



01 INTRODUCTION

The City of Belle Isle, Florida (the “City”), in alignment with its commitment to attracting and retaining a high-quality workforce, identified the need to update its compensation and classification system for employees. The goal of this initiative was to ensure that the City’s systems reflect current best practices, promote equitable pay, and remain competitive within the broader labor market.

In August 2025, the City engaged Evergreen Solutions, LLC (“Evergreen”) to conduct a comprehensive compensation and classification study. This engagement aimed to assess the strengths and areas for improvement within the City’s existing system, evaluate internal and external equity, and develop recommendations that would better align compensation practices with organizational needs and market conditions.

Internal equity refers to the fairness of an organization’s compensation practices among its current employees. By reviewing the skills, responsibilities, and duties associated with each position, this study sought to determine whether similar roles are compensated equitably within the City. External equity, in contrast, considers how the City’s classifications and compensation compare to those offered by peer organizations in the regional labor market. This component of the study focused on how the City is positioned relative to other local government entities with similar roles, and whether current pay practices support the City’s ability to recruit and retain highly qualified staff.

The findings presented in this report aim to support the City’s strategic efforts to enhance the effectiveness, fairness, and competitiveness of its compensation and classification systems.

STUDY METHODOLOGY

Evergreen utilized a combination of quantitative and qualitative analyses to develop evidence-based recommendations that promote both fairness and competitiveness in the City’s compensation practices. It is important to note that all data collected represents a snapshot in time. Because labor market conditions evolve over time, Evergreen recommends that the City conduct regular market surveys to maintain alignment with external pay practices. A full compensation and classification review is recommended every three to five years.

Key components of the study included:



Kickoff Meeting

A project kickoff meeting was held to discuss the history and goals of the City, confirm the project work plan, and initiate the data collection process. Relevant materials were gathered, including current pay plans, organizational charts, policies and procedures, classification specifications, and other supporting documentation.

Assessment of Current Conditions

An analysis was conducted to evaluate the City's existing pay plan and related data at the time the study commenced. The current pay plans, the progression of employee salaries through pay grades, and employee tenure were examined during this process.

Employee Outreach

Evergreen consultants gathered input from employees' varied perspectives as to the strengths and weaknesses of the City's 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 provided 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. JAT submissions as well as job descriptions were reviewed, and each classification was evaluated based on six compensable factors: Management, Processes, Resources, Technology, Errors and Risk, and Knowledge and Experience. Each factor was assigned a weighted value, and classifications were scored accordingly, resulting in a point-factor score for each. These scores were used to establish a rank order of classifications, which informed the proposed structure of the compensation plan. When combined with market data, this internal ranking served as the foundation for the study's compensation and classification recommendations. The nature of each compensable factor is described below:

Management Outlines leadership roles from supervised tasks to independent work, team supervision, and overseeing departments or operations across multiple areas.	Processes Relates to operational actions from performing tasks to managing processes within departments or across the entire organization.	Resources Defines resource responsibilities from using and monitoring resources to managing budgets, compliance, and allocation across the organization
Technology Describes the application of technology in performing duties from using basic tools and software to managing complex systems, setting guidelines, and overseeing long-term projects.	Errors and Risk Identifies the type of errors and risks associated with different roles, ranging from minimal impact to those that could result in significant physical, financial, or legal consequences.	Knowledge and Experience Indicates the knowledge and experience required for various roles, ranging from basic tasks with on-the-job training to advanced education and strategic planning expertise.

Salary Survey

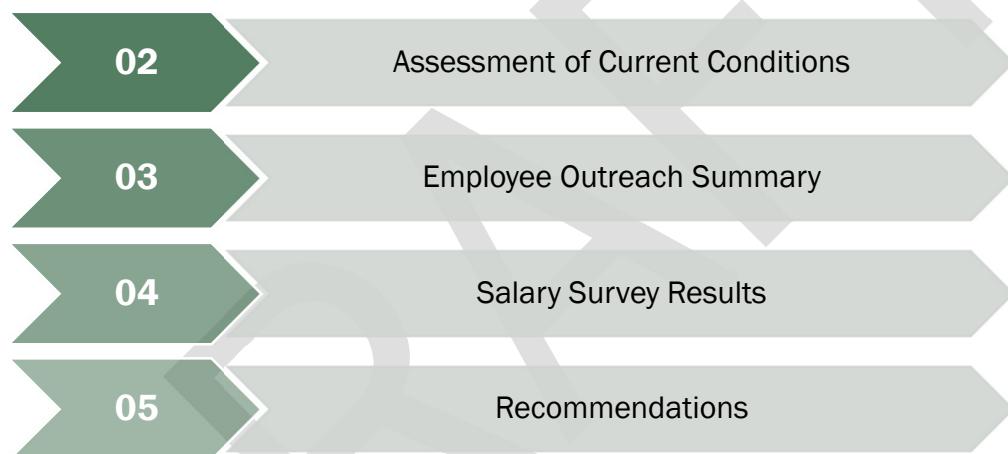
A customized external market analysis was completed, focusing on comparable local government entities with similar positions and organizational characteristics. Benchmark classifications were surveyed and matched, where possible, to peer organizations. The results provided valuable insight into the City's current market positioning.

Recommendations

Based on the assessment and market data, Evergreen developed a range of recommendations for the City's consideration. These options varied in scope, from minor adjustments to existing systems to more comprehensive changes to the overall compensation framework. Each recommendation was designed to address identified challenges while building upon the City's existing strengths.

REPORT ORGANIZATION

The following chapters present detailed findings, analysis, and recommendations resulting from the study.





02 ASSESSMENT OF CURRENT CONDITIONS

The Assessment of Current Conditions presents a comprehensive review of the City's current compensation and classification framework. The figures and demographic breakdowns reflect conditions at the time the data were collected and should be viewed as a temporal snapshot. Although this information establishes a baseline for Evergreen's analysis, it does not, by itself, dictate any particular recommendation. Through this examination, Evergreen gained insight into the existing pay structure and related practices.

This report is broken down into the following three sections:



COMPENSATION PLAN ANALYSIS

At the time of data collection, the City of Belle Isle employed approximately 40 individuals across both sworn and non-sworn roles. The City maintains a formal pay plan for sworn law enforcement personnel; however, compensation for non-sworn employees is administered on a more informal and discretionary basis.

Sworn Compensation Structure

The Police Department Pay Plan includes four ranks: Police Officer, Corporal, Sergeant, and Lieutenant; while the Deputy Police Chief and Police Chief are sworn officers, they are excluded from this plan. As shown in **Exhibit 2A**, each classification includes a defined salary range supported by a step-based progression system. This framework provides employees with a transparent and predictable pathway for advancement while allowing the City to maintain control and consistency in pay administration.

A review of the sworn pay plan indicates a progressive compression of both range width and step count at higher ranks. Specifically, the plan consists of thirteen steps for Police Officer and Corporal, eight steps for Sergeant, and five steps for Lieutenant. This design reflects a common compensation principle in public safety: as rank and responsibility increase, the number of pay steps decreases and the range spread narrows.

Exhibit 2A | Pay Plan Summary - Police

Classification	Minimum	Midpoint	Maximum	Range Spread	# of Steps
Police Officer	\$50,742.93	\$68,247.66	\$85,752.38	69.0%	13
Corporal	\$52,772.65	\$70,977.57	\$89,182.48	69.0%	13
Sergeant	\$80,078.59	\$92,728.29	\$105,377.98	31.6%	8
Lieutenant	\$99,410.57	\$107,853.44	\$116,296.31	17.0%	5

Non-Sworn Compensation Practices

While most sworn personnel benefit from a structured pay system, the City does not currently maintain a formal pay plan for non-sworn positions as well as for the Deputy Police Chief and Police Chief. As listed in **Exhibit 2B**, compensation for these roles appears to be established individually based on historical rates, informal market considerations, or budget capacity at the time of hire.

This flexible approach allows the City to respond quickly to staffing needs and fiscal conditions; however, it also introduces risks related to internal equity, pay compression, and market alignment. Without established ranges, it becomes difficult to evaluate pay relationships across departments, ensure consistency among comparable roles, or verify that salary decisions reflect the complexity and responsibility of each position.

Exhibit 2B | Non-Sworn Classifications

City of Belle Isle, FL – Non-Sworn Position Titles	
Administrative Assistant	Deputy Police Chief*
City Clerk	Finance Director
City Manager	Finance Technician
Code Enforcement Officer	Police Chief*
Code Enforcement Officer/CSO	Public Works Director
Crossing Guard	Public Works Technician

*Sworn positions not part of the sworn compensation plan

Because the City does not maintain salary ranges or established pay structures for non-sworn positions, the Deputy Police Chief, or Police Chief, these roles are excluded from most of the quantitative analyses in the remainder of this report.

SALARY PLACEMENT ANALYSIS

Evaluating employee salaries within established pay ranges provides valuable insight into the effectiveness of a compensation plan and the extent to which it supports fair and consistent pay practices. This analysis reviews the salary placement of sworn law enforcement personnel relative to their pay ranges and examines distribution patterns that inform internal equity, progression, and retention dynamics within the Police Department.

Because the City's public safety workforce is small and highly tenured, even a few changes in staffing can noticeably shift these patterns. Therefore, results should be interpreted with an understanding of the City's limited organizational size and structure.

Below and Above Midpoint

A midpoint analysis compares employee salaries to the midpoint of their assigned pay ranges. The midpoint generally represents the market rate for a fully proficient employee in that classification. Salaries below the midpoint typically indicate employees who are newer to the role or progressing through their step structure, while salaries above the midpoint generally reflect employees with greater experience, tenure, or performance.

As shown in **Exhibit 2C**, approximately 60.0 percent of sworn employees are compensated below the midpoint of their respective ranges, while 40.0 percent are above. Among Police Officers, the majority (71.4 percent) fall below midpoint, suggesting either a relatively new cohort of officers or gradual step progression through the 13-step range. This pattern is consistent with a department that has recently expanded or experienced turnover at the entry level.

In contrast, all Corporals and half of Sergeants are compensated above midpoint, reflecting a stable and experienced supervisory team. The overall distribution demonstrates a healthy mix of newer and seasoned personnel and suggests that the step-based plan is functioning as intended, providing room for growth while maintaining differentiation based on experience and responsibility.

Exhibit 2C | Below and Above Midpoint

Classification	Employees	# < Mid	% < Mid	# > Mid	% > Mid
Police Officer	14	10	71.4%	4	28.6%
Corporal	2	0	0.0%	2	100.0%
Sergeant	4	2	50.0%	2	50.0%
Total	20	12	60.0%	8	40.0%

At Minimum and At Maximum

Reviewing the number of employees at the minimum or maximum of their ranges provides additional perspective on range utilization and whether pay progression mechanisms are functioning as intended. Employees at minimum are typically new to the classification, while those at maximum have reached the top of their range and may face limited growth without structural adjustments.

As shown in **Exhibit 2D**, no employees are currently compensated at the minimum of their range, and only one Sergeant (representing five percent of the sworn workforce) is at maximum. This pattern indicates that the City's pay plan supports movement through the ranges and is not constrained by range ceilings. It also suggests that most employees have opportunities for continued advancement within their classifications, which helps sustain motivation and retention.

Exhibit 2D | At Minimum and At Maximum

Classification	Employees	# at Min	% at Min	# at Max	% at Max
Police Officer	14	0	0.0%	0	0.0%
Corporal	2	0	0.0%	0	0.0%
Sergeant	4	0	0.0%	1	25.0%
Total	20	0	0.0%	1	5.0%

Salary Quartiles

To further assess how employees are distributed within the ranges, salaries were segmented into quartiles, dividing each range into four equal parts. When viewed alongside tenure data, this analysis illustrates whether pay levels correspond appropriately to employee experience and length of service.

As shown in **Exhibit 2E**, 60.0 percent of sworn employees are positioned within the lower half of their ranges, with an average tenure of approximately six years. This placement is consistent with expectations for a step-based system, where employees gradually advance through the range over time.

Police Officers are distributed across all quartiles, though the majority remain in the first or second quartile, an expected outcome given the larger number of steps at the entry level. All Corporals are positioned in the fourth quartile, reflecting their longer tenure and supervisory experience, while Sergeants are evenly distributed across the upper half of the range.

Overall, the quartile analysis indicates a logical relationship between tenure and pay within the Police Department. The current structure promotes steady and equitable progression through the range and supports retention by allowing employees to move predictably toward the upper quartiles as they advance in their careers.

Exhibit 2E | Quartile Analysis with Organizational Tenure

Classification	1 st Quartile		2 nd Quartile		3 rd Quartile		4 th Quartile	
	Employees	Tenure	Employees	Tenure	Employees	Tenure	Employees	Tenure
Police Officer	4	1.3	6	3.3	1	7.5	3	12.5
Corporal	0	-	0	-	0	-	2	10.5
Sergeant	0	-	2	8.9	1	8.7	1	11.2
Total	4	1.3	8	4.7	2	8.1	6	11.6

COMPRESSION ANALYSIS

Pay compression occurs when there is little or no difference in pay between employees despite differences in experience, tenure, or level of responsibility. Compression often develops gradually, such as when pay ranges are not adjusted to keep pace with the market, when new hires are brought in at higher starting salaries, or when promotional differentials are too small to preserve pay separation between ranks. Reviewing salary relationships both within and across classifications helps determine whether the City's structure continues to support equitable differentiation based on role and responsibility.

Given the City's small workforce and limited number of ranks, even minor shifts in salaries can create visible compression effects. As such, understanding these dynamics is especially important to maintaining fairness and morale in a close-knit organization.

Actual Versus Projected Salaries

To assess how employee pay aligns with tenure, sworn salaries were compared to a 30-year linear projection model. Under this model, an employee would reach the midpoint of their range after roughly 15 years in the same classification and the maximum after 30 years. Comparing actual salaries to these projections helps evaluate whether pay progression is functioning as intended and whether the structure continues to reflect experience over time.

As shown in **Exhibit 2F**, the majority of sworn employees (75.0 percent) are compensated more than 10.0 percent above their projected salary levels. Two employees (10.0 percent) are within five percent of projection, and three employees (15.0 percent) are slightly above projection. No employees fall below projection.

This distribution indicates that the City's sworn pay plan is performing effectively. Employees appear to be progressing through their ranges at or ahead of the expected pace, which suggests that step increases and range adjustments have successfully kept salaries competitive over time. The absence of employees below projection points to a structure that prevents stagnation and supports fair advancement. The higher-than-projected salaries among many Police Officers may also reflect periodic cost-of-living or market-based adjustments applied to the pay plan, helping the City remain competitive with neighboring law enforcement agencies. Overall, these findings suggest limited risk of compression within the sworn ranks and demonstrate that Belle Isle's pay system has evolved appropriately to match market movement.

Exhibit 2F | Actual Versus Projected Salaries

Classification	<-10%	-10% to -5%	-5% to 5%	5% to 10%	>10%
Police Officer	0	0	2	1	11
Corporal	0	0	0	0	2
Sergeant	0	0	0	2	2

Total	0	0	2	3	15
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Employee Versus Supervisor Salaries

Another indicator of compression is the salary relationship between employees and their immediate supervisors. Ideally, supervisors should earn salaries that clearly reflect their higher level of responsibility, decision-making authority, and accountability. When subordinates' salaries approach or exceed those of their supervisors, pay compression can erode morale, reduce the incentive to promote, and signal misalignment between compensation and responsibility.

As shown in **Exhibit 2G**, approximately 84.6 percent of employees earn less than 80.0 percent of their supervisor's salary, an indicator of healthy pay separation. Only six employees (15.0 percent) earn between 80.0 and 95.0 percent of their supervisor's pay, and none are compensated above their supervisors.

Within the Police Department, a few narrow differentials exist between Sergeants and Corporals, which is common in small departments where step-based progression can temporarily cause overlap between ranks. These overlaps tend to self-correct over time as supervisors advance through their pay steps or when the City implements periodic range adjustments.

Outside of the Police Department, there is no meaningful evidence of compression between leadership and staff. Executive and department head salaries maintain appropriate distance from subordinate roles, consistent with public sector norms.

Overall, these results indicate that the City's compensation relationships demonstrate healthy differentiation between levels of responsibility. The current structure does not show systemic compression risk, and internal equity appears well preserved across both sworn and non-sworn positions.

Exhibit 2G | Employee Versus Supervisor Salaries

Classification	< 80%	80% to 95%	95% to 100%	> 100%
Administrative Assistant	2	0	0	0
City Clerk	1	0	0	0
Code Enforcement Officer	2	0	0	0
Crossing Guard	6	0	0	0
Deputy Police Chief	0	1	0	0
Finance Director	1	0	0	0
Finance Technician	1	0	0	0
Police Chief	0	1	0	0
Public Works Director	1	0	0	0
Public Works Technician	3	0	0	0
Police Officer	12	2	0	0
Corporal	1	0	1	0
Sergeant	3	1	0	0
Total	33	5	1	0

SUMMARY

The information presented in this chapter provides a comprehensive overview of the structure and current operation of the City of Belle Isle's compensation system for sworn personnel. Overall, the City demonstrates a disciplined and transparent approach to administering pay for its law enforcement workforce. The following key findings summarize the analysis:

- **Pay Plan** – The City maintains a formal, step-based pay plan for sworn law enforcement personnel with defined ranges for four ranks. The plan includes thirteen steps for Police Officer and Corporal, eight steps for Sergeant, and five steps for Lieutenant. This framework provides a clear and predictable progression for employees, supporting both retention and transparency in pay administration.
 - **Non-Sworn Positions** – A formal plan does not currently exist for non-sworn employees. As a result, these positions were excluded from most quantitative analyses. Developing defined ranges and pay structures for non-sworn classifications would enhance consistency, support internal equity, and establish clearer pay relationships across departments.
- **Salary Progression and Distribution** – Salary placement analyses indicate that most sworn employees are appropriately distributed within their pay ranges, with a logical relationship between tenure and pay level. The step structure functions as intended, promoting steady advancement and maintaining differentiation between ranks.
- **Compression Analysis** – The review found no significant evidence of pay compression. Most sworn employees earn above projected salary levels, reflecting consistent progression through the step system and periodic adjustments that keep pace with market conditions. Employee-to-supervisor comparisons confirm healthy pay separation, with approximately 85 percent of employees earning less than 80 percent of their supervisor's salary—well within an acceptable range for public sector organizations.

Overall, the City's sworn pay plan appears to be functioning effectively, providing structure, transparency, and internal balance. The system supports career development and ensures fair treatment across the department. However, the absence of defined salary ranges for non-sworn personnel represents a notable gap in the City's broader compensation framework.

Establishing formal pay ranges for non-sworn positions, grounded in market data and aligned with internal equity, would bring the City's entire compensation program into a cohesive structure. Doing so would strengthen fiscal consistency, reduce the risk of inequitable pay practices, and ensure the City's compensation system remains sustainable, defensible, and aligned with organizational goals.



03 SUMMARY OF EMPLOYEE OUTREACH

As part of the compensation and classification study for the City of Belle Isle, Evergreen conducted an employee outreach survey to collect feedback regarding employees' experiences with the organization's current systems. This report presents a summary of the survey results, grouped by topic, and includes graphical exhibits to help illustrate response trends. It is important to note that the views shared in this summary are not necessarily supported by Evergreen nor the City of Belle Isle. Further, Evergreen understands that the City currently maintains a formal pay plan for sworn personnel, while non-sworn positions are not supported by the same structured compensation framework. As a result, employee perceptions regarding compensation and classification may vary depending on position.

This report is broken down into the following sections:



GENERAL FEEDBACK

To begin the survey, respondents were asked to reflect on their reasons for choosing to work at the City and their motivations for remaining in their current roles. These questions provided essential context for understanding how employees viewed their connection to the organization and the non-monetary factors influencing their engagement.

Based on responses shown in **Exhibit 3A**, employees are primarily drawn to the City of Belle Isle for stability and community-oriented reasons, with practical considerations playing a significant role in initial employment decisions. The most frequently cited reasons for initially choosing to work at the City were job stability/security (69.0 percent), location/convenience of commute (62.1 percent), and a desire to serve the community (58.6 percent). Mission alignment was also an important recruitment factor, with nearly half of respondents selecting alignment with the organization's mission and values (48.3 percent). Additionally, career advancement opportunities (37.9 percent) and recommendation from a friend or colleague (37.9 percent) were noted by a meaningful portion of employees, suggesting that both internal growth potential and employee word-of-mouth influence recruitment outcomes.

Reasons for remaining with the City (Exhibit 3B) further reinforce the importance of job security, workplace relationships, and the nature of the work itself. The most frequently selected factors for continued employment were job security (75.9 percent) and positive relationships with coworkers and leadership (72.4 percent). Employees also reported strong retention drivers tied to the work experience and mission, including belief in the mission and impact (69.0 percent) and enjoyment of the work and daily responsibilities (69.0 percent). Benefits were also identified as a key retention factor, with good benefits (58.6 percent) among the most selected options. Notably, fewer employees cited competitive salary (27.6 percent) or opportunities for professional growth or promotion (24.1

percent) as reasons for staying, which may suggest that compensation and advancement are not currently viewed as leading strengths of the City's employment offering.

