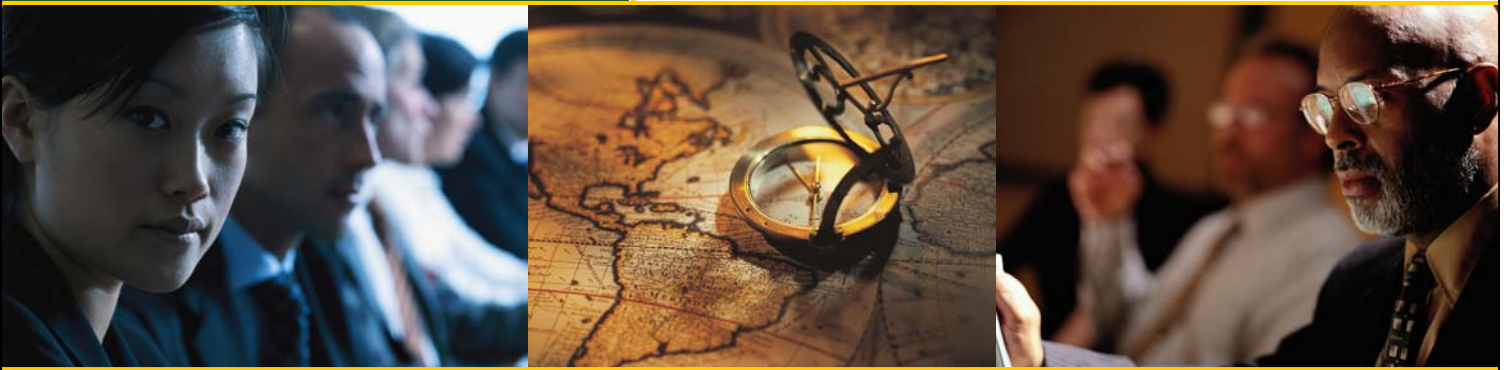


Compensation and Benefits Study for the Town of Palm Beach, FL

REPORT



Evergreen Solutions, LLC

March 15, 2019

Table of Contents

	PAGE
1.0 INTRODUCTION.....	1-1
1.1 Study Methodology	1-2
1.2 Report Organization.....	1-3
2.0 ASSESSMENT OF CURRENT CONDITIONS.....	2-1
2.1 General Employees	2-1
2.2 Police Employees.....	2-15
2.3 Fire Employees	2-18
2.4 Employees by Department and Retirement Group	2-20
2.5 Summary	2-22
3.0 SALARY SURVEY RESULTS SUMMARY	3-1
3.1 Public Sector Salary Survey Results.....	3-1
3.2 Private Sector Results	3-9
3.3 Other Compensation Survey Results	3-10
3.4 Compensation Summary.....	3-21
4.0 BENEFITS SURVEY RESULTS SUMMARY	4-1
4.1 Benefits Survey Results	4-1
4.2 Benefits Survey Summary.....	4-12
5.0 RECOMMENDATIONS	5-1
5.1 Compensation System	5-1
5.2 Employee Benefits.....	5-15
5.3 System Administration	5-16
5.4 Summary	5-17



Chapter 1 – Introduction

In October 2018, Evergreen Solutions, LLC (Evergreen) was retained by the Town of Palm Beach, Florida (Town) to conduct a Compensation and Benefits Study. The primary focus of the study was to review the effectiveness of the Town's current compensation and benefit plans and recommend changes to support its goal of being competitive in the surrounding labor market. Analyzing the external equity of the current plans and aligning recommendations with the Town's compensation philosophy were key.

Specifically, Evergreen was tasked with:

- holding a study kick-off meeting;
- analyzing the Town's current salary structure to determine its strengths and weaknesses;
- facilitating discussions with the Town's leadership team to understand the Town's philosophy with regard to its desired market position and other related total compensation factors;
- conducting market salary and benefits surveys to assess the external equity (market competitiveness) of the Town's current pay structure and compare and contrast common benefits offered by peer organizations;
- developing new, competitive pay plans while ensuring both internal and external equity;
- developing appropriate options for transitioning employees' salaries into the proposed new plans and calculating cost estimates for implementation;
- providing the Town with information and strategies regarding compensation and classification administration; and
- developing and submitting a report summarizing findings and recommendations; and
- presenting the results of the study findings and recommendations to the Town's Executive Staff and Town Council.



1.1 STUDY METHODOLOGY

Evergreen combined qualitative as well as quantitative data analysis to develop recommendations to improve the Town's competitiveness of its total compensation structure and practices. Study activities included:

Kickoff Meeting

The kick-off meeting allowed members of the study team from the Town and Evergreen to discuss different aspects of the study. During the meeting, information about the Town's compensation system and pay philosophy was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen to explain the types of data needed to begin the study.

Assessment of Current Conditions

This analysis provided an overall assessment of the existing pay plan and related employee data at the time the study began. The pay plan, the progression of employee salaries through pay grades, and the distribution of employees in the Town were all examined during this process. The findings of this analysis are summarized in **Chapter 2** of this report.

Compensation Philosophy

Evergreen conducted meetings with the Town's leadership team to develop an understanding of its position with regard to employee compensation. Several key factors; e.g., desired market position and pay plan design, were examined and provided the framework for understanding the Town's compensation philosophy. Following study findings, Evergreen's recommendations were then aligned with this philosophy.

Salary and Benefits Surveys

A comprehensive tool was developed to survey and analyze the Town's current salary ranges, benefits and other pay practices as compared to its peers. Employers in the Town's regional markets with which the Town competes for human resources were selected as peers. Classifications representing a cross-section of the departments and levels of work at the Town were selected as benchmarks for the collection of salary range data. Information regarding benefits offered or provided by the peers was also included; as well as additional related pay practices. Summaries of the data collected and comparisons are provided in **Chapters 3 and 4** of this report.

Recommendations

During the discussion of the Town's compensation philosophy, leaders identified the desire to have a more competitive total compensation system of salary and benefits. Understanding this, and utilizing the results of the salary and benefits comparisons, a new compensation system was designed. Next, implementation options were developed to transition employees' salaries into the new structure (pay plans), and the associated costs of adjusting employees' salaries were estimated. Information was also provided on how to maintain the classification



and compensation system going forward. A summary of all study findings and recommendations can be found in **Chapter 5** of this report.

1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Assessment of Current Conditions
- Chapter 3 – Salary Survey Results Summary
- Chapter 4 – Benefits Survey Results Summary
- Chapter 5 – Recommendations



Chapter 2 – Assessment of Current Conditions

The purpose of this evaluation was to provide an overall assessment of the Town's compensation structure, employee salary progression, and employee counts in each department. Data included here reflect the conditions when the study began, and should be considered, as such, a snapshot in time. The insights gained from this evaluation provided the basis for further analysis through the course of this study and were not considered sufficient cause for recommendations independently. Instead, the results of this evaluation were considered during the analysis of the collected peer market data. Subsequently, appropriate related recommendations were developed for the Town and are described later in this report.

The Town administered one pay structure for full-time and part-time employees. For the purposes of these and subsequent analyses throughout the report, Evergreen delineated three groups of classifications of employees; General, (Sworn) Police, and (Certified) Fire. The following analyses are provided by these groupings.

2.1 GENERAL EMPLOYEES

Exhibit 2A illustrates the plan for employees in General classifications. The plan had an open-range design with established minimum, midpoint, and maximum salaries and 111 grades for 223 employees in General classifications. The pay grