

RESOLUTION No. 21-187

A RESOLUTION OF THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, APPROVING A NEW JOB CLASSIFICATION AND PAY PLAN, WITH NEW OR REVISED JOB DESCRIPTIONS AND PAY RANGES, FOR NON-SWORN CITY EMPLOYEE POSITIONS; APPROVING PLANS TO ADJUST EMPLOYEES SALARY TO THE MINIMUM OF THEIR PROPOSED PAY RANGE AND TO ADJUST SALARIES BASED ON RECOMMENDATIONS STEMMING FROM COMPENSATION AND CLASSIFICATION STUDY; APPROVING APPROPRIATIONS IN AN AMOUNT NOT TO EXCEED \$122,337.58 FOR COSTS ASSOCIATED WITH THE MINIMUM SALARY ADJUSTMENTS FOR FISCAL YEAR 2021-2022; AUTHORIZING THE CITY MANAGER TO IMPLEMENT THE NEW JOB CLASSIFICATION AND PAY PLAN, THE RAISE TO THE MINIMUM PLAN, AND SALARY ADJUSTMENT PLAN; PROVIDING FOR IMPLEMENTATION AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, on May 13, 2020, the City Council of the City of Doral, (City) approved Resolution No. 20-71, waiving the competitive bid process, and authorizing the City Manager to expend budgeted funds on behalf of the City, pursuant to section 2-321 of the City of Doral Code of Ordinances, and enter into a new agreement with Evergreen Solutions, LLC, to conduct a benefits and compensation study of the existing City's Classification and Compensation plan covering all City employees; and

WHEREAS, Evergreen Solutions, LLC ("Evergreen") was retained by the City to conduct the Study; and

WHEREAS, in performance of the Study, Evergreen conducted orientation meetings and employee surveys, reviewed, and analyzed current employee classifications, duties, compensations, position policies, and evaluated feedback from supervisors; and

WHEREAS, Evergreen also conducted a market analysis that compared the City's existing classifications to seventeen (17) market peers; and

WHEREAS, upon review of all the information, Evergreen concluded that twenty-five (25) classifications required updated titles to ensure that the titles and work performed were better aligned; and

WHEREAS, Evergreen compiled its methodology, findings, conclusions, and recommendations in the Classification and Compensation Study Final Report, attached hereto ("Evergreen Report"), which is incorporated herein and made a part hereof; and

WHEREAS, the Evergreen Report preliminarily recommended that the City should adopt a bring-to-the minimum compensation approach based on the revised pay ranges that are reflective of current market conditions and compensation best practices, so as to enable the City to remain competitive in that market and to retain institutional knowledge; and

WHEREAS, the costs of the bring-to-the minimum and salary adjustments based on the Study for Fiscal Year 2021–2022, will not exceed \$122,337.58 and

WHEREAS, the City Manager has proposed that the City Council adopt the recommended Pay Plan and approve the funding for, and authorize the City Manager to implement the proposed recommendations; and

WHEREAS, the City Council believes that it is in the City's best interest to update the classification and compensation of City employee positions and to ensure that City employees are compensated competitively as appropriate to retain the knowledge and professionalism in alignment with the strategic objectives of the City.

NOW THEREFORE, BE IT RESOLVED BY THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, AS FOLLOWS:

Section 1. Recitals. The above recitals are confirmed, adopted, and incorporated herein and made a part hereof by this reference.

Section 2. Approval. The Pay Plans, as provided in the attached Evergreen Solutions, LLC., exhibits along with the new job classifications provided in the Evergreen Report, are hereby approved. Additionally, the foregoing raise-to-minimum and salary adjustments, in substantially the forms provided in the Evergreen Report, and the appropriations necessary to cover the costs thereof for Fiscal Year 2021–2022 in an amount not to exceed \$122,337.58 are hereby approved.

Section 3. Authorization. The City Manager is hereby authorized to implement the Pay Plan, the bring-to-the minimum plans, and the recommended salary adjustments and to expend appropriated funds in furtherance thereof. This authorization includes, without limitation, the ability to address errors, omissions, and inconsistencies associated with personnel salaries directly or indirectly affected by the Pay Plan, the bring-to-the minimum plan, and corresponding salary adjustments, on a case-by-case basis, by adjusting said salaries to such amount as would fall within approved pay range(s), the funding of which does not exceed the Manager's intradepartmental transfer limitation.

Section 4. Implementation. The City Manager and the City Attorney are hereby authorized to take such further action as may be necessary to implement the purpose and provisions of this Resolution.

Section 5. Effective Date. This Resolution shall become effective immediately upon its adoption.

The foregoing Resolution was offered by Councilmember Mariaca who moved its adoption. The motion was seconded by Councilmember Cabral and upon being put to a vote, the vote was as follows:

Mayor Juan Carlos Bermudez	Yes
Vice Mayor Pete Cabrera	Yes
Councilwoman Digna Cabral	Yes
Councilwoman Claudia Mariaca	Yes
Councilman Oscar Puig-Corve	Yes

PASSED AND ADOPTED this 11 day of August, 2021.



JUAN CARLOS BERMUDEZ, MAYOR

ATTEST:



CONNIE DIAZ, MMC
CITY CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY
FOR THE USE AND RELIANCE OF THE CITY OF DORAL ONLY:

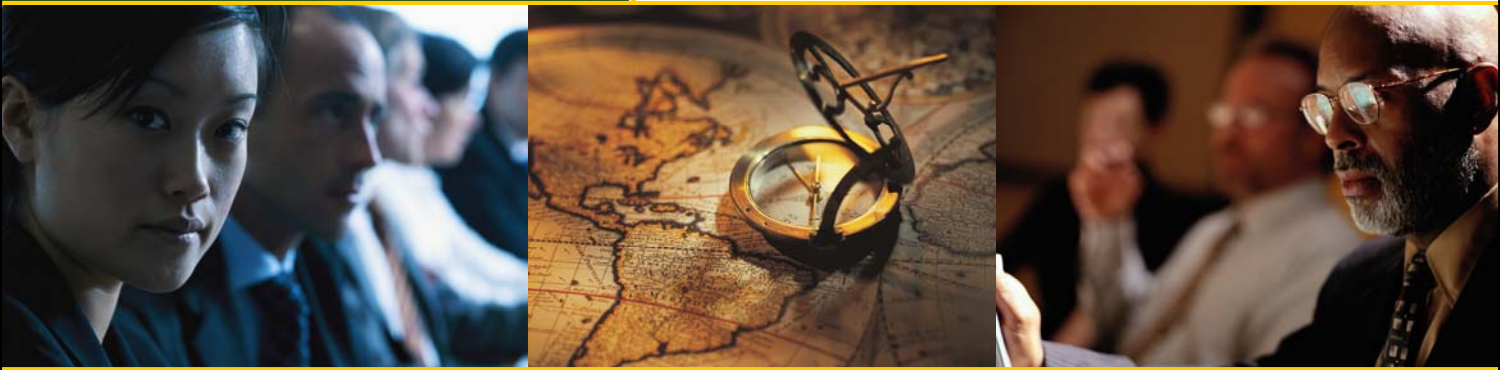


LUIS FIGUEREDO, ESQ.
CITY ATTORNEY

EXHIBITS

Classification and Compensation Study for the City of Doral, FL

FINAL REPORT



Evergreen Solutions, LLC

July 21, 2021

Classification and Compensation Study for City of Doral

SECTION 1 - INTRODUCTION AND METHODOLOGY

1.1 INTRODUCTION

In the winter of 2020, Evergreen Solutions, LLC (“Evergreen”) was retained by the City of Doral (“the City”) to conduct a compensation and classification study for all employees. This analysis provided the City’s leadership and management team invaluable information related to their employee demographics, opinions, market data, as well as 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 should be compensated in a similar manner within an organization. External equity relates to the differences between how an organization’s classifications are valued and the compensation available in the marketplace for the same skills, 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. The classification component of this study aims to resolve any inconsistencies related to job requirements and ensures that jobs are appropriately aligned with the work performed.

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;
- Facilitating orientation sessions with City employees;
- Conducting an internal Job Assessment Tool (JAT) with City employees;
- Conducting an external market salary survey;
- Developing recommendations for compensation management;
- Developing detailed implementation plans; and
- Creating draft and final reports.

Kickoff Meeting

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

Employee Outreach

Evergreen conducted remote orientation sessions with employees to inform them about the initiation of the study and instruct employees on the completion of the JAT surveys. Furthermore, this served as an opportunity for employees to ask questions about the overall study and JAT process.

