

# **COMPENSATION & CLASSIFICATION STUDY**

***THE CITY OF BELLE ISLE, FLORIDA***

**Presented By:**  
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**EVERGREEN SOLUTIONS, LLC**

# AGENDA

- |    |                 |
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| 01 | STUDY GOALS     |
| 02 | PROJECT PHASES  |
| 03 | INTERNAL REVIEW |
| 04 | EXTERNAL REVIEW |
| 05 | RECOMMENDATIONS |

# STUDY GOALS

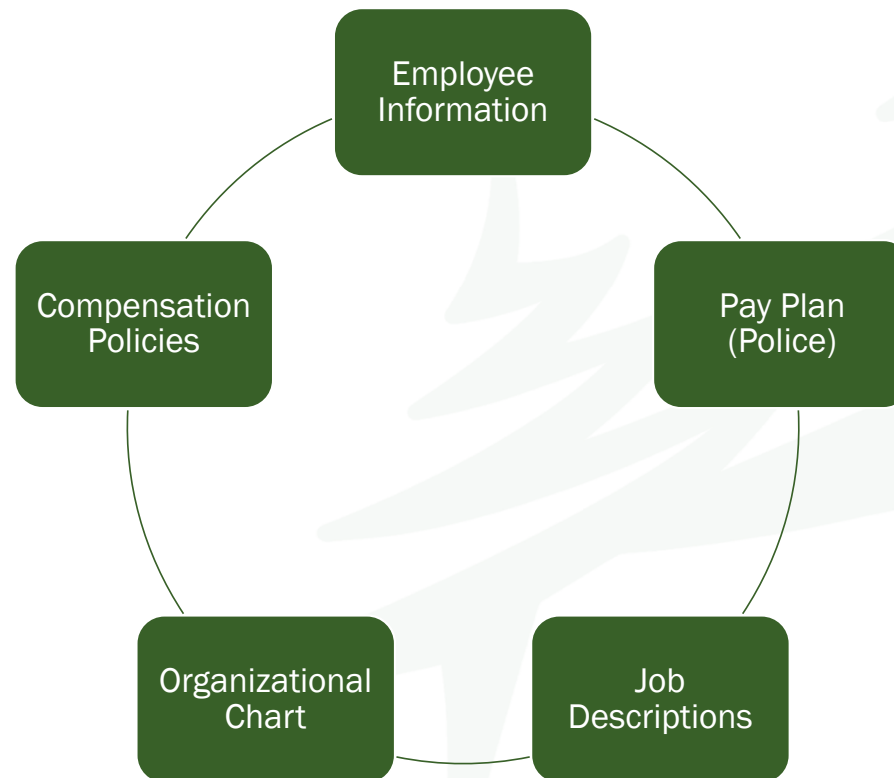


# PROJECT PHASES



# INTERNAL REVIEW

*Initial Data Request*



# INTERNAL REVIEW

## *Findings: Assessment of Current Conditions*

### Pay Plan

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- Formal, step-based pay plan for sworn police, excluding the Deputy Police Chief and Police Chief
- No pay plan for non-sworn employees

### Salary Progression

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- Sworn personnel appear to be appropriately distributed within the pay ranges; logical relationship between tenure and pay level
- Data not available for non-sworn employees due to no formal pay plan

### Compression

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- No significant evidence of employee v. supervisor compression; majority of employees (85 percent), including both sworn and non-sworn, earn less than 80 percent of their supervisor's salary

# INTERNAL REVIEW

## *Findings: Employee Outreach*

### General Feedback

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- Organizational Strengths: Job Stability/Security, Location, Work Environment/Culture
- Opportunities for Improvement: Base Compensation, Expanded/Enhanced Benefits; Lack of Advancement Opportunities

### Compensation

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- Two-thirds of employees stated there is a lack of internal equity among employees and/or departments
- Two-thirds of employees also felt the City was not competitive with market peers

