IMPLEMENTATION COSTS FOR GENERAL EMPLOYEES**

Implementation Options	Cost	Number of Employees Impacted	Cost Per Employee
Step 1: Bring to Minimum	\$436,166.41	100	\$4,361.66
Step 2: 30 Year Class Parity	\$151,060.70	156	\$968.34
<b>Total</b>	<b>\$587,227.11</b>	156	<b>\$3,764.28</b>

Source: Evergreen Solutions, April 2015.



**EXHIBIT 5E  
IMPLEMENTATION COSTS FOR POLICE**

Implementation Options	Cost	Number of Employees Impacted	Cost Per Employee
Step 1: Bring to Minimum	\$228,734.75	63	\$3,630.71
Step 2: 30 Year Class Parity	\$162,887.31	82	\$1,986.43
<b>Total</b>	<b>\$391,622.06</b>	<b>82</b>	<b>\$4,775.88</b>

Source: Evergreen Solutions, April 2015.

**Finding:** The City does not currently have policies in place for salary progression and establishing salaries for newly hired employees and employees who have been promoted, demoted, or transferred to a different classification.

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

Along with establishing a new compensation structure, policies will be necessary to guide the City in implementing the framework consistently for all employees over time. By developing and following policies for situations that may require setting or adjusting employee salary, the City brings valuable transparency to the compensation structure. Common practices for progressing and establishing employee salaries are outlined below.

#### Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA), merit pay, and longevity increases. It is not uncommon for organizations to utilize multiple methods together in order to align salary progression with incentives tied to the organization's compensation philosophy. For example, merit pay is often used in tandem with a COLA, so that a minimum increase tied to a measure of inflation is awarded to all employees and an additional percentage increase is earned by employees with positive evaluations. Historically, employers in the public sector have often used COLA and longevity as the primary means of salary progression; however, recently, they have followed the lead of the private sector in moving away from this policy. It should be noted that in order for a merit pay system to be effective and equitable, a standardized organization-wide performance evaluation system must be in place, and supervisors and management must receive proper training to ensure the system is applied fairly and consistently.

#### New Hires



New employee starting salary may depend upon the level of education and experience the individual brings to a position, beyond minimum requirements. Typically, an employee with the minimum education and experience requirements for a classification is placed at or near the classification's pay grade minimum. Many organizations set a percentage cap above minimum that can be offered to a new employee with only the minimum requirements, where approval is needed to offer a starting salary above that cap. Additionally, a threshold should be established as the maximum starting salary possible without approval for new employees with considerable experience and/or education above the requirements for the position. It is common for the midpoint to be used as the maximum starting salary. All starting salaries should take into consideration internal equity, meaning that new hires should be offered comparable salaries to existing employees in the classification with similar levels of education and experience.

### Promotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moving the salary into the new pay grade, and ensuring internal equity in the new classification. Often, organizations establish a minimum percentage salary increase that depends on the increase in pay grade as a result of the promotion. For example, if an employee moves into the next pay grade he or she may receive a minimum of a 3 to 5 percent increase and if the individual moves up two pay grades he or she may experience an increase closer to 6 to 10 percent. Regardless of the minimum percent increase, the employee's new salary should be within the new pay grade's range, and internal equity of salaries within the classification should be preserved.

### Demotions

An employee demotion is a sensitive subject and must be handled as such. While some organizations do reduce the salary of demoted employees, there are other options available for these situations. One option is to adjust the employee's salary to the salary received while in the previous position if the demotion occurs following a promotion to a higher level position within the same job family. Another option is to reduce the employee's salary to a salary commensurate with the level of an employee joining that organization in that classification. Another option is reduce the employees' salary by a percentage, for example, 3 percent, and apply this practice consistently across the City for all demotions.

### Transfers

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



## 5.2 CLASSIFICATION ANALYSIS

In addition to developing a compensation plan for the City, Evergreen reviewed the classification structure currently in place. Evergreen found that the City's structure was generally well organized and employees were appropriately assigned to classifications; however, there were some classifications that required updated titles based on the current work performed. A list of these recommended changes can be seen in **Exhibit 5F**.