Salary Survey

The external market is defined as identified peer organizations with similar positions as well as similar characteristics, demographics, and service offerings. All occupied City positions were benchmarked, meaning all positions were included for comparison within the survey. A survey tool was developed and submitted to the selected peer organizations for completion. Included within the survey tool was a listing of benchmark classifications, a brief description of the duties performed as well as the requirements. Lastly, the survey also solicited information about peer organizations' benefit package offerings and details.

Recommendations

During the solution and recommendation phase, a market adjusted structure was designed to provide the City a set of competitive salary ranges for all classifications. Once the structure was adjusted, classifications were then slotted into the proposed pay grade structure using market data and current relationships between classifications at 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 allowed 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 additional recommendations were provided to ensure the City could maintain the structure for years to come.



1.3 REPORT ORGANIZATION

This report includes the following additional sections:

- Section 2 – Assessment of Current Conditions
- Section 3 – Market Summary
- Section 4 – Recommendations

SECTION 2 - ASSESSMENT OF CURRENT CONDITIONS

The purpose of this section is to provide an examination of the current compensation and classification structure in place at the City. The information described in this section reflects employee data received during the study and should be considered a snapshot of the conditions within the City at that time.

2.1 CURRENT COMPENSATION STRUCTURE DESIGN

Currently, the City utilizes three distinct set of pay ranges for its staff: a general pay plan, an executive pay plan, and a police non-exempt plan. The general and executive pay plans are open-range structures, meaning employee salaries can be assigned to any point between the minimum and maximum of the range. The general plan is composed of 26 unique pay ranges, almost all of which have at least one classification currently assigned to them. The executive plan is composed of five unique pay ranges.

The police non-exempt plan, specific to the ranks of officer, sergeant, and lieutenant, is a step plan by design. The officer rank has 14 steps, whereas the sergeant and lieutenant ranks have 13 steps. All steps within the plan are separated by 3.0 percent increase.

2.2 CURRENT CLASSIFICATION STRUCTURE DESIGN

In addition to its compensation practices, the City has a well-defined classification structure, with 177 unique titles currently in use. Evergreen performed a review of the work performed in each classification by way of the JAT content employees and supervisors submitted, and found that by and large the titles assigned to positions were highly appropriate given the level and type of work performed. The appropriateness of these titles was further validated when Evergreen reviewed matching positions at other organizations.

The classification structure consists of several career paths by unit or service area (such as in Human Resources or Finance) and possesses the appropriate volume of levels of title when looking at the differentiating duties amongst the positions assigned to those levels. In other words, the classification structure is not lacking nor does it have excessive titles relative to the volume of unique positions it possesses. Furthermore, the organization's classification system generally appropriately utilizes titling conventions such as specialist, manager, and director, with a few exceptions. Often times organizations may apply these titles more broadly



and to roles that may not have a design fit to the convention; however, Evergreen found the City has done well in clearly and consistently delineating these conventions to the appropriate classifications.

2.3 CURRENT STRUCTURE FINDINGS

Overall, the City's compensation and classification is well maintained; however, there are pockets or areas that require some attention in order to ensure all titles and pay grade assignments are fully up to date and equitable.

SECTION 3 - MARKET SUMMARY

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

It is important to note that individual salaries are not ideal for this comparison methodology, since individual compensation can be affected by a number of variables such as experience and performance. For this reason, Evergreen looked at average pay ranges across the entire classification to make the most accurate comparison of the market.

The results of this market study should be considered reflective of the current state of the market at the time of this study; however, market conditions can change rapidly. Consequently, it is necessary to perform market surveys of peer organizations at regular intervals in order for an organization to consistently monitor its position within the market. Furthermore, the market results detailed in this section provide a foundation for understanding the City's overall structural standing to the market, and the rates reflected in this section, while an important factor, are not the sole determinant for how classifications were placed into the proposed salary ranges outlined in **Section 4**.

Evergreen conducted a comprehensive market salary survey for the City, which included requesting salary and benefits data from a number of local organizations in the greater South Florida area that compete in a shared labor pool. A total of 21 peers were identified for inclusion in the comprehensive market survey, with 17 organizations providing sufficient response for inclusion in the market results. It is also important to note that due to the variation in location amongst the peer organizations, a regional cost of living adjustment was applied to all organizations outside of Miami-Dade County.

The list of targets that provided data for the purpose of this study are included in **Exhibit 3-1**.