Exhibit 3A | Reasons for Choosing to Work with the City

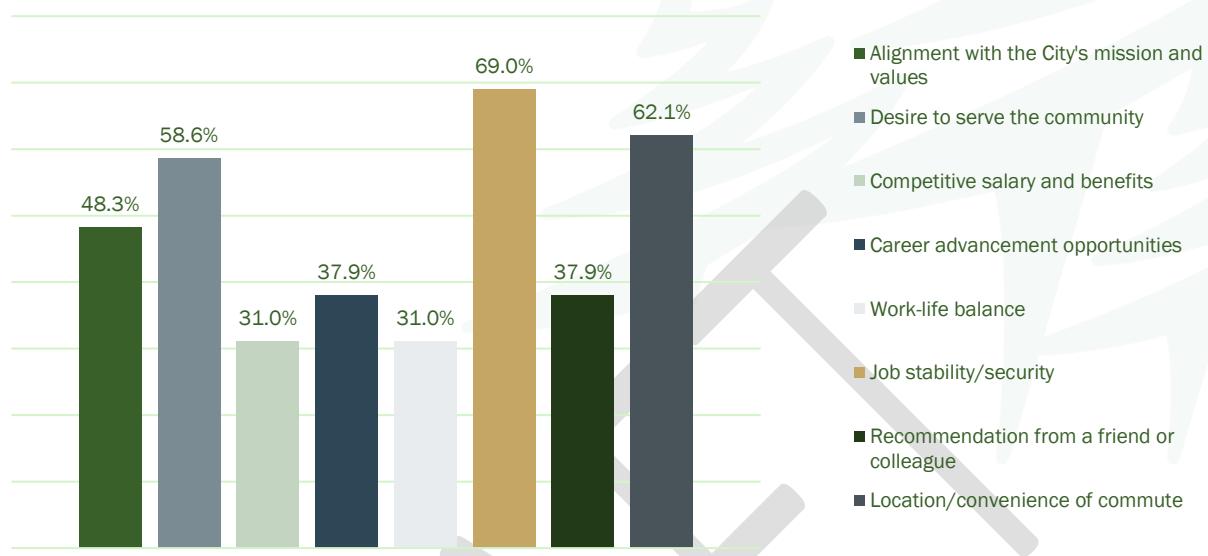
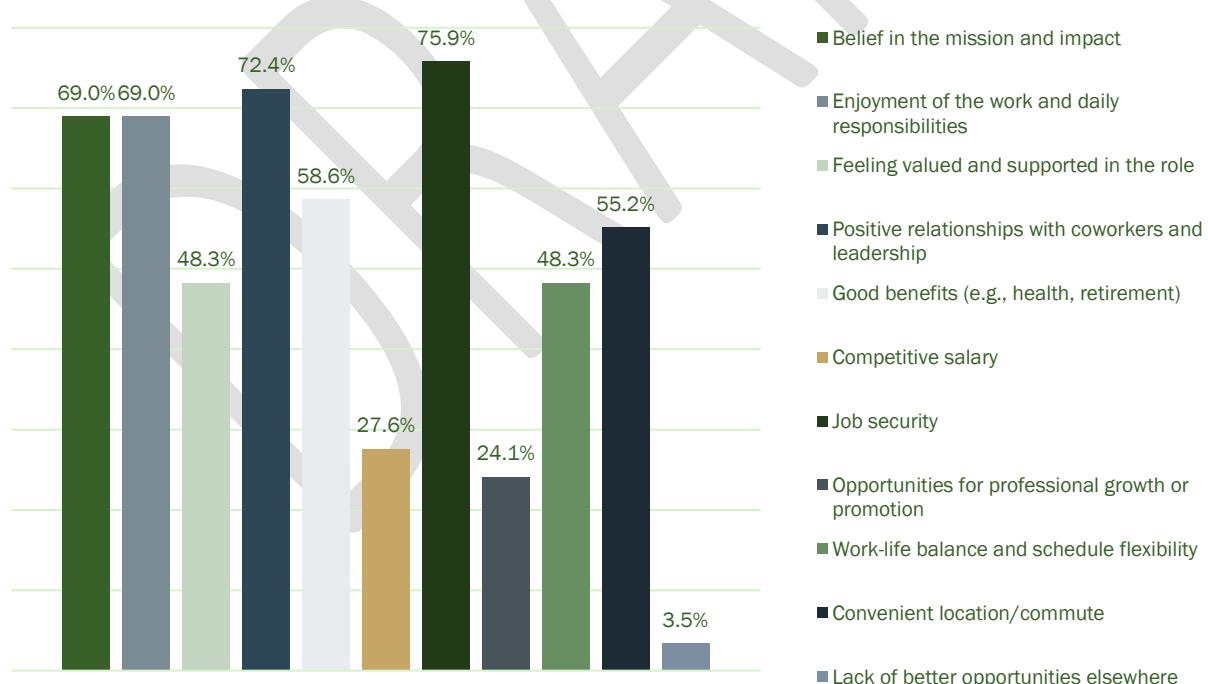


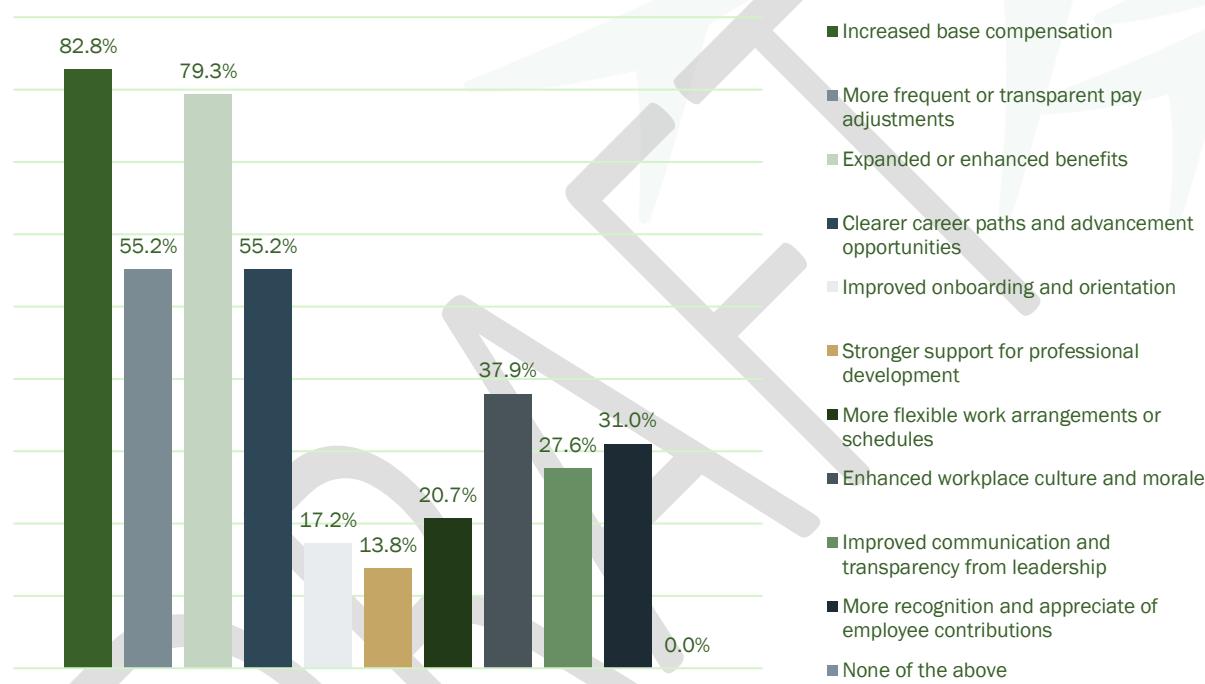
Exhibit 3B | Reasons for Continued Employment



When asked what changes would most enhance the City's ability to attract and retain employees, respondents most frequently identified compensation and benefits as the most critical priorities (Exhibit 3C). The most commonly selected improvements were increased base compensation (82.8 percent) and expanded or enhanced benefits (79.3 percent). Employees also emphasized the need

for stronger structure and clarity in the compensation system, including more frequent or transparent pay adjustments (55.2 percent) and clearer career paths and advancement opportunities (55.2 percent). While organizational culture and recognition were selected less frequently than pay-related factors, they remain relevant themes, with over one-third of employees identifying enhanced workplace culture and morale (37.9 percent) and nearly one-third selecting more recognition and appreciation of employee contributions (31.0 percent). These results suggest that employees view compensation and total rewards as the primary barriers to retention, but that communication, engagement, and workplace experience also contribute to employee satisfaction.

Exhibit 3C | Improvements to Attract and Retain Employees



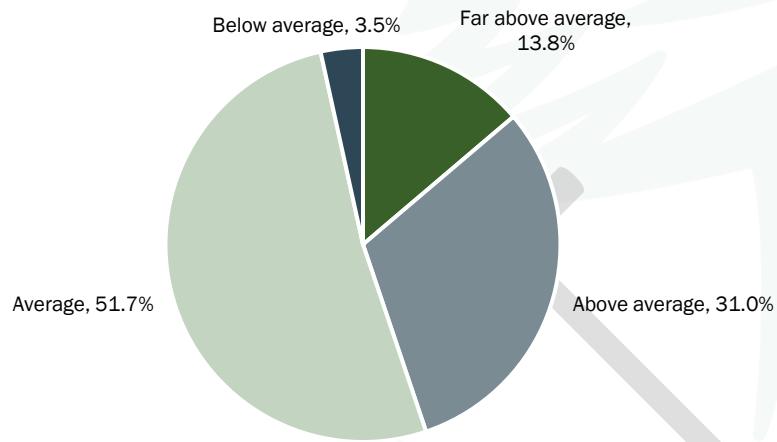
COMPENSATION

Evergreen understands that only sworn personnel currently have a formal pay plan in place. As a result, employees in non-sworn positions may experience greater variability in how compensation is administered, how salary increases are provided, and how pay ranges or progression expectations are communicated. This distinction is important context for interpreting responses related to compensation satisfaction, pay equity, and system transparency.

Employee perceptions of the City's compensation system reflect a mix of satisfaction, uncertainty, and concerns regarding competitiveness and equity. **Exhibit 3D** shows that most employees rated their understanding of the City's compensation and classification plans as average (51.7 percent) or higher (44.8 percent combined above average/far above average). Only a small portion of respondents indicated a below-average understanding (3.5 percent). While this suggests that most employees have a baseline awareness of how the system functions, the large share reporting "average" understanding indicates that additional transparency and education could still improve confidence and clarity regarding pay structure, range placement, and increase practices. This may be influenced in part by

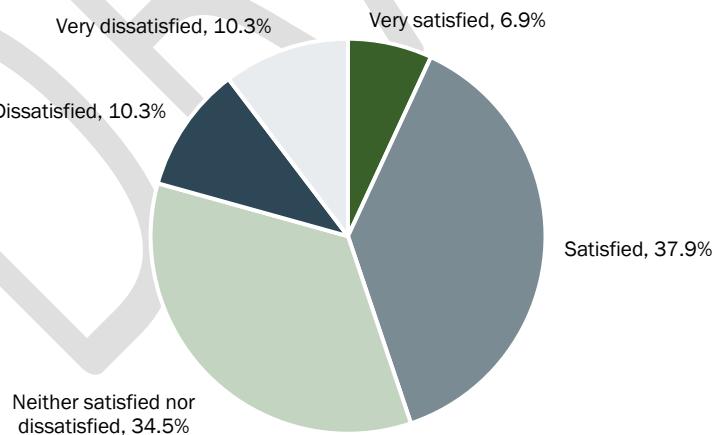
the fact that only sworn personnel are currently supported by a formal pay plan, while other roles may not have the same level of structure or consistency in pay administration.

Exhibit 3D | Understanding of Compensation and Classification System



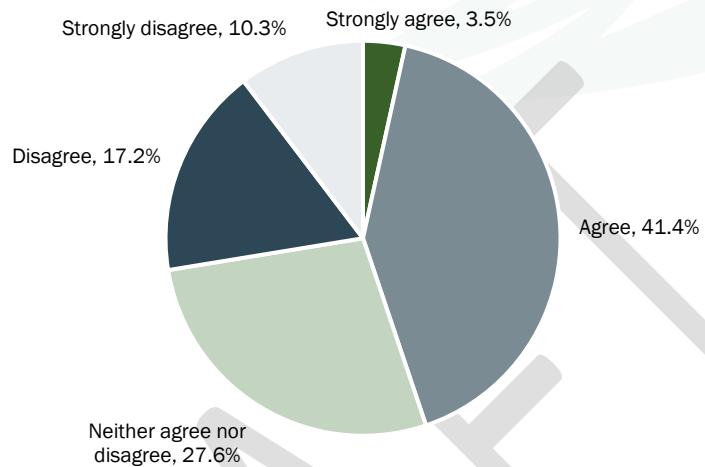
Employee satisfaction with base compensation (**Exhibit 3E**) trends slightly positive but reflects meaningful division. A combined 44.8 percent of employees reported being satisfied or very satisfied, while 34.5 percent were neutral. However, 20.7 percent reported being dissatisfied or very dissatisfied, indicating that one in five employees holds negative perceptions of their current base pay. This distribution suggests that compensation satisfaction is not uniformly low, but dissatisfaction is significant enough to contribute to engagement and retention concerns.

Exhibit 3E | Employee Satisfaction with Compensation



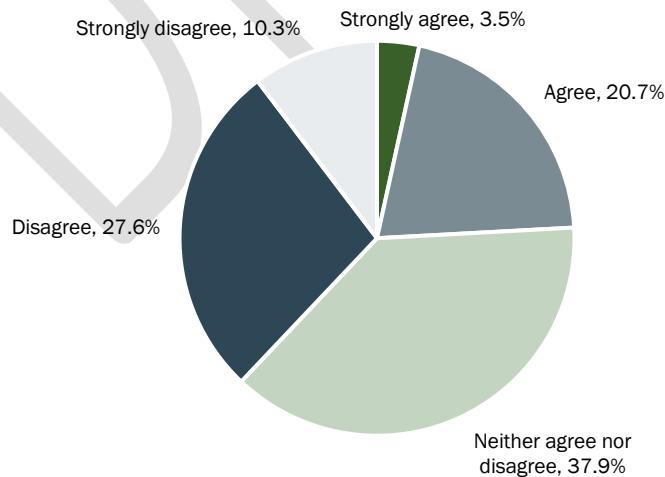
Perceptions of internal pay fairness are mixed. **Exhibit 3F** shows that 44.8 percent of employees agreed or strongly agreed that their compensation is fair compared to others in similar roles within the City. However, 27.6 percent were neutral, and 27.6 percent disagreed or strongly disagreed. These results suggest that while some employees view their pay as equitable internally, others are uncertain or perceive inequities across roles.

Exhibit 3F | Fairness of Pay Compared to Colleagues



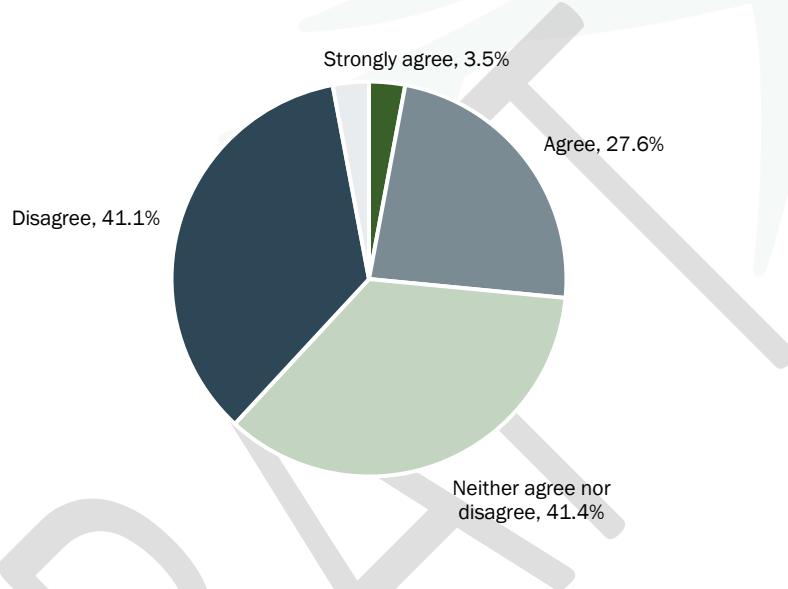
Concerns regarding external competitiveness are more pronounced. **Exhibit 3G** shows that only 24.1 percent of respondents agreed or strongly agreed that their compensation is fair compared to similar roles in other public-sector organizations, while 37.9 percent were neutral and 37.9 percent disagreed or strongly disagreed. This pattern indicates that employees may believe City compensation has not kept pace with the broader public-sector market, which can create challenges in both recruitment and retention.

Exhibit 3G | External Compensation Competitiveness



Employee perceptions of equity in compensation practices across employees and/or departments (**Exhibit 3H**) show a similar trend toward uncertainty. While 31.0 percent agreed or strongly agreed that compensation practices are equitable, the largest share of respondents selected neutral (41.4 percent), and 27.6 percent disagreed or strongly disagreed. The high neutral response rate may indicate that employees lack visibility into pay practices beyond their own position, reinforcing the importance of consistent communication, clearly defined practices, and documented decision-making. This perception may be reinforced by differences in how compensation is structured across sworn and non-sworn roles, particularly given that only sworn personnel currently have a formal pay plan.

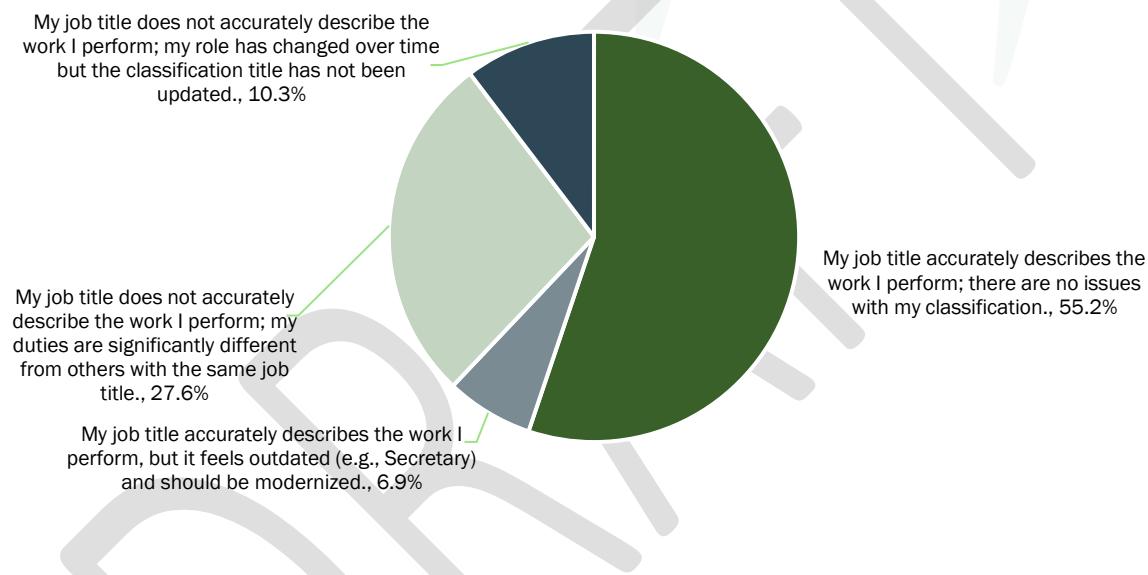
Exhibit 3H | Equity Among Employees and/or Departments



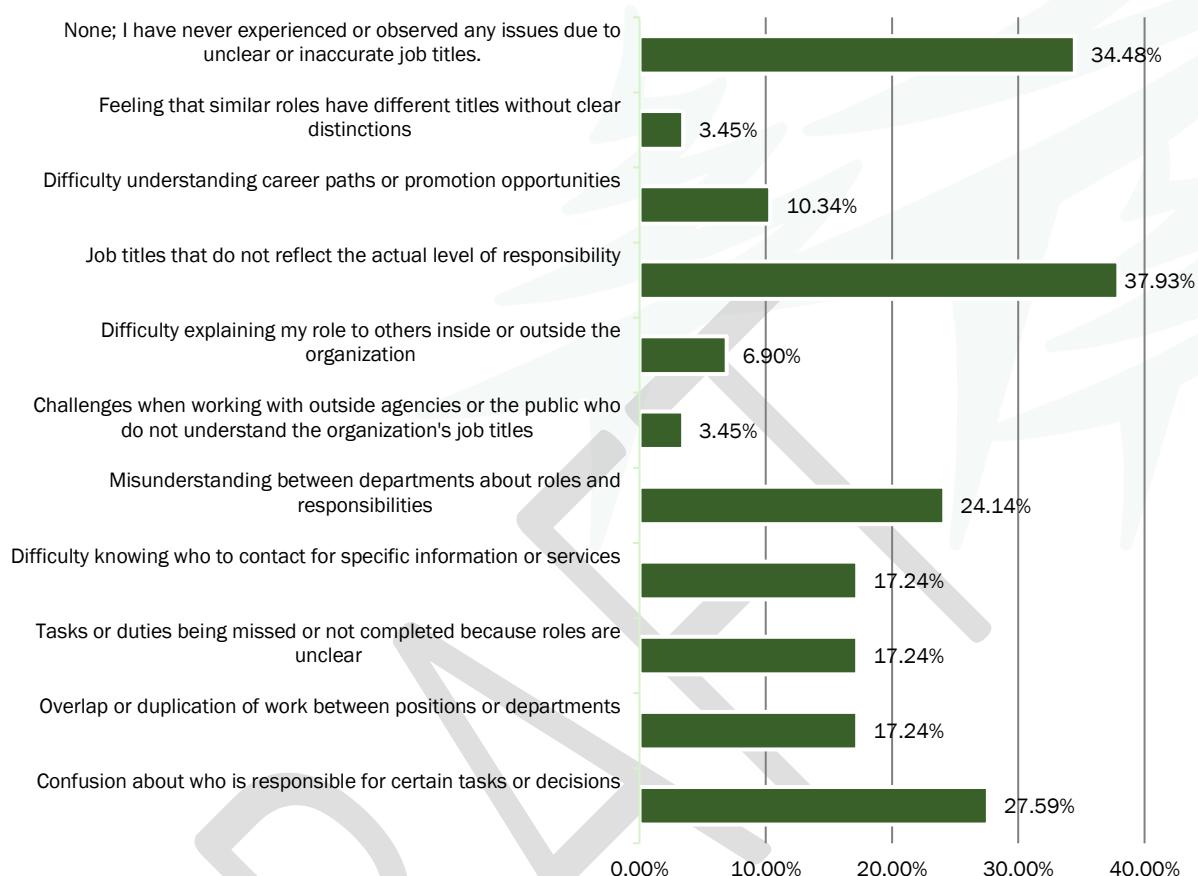
CLASSIFICATIONS

The survey revealed notable concerns related to job titles and classification accuracy. **Exhibit 3I** shows that just over half of respondents (55.2 percent) indicated that their job title accurately describes the work they perform and that there are no classification issues. However, the remaining responses suggest that a substantial portion of employees experience misalignment between their title and duties. Specifically, 27.6 percent reported that their job title does not accurately describe the work they perform and that their duties are significantly different from others with the same title, while 10.3 percent reported that their role has changed over time but the classification title has not been updated. Additionally, 6.9 percent noted that their title is accurate but outdated and in need of modernization. Collectively, these findings suggest that while many employees view their classification as appropriate, a meaningful subset of positions may require review to ensure titles accurately reflect current work expectations.

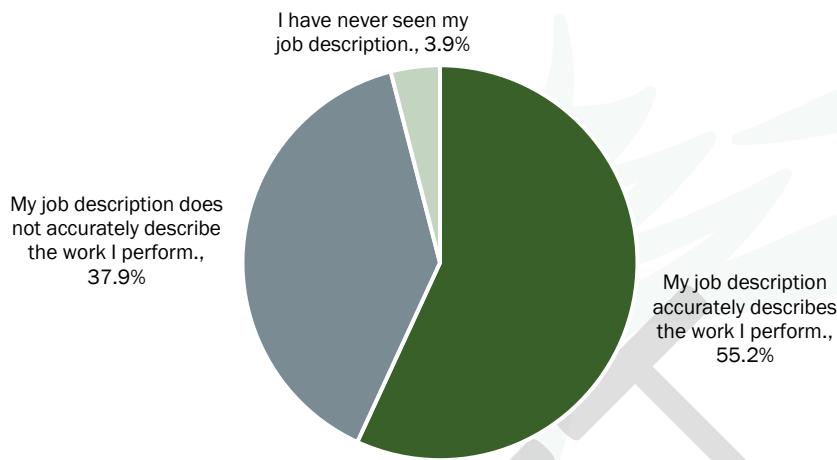
Exhibit 3I | Accuracy of Job Title



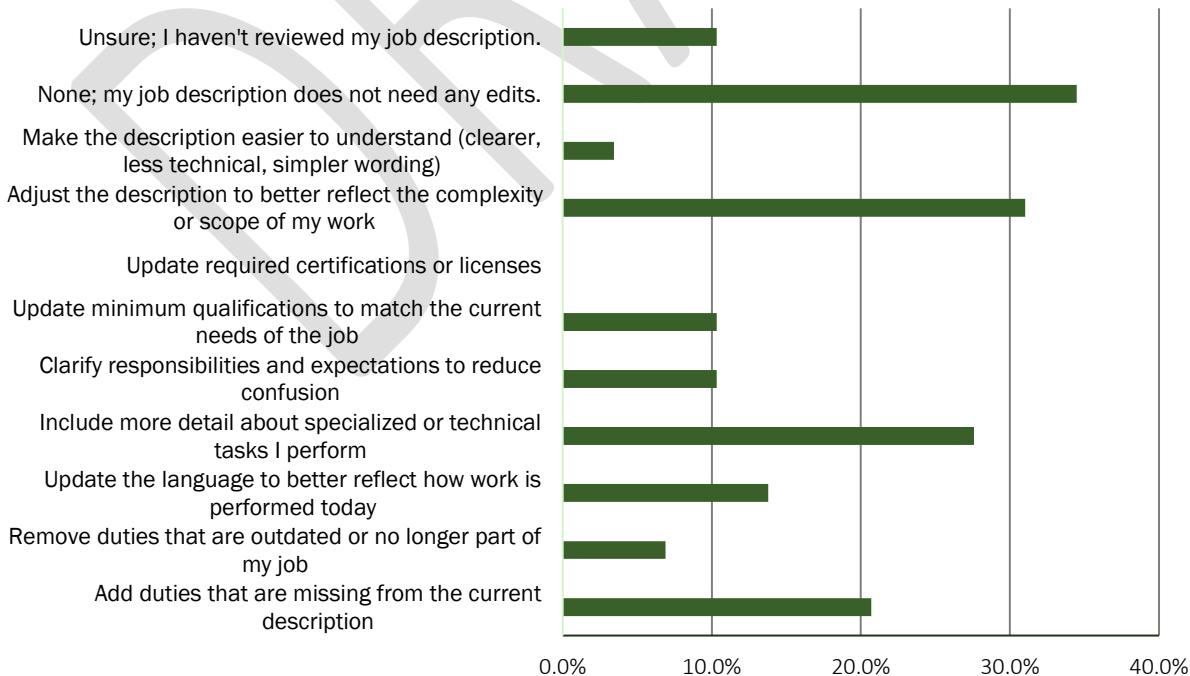
Employees also identified operational and organizational impacts caused by unclear or inaccurate job titles (**Exhibit 3J**). The most frequently selected issue was job titles that do not reflect the actual level of responsibility (37.9 percent), suggesting concern that classification structures may not fully capture role complexity or scope. Employees also cited confusion about responsibility for tasks or decisions (27.6 percent) and misunderstanding between departments about roles and responsibilities (24.1 percent). Additional impacts included duplication of work, missed tasks, and difficulty knowing who to contact for specific services or information (each at 17.2 percent). However, over one-third of employees (34.5 percent) indicated that they have not experienced issues related to unclear or inaccurate job titles. This split reinforces that classification concerns are not universal, but where present, they can meaningfully affect organizational coordination and employee clarity.

Exhibit 3J | Experiences With Unclear or Inaccurate Classifications

Job descriptions were also identified as an area requiring attention. **Exhibit 3K** shows that 55.2 percent of employees reported that their job description accurately describes the work they perform, while 37.9 percent indicated that it does not. Additionally, 6.9 percent reported they have never seen their job description. This indicates that nearly half of employees either lack an accurate description of their role or have not been provided access to one, which can contribute to classification inconsistency, unclear expectations, and inequitable evaluation of work.

Exhibit 3K | Job Description Accuracy

When asked what changes are needed to make job descriptions more accurate and useful (**Exhibit 3L**), respondents most frequently selected updates tied to better reflecting the scope and complexity of work. The most common selections were adjusting the description to better reflect the complexity or scope of work (31.0 percent) and including more detail about specialized or technical tasks performed (27.6 percent). Employees also identified a need to add missing duties (20.7 percent), update language to reflect how work is performed today (13.8 percent), and clarify responsibilities and expectations (10.3 percent). However, 34.5 percent indicated that no edits are needed. These results suggest that job description concerns may be concentrated within certain roles or departments, but overall represent an important opportunity for ensuring consistency, documentation accuracy, and alignment between duties and classification.

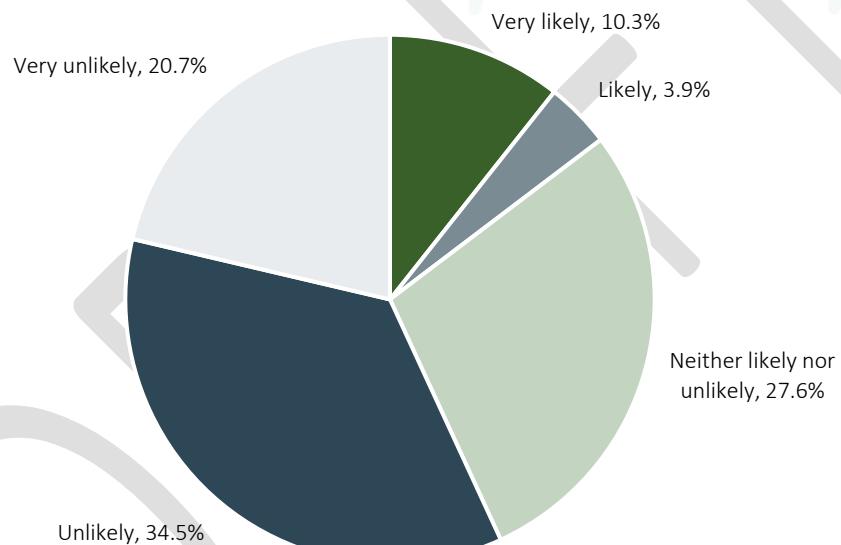
Exhibit 3L | Job Description Updates Needed

CONCLUSION

Overall, the employee outreach results suggest that employees are drawn to and remain with the City of Belle Isle due to stability, job security, and positive workplace relationships, with mission and public service also serving as meaningful motivators. However, the most frequently cited improvements needed to strengthen attraction and retention are tied to compensation and benefits, along with clearer pay practices and career advancement structures. While many employees report that their job titles and descriptions are accurate, a substantial subset experiences misalignment that creates confusion, impacts coordination, and contributes to dissatisfaction with classification practices.

Despite these concerns, near-term turnover risk appears moderate (**Exhibit 3M**). While 17.2 percent of employees indicated they are likely or very likely to seek employment outside of the City within the next 12 months due to compensation or classification concerns, a majority reported being unlikely (34.5 percent) or very unlikely (20.7 percent) to leave. However, 27.6 percent were neutral, suggesting that unresolved compensation and classification issues may influence retention decisions over time.

Exhibit 3M | Likelihood of Leaving Organization within 12 Months



Overall, the concerns expressed and reported above are generally common and exist in many organizations today. The City of Belle Isle's commitment to seeking employee input and feedback regarding the compensation and classification system is a positive step toward improvement in these areas.

The input received during employee outreach provided an understanding of the current environment and was considered while conducting the remainder of the study. The analysis discussed in the next chapters ultimately formed the basis for recommendations given in the last chapter of this report.



04 SALARY SURVEY RESULTS

The purpose of the salary survey is to benchmark the City's compensation practices against those of its peer organizations in order to assess the City's overall competitiveness in the labor market. To conduct this analysis, Evergreen collected pay range data for selected benchmark positions and summarized average market rates across participating peer organizations. By reviewing market rates for each benchmark classification, Evergreen developed a general understanding of prevailing pay practices in the regional labor market.

The findings presented in this chapter reflect market conditions at the time the study was conducted. As market dynamics can shift quickly, it is recommended that the City perform regular compensation surveys to maintain an up-to-date understanding of its competitive standing. While market rates are a critical element of compensation analysis, they are not the sole determinant for assigning classifications to salary ranges. The proposed placement of classifications in salary ranges, which is discussed in Chapter 4, incorporates additional considerations beyond market rates.

MARKET PEERS

The market salary survey utilized data from peer organizations that compete with the City of Belle Isle for recruitment and retention of employees. These peer agencies, listed in **Exhibit 4A**, were selected based on several criteria, including geographic proximity, services provided, and organizational size. Additionally, organizations were identified for their relevance in competing with the City for employee recruitment and retention.

