

# City of Cooper City, FL Compensation & Classification Study Presentation of Results



**Presented by:  
Rob Williamson**



Evergreen Solutions, LLC

July 11, 2023

# *Agenda*

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- Who we are
- Study Process
- Compensation Philosophy
- Classification Review
- Benefits Review
- Compensation Review
- Implementation Method and Cost

## Next Steps



# *Who We Are*

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- **National Public Sector Consulting Experience**
  - **Work in 47 States**
  - **Extensive Experience Working with Local Governments**
  - **Over 1,100 Classification and/or Compensation Studies**
  - **Full-Service Human Resources Consulting Practice**
  
- **Public Sector Expertise**
  - **Local Governments**
  - **State Governments**
  - **Colleges and Universities**
  - **School Districts**
  - **Quasi-Governmental Organizations**
  - **Non-Profits**

# Florida Experience

City of Alachua	City of Kissimmee	City of St. Petersburg	Martin County
City of Apalachicola	City of Lake City	City of Sunny Isles Beach	Miami-Dade County
City of Bartow	City of Largo	City of Sunrise	Miami Shores Village
City of Bunnell	City of Maitland	City of Sunrise	Monroe County
City of Bushnell	City of Marathon	City of Tallahassee	Okaloosa County
City of Cape Coral	City of Marco Island	City of Tamarac	Orange County
City of Clermont	City of Melbourne	City of Temple Terrace	Osceola County
City of Clearwater	City of Miramar	City of Titusville	Palm Beach County
City of Cooper City	City of Naples	City of Venice	Pinellas County
City of Coral Gables	City of New Smyrna Beach	City of West Melbourne	Santa Rosa County
City of Coral Springs	City of North Lauderdale	City of Winter Park	Sarasota County
City of Dania Beach	City of North Miami Beach	City of Zephyrhills	Seminole County
City of Daytona Beach	City of North Port	Alachua County	St. Lucie County
City of Daytona Beach Shores	City of Oakland Park	Bay County	Sumter County
City of Delray Beach	City of Ocala	Brevard County	Wakulla County
City of Deltona	City of Oldsmar	Charlotte County	Town of Belleair
City of Destin	City of Opa-Locka	Citrus County	Town of Cutler Bay
City of Doral	City of Orange City	Collier County	Town of Davie
City of Dunedin	City of Orlando	DeSoto County	Town of Hilliard
City of Fort Myers	City of Palm Bay	Escambia County	Town of Jupiter
City of Fort Walton Beach	City of Palm Beach Gardens	Flagler County	Town of Jupiter Island
City of Green Cove Springs	City of Panama City	Franklin County	Town of Lady Lake
City of Groveland	City of Panama City Beach	Gulf County	Town of Lake Park
City of Haines City	City of Parkland	Hardee County	Town of Longboat Key
City of Hallandale Beach	City of Pensacola	Hernando County	Town of Medley
City of High Springs	City of Plant City	Highlands County	Town of Palm Beach
City of Holly Hill	City of Plantation	Hillsborough County	Town of Ponce Inlet
City of Hollywood	City of Punta Gorda	Jackson County	Town of Orange Park
City of Holmes Beach	City of Sarasota	Jefferson County	Town of Surfside
City of Homestead	City of Sebastian	Lake County	Village of Islamorada
City of Key West	City of Sebring	Leon County	Village of North Palm B
City of Jacksonville	City of Sopchoppy	Manatee County	Village of Palmetto Bay
City of Jacksonville Beach		Marion County	Village of Pinecrest

# *South Florida Experience*

City of Coral Gables  
City of Coral Springs  
City of Dania Beach  
City of Delray Beach  
City of Doral  
City of Hallandale Beach  
City of Hollywood  
City of Homestead  
City of Key West  
City of Marathon  
City of Miramar  
City of North Lauderdale  
City of North Miami Beach  
City of Oakland Park  
City of Parkland  
City of Plantation  
City of Sunrise  
City of Sunny Isles Beach  
City of Tamarac