**EXHIBIT 3-1
RESPONDANT PEERS**

Respondent Organizations
City of Coral Gables
City of Aventura
City of Miami
City of Miami Gardens
City of Miami Beach
City of North Miami
City of Hollywood
City of Fort Lauderdale
City of Coral Springs
City of Pembroke Pines
City of Hallandale Beach
City of Coconut Creek
Town of Davie
Vaillage of Pinecrest
Miami-Dade County
Monroe County
Broward County

3.1 SALARY SURVEY RESULTS

The results of the market study are displayed in **Exhibit 3-2**, which includes the benchmark job titles and the market average salaries for each position at the minimum, midpoint, and maximum points of the pay ranges. Also included within the exhibit are the percent differentials between the City's current pay ranges and the peer average pay range at the minimum, midpoint, and maximum respectively. Lastly exhibit also includes the average pay range for the market respondents for each position, as well as how many responses each benchmark received. While all benchmarks are surveyed by each peer, not every peer organization possesses an appropriate match to supply salary information for.



EXHIBIT 3-2 MARKET SUMMARY –RESULTS

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
1	ACCOUNTANT	\$50,653.91	2.3%	\$64,830.29	0.9%	\$79,006.67	1.7%	56.0%	15.0
2	ACCOUNTING CLERK	\$36,306.72	-3.7%	\$45,850.34	-5.7%	\$55,393.97	-5.4%	52.6%	15.0
3	ADMINISTRATIVE ASSISTANT (P&R)	\$40,361.71	-14.3%	\$51,341.19	-17.0%	\$62,320.67	-17.1%	54.4%	17.0
4	ADMINISTRATIVE ASSISTANT II/OUTDOOR EVENTS CO	\$41,219.76	-10.9%	\$52,586.36	-13.9%	\$63,952.97	-14.3%	55.2%	8.0
5	AV SYSTEMS ANALYST	\$54,090.87	2.2%	\$74,401.73	-6.4%	\$94,712.59	-10.0%	75.1%	3.0
6	BUDGET/ GRANTS ADMINISTRATOR	\$62,709.06	0.1%	\$80,751.27	0.0%	\$98,793.49	1.6%	57.6%	9.0
7	BUILDING INSPECTOR	\$60,441.58	-8.9%	\$75,724.43	-8.2%	\$91,007.29	-6.0%	50.6%	14.0
8	CHIEF BUILDING INSPECTOR	\$75,334.58	-18.2%	\$97,019.80	-18.3%	\$118,705.01	-16.7%	57.6%	13.0
9	CHIEF LICENSING OFFICER	\$45,268.03	37.7%	\$61,682.47	32.2%	\$78,096.90	30.4%	72.5%	3.0
10	CHIEF OF POLICE	\$128,815.18	-7.3%	\$158,567.71	0.1%	\$188,320.24	4.8%	46.2%	11.0
11	CHIEF PLUMBING INSPECTOR	\$70,249.61	-11.3%	\$90,814.58	-11.7%	\$111,379.55	-10.4%	58.5%	11.0
12	CITY ATTORNEY	\$148,329.75	-	\$185,812.73	-	\$223,295.71	-	50.6%	4.0
13	CITY CLERK	\$99,860.91	-	\$130,256.07	-	\$160,651.24	-	60.9%	7.0
14	CLERICAL AIDE	\$31,754.01	-4.6%	\$39,146.86	-8.3%	\$46,539.72	-9.2%	46.6%	5.0
15	CODE COMPLIANCE CLERK	\$39,181.00	-11.3%	\$50,880.54	-16.1%	\$62,580.09	-17.6%	59.7%	6.0