Exhibit 4A / Market Peers

Market Peer
Orange County
City of Apopka
City of Maitland
City of Ocoee
City of Orlando
City of Winter Park
Seminole County
City of Altamonte Springs
City of Casselberry
City of Lake Mary
City of Longwood
City of Oviedo
City of Winter Springs
Lake County
Osceola County
City of Kissimmee
City of St. Cloud
City of Gulf Breeze
City of Neptune Beach
City of North Bay Village

MARKET DATA

The results in **Exhibit 4B** show the average market rates at the 50th percentile of the market. Several key elements that provide insight into the market findings can also be found in the exhibit, including:

Market Salary Range (Minimum, Midpoint, and Maximum)

The exhibit displays the average salary range minimum, midpoint, and maximum for each classification based on responses from peer organizations. These benchmarks help assess where the City's current ranges fall relative to market norms.

Percent Differentials

The percent differentials show the variance between the City's salary ranges for sworn positions and the market data. These comparisons provide insight into how the City's pay levels align with average market pay.



A positive differential indicates the City's range is above the market comparison point, suggesting a potential competitive advantage for attracting and retaining talent.



A negative differential indicates the City's range is below the market comparison point, highlighting potential challenges in recruitment or retention for those positions.

To provide a clear summary, the final row of the exhibit includes the average percent differentials across all classifications at each range point (minimum, midpoint, and maximum)

Survey Average Range Spread

The range spread represents the percentage difference between the average minimum and maximum salaries for each classification, calculated relative to the minimum. This spread reflects the overall width of salary ranges offered by peers. The final row of the exhibit includes the average range spread across all classifications.

Survey Response Count

Each classification includes a count of survey responses received from peer organizations. At the bottom of the exhibit, the average number of responses per classification is provided to give context on the robustness of the dataset.

Job Comparability

To ensure valid comparisons, descriptions of job duties, responsibilities, and required qualifications (e.g., education, experience, certifications) were reviewed. Evergreen used a 70 percent match threshold to determine if a peer's position was comparable, meaning that at least 70 percent of the duties and qualification criteria needed to align with the City's classification. In cases of uncertainty, follow-up with peer agencies was conducted to confirm the appropriateness of the match.

Public Safety Market Rates

Market survey results for sworn classifications were reviewed separately due to the unique nature of public safety pay structures, including step plans, certifications, and career progression practices. Because the City maintains a formal pay plan for sworn personnel, Evergreen was able to calculate percent differentials between the City's pay ranges and the market averages at each range point (minimum, midpoint, and maximum). These comparisons provide insight into how the City's sworn pay levels align with prevailing public-sector market rates.

The results shown in **Exhibit 4C** reflect average market rates at the 50th percentile for Police Corporal, Police Officer, and Police Sergeant classifications, along with the percent differential between the City's pay plan and the market at each range point.

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Exhibit 4B / Salary Survey Results at the 50th Percentile, Non-Sworn

Classification	Minimum	Midpoint	Maximum	Range Spread	# Data Points
Administrative Assistant	\$44,973.82	\$58,366.07	\$71,933.31	56%	18
Chief of Police*	\$121,777.94	\$160,513.14	\$201,108.86	55%	12
City Clerk	\$90,246.34	\$112,807.93	\$135,369.51	56%	11
City Manager					1
Code Enforcement Officer	\$47,866.76	\$60,424.89	\$74,073.45	52%	16
Crossing Guard	\$16.74	\$18.42	\$20.09	21%	5
Deputy Chief*	\$106,638.31	\$138,629.80	\$170,621.30	54%	11
Finance Director	\$116,941.68	\$153,528.77	\$187,984.16	57%	16
Finance Technician**	\$47,028.80	\$59,966.40	\$72,924.80	54%	17
Police Administrative Assistant	\$42,654.82	\$55,938.49	\$67,547.86	51%	14
Public Works Director	\$118,540.59	\$153,521.83	\$183,461.69	57%	16
Public Works Foreman***					
Public Works Technician	\$39,566.18	\$50,198.80	\$61,522.00	54%	18
				51%	13

*Sworn positions excluded from the Sworn pay plan

**Currently vacant/active; comparison based on anticipated starting salary

*** Currently vacant/inactive; no actual salary for comparison

Note: Positions in red text are considered outliers, as they received less than five responses. Outliers are removed so that results are not skewed.

Exhibit 4C / Salary Survey Results at the 50th Percentile, Sworn

Classification	Minimum		Midpoint		Maximum		Range Spread	# Data Points
	Average	% Difference	Average	% Difference	Average	% Difference		
Police Corporal	\$32.21	-28.6%	\$38.74	-17.5%	\$45.02	-9.7%	36%	7
Police Officer	\$28.66	-20.9%	\$34.57	-10.1%	\$41.62	-5.8%	45%	17
Police Sergeant	\$36.35	0.9%	\$42.20	0.6%	\$48.52	-0.6%	33%	12
	-16.2%		-9.0%		-5.4%		38.1%	12

MARKET ANALYSIS

The market data indicates that benchmark classifications for the City of Belle Isle reflect a broad range of compensation levels depending on job family, specialization, and the prevailing practices of peer agencies. Overall, the average market range spread across benchmark non-sworn classifications is approximately 51 percent, indicating that peer organizations typically provide meaningful room for salary progression from minimum to maximum.

Because the City does not currently have formal pay ranges for most non-sworn classifications, Evergreen did not calculate a City-to-market percent differential for those classifications in this chapter. Instead, the market results were used as a benchmark reference point to support the development of recommended pay ranges and classification placement in the proposed compensation structure.

The rest of the analysis pertains to sworn classifications. As illustrated, the classifications show that the City's pay plan is most competitive at the top end of the ranges, but less competitive at entry and mid-career levels. On average across the sworn benchmark classifications, the City's pay ranges are 16.2 percent below market minimums, 9.0 percent below market midpoints, and 5.4 percent below market maximums. This pattern suggests that while the City's sworn pay plan is closer to market at the upper end, entry rates and progression through the mid-range may be less competitive relative to peer agencies.

SUMMARY

The relative position of a classification's pay range compared to the market should not be interpreted as a direct reflection of actual employee salaries; however, these differences may help explain challenges related to employee recruitment and retention.

- The City's market peers generally maintain salary ranges with an average spread of approximately 51 percent across benchmark non-sworn classifications.
- Leadership and director-level classifications reflect market midpoints typically ranging from approximately \$144,000 to \$160,000, with maximums reaching or exceeding \$200,000 depending on the role.
- Core administrative and technical support roles reflect market midpoints generally ranging from approximately \$55,900 to \$60,400, with maximums commonly in the low-to-mid \$70,000 range.
- Public safety classifications reflect a more structured market pattern, with an average range spread of approximately 38 percent across benchmark sworn roles.

The findings presented in the market summary chapter play a critical role in shaping the recommendations developed by Evergreen. By clearly establishing the City's compensation benchmarks relative to its peer organizations, these results provide the necessary context to inform strategic recommendations that support the City in achieving its desired level of market competitiveness.



05 RECOMMENDATIONS

Following a comprehensive review of the data and information gathered throughout this study, Evergreen developed a series of recommendations designed to strengthen the City's classification and compensation systems. The recommendations are intended to ensure internal equity, reinforce external competitiveness, and support the organization's ability to attract, retain, and reward qualified employees in an increasingly competitive labor market.

This chapter presents findings and recommendations in three major areas: Classification, Compensation, and Classification and Compensation Administration. Together, they provide a framework for establishing and maintaining a fair, transparent, and sustainable system for managing employee pay and position structure.

CLASSIFICATION RECOMMENDATIONS

A well-designed classification system serves as the foundation of every effective compensation and human resources framework. It defines how work is organized, clarifies reporting relationships, and ensures that similar work is recognized and compensated consistently. A current and accurate classification structure also supports workforce planning, career development, and pay equity across the organization.

Evergreen's classification review focused on determining whether the City's existing titles and job descriptions accurately reflected the work being performed and whether the system provided sufficient consistency and alignment across departments. The analysis relied on job documentation, management input, and employee feedback during the internal equity review to confirm alignment between job content and appropriate classification placement.

Finding

The City's current classification structure is generally appropriate and reflects the operational needs of a small municipal organization. However, certain titles, particularly within Finance, do not fully reflect the scope of work performed and the broader administrative responsibilities assigned within the department.

Recommendation: Maintain the current classification structure and most classification titles, and update Finance titles to reflect expanded administrative functions.

Evergreen recommends that the City maintain the majority of its existing classification titles, as they are generally aligned with the level and scope of work performed. Maintaining the City's current structure will support stability, reduce unnecessary disruption, and preserve employee understanding of the organization's job framework.

However, Evergreen recommends updating the Public Works Foreman position to better describe the level of supervisory responsibility as well as Finance-related titles to reflect the reality that these positions support both financial operations and other administrative services functions, such as human resources and risk management. These updates, shown in **Exhibit 5A**, improve clarity, strengthen organizational alignment, and better communicate the scope of responsibility internally and externally.

Exhibit 5A | Recommended Reclassifications

Original Classification Title	Recommended Classification Title
Finance Director	Finance and Administrative Services Director
Finance Technician	Finance and Administrative Services Specialist
Public Works Foreman	Public Works Supervisor

These adjustments better reflect the full nature of the work being performed while maintaining continuity within the City's classification framework.

Recommendation: Conduct annual reviews and updates of job descriptions and Fair Labor Standards Act (FLSA) exemption statuses to ensure continued alignment with duties and responsibilities.

To maintain the accuracy, compliance, and usefulness of its classification system, Evergreen recommends that the City formalize an annual process for reviewing and updating job descriptions and Fair Labor Standards Act (FLSA) exemption statuses.

As part of this study, Evergreen reviewed and updated the City's job descriptions to ensure they accurately reflect current duties, responsibilities, and reporting relationships. These updated job descriptions provide the City with a strong foundation for administering its classification and compensation system and support compliance with applicable labor regulations.

To preserve the integrity of this work over time, the City should implement a regular review cycle that ensures job documentation remains current as duties evolve due to organizational changes, technology, or service demands.

This annual review process should:

- Confirm that essential duties accurately reflect the work currently performed.
- Reassess FLSA exemption status to account for changes in job duties, regulatory guidance, or organizational structure.
- Incorporate supervisor and Human Resources review to ensure accuracy, consistency, and compliance.

Formalizing this process will help ensure that the City's classification structure remains defensible and aligned with operational needs. Regular review of job descriptions also strengthens compensation decisions, supports recruitment and performance management, and reduces organizational risk.

A simple, structured review process, ideally tied to the annual performance evaluation cycle, will allow the City to maintain current and compliant job documentation without creating unnecessary administrative burden.

COMPENSATION RECOMMENDATIONS

A well-structured compensation system complements a sound classification plan by ensuring that pay levels are equitable, competitive, and aligned with organizational values and objectives. A thoughtfully designed pay structure supports employee motivation, reduces turnover, and reinforces fairness across the workforce.