Miami-Dade County  
Monroe County Palm Beach County  
Palm Beach County  
Town of Davie  
Town of Jupiter  
Town of Jupiter Island  
Town of Lake Park  
Town of Medley  
Town of Palm Beach  
Town of Sunny Isles Beach  
Town of Surfside  
Village of Islamorada  
Village of North Palm Beach  
Village of Palmetto Bay  
Village of Pinecrest

# *Study Process*

## **Completed Tasks:**

- ✓ Conducted Kick off call and Project Manager interviews.
- ✓ Assessed conditions of the current pay system.
- ✓ Onsite Orientation and Focus Group sessions.
- ✓ Conducted internal equity analysis using a job assessment tool  
employee survey
- ✓ Conducted external equity analysis by surveying the market to  
determine competitive salary ranges.
- ✓ Revised pay plan to be fair internally and competitive externally.



# *Study Process (Continued)*

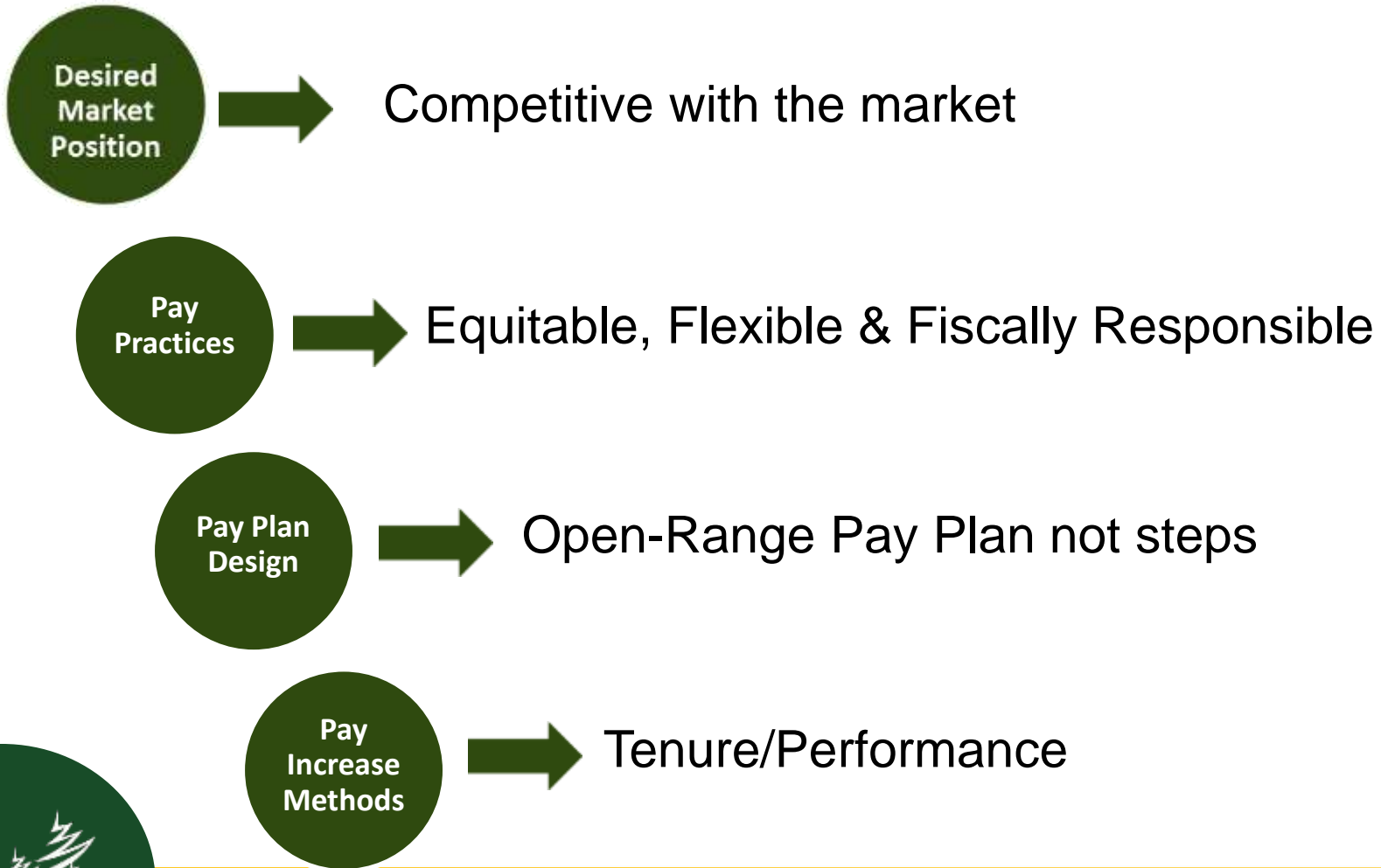
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- ✓ Developed optional methods for implementing the revised plan/pay ranges; and selected most appropriate.
- ✓ Estimated annualized salary cost for implementing the revised plan.