### EXHIBIT 5F PROPOSED RECLASSIFICATIONS

Current Classification	Proposed Title
AA & Special Magistrate Agenda Coord	Administrative Assistant - Special Magistrate
Admin Assistant-Building Official	Administrative Assistant I
Admin Assistant-Parks & Recreation Director	Administrative Assistant I
Admin Assistant-Public Works Director	Administrative Assistant I
Admin Assistant-FN CM & PA	Administrative Assistant I
Admin Assistant/Asset Specialist	Administrative Assistant II
Admin Assistant/Finance Assistant	Administrative Assistant II
Administrative Assistant/Special Events Coordinator	Administrative Assistant II
Assistant Park Manager	Lead Service Aide
City Planner	Planner
Code Compliance II/Outreach Coordinator	Code Compliance Outreach Officer
Code Compliance Officer	Code Compliance Officer I
Lead Building Inspector	Building Inspector
Lead Electrical Inspector	Electrical Inspector
Lead Plumbing Inspector	Plumbing Inspector
Park Manager	Parks Supervisor
Permit Clerk/Accounting Clerk	Accounts & Permit Specialist
Plans Examiner	Plans Examiner I & Plans Examiner II
Police Administrative Asst.	Administrative Assistant II
Stockroom Clerk	Materials Clerk
Structural Reviewer	Structural Plans Examiner
Trolley Manager	Trolley Operations Coordinator

Source: Evergreen Solutions, April 2015.



### 5.3 COMPENSATION ADMINISTRATION

**FINDING:** To maintain the effectiveness of the compensation structure over time, the City must devote strong administrative support and continued attention to the market in order to preserve internal and external equity.

The assessment and recommendations of this study are based on the current conditions of the City's compensation system. Additionally, compensation plans have a limited shelf life before they fall out of touch with changes happening both in the market and within the organization. As such, continuous maintenance and monitoring of the City's compensation plan is essential for keeping current with the market.

**RECOMMENDATION 7: Conduct localized salary survey of market peers at regular intervals throughout the year.**

Evergreen recommends that the City conduct a number of smaller market surveys throughout the year by selecting a number of benchmark classifications and surveying peers for their compensation rates for similar work performed. When selecting positions to survey, the aim should be to represent the various areas and levels of the organization, as well as selecting positions that may be experiencing recruitment or retention issues. By conducting regular market surveys, the City will be able to assess its approximate market position and make adjustments accordingly.

**FINDING:** Work performed by employees is subject to change over time, in order to fit the growing and shifting needs of the City.

**RECOMMENDATION 8: Revise and update job descriptions annually.**

As it is rapidly growing, the City's positions have a particular potential for change over time with regards to the work performed. As such, updating and revising job descriptions to reflect the new work performed is necessary.

**FINDING:** External market conditions are continuously shifting, and internal structures equally possess the potential for rapid change.

**RECOMMENDATION 9: Conduct a comprehensive classification and compensation study every three to five years.**

While smaller market surveys and maintaining job descriptions allow for strong maintenance of a compensation and classification system, it is necessary to perform a comprehensive study that can capture all of the changes, both internal and external, that occur over time.

### 5.3 SUMMARY

The City of Doral is enjoying a strong period of growth and the recommendations outlined in this report aim to position the City as a strong competitor to recruit and retain a high quality

workforce both in the present and as it continues to grow. With the adoption of a new compensation and classification structure, it will be important for the City to establish clearly defined policies for administering the structure in consistent and transparent manner.