When developing a pay plan, Evergreen evaluates three primary factors: the assessment of current conditions, market data, and the organization's compensation philosophy. These elements work

together to ensure that compensation practices are internally equitable, externally competitive, fiscally responsible, and sustainable over time.

Finding

The assessment of current conditions revealed that the City's approach to salary progression is inconsistent across employee groups. Sworn personnel are governed by an established step pay plan that provides structured, predictable annual salary progression, while non-sworn personnel are not covered by any pay plan and may experience limited, inconsistent, or infrequent salary adjustments.

As a result, the City has effectively been operating two compensation systems: one that provides regular progression and long-term salary predictability, and one that relies on discretionary or ad hoc adjustments. Over time, this imbalance has created internal equity concerns and increased the risk of salary compression, morale issues, and retention challenges among non-sworn employees.

Recommendation: Adopt a market-competitive, unified step pay plan for all City employees, including sworn officers.

Evergreen recommends that the City adopt a market-competitive, unified step pay plan that applies to all City employees, including sworn officers. This recommendation directly addresses the most significant compensation issue identified during the study and establishes a consistent framework for managing salary progression across the organization.

While sworn step plans are common and often necessary due to law enforcement labor market pressures, the absence of a comparable structure for non-sworn employees has resulted in inequities that are increasingly difficult to justify or sustain. Over time, non-sworn employees, many of whom perform essential administrative, financial, operational, and public-facing services, may go years without meaningful salary movement, even as sworn personnel progress annually under a formalized plan.

This imbalance creates several organizational risks:

- Internal equity concerns, as employees performing critical City functions experience different compensation outcomes based solely on employee group rather than job value or contribution.
- Salary compression, particularly among long-tenured non-sworn employees whose pay no longer reflects experience, institutional knowledge, or sustained performance.
- Morale and engagement challenges, which increase turnover risk and undermine organizational cohesion.
- Recruitment disadvantages for non-sworn positions in a labor market where predictable salary progression is increasingly expected.

A unified step pay plan replaces inconsistent and discretionary salary practices with a transparent, predictable, and defensible structure. Rather than determining salary movement differently for different employee groups, the City would establish a single compensation philosophy and structural approach that governs how pay progresses over time.

Exhibit 5B shows the recommended step plan, which is intentionally designed to balance competitiveness with fiscal sustainability and includes the following features:

- A 21-year step plan with 21 total steps, where Step 1 represents entry placement and Step 21 represents 21 or more years of service.
- Average step increases of approximately 2.0 percent, providing steady, incremental salary progression throughout an employee's career.
- A 50 percent range spread, supporting meaningful long-term growth within each grade.
- Ten (10) grade progression, ensuring appropriate differentiation between levels of work.

Adopting a unified step pay plan represents a deliberate shift away from a system where salary progression depends on employee group and toward one where compensation is administered consistently, equitably, and transparently. This change is essential to restoring internal equity, strengthening employee trust, and supporting the City's ability to attract and retain a stable, engaged workforce over the long term. The full scope of the step plan can be found in the Appendix 1 of this report.

Exhibit 5B | Proposed Unified Step Pay Plan

Grade	Minimum	Midpoint	Maximum	# of Steps	Step Increase	Grade Progression	Range Spread
101	\$16.75	\$20.94	\$25.13	21	2.0%	-	50.0%
102	\$18.43	\$23.03	\$27.64	21	2.0%	10.0%	50.0%
103	\$20.27	\$25.33	\$30.40	21	2.0%	10.0%	50.0%
104	\$22.29	\$27.87	\$33.44	21	2.0%	10.0%	50.0%
105	\$24.52	\$30.65	\$36.79	21	2.0%	10.0%	50.0%
106	\$26.98	\$33.72	\$40.46	21	2.0%	10.0%	50.0%
107	\$29.67	\$37.09	\$44.51	21	2.0%	10.0%	50.0%
108	\$32.64	\$40.80	\$48.96	21	2.0%	10.0%	50.0%
109	\$35.91	\$44.88	\$53.86	21	2.0%	10.0%	50.0%
110	\$39.50	\$49.37	\$59.24	21	2.0%	10.0%	50.0%
111	\$43.45	\$54.31	\$65.17	21	2.0%	10.0%	50.0%
112	\$47.79	\$59.74	\$71.68	21	2.0%	10.0%	50.0%
113	\$52.57	\$65.71	\$78.85	21	2.0%	10.0%	50.0%
114	\$57.83	\$72.28	\$86.74	21	2.0%	10.0%	50.0%
115	\$63.61	\$79.51	\$95.41	21	2.0%	10.0%	50.0%
116	\$69.97	\$87.46	\$104.95	21	2.0%	10.0%	50.0%
117	\$76.97	\$96.21	\$115.45	21	2.0%	10.0%	50.0%

Recommendation: Slot all positions into the pay plan based on internal and external equity.

All City positions should be assigned to the appropriate pay grades based on the results of the internal classification analysis and the market study. Slotting positions appropriately ensures the City's pay structure reflects both internal and external equity.

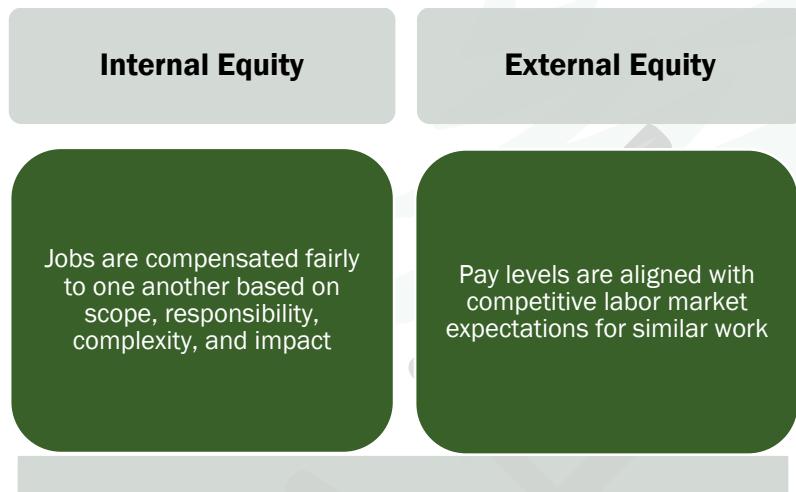


Exhibit 5C provides a list of the City's classifications by proposed pay grade assignment. As shown, 13 positions are slotted across nine of the 17 pay grades. Six grades are intentionally left empty, as the plan was designed to accommodate future organizational growth.

Exhibit 5C | Classifications by Proposed Pay Grade

Proposed Grade	Classification
101	
102	
103	Public Works Technician
104	Administrative Assistant
105	Code Enforcement Officer/CSO
106	Deputy City Clerk (NEW) Finance & Administrative Services Specialist
107	Police Officer Public Works Supervisor
108	Police Corporal
109	
110	Police Sergeant
111	City Clerk
112	
113	Deputy Police Chief
114	Finance and Administrative Services Director Public Works Director
115	Chief of Police
116	
117	

Note: The City Manager position is currently administered as a contract position. Regardless of contract status, the compensation for the City Manager position should align with a salary range set two (2) pay grades above the highest classified position. This level of separation should be maintained to preserve organizational hierarchy, ensure appropriate executive-level differentiation, and avoid compression at the top of the structure.

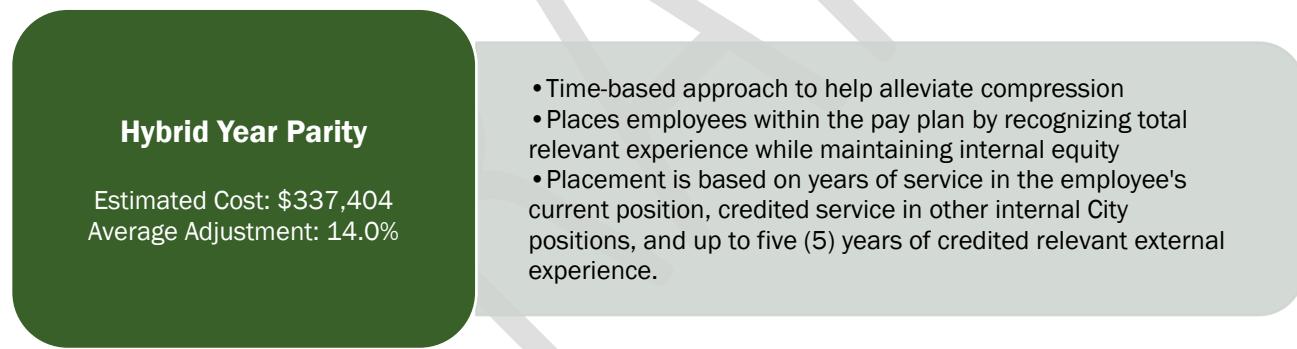
Recommendation: Transition employee salaries into the new pay plan using a method that alleviates compression and aligns with the City's fiscal capacity.

A well-planned implementation not only ensures that employee pay aligns with the City's updated compensation philosophy, but it also promotes internal equity and strengthens the organization's ability to retain talent.

Evergreen developed multiple transition methods to estimate the potential costs and impacts of implementation. These methods are intended to provide the City with flexible options to support implementation in a manner that is fiscally responsible and aligned with City priorities.

Based on study findings and discussions with City leadership, the Hybrid Parity Method was identified as the most appropriate approach for plan implementation. This method considers an employee's time in their current position while also providing credit for prior service in other internal roles and up to five years of relevant external experience, all while maintaining internal equity across the organization. As shown in **Exhibit 5D**, utilizing this method would cost an approximate \$348,514.00

Exhibit 5D | Implementation Options with Associated Costs



COMPENSATION AND CLASSIFICATION ADMINISTRATION

Any organization's compensation and classification system requires periodic maintenance to remain effective. The recommendations in this chapter were developed based on the conditions present at the time of the study. Without regular updates, the system may become outdated and less competitive, increasing the risk of recruitment and retention challenges over time.

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

While the overall pay plan is unlikely to require adjustment for several years, certain classifications may need more frequent review. If the City experiences high turnover or recruitment challenges for specific roles, it should proactively collect salary range data from peer organizations to assess whether

a pay grade adjustment is warranted for those classifications. This targeted approach ensures the City can remain responsive to labor market changes without overhauling the entire pay structure.

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

While small-scale salary surveys can help improve the market position of specific classifications, it is recommended that the City conduct a comprehensive classification and compensation study every three to five years.

This periodic review is essential to maintaining both internal and external equity, as even small changes in job duties, market conditions, or compensation practices can compound over time. Failing to respond to these changes in a timely manner may negatively impact the City's ability to recruit and retain qualified employees.

Recommendation: Adopt a formal, written compensation philosophy supported by a structured rubric for non-sworn personnel for evaluating relevant experience.