# Compensation Philosophy

## Reviewed the compensation philosophy:





# *Employee Participation*

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## **Employee Participation –**

- Evergreen Consultants conducted in-person employee meetings, Orientations and Focus Group sessions
- Job Assessment Tool Survey with above average employee participation.
- 91% of all classifications, 82.43 % of employees and 72.95 % of supervisors participated in Job Assessment Tool Survey
- Collaboration with Cooper City Project Leadership Team



# Classification Review

Employee JAT survey participation exceeded the national average.

Employee Summary		Supervisor Summary	
% Complete	% Incomplete	% Complete	% Incomplete
82.43%	17.57%	72.95%	27.05%

Classification Summary	
% Complete	% Incomplete
91.03%	8.97%



# Benefits Review

- 11 target market peers
- When taken as a whole, (health/dental/vision/vacation/retirement) the total benefits package appeared to be ahead of the market.
  - \*City may wish to consider supplemental pay for staff who support after hours meetings. Commission, volunteer boards, etc.
- Employer health care contributions are becoming a significant factor in employee recruitment and retention. Cooper City is ahead of market, on average, for individual and family health care coverage.

Target Name
Dania Beach
Lauderhill
Margate
Parkland
Sunrise
Hollywood
Fort Lauderdale
Miramar
Coconut Creek
Coral Springs
Broward County



