

Compensation Study

2023

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THE CITY BEAUTIFUL



COMPENSATION STUDY

- In July of 2022, Evergreen Solutions was retained by the City to conduct a Classification and Compensation Study for all non-sworn employees and Police and Fire Executives.
- The Study focused on the internal and external equity of both the structure by which employees are compensated, as well as the way in which positions relate and compare to one another across the City.
- The City identified that its desired market position and compensation philosophy is to be at the **60th percentile** of its peer organizations.

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- Evergreen Solutions was tasked with:
 - collecting and reviewing current environmental data;
 - reviewing job descriptions and obtaining job analysis questionnaires from employees;
 - conducting salary study and providing feedback regarding current market competitiveness;
 - conducting a classification analysis to assess internal equity and the efficiency of the current classification plan;
 - developing a compensation structure and implementation cost plan; and
 - developing and submitting draft and final reports summarizing findings and recommendations.

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Current Conditions

- The Study analyzed 6 Pay Plans.
- The 6 Pay Plans have a total of 71 pay grades with 327 unique job titles.
- The 6 Pay Plans are:
 - Excluded (≈ 142 employees) – range spread 45%
 - Executives (**≈ 42** employees) – range spread 45%
 - Teamsters (≈ 348 employees) – range spread 45%
 - Police Executives (≈ 8 employees) – range spread 16%
 - Fire Executives (≈ 5 employees) – range spread 16%
 - Part-time employees (≈ 258 employees) – range spread 43%

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Market Peers	Cost of Living Index	COL Factor
Coral Gables	108.4	
Broward County	108.6	0.998158379
Boca Raton	115.4	0.939341421
Coral Springs	108.6	0.998158379
Doral	108.4	1
Ft. Lauderdale	108.6	0.998158379
Gainesville	101.4	1.069033531
Hialeah	108.4	1
Hollywood	108.6	0.998158379
Homestead	108.4	1
Jacksonville	103.3	1.049370765
Miami	108.4	1
Miami Beach	108.4	1
Naples	117.9	0.91942324
North Miami	108.4	1
Sunrise	108.6	0.998158379
Miami-Dade County	108.4	1
Davie	108.6	0.998158379
Jupiter	115.4	0.939341421
Pinecrest	108.4	1

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- The salary survey focused on the average salary ranges offered by the public sector market for 100 job classifications:
- The main summary points of the [Salary Survey](#) accounting for the City's desired position in the market (**60th percentile**) are as follows:
 - The City is approximately **4.9 percent below** the public-sector market minimum.
 - The City is approximately **11 percent below** the public-sector market midpoint.
 - The City is approximately **15.1 percent below** the public-sector market maximum.

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Recommendations

(based on the City's desired position in the market - **60th percentile**)

1. Implement new competitive pay plans that would provide the City with an improved ability to attract, hire and retain employees.
2. Slot each job classification into the appropriate new pay grades.
3. Develop appropriate method for transitioning employees' salaries into the proposed plans.

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- Recommendations:

1. Implement new competitive pay plans as follows.

- Increase minimums of each pay grade by 5%.
- Increase maximums of each pay grade by 12.2% (except increase Police and Fire Executive pay grades by 5%).
- As a result, all pay plans (except Police and Fire Executives) will have a consistent range spread of 55% for each pay grade (which is a best practice).

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- Recommendations (continued):
 2. Slot each job classification into the appropriate new pay grades.
 - Majority of job classifications remained within the same pay grades with the recommended adjustments to all pay grades (5% increase to minimum and 12.2% increase to maximum).
 - For example, a Code Enforcement Officer that was a pay grade 20C with a salary range of \$47,414.02 - \$68,739.63 remained a pay grade 20C with a new salary range of \$49,798.25-\$77,187.29.
 - 100 job classifications were recommended to be moved to a higher pay grade:
 - Teamsters – 46
 - Excluded – 26
 - Executives – 2
 - Part-Time – 26

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- Recommendations (continued):
 - 3. Develop appropriate method for transitioning employees' salaries into the proposed plans.
 - Hybrid Method:
 - Realigns employees along their salary range based on their “hybrid years.”
 - A hybrid year gives full credit to an employee for each year they have been serving in their current classification and one-half credit for the amount of time they have spent in any other classification.

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- Full-time Employee Adjustments:

	Total Employees	Total Employees Adjusted	Mininum Annual Adjustment	Maximum Annual Adjustments	Average Annual Adjustment	Total Annualized Cost
Teamsters	358	258	\$276.45	\$17,852.80	\$3,737.50	\$964,274.49
Excluded	144	75	\$193.74	\$14,114.65	\$4,349.41	\$326,205.53
Executives	43	7	\$160.50	\$15,604.11	\$6,141.19	\$42,988.30
Fire Executives	5	0	\$0.00	\$0.00	\$0.00	\$0.00
Police Executives	9	3	\$3,307.49	\$7,430.64	\$5,784.31	\$17,352.62
Total	559	343				\$1,350,820.94

- Part-time average adjustments: \$2.22 / hour.
- Annualized cost of implementation - \$2,065,000.

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QUESTIONS