Current Classification	Classification	Proposed Grade	Min	Mid	Max
Janitor	Janitor	101	\$25,155.15	\$30,186.18	\$35,217.21
Laborer	Laborer	102	\$26,576.42	\$31,891.70	\$37,206.98
Clerical Aide	Clerical Aide	103	\$28,210.87	\$33,853.04	\$39,495.21
Police Clerical Aide	Police Clerical Aide	103	\$28,210.87	\$33,853.04	\$39,495.21
PT Clerical Aide	PT Clerical Aide	103	\$28,210.87	\$33,853.04	\$39,495.21
Receptionist (Main Lobby)	Receptionist (Main Lobby)	103	\$28,210.87	\$33,853.04	\$39,495.21
Clerical Aide II	Clerical Aide II	104	\$30,086.89	\$36,104.27	\$42,121.64
Solution Center Representative	Solution Center Representative	104	\$30,086.89	\$36,104.27	\$42,121.64
Cashier	Cashier	105	\$32,238.10	\$38,685.72	\$45,133.34
Stockroom Clerk	Materials Clerk	105	\$32,238.10	\$38,685.72	\$45,133.34
Police Records Specialist	Police Records Specialist	105	\$32,238.10	\$38,685.72	\$45,133.34
Police Service Aide	Police Service Aide	105	\$32,238.10	\$38,685.72	\$45,133.34
Accounting Clerk- P&R	Accounting Clerk- P&R	106	\$32,542.43	\$40,678.04	\$48,813.64
Admin Assistant-Building Official	Administrative Assistant I	106	\$32,542.43	\$40,678.04	\$48,813.64
Admin Assistant-Parks & Recreation Director	Administrative Assistant I	106	\$32,542.43	\$40,678.04	\$48,813.64
Admin Assistant-Public Works Director	Administrative Assistant I	106	\$32,542.43	\$40,678.04	\$48,813.64
Admin Assistant-FN CM & PA	Administrative Assistant I	106	\$32,542.43	\$40,678.04	\$48,813.64
Building Clerk	Building Clerk	106	\$32,542.43	\$40,678.04	\$48,813.64
Building Records Clerk	Building Records Clerk	106	\$32,542.43	\$40,678.04	\$48,813.64
Code Compliance Clerk	Code Compliance Clerk	106	\$32,542.43	\$40,678.04	\$48,813.64
Facility Maintenance Technician Assistant	Facility Maintenance Technician Assistant	106	\$32,542.43	\$40,678.04	\$48,813.64
Finance Clerk	Finance Clerk	106	\$32,542.43	\$40,678.04	\$48,813.64
Assistant Park Manager	Lead Service Aide	106	\$32,542.43	\$40,678.04	\$48,813.64
Occupational Licensing Clerk	Occupational Licensing Clerk	106	\$32,542.43	\$40,678.04	\$48,813.64
Permit Clerk	Permit Clerk	106	\$32,542.43	\$40,678.04	\$48,813.64
Plans Processing Clerk I	Plans Processing Clerk I	106	\$32,542.43	\$40,678.04	\$48,813.64
Police Property & Evidence Specialist	Police Property & Evidence Specialist	106	\$32,542.43	\$40,678.04	\$48,813.64
Police Record Specialist Teletype (PRS)	Police Record Specialist Teletype (PRS)	106	\$32,542.43	\$40,678.04	\$48,813.64
PT Code Compliance Clerk	PT Code Compliance Clerk	106	\$32,542.43	\$40,678.04	\$48,813.64
Public Works Permit Clerk	Public Works Permit Clerk	106	\$32,542.43	\$40,678.04	\$48,813.64
Admin Assistant/Asset Specialist	Administrative Assistant II	107	\$34,381.08	\$42,976.35	\$51,571.61
Admin Assistant/Finance Assistant	Administrative Assistant II	107	\$34,381.08	\$42,976.35	\$51,571.61
Police Administrative Asst.	Administrative Assistant II	107	\$34,381.08	\$42,976.35	\$51,571.61
Facility Maintenance Technician	Facility Maintenance Technician	107	\$34,381.08	\$42,976.35	\$51,571.61
Plans Processing Clerk II	Plans Processing Clerk II	107	\$34,381.08	\$42,976.35	\$51,571.61
Permit Clerk/ Accounting Clerk	Accounts & Permit Specialist	108	\$36,495.51	\$45,619.39	\$54,743.27
Human Resources Assistant	Human Resources Assistant	108	\$36,495.51	\$45,619.39	\$54,743.27
Parks Maintenance Technician	Parks Maintenance Technician	108	\$36,495.51	\$45,619.39	\$54,743.27
Park Manager	Parks Supervisor	108	\$36,495.51	\$45,619.39	\$54,743.27

Current Classification	Classification	Proposed Grade	Min	Mid	Max
Police Field Logistics Specialist	Police Field Logistics Specialist	108	\$36,495.51	\$45,619.39	\$54,743.27
Records Management Specialist	Records Management Specialist	108	\$36,495.51	\$45,619.39	\$54,743.27
Special Needs Program Specialist	Special Needs Program Specialist	108	\$36,495.51	\$45,619.39	\$54,743.27
Administrative Assistant/Special Events Coordinator	Administrative Assistant II	109	\$38,922.46	\$48,653.08	\$58,383.70
Crew Supervisor	Crew Supervisor	109	\$38,922.46	\$48,653.08	\$58,383.70
Crime Scene Technician	Crime Scene Technician	109	\$38,922.46	\$48,653.08	\$58,383.70
Events Specialist	Events Specialist	109	\$38,922.46	\$48,653.08	\$58,383.70
Payroll Specialist	Payroll Specialist	109	\$38,922.46	\$48,653.08	\$58,383.70
Administrative Aide to the Mayor	Administrative Aide to the Mayor	110	\$41,705.42	\$52,131.77	\$62,558.13
Building Permit Information Analyst I	Building Permit Information Analyst I	110	\$41,705.42	\$52,131.77	\$62,558.13
Court Liason Coordinator	Court Liason Coordinator	110	\$41,705.42	\$52,131.77	\$62,558.13
GIS Technician	GIS Technician	110	\$41,705.42	\$52,131.77	\$62,558.13
Stormwater Technician	Stormwater Technician	110	\$41,705.42	\$52,131.77	\$62,558.13
AA & Special Magistrate Agenda Coord	Administrative Assistant - Special Magistrate	111	\$42,993.38	\$54,816.56	\$66,639.74
Code Compliance Officer	Code Compliance Officer I	111	\$42,993.38	\$54,816.56	\$66,639.74
AV Technician	AV Technician	112	\$45,422.51	\$57,913.70	\$70,404.89
Code Compliance Officer II	Code Compliance Officer II	112	\$45,422.51	\$57,913.70	\$70,404.89
Executive Assistant to the Chief of Police	Executive Assistant to the Chief of Police	112	\$45,422.51	\$57,913.70	\$70,404.89
Executive Assistant/Advisory Board Coordinator	Executive Assistant/Advisory Board Coordinator	112	\$45,422.51	\$57,913.70	\$70,404.89
IT Technician	IT Technician	112	\$45,422.51	\$57,913.70	\$70,404.89
IT Technician Public Safety	IT Technician Public Safety	112	\$45,422.51	\$57,913.70	\$70,404.89
Parks Maintenance Supervisor	Parks Maintenance Supervisor	112	\$45,422.51	\$57,913.70	\$70,404.89
Police Crime Analyst Specialist	Police Crime Analyst Specialist	112	\$45,422.51	\$57,913.70	\$70,404.89
Procurement Specialist	Procurement Specialist	112	\$45,422.51	\$57,913.70	\$70,404.89
Record Specialist and Local Hearing Administrator	Record Specialist and Local Hearing Administrator	112	\$45,422.51	\$57,913.70	\$70,404.89
Recreation Facility Supervisor	Recreation Facility Supervisor	112	\$45,422.51	\$57,913.70	\$70,404.89
Trolley Manager	Trolley Operations Coordinator	112	\$45,422.51	\$57,913.70	\$70,404.89
Accountant	Accountant	113	\$48,215.99	\$61,475.39	\$74,734.79
Administrative Coordinator-BD	Administrative Coordinator-BD	113	\$48,215.99	\$61,475.39	\$74,734.79
Building Development Service Coordinator	Building Development Service Coordinator	113	\$48,215.99	\$61,475.39	\$74,734.79
Code Compliance Officer III	Code Compliance Officer III	113	\$48,215.99	\$61,475.39	\$74,734.79
Code Compliance II/Outreach Coordinator	Code Compliance Outreach Officer	113	\$48,215.99	\$61,475.39	\$74,734.79
Videographer/Editor	Creative Producer	113	\$48,215.99	\$61,475.39	\$74,734.79
Development Review Coordinator	Development Review Coordinator	113	\$48,215.99	\$61,475.39	\$74,734.79
Finance Coordinator	Finance Coordinator	113	\$48,215.99	\$61,475.39	\$74,734.79
Foreman	Foreman	113	\$48,215.99	\$61,475.39	\$74,734.79
General Services Administrator	General Services Administrator	113	\$48,215.99	\$61,475.39	\$74,734.79
Grant Coordinator	Grant Coordinator	113	\$48,215.99	\$61,475.39	\$74,734.79
Human Resources Coordinator	Human Resources Coordinator	113	\$48,215.99	\$61,475.39	\$74,734.79