# Benefits Recommendations

## Holidays

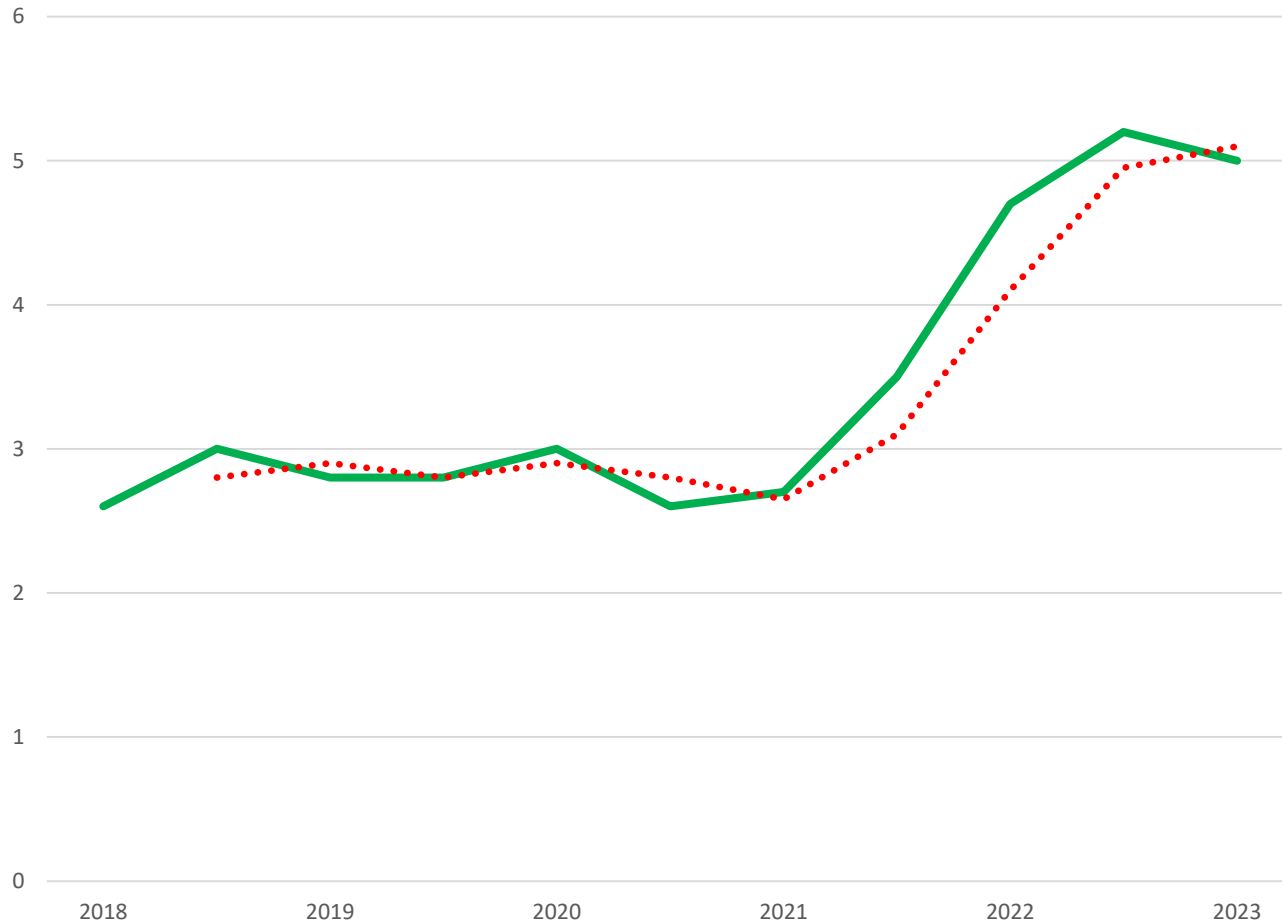
- Increase the number of observed holidays or personal days to help with work/life balance.
- # of Holidays offered is currently slightly behind the market peer average. (12.4 vs 11)
- Minimal impact and cost to citizens with added benefit for employees.

Paid Holiday observed by peer organizations	Peer Percentage Yes	City of Cooper City, FL
New Year's Day	100.0%	Yes
New Year's Eve	50.0%	No
Martin Luther King, Jr. Day	100.0%	Yes
Lincoln's Birthday	0.0%	No
Washington's Birthday	90.0%	Yes
Presidents Day	0.0%	No
Good Friday	0.0%	No
Memorial Day	100.0%	Yes
Juneteenth	40.0%	No
Independence Day	100.0%	Yes
Labor Day	100.0%	Yes
Veteran's Day	100.0%	Yes
Thanksgiving Day	100.0%	Yes
Day after Thanksgiving	100.0%	Yes
Christmas Eve	60.0%	No
Christmas Day	100.0%	Yes
Personal Holiday	20.0%	No
Employee Birthday	30.0%	No
Columbus Day	30.0%	Yes