16	CODE COMPLIANCE OFFICER I	\$44,829.78	3.1%	\$59,280.36	-1.6%	\$73,730.95	-2.9%	64.5%	15.0
17	COMMUNICATION SUPERVISOR	\$52,290.37	-6.8%	\$67,775.44	-9.5%	\$82,953.84	-9.2%	58.6%	9.0
18	COMMUNICATIONS DIRECTOR	\$100,553.95	-11.0%	\$130,953.22	-10.3%	\$161,352.48	-8.2%	60.5%	8.0
19	COMMUNITY CENTER MANAGER	\$47,546.69	-19.2%	\$62,363.97	-24.9%	\$77,181.25	-26.9%	62.3%	5.0
20	CRIME SCENE TECHNICIAN	\$44,613.28	-6.4%	\$56,529.98	-8.8%	\$68,446.69	-8.7%	53.4%	15.0
21	DATABASE ADMINISTRATOR DEVELOPER	\$69,019.01	-4.0%	\$88,266.30	-3.3%	\$107,513.59	-1.3%	55.8%	7.0
22	ELECTRICAL INSPECTOR	\$60,197.05	-8.5%	\$76,560.47	-9.3%	\$92,923.89	-8.1%	54.4%	14.0
23	EXECUTIVE ADMINISTRATIVE ASSISTANT	\$50,030.11	-2.4%	\$63,586.57	-3.1%	\$77,143.03	-1.9%	54.2%	14.0
24	FACILITIES JANITOR	\$28,439.91	-5.0%	\$36,322.59	-12.2%	\$44,205.27	-15.5%	55.4%	10.0
25	FACILITY MAINTENANCE TECHNICIAN	\$37,133.36	-0.5%	\$47,791.44	-4.4%	\$58,449.53	-5.3%	57.4%	11.0
26	FINANCE CLERK	\$37,804.95	-7.7%	\$48,193.64	-10.7%	\$58,582.32	-11.0%	55.0%	6.0
27	FINANCE DIRECTOR	\$117,905.63	-26.8%	\$154,438.01	-26.6%	\$190,970.39	-24.9%	62.0%	13.0
28	FLEET MAINTENANCE SUPERVISOR	\$54,485.06	1.5%	\$68,893.12	1.3%	\$83,301.18	2.8%	52.9%	9.0
29	FLOOD PLAIN MANAGER	\$77,131.81	-26.2%	\$103,381.03	-32.1%	\$129,630.25	-34.1%	68.1%	5.0
30	GIS DEVELOPER	\$60,722.26	-2.5%	\$79,008.97	-5.5%	\$97,295.67	-5.8%	60.2%	8.0
31	HUMAN RESOURCES DIRECTOR	\$106,701.88	-16.9%	\$139,983.29	-16.9%	\$173,264.70	-15.3%	62.4%	13.0
32	HUMAN RESOURCES GENERALIST	\$53,143.47	10.8%	\$68,395.99	8.9%	\$83,648.52	9.3%	57.4%	12.0
33	IT SECURITY MANAGER	\$74,103.81	-5.1%	\$96,476.80	-6.3%	\$118,849.80	-5.4%	60.4%	7.0
34	IT TECHNICIAN	\$49,467.50	-1.3%	\$62,092.07	-0.7%	\$74,716.63	1.3%	51.0%	11.0
35	LABORER	\$30,493.30	-6.5%	\$38,265.95	-12.0%	\$46,038.61	-14.0%	51.0%	7.0
36	MAIL CLERK	\$31,372.04	-3.4%	\$39,474.58	-8.1%	\$47,577.13	-11.4%	51.7%	5.0
37	MECHANICAL INSPECTOR	\$62,045.12	-11.5%	\$78,874.00	-12.2%	\$95,702.87	-11.0%	54.3%	9.0
38	NEWS PRODUCER	\$43,071.41	-2.9%	\$63,231.79	-19.9%	\$77,019.66	-20.4%	78.7%	3.0
39	PARK MANAGER	\$41,223.26	-4.9%	\$54,557.12	-11.6%	\$67,890.98	-14.3%	64.7%	5.0
40	PARKS & RECREATION DIRECTOR	\$105,943.63	-16.2%	\$138,373.12	-15.8%	\$170,802.60	-13.9%	61.2%	14.0
41	PARKS MAINTENANCE TECHNICIAN	\$36,963.95	6.0%	\$47,820.92	1.5%	\$58,677.89	0.3%	58.8%	5.0
42	PAYROLL SPECIALIST	\$44,606.29	-6.4%	\$56,433.05	-8.6%	\$68,259.80	-8.4%	53.0%	11.0
43	PERMIT CLERK	\$36,135.69	-3.2%	\$45,066.30	-4.0%	\$53,996.91	-2.8%	49.4%	13.0