Current Classification	Classification	Proposed Grade	Min	Mid	Max
Human Resources Coordinator-Police	Human Resources Coordinator-Police	113	\$48,215.99	\$61,475.39	\$74,734.79
Police Special Events Coordinator	Police Special Events Coordinator	113	\$48,215.99	\$61,475.39	\$74,734.79
Project Inspector	Project Inspector	113	\$48,215.99	\$61,475.39	\$74,734.79
Public Relations Coordinator	Public Relations Coordinator	113	\$48,215.99	\$61,475.39	\$74,734.79
Recreation Program Coordinator	Recreation Program Coordinator	113	\$48,215.99	\$61,475.39	\$74,734.79
Special Events Coordinator	Special Events Coordinator	113	\$48,215.99	\$61,475.39	\$74,734.79
Sponsorship & Recreation Coordinator	Sponsorship & Recreation Coordinator	113	\$48,215.99	\$61,475.39	\$74,734.79
Victims Advocate	Victims Advocate	113	\$48,215.99	\$61,475.39	\$74,734.79
Building Inspector	Building Inspector	114	\$51,422.36	\$65,563.50	\$79,704.65
Deputy City Clerk	Deputy City Clerk	114	\$51,422.36	\$65,563.50	\$79,704.65
Electrical Inspector	Electrical Inspector	114	\$51,422.36	\$65,563.50	\$79,704.65
Flood Plain Manager	Flood Plain Manager	114	\$51,422.36	\$65,563.50	\$79,704.65
Grant Writer	Grant Writer	114	\$51,422.36	\$65,563.50	\$79,704.65
Help Desk Supervisor	Help Desk Supervisor	114	\$51,422.36	\$65,563.50	\$79,704.65
Mechanical Inspector	Mechanical Inspector	114	\$51,422.36	\$65,563.50	\$79,704.65
Plans Examiner	Plans Examiner I	114	\$51,422.36	\$65,563.50	\$79,704.65
Plumbing Inspector	Plumbing Inspector	114	\$51,422.36	\$65,563.50	\$79,704.65
Roofing Inspector	Roofing Inspector	114	\$51,422.36	\$65,563.50	\$79,704.65
Transportation Engineer	Transportation Engineer	114	\$51,422.36	\$65,563.50	\$79,704.65
Webmaster	Webmaster	114	\$51,422.36	\$65,563.50	\$79,704.65
Criminal Identification and Evidence Supervisor	Criminal Identification and Evidence Supervisor	115	\$55,099.05	\$70,251.29	\$85,403.53
Green Initiative Planner	Green Initiative Planner	115	\$55,099.05	\$70,251.29	\$85,403.53
Legislative Analyst/Asst. to Council Member	Legislative Analyst/Asst. to Council Member	115	\$55,099.05	\$70,251.29	\$85,403.53
Media & Emergency Management Specialist	Media & Emergency Management Specialist	115	\$55,099.05	\$70,251.29	\$85,403.53
City Planner	Planner	115	\$55,099.05	\$70,251.29	\$85,403.53
Chief Plans Examiner	Senior Plans Examiner	115	\$55,099.05	\$70,251.29	\$85,403.53
Sr. Executive Admin Assistant to CM	Sr. Executive Admin Assistant to CM	115	\$55,099.05	\$70,251.29	\$85,403.53
System Analyst	System Analyst	115	\$55,099.05	\$70,251.29	\$85,403.53
Chief Building Inspector	Chief Building Inspector	116	\$58,362.61	\$75,871.40	\$93,380.18
Chief Electrical Inspector	Chief Electrical Inspector	116	\$58,362.61	\$75,871.40	\$93,380.18
Chief Mechanical Inspector	Chief Mechanical Inspector	116	\$58,362.61	\$75,871.40	\$93,380.18
Chief of Staff	Chief of Staff	116	\$58,362.61	\$75,871.40	\$93,380.18
Chief Plumbing Inspector	Chief Plumbing Inspector	116	\$58,362.61	\$75,871.40	\$93,380.18
Code Compliance Field Supervisor	Code Compliance Field Supervisor	116	\$58,362.61	\$75,871.40	\$93,380.18
Recreation Administrator	Recreation Administrator	116	\$58,362.61	\$75,871.40	\$93,380.18