To support the long-term effectiveness and sustainability of the City's classification and compensation system, Evergreen recommends that the City adopt a formal, written compensation philosophy. A clearly articulated compensation philosophy establishes a shared understanding of how pay decisions are made and provides a consistent framework for administering salaries across the organization.

Historically, compensation decisions, particularly for non-sworn employees, have relied on discretionary or case-by-case approaches. While often well intentioned, this practice can result in inconsistency, internal equity concerns, and difficulty explaining or defending salary decisions over time. A formal compensation philosophy helps ensure that decisions related to starting pay, salary progression, promotions, and structural adjustments are consistent, transparent, and aligned with City priorities.

A documented compensation philosophy also serves as an important governance tool. It provides direction to leadership and Human Resources, supports clear communication with employees, and ensures continuity in compensation practices as leadership, economic conditions, or organizational needs change.

As part of this study, a structured rubric for evaluating relevant experience for non-sworn personnel was developed to support consistent salary placement decisions. While a compensation philosophy establishes the guiding principles for pay decisions, the relevant experience rubric provides an objective, job-related method for applying those principles in practice.

Shown in **Exhibit 5E**, the relevant experience rubric evaluates prior experience across multiple factors to determine how closely an individual's background aligns with the City position being filled. Each factor is scored, and the combined score produces a percentage of prior experience that is considered relevant. That percentage is then applied to the individual's total years of prior experience to determine the number of credited years used for step placement within the pay plan.

This approach recognizes that not all experience is equally transferable, while still allowing the City to remain competitive when attracting qualified candidates. It promotes consistency, internal equity, transparency, and defensibility in starting salary and step placement decisions.

Exhibit 5E | Relevant Experience Evaluation Framework

Evaluation Factor	Description
Functional Discipline	The degree to which prior experience aligns with the primary functional area of the City position.
Level of Responsibility	The similarity of decision-making authority, accountability, and autonomy between the prior role and the City position.
Scope and Complexity	The extent to which the size, scale, and complexity of prior work compare to the City role, including operational impact and problem-solving demands.
Supervisory / Leadership Role	The level of formal supervisory or leadership responsibility demonstrated in prior positions.
Sector Relevance	The relevance of the sector in which the experience was gained, including familiarity with public-sector or municipal environments.

Based on the combined score across these factors, a percentage of prior experience is credited. The credited experience is then translated into step placement within the pay plan, which is structured around a 25-year career model, with one step awarded per two years of credited experience, beginning at entry placement and ending at the maximum step representing 25 or more years of experience.

While a compensation philosophy and supporting tools establish the guiding principles and decision-making framework for pay, these principles must be reinforced through clear, consistently applied policies and procedures to ensure effective day-to-day administration.

Recommendation: Review and revise the City's policies and practices for determining salaries of newly hired employees, managing salary progression within the pay plan, and setting salaries for employees who are promoted, demoted, or transferred.

To operationalize the City's compensation philosophy and ensure consistent application of the pay plan, Evergreen recommends that the City review and revise its compensation-related policies and procedures. Clearly documented policies provide the structure needed to translate philosophy into practice and reduce reliance on informal or discretionary decision-making.

Updated policies should establish clear, standardized guidance for common pay actions, including new hire placement, promotions, demotions, transfers, and annual salary adjustments. Consistent application of these policies will support internal equity, transparency, and defensibility across departments and employee groups.

At a minimum, revised policies should address the following:

New Hires

Starting salaries should reflect the extent to which a candidate's education and experience exceed the minimum requirements of the position. Relevant prior experience should be evaluated using the City's established rubric, with credited experience applied consistently for step placement. Candidates meeting only minimum qualifications should generally be placed at or near entry; those with relevant prior experience beyond the minimum qualifications should receive one step per two credited years, up to five years.

Promotions

When an employee is promoted to a higher classification, salary placement should recognize the increased level of responsibility while ensuring alignment with the new pay grade. Evergreen recommends a standard promotional increase of 10 percent, followed by placement at the closest

step within the new grade. If this increase does not result in placement at or above the minimum of the new grade, the employee should be placed at Step 1 of the new grade.

Demotions and Transfers

Salary treatment for demotions and transfers should be clearly defined to ensure consistency and fairness. In most cases, transfers within the same grade should not result in a salary adjustment unless internal equity considerations warrant a change. Demotions should result in salary placement that reflects the reduced level of responsibility while remaining within the assigned range.

Annual Adjustments and Salary Progression

When financially feasible, employees should receive annual salary adjustments consisting of:

- A cost-of-living adjustment, which should also be applied to the pay plan ranges and steps to maintain competitiveness; and
- One step of progression for employees in good standing, supporting predictable movement through the pay plan over time.

Establishing and adhering to these policies ensures that compensation decisions are applied consistently, communicated clearly, and aligned with the City's stated compensation philosophy. Over time, this approach will strengthen employee trust, support retention, and preserve the integrity of the City's classification and compensation system.

SUMMARY

The City of Belle Isle should be commended for undertaking a comprehensive review of its classification and compensation systems. The recommendations in this report provide a clear framework for strengthening internal equity, improving consistency in pay practices, and maintaining market competitiveness.

Together, these recommendations establish a unified step pay plan, clarified classification structure, and defined administrative practices to support transparent and defensible compensation decisions. By adopting a formal compensation philosophy and consistent salary administration policies, the City moves away from discretionary practices and toward a more equitable and sustainable system.

While implementation will require careful planning and fiscal consideration, these changes will support employee morale, reduce compression, and enhance the City's ability to recruit and retain both sworn and non-sworn employees essential to City operations. With ongoing maintenance and periodic review, the City will be well positioned to manage compensation effectively over the long term.

APPENDIX 1

1	2	3	4	5	6	7	8	9	10	11	12
Entry	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	11 Years
\$16.75	\$17.09	\$17.44	\$17.80	\$18.16	\$18.54	\$18.92	\$19.30	\$19.70	\$20.10	\$20.51	\$20.93
\$18.43	\$18.80	\$19.19	\$19.58	\$19.98	\$20.39	\$20.81	\$21.23	\$21.67	\$22.11	\$22.57	\$23.03
\$20.27	\$20.68	\$21.11	\$21.54	\$21.98	\$22.43	\$22.89	\$23.36	\$23.84	\$24.32	\$24.82	\$25.33
\$22.29	\$22.75	\$23.22	\$23.69	\$24.18	\$24.67	\$25.18	\$25.69	\$26.22	\$26.76	\$27.30	\$27.86
\$24.52	\$25.03	\$25.54	\$26.06	\$26.60	\$27.14	\$27.70	\$28.26	\$28.84	\$29.43	\$30.04	\$30.65
\$26.98	\$27.53	\$28.09	\$28.67	\$29.25	\$29.85	\$30.47	\$31.09	\$31.73	\$32.38	\$33.04	\$33.72
\$29.67	\$30.28	\$30.90	\$31.53	\$32.18	\$32.84	\$33.51	\$34.20	\$34.90	\$35.61	\$36.34	\$37.09
\$32.64	\$33.31	\$33.99	\$34.69	\$35.40	\$36.12	\$36.86	\$37.62	\$38.39	\$39.17	\$39.98	\$40.80
\$35.91	\$36.64	\$37.39	\$38.16	\$38.94	\$39.74	\$40.55	\$41.38	\$42.23	\$43.09	\$43.97	\$44.88
\$39.50	\$40.30	\$41.13	\$41.97	\$42.83	\$43.71	\$44.60	\$45.52	\$46.45	\$47.40	\$48.37	\$49.36
\$43.45	\$44.33	\$45.24	\$46.17	\$47.12	\$48.08	\$49.06	\$50.07	\$51.09	\$52.14	\$53.21	\$54.30
\$47.79	\$48.77	\$49.77	\$50.79	\$51.83	\$52.89	\$53.97	\$55.08	\$56.20	\$57.36	\$58.53	\$59.73
\$52.57	\$53.65	\$54.74	\$55.87	\$57.01	\$58.18	\$59.37	\$60.58	\$61.82	\$63.09	\$64.38	\$65.70
\$57.83	\$59.01	\$60.22	\$61.45	\$62.71	\$63.99	\$65.31	\$66.64	\$68.01	\$69.40	\$70.82	\$72.27
\$63.61	\$64.91	\$66.24	\$67.60	\$68.98	\$70.39	\$71.84	\$73.31	\$74.81	\$76.34	\$77.90	\$79.50
\$69.97	\$71.40	\$72.86	\$74.36	\$75.88	\$77.43	\$79.02	\$80.64	\$82.29	\$83.97	\$85.69	\$87.45
\$76.97	\$78.54	\$80.15	\$81.79	\$83.47	\$85.18	\$86.92	\$88.70	\$90.52	\$92.37	\$94.26	\$96.19

13	14	15	16	17	18	19	20	21
12 Years	13 Years	14 Years	15 Years	16 Years	17 Years	18 Years	19 Years	20 Years
\$21.36	\$21.80	\$22.25	\$22.70	\$23.17	\$23.64	\$24.13	\$24.62	\$25.13
\$23.50	\$23.98	\$24.47	\$24.97	\$25.48	\$26.01	\$26.54	\$27.08	\$27.64
\$25.85	\$26.38	\$26.92	\$27.47	\$28.03	\$28.61	\$29.19	\$29.79	\$30.40
\$28.43	\$29.02	\$29.61	\$30.22	\$30.84	\$31.47	\$32.11	\$32.77	\$33.44
\$31.28	\$31.92	\$32.57	\$33.24	\$33.92	\$34.61	\$35.32	\$36.05	\$36.79
\$34.41	\$35.11	\$35.83	\$36.56	\$37.31	\$38.08	\$38.86	\$39.65	\$40.46
\$37.85	\$38.62	\$39.41	\$40.22	\$41.04	\$41.88	\$42.74	\$43.62	\$44.51
\$41.63	\$42.48	\$43.35	\$44.24	\$45.15	\$46.07	\$47.02	\$47.98	\$48.96
\$45.79	\$46.73	\$47.69	\$48.67	\$49.66	\$50.68	\$51.72	\$52.78	\$53.86
\$50.37	\$51.41	\$52.46	\$53.53	\$54.63	\$55.75	\$56.89	\$58.05	\$59.24
\$55.41	\$56.55	\$57.70	\$58.89	\$60.09	\$61.32	\$62.58	\$63.86	\$65.17
\$60.95	\$62.20	\$63.47	\$64.77	\$66.10	\$67.45	\$68.84	\$70.25	\$71.68
\$67.05	\$68.42	\$69.82	\$71.25	\$72.71	\$74.20	\$75.72	\$77.27	\$78.85
\$73.75	\$75.26	\$76.80	\$78.38	\$79.98	\$81.62	\$83.29	\$85.00	\$86.74
\$81.13	\$82.79	\$84.48	\$86.21	\$87.98	\$89.78	\$91.62	\$93.50	\$95.41
\$89.24	\$91.07	\$92.93	\$94.84	\$96.78	\$98.76	\$100.78	\$102.85	\$104.95
\$98.16	\$100.17	\$102.23	\$104.32	\$106.46	\$108.64	\$110.86	\$113.13	\$115.45