44	PLANNING & ZONING DIRECTOR	\$94,722.24	-5.0%	\$124,764.17	-5.4%	\$154,806.10	-4.1%	63.4%	9.0
45	PLANS EXAMINER	\$62,062.16	-4.7%	\$81,101.95	-8.1%	\$100,141.73	-8.7%	61.4%	8.0
46	PLUMBING INSPECTOR	\$60,271.41	-8.6%	\$76,932.60	-9.7%	\$93,593.80	-8.8%	55.3%	12.0
47	POLICE CAPTAIN	\$91,176.20	-8.1%	\$117,480.03	-15.1%	\$143,783.85	-19.9%	57.7%	11.0
48	POLICE CRIME ANALYST SPECIALIST	\$45,575.58	6.9%	\$58,413.30	5.4%	\$71,251.02	6.0%	56.4%	12.0
49	POLICE LIEUTENANT	\$87,302.94	-12.4%	\$106,203.30	-13.8%	\$125,103.65	-14.7%	43.3%	9.0
50	POLICE MAJOR	\$105,204.99	-12.8%	\$124,257.58	-11.2%	\$143,310.16	-10.1%	36.2%	11.0
51	POLICE OFFICER	\$56,417.37	-2.0%	\$70,306.37	-3.7%	\$84,195.37	-4.9%	49.2%	16.0
52	POLICE PROPERTY & EVIDENCE SPECIALIST	\$38,339.12	-9.1%	\$48,690.93	-11.7%	\$59,042.73	-11.8%	54.0%	11.0
53	POLICE RECORDS SPECIALIST	\$34,824.98	0.5%	\$43,352.28	-0.1%	\$51,879.58	1.2%	49.0%	12.0
54	POLICE SERGEANT	\$74,600.93	-9.7%	\$90,141.11	-10.4%	\$105,681.30	-10.8%	41.7%	15.0
55	POLICE SERVICE AIDE	\$35,059.06	-1.1%	\$43,891.73	-6.4%	\$52,724.39	-8.3%	50.4%	10.0
56	PROCUREMENT SPECIALIST	\$51,971.75	-6.2%	\$66,872.87	-8.1%	\$81,773.98	-7.7%	57.3%	11.0
57	PUBLIC INFORMATION OFFICER	\$70,808.16	-6.5%	\$93,649.67	-9.3%	\$116,491.18	-9.3%	64.5%	7.0
58	PUBLIC WORKS DIRECTOR	\$122,128.09	-30.2%	\$160,165.71	-30.2%	\$198,203.34	-28.6%	62.3%	9.0
59	RECREATION FACILITY SUPERVISOR	\$49,838.15	-2.0%	\$62,905.18	-2.0%	\$75,972.21	-0.4%	52.4%	7.0
60	RECREATION SERVICE AIDE	\$27,365.96	-17.9%	\$34,667.78	-16.1%	\$41,969.59	-19.7%	53.4%	8.0
61	SENIOR NETWORK ANALYST	\$68,177.43	-2.8%	\$89,255.71	-4.5%	\$110,333.99	-3.9%	61.8%	7.0
62	SENIOR PLANNER	\$61,045.62	2.7%	\$80,629.96	0.2%	\$100,214.30	0.2%	64.2%	9.0
63	SPECIAL EVENTS COORDINATOR	\$50,653.49	2.3%	\$64,256.44	1.8%	\$77,859.39	3.1%	53.7%	9.0
64	STORM UTILITY MANAGER	\$71,323.74	-12.8%	\$93,220.52	-14.3%	\$115,117.31	-13.7%	61.4%	3.0
65	STORMWATER TECHNICIAN	\$38,122.17	16.2%	\$48,172.32	14.1%	\$58,222.47	14.4%	52.7%	5.0
66	SUPERINTENDENT OF STREETS	\$64,011.03	-2.0%	\$85,462.76	-5.7%	\$106,914.50	-6.3%	67.0%	6.0
67	SYSTEM ANALYST	\$59,081.97	0.3%	\$75,893.93	-1.5%	\$92,960.04	-1.2%	57.3%	10.0
68	TRANSIT OPERATIONS MANAGER	\$70,342.26	-36.1%	\$92,922.68	-40.5%	\$115,503.09	-41.6%	64.2%	5.0
69	TRANSPORTATION ANALYST	\$59,192.98	-6.8%	\$78,972.65	-12.3%	\$98,752.32	-14.2%	66.8%	6.0
70	WEBMASTER & GRAPHIC DESIGNER	\$54,636.43	8.1%	\$70,731.45	5.6%	\$86,826.46	5.6%	58.9%	6.0
Overall Average			-5.8%		-8.1%		-8.1%	57.1%	9.3