Current Classification	Classification	Proposed Grade	Min	Mid	Max
Senior Planner	Senior Planner	116	\$58,362.61	\$75,871.40	\$93,380.18
Stormwater Utility Manager	Stormwater Utility Manager	116	\$58,362.61	\$75,871.40	\$93,380.18
Structural Plans Examiner	Structural Plans Examiner	116	\$58,362.61	\$75,871.40	\$93,380.18
Chief Licensing Officer	Chief Licensing Officer	117	\$61,689.28	\$80,196.07	\$98,702.85
Facility Manager	Facility Manager	117	\$61,689.28	\$80,196.07	\$98,702.85
Senior Network Analyst	Senior Network Analyst	117	\$61,689.28	\$80,196.07	\$98,702.85
Senior Software Developer	Senior Software Developer	117	\$61,689.28	\$80,196.07	\$98,702.85
Senior Systems Analyst	Senior Systems Analyst	117	\$61,689.28	\$80,196.07	\$98,702.85
Chief of Engineering	Chief of Engineering	118	\$65,483.17	\$85,128.12	\$104,773.08
Public Affairs Manager	Communications & Protocol Manager	118	\$65,483.17	\$85,128.12	\$104,773.08
Economic Developer	Economic Developer	118	\$65,483.17	\$85,128.12	\$104,773.08
Technology Project Manager	Technology Project Manager	118	\$65,483.17	\$85,128.12	\$104,773.08
Transportation Manager	Transportation Manager	118	\$65,483.17	\$85,128.12	\$104,773.08
Assistant Director of IT Operations	Assistant Director of IT Operations	119	\$69,837.80	\$90,789.14	\$111,740.49
Assistant Finance Director	Assistant Finance Director	119	\$69,837.80	\$90,789.14	\$111,740.49
Assistant HR Director	Assistant HR Director	119	\$69,837.80	\$90,789.14	\$111,740.49
Assistant Parks & Recreation Director	Assistant Parks & Recreation Director	119	\$69,837.80	\$90,789.14	\$111,740.49
Assistant Planning & Zoning Director	Assistant Planning & Zoning Director	119	\$69,837.80	\$90,789.14	\$111,740.49
Asst. Public Works Dir/Chief of Construction	Asst. Public Works Dir/Chief of Construction	119	\$69,837.80	\$90,789.14	\$111,740.49
Chief of Code Compliance	Chief of Code Compliance	119	\$69,837.80	\$90,789.14	\$111,740.49
Building Official	Building Official	122	\$83,772.89	\$110,999.07	\$138,225.26
Director of Code Compliance	Director of Code Compliance	122	\$83,772.89	\$110,999.07	\$138,225.26
Finance Director	Finance Director	122	\$83,772.89	\$110,999.07	\$138,225.26
Human Resources Director	Human Resources Director	122	\$83,772.89	\$110,999.07	\$138,225.26
Information Technology Director	Information Technology Director	122	\$83,772.89	\$110,999.07	\$138,225.26
Parks and Recreation Director	Parks and Recreation Director	122	\$83,772.89	\$110,999.07	\$138,225.26
Planning and Zoning Director	Planning and Zoning Director	122	\$83,772.89	\$110,999.07	\$138,225.26
Public Works Director	Public Works Director	122	\$83,772.89	\$110,999.07	\$138,225.26
Deputy Chief	Deputy Chief	123	\$88,924.92	\$117,825.52	\$146,726.12
Assistant City Manager	Assistant City Manager	124	\$94,838.43	\$125,660.91	\$156,483.40
Chief of Police	Chief of Police	124	\$94,838.43	\$125,660.91	\$156,483.40
Athletics Aide/Recreation Service Aide	Athletics Aide/Recreation Service Aide	PT	\$11.00	\$13.20	\$15.40
Cheer Aide/Recreation Service Aide	Cheer Aide/Recreation Service Aide	PT	\$11.00	\$13.20	\$15.40
Events Aide/RSA	Events Aide/RSA	PT	\$11.00	\$13.20	\$15.40
Park Service Aide	Park Service Aide	PT	\$11.00	\$13.20	\$15.40
Receptionist /Recreation Service Aide	Receptionist /Recreation Service Aide	PT	\$11.00	\$13.20	\$15.40
Recreation Service Aide	Recreation Service Aide	PT	\$11.00	\$13.20	\$15.40

Current Classification	Classification	Grade	Proposed		
			Min	Mid	Max
Police Officer	Police Officer	201	\$51,422.36	\$62,992.39	\$74,562.41
Police Sergeant	Police Sergeant	202	\$62,992.39	\$75,590.87	\$88,189.34
Police Lieutenant	Police Lieutenant	203	\$72,441.25	\$86,929.50	\$101,417.75
Police Captain	Police Captain	204	\$78,236.55	\$93,883.86	\$109,531.17
Police Major	Police Major	205	\$86,060.21	\$103,272.24	\$120,484.28
Reserve Officer	Reserve Officer	None	\$30.00/HR		
Reserve Officer/Traffic Initiative	Reserve Officer/Traffic Initiative	None	\$22.50/HR		