### Classification

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- More than half (55 percent) stated their job title accurately reflects the work they perform and no job description edits were needed

# INTERNAL REVIEW

## *Findings: Job Assessments*

### Internal Alignment

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- Current internal alignment of positions is appropriate for organizational structure and size

### Position Titles

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- Most titles accurately describe work being performed
- Finance titles did not reflect full scope of responsibility; Public Works Foreman appears to downplay the level of supervisory/leadership



# EXTERNAL REVIEW

## Salary Survey

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### Public Sector Market Peers

*Selected based on geographic proximity, organization size, and comparable characteristics*

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

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# EXTERNAL REVIEW

**Salary Survey Results for Non-Sworn Employees (including Chief Deputy and Police Chief) - 50<sup>th</sup> Percentile**

Classification	Actual (Average) Salary v. Market Results		
	Minimum	Midpoint	Maximum
Administrative Assistant	0.9%	-22.2%	-36.9%
Chief of Police	14.4%	-13.2%	-30.7%
City Clerk	11.5%	-10.8%	-25.6%
City Manager*			
Code Enforcement Officer	10.9%	-12.2%	-28.3%
Crossing Guard	-1.4%	-10.4%	-17.9%
Deputy Chief	11.1%	-14.5%	-30.5%
Finance Director	1.2%	-22.9%	-37.1%
Finance Technician**	-4.3%	-25.0%	-38.3%
Police Administrative Assistant	10.4%	-15.8%	-30.3%
Public Works Director	-11.0%	-31.2%	-42.5%
Public Works Foreman***			
Public Works Technician	17.5%	-7.4%	-24.4%
Overall Average	5.6%	-16.9%	-31.1%

\*Insufficient market data to make determination

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

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

# EXTERNAL REVIEW

*Salary Survey Results for Sworn Employees (excluding Chief Deputy and Police Chief) - 50<sup>th</sup> Percentile*

Classification	Salary Range Comparison		
	Market Minimum	Market Midpoint	Market Maximum
Police Officer	-20.9%	-10.1%	-5.8%
Corporal	-28.6%	-17.5%	-9.7%
Sergeant	0.9%	0.6%	-0.6%
Overall Average	-16.2%	-9.0%	-5.4%

Classification	Actual (Average) Salary v. Market		
	Minimum	Midpoint	Maximum
Police Officer	2.6%	-15.0%	-29.4%
Corporal	17.2%	-2.6%	-16.1%
Sergeant	18.4%	1.9%	-11.3%
Overall Average	12.7%	-5.2%	-19.0%

# RECOMMENDATIONS

## *Classification*

01

Maintain the current classification structure; update titles that do not reflect the full scope and/or responsibility of the position.

Finance Director



Finance and Administrative  
Services Director

Finance Technician



Finance and Administrative  
Services Specialist

Public Works Foreman



Public Works Supervisor

# RECOMMENDATIONS

*Classification*

02

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

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# RECOMMENDATIONS

## Compensation

03

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

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%

# RECOMMENDATIONS

## *Compensation*

04

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

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# RECOMMENDATIONS

## Compensation System

05

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

### Hybrid Year Parity

Estimated Cost: \$337,404\*  
Average Adjustment: 14%

- Time-based approach to help alleviate compression
- Places employees within the pay plan by recognizing total relevant experience while maintaining internal equity
- Placement is based on years of service in the employee's current position, credited service in other internal City positions, and up to five (5) years of credited relevant external experience.

\*Estimated costs are salary only and do not include benefits.



# RECOMMENDATIONS

## *System Administration*

**06**

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

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**07**

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

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**08**

Adopt a formal, written compensation philosophy supported by a structured rubric for evaluating relevant experience.

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**09**

Review and revise policies and practices for moving employees' salaries through the pay plans, including procedures for determining salaries of newly hired employees and employees who have been promoted, demoted, or transferred to a different classification.

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# QUESTIONS



# **EVERGREEN SOLUTIONS, LLC**

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