3.2 SALARY SURVEY FINDINGS

The standing of individual classifications' average pay versus the market rank should not be considered a definitive assessment of actual employee salaries being above or below the market. Rather, this serves as an overall measure of how the average City salary ranges compare against average market salary ranges for similar work performed. Furthermore, the rates gathered via the market survey serve as an important foundation for Evergreen's recommendations in the development of an adjusted compensation structure for the City.

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

- The City's pay ranges were, on average, 5.8 percent below the market at the minimum, 8.1 percent below at the market midpoint, and 8.1 percent below at the market maximum.
- The City's average range spread was narrower than the market, averaging 52.5% versus the market's 57.1% percent width.
- Market position varied considerably for certain classifications, particularly a select few that were significantly behind market.
- The majority of classifications behind the market by a significant degree (more than 15.0 percent) were composed of managerial and director level classifications.

3.3 BENEFITS SURVEY RESULTS

In addition to the comprehensive salary survey, Evergreen performed a benefits survey of peer organizations as well. The goal of the benefits survey is to establish prevailing practices amongst peers in terms of benefits package offerings, and to understand at a high level what type of average contribution an organization has to the benefits package of its employee. The results of the benefits survey have been provided to the City under separate cover.

SECTION 4 - RECOMMENDATIONS

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

4.1 CLASSIFICATION RECOMMENDATIONS

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications, or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately



depict the work being performed by employees in the classifications in order to ensure equity within the organization and to enable comparisons with positions at peer organizations.

FINDING

The classification system being utilized by the City was well very well designed and maintained. Evergreen found a minimal number of incumbents or classifications that required reclassification or re-titling; however, there were a small number of roles that were identified as having a misaligned or out of date classification titling. In total, twenty-seven classifications were identified for updated titles in order to ensure that the title and the work performed were better aligned.

RECOMMENDATION 1: Adopt the proposed classification changes included in Appendix A.

4.2 COMPENSATION RECOMMENDATIONS

The compensation analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the City's compensation for selected benchmark classifications was compared to average compensation offered in the market the City competes for employees in. The external assessment consisted of comparing the City against its peer cities and organizations within its market, and revealed that the City is, generally, currently compensating employees at rate of roughly six to eight person behind market average.

During the internal equity assessment, consideration of the relationships between and the type of work being performed by the City's employees in their classifications was reviewed and analyzed. Specifically, each classification was compared to others inside the organization to determine relative scope and responsibilities for each position versus the overall organization.

FINDING

The City currently has a well designed compensation structure, but certain elements of the plan have begun to fall out of alignment with its market peers. Specifically, the City's current pay range values have begun to lag its peer's by roughly six to eight percent. Furthermore, a number of individual positions were found to be more significantly behind market, driving the overall market gap.

RECOMMENDATION 2: Adopt market adjusted compensation plans.

The City's current overall compensation structure design is still highly relevant for the City's needs; however, Evergreen did find that the lower portions of the City's compensation structure possess ranges narrower than those leveraged by peer cities currently. Furthermore, the overall plan did require a minor adjustment in order to help close the identified market gap that is present. As such, Evergreen recommended that the City adopt a 4.5 percent adjustment to the base rates of its current compensation plan for general and executive



employees. For the police pay plan, Evergreen recommended targeted adjustment to each rank to directly address the current market gaps as follows –

- Police officer: 4.5 percent
- Police Sergeant: 11.5 percent
- Police Lieutenant: 13.5 percent

For individual general employee classifications that are below the market, Evergreen addressed these roles through grade re-assignments to pay ranges that better align with the current market rates. A comprehensive list of the grade changes Evergreen has recommended has been provided to the City under separate cover.