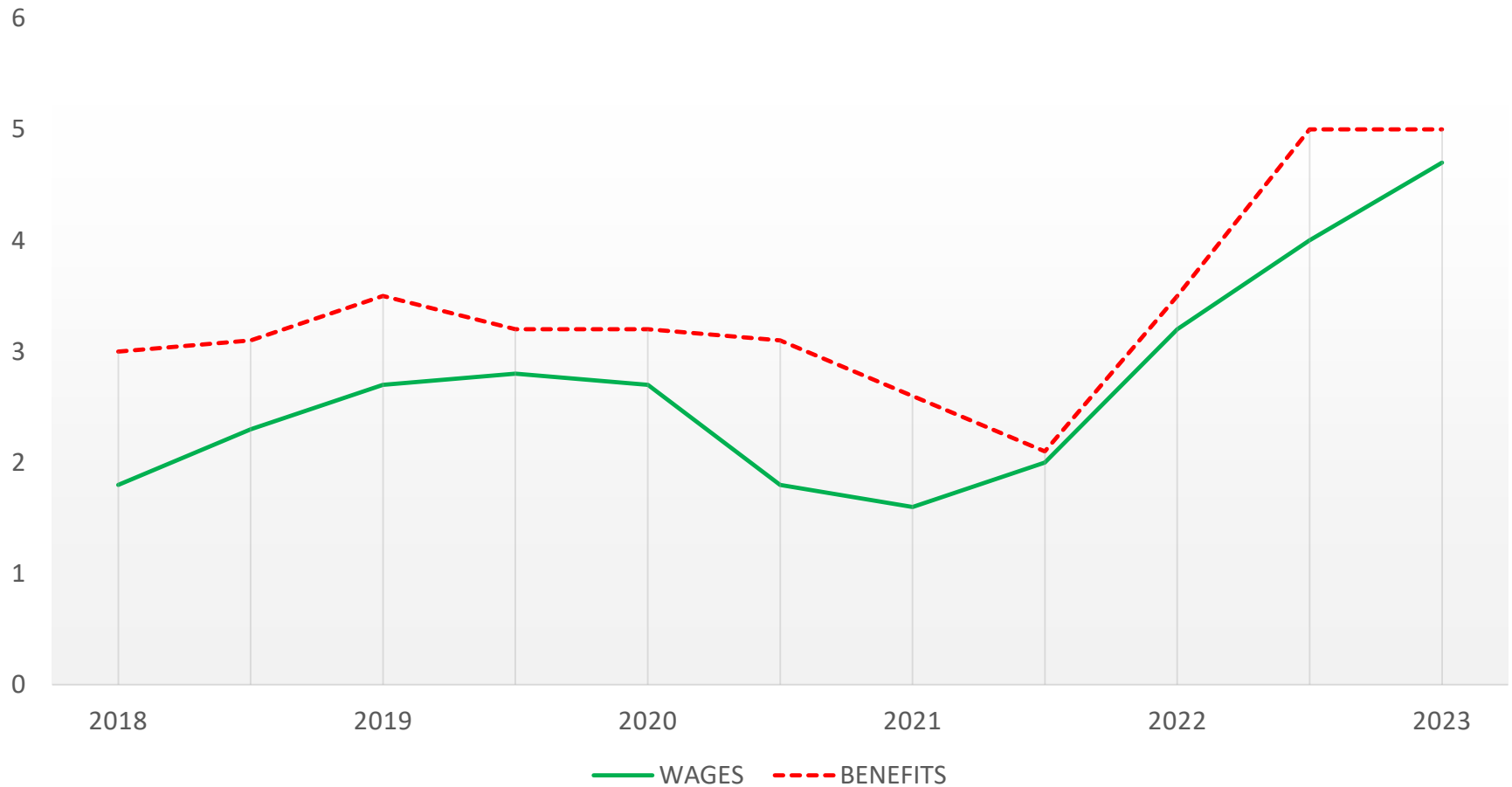
# Compensation Outlook

PRIVATE SECTOR WAGE GROWTH W/ TREND LINE



# Compensation Outlook

## PUBLIC SECTOR WAGE & BENEFIT GROWTH



# Compensation Review

- Salary survey resulted in responses from 14 approved peers including 13 local cities and one county. *Target peers providing responses in **bold**.*
- All responses are adjusted for cost-of-living differentials.