EXHIBIT 4-1 RECOMMENDED COMPENSATION PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
101	\$28,261.81	\$35,327.26	\$42,392.71	50%	-
102	\$29,858.60	\$37,323.26	\$44,787.91	50%	5.65%
103	\$31,694.91	\$39,618.64	\$47,542.36	50%	6.15%
104	\$33,802.62	\$42,253.27	\$50,703.93	50%	6.65%
105	\$36,219.51	\$45,274.38	\$54,329.26	50%	7.15%
106	\$36,561.42	\$45,701.77	\$54,842.12	50%	0.94%
107	\$38,627.14	\$48,283.92	\$57,940.70	50%	5.65%
108	\$41,002.71	\$51,253.38	\$61,504.06	50%	6.15%
109	\$43,729.38	\$54,661.73	\$65,594.08	50%	6.65%
110	\$46,856.03	\$58,570.04	\$70,284.05	50%	7.15%
111	\$48,303.06	\$61,586.40	\$74,869.75	55%	5.15%
112	\$51,032.18	\$65,066.03	\$79,099.89	55%	5.65%
113	\$54,170.66	\$69,067.59	\$83,964.53	55%	6.15%
114	\$57,773.02	\$73,660.59	\$89,548.16	55%	6.65%
115	\$61,903.78	\$78,927.32	\$95,950.86	55%	7.15%
116	\$65,570.39	\$85,241.50	\$104,912.62	60%	8.00%
117	\$69,307.90	\$90,100.27	\$110,892.64	60%	5.70%
118	\$73,570.33	\$95,641.43	\$117,712.53	60%	6.15%
119	\$78,462.76	\$102,001.60	\$125,540.43	60%	6.65%
120	\$84,072.85	\$109,294.71	\$134,516.56	60%	7.15%
122	\$94,118.83	\$124,707.45	\$155,296.06	65%	14.10%
123	\$99,907.14	\$132,376.96	\$164,846.78	65%	6.15%
124	\$106,900.64	\$141,643.34	\$176,386.05	65%	7.00%
125	\$122,533.61	\$162,357.02	\$202,180.43	65%	14.62%
126	\$125,154.83	\$165,830.17	\$206,505.50	65%	2.14%
201	\$57,773.02	\$71,307.32	\$84,841.62	47%	-
202	\$75,512.65	\$91,587.81	\$107,662.98	43%	28.44%
203	\$87,521.99	\$106,153.70	\$124,785.42	43%	15.90%
204	\$93,380.00	\$114,390.50	\$135,401.00	45%	7.76%
205	\$106,575.00	\$127,890.00	\$149,205.00	40%	11.80%



Implementation of the new compensation structure requires two steps. First, all positions were assigned to an appropriate pay grade within the overall plan. To determine what pay grade each position was assigned, Evergreen used the results of the market study and consideration for both existing and newly created internal relationships between classifications. Assigning pay grades to classifications requires a balance of internal equity and desired market position, and recruitment and retention concerns also played a role in the process. Thus, the market results discussed in **section 3** were not the sole criteria for the proposed pay ranges. The second step of implementation requires employee salaries to be transitioned into the proposed salary ranges. While there are a variety of methods in which employee salaries can be transitioned into the ranges, given the generally competitive standing of the City's salaries, Evergreen recommends the following -

RECOMMENDATION 3: Evergreen recommends the City adopt a bring to minimum approach to transitioning employee salaries into the market adjusted structure.

A bring to minimum implementation methodology consists of employee salaries being measured against their assigned salary range minimum salary. If the employee's salary falls below the assigned minimum, they are increased upward to the minimum of the range. If the employee's salary falls above the minimum of the range, no action is recommended at this time. The estimated salary-only cost to adopt the proposed structure and transition employees by way of a bring to minimum approach totals \$122,337.58.

Due to the police bargaining structure being step-based, the same bring to minimum approach cannot be applied to this group as salaries would then fall off of the pre-assigned step values. As such, Evergreen recommends an equivalent approach for a step-based based plan, known as bring to closest step. In this approach, employees maintain their same step assignment and are adjusted in base salary to match their new assigned step salary value. The total cost to perform this adjustment for police step-plan employees is \$277,841.84. The baseline implementation cost would be \$400,179.41.

4.3 COMPENSATION AND CLASSIFICATION SYSTEM ADMINISTRATION

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

RECOMMENDATION 4: Continue to 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 adjustments to pay grade assignments if necessary.

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



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

RECOMMENDATION 5: Continue to conduct a comprehensive classification and compensation study every five years using either internal or external resources.

While small-scale salary surveys can improve the market position of specific classifications, it is recommended that a full classification and compensation study be conducted every five years to preserve both internal and external equity for the City. This study could be done internally at the City if adequate resources are able to be devoted to the process, or assistance from outside the City can be brought in. Either way, it is important to ensure all classifications at the City are evaluated regularly because changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the City in a poor position for recruiting and retaining quality employees.

4.5 SUMMARY

The City should be commended for its continued commitment to provide competitive and fair compensation for its employees. The recommendations in this report establish new market competitive rates to aid the City in its desire to recruit and retain a high-quality workforce. The City has shown its commitment to monitoring and adjusting its compensation structure on a consistent basis, and with a continuation of these efforts the City can expect to have a competitive structure for years to come.