Market Peers
<b>Coconut Creek, FL</b>
<b>Coral Springs, FL</b>
Dania Beach, FL
<b>Deerfield Beach, FL</b>
Ft. Pierce, FL
<b>Ft. Lauderdale, FL</b>
Hallandale, FL
<b>Hollywood, FL</b>
<b>Lauderhill, FL</b>
Lauderdale Lakes, FL
Lighthouse Point, FL
<b>Miramar, FL</b>
<b>Oakland Park, FL</b>
Parkland, FL
Plantation, FL
Town of Davie, FL
<b>West Palm Beach, FL</b>
<b>Sunrise, FL</b>
<b>Pompano, FL</b>
<b>Margate, FL</b>
<b>Tamarac, FL</b>
<b>Broward County, FL</b>



# Compensation Review *(Continued)*

## MARKET RESULTS

Market Survey indicates Cooper City pay ranges are behind the market average at the minimum, midpoint and maximum of the pay range.

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range
	Average	% Diff	Average	% Diff	Average	% Diff	
Overall Average		-6.2%		-12.0%		-16.0%	53.4%

- *These classification families pay ranges are behind the market more than 15%*
  - *Assistant & Director Level Classifications*
  - *Tradesworkers (HVAC, Electrical, Facilities)*
  - *Lifeguards*
  - *Utilities Classifications*
  - *Public Works Field Operations*



# *Key Considerations*

1. \*\* No employee is recommended for a pay decrease as a result of this study.
2. The Tenure Parity recommendation brings all employees to a market competitive position and eliminates wage compression based on years of service on the date of implementation.
3. Employees and Supervisors assisted in identifying concerns, benchmarks classifications and market peers.
4. The implementation costs and employee adjustments are distributed throughout the year.
5. Turnover and vacancies are expensive. 50% for hourly and 1.5x salary for tenured employees on average.



# *Key Recommendations*

1. **Adopt** an adjusted, simpler pay plan with consistent pay ranges and progression between grades.
2. **Reassign** positions to pay grades based on internal equity and the market results. Some positions will see larger adjustments than others due to the market response and regional specific market factors.
3. **Select** an implementation methodology that aligns with the compensation philosophy and financial means of the City.
  1. Evergreen recommends Tenure Parity.
4. **Place** employees within their newly recommended pay grades.



# Open Range Pay Plan Costs

Implementation Option	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	% of Payroll
Bring to Min	\$ 208,051.92	147	\$ 1,415.32	2.6%
Tenure Parity	\$ 403,184.99	147	\$ 2,742.76	5.0%

- **Bring to Minimum** – Brings employees into the proposed pay plan at the minimum of the range. If an employee is already paid at or above the minimum of the range, no adjustment is made.
- **Tenure Parity** – Realigns employees along their salary range on the basis of how long they have been working for Cooper City. This is done on a total 30-year parity. This methodology solves for wage compression on the basis of overall organizational tenure.
  - *\*\*Numbers include a 2% COLA and \$10k cap on any annual adjustment.*



# Step Plan Option Costs

Step Plan Implementation Option	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	% of Payroll
Bring to Closest Step	\$ 331,858.22	147	\$ 2,257.54	4.1%
Tenure Parity	\$ 521,090.65	147	\$ 3,544.83	6.5%

- **Bring to Minimum** – Brings employees into the proposed pay plan at the minimum of the range. If an employee is already paid at or above the minimum of the range, no adjustment is made.
- **Tenure Parity** – Realigns employees along their salary range on the basis of how long they have been working for Cooper City. This is done on a total 30-year parity. This methodology solves for wage compression on the basis of overall organizational tenure.



# *Next Steps*

- **Council Adoption** – Incorporate proposed pay plan into budget.
- **Job Description update** – update job descriptions to align with essential functions, minimum qualifications and FLSA.
- **Job Force Manager Training** – training for staff to perform ongoing pay plan maintenance.
- **Provide Draft and Final Reports** – provide reports that memorialize the work and study findings.
- **Project Close-out**



# *Thank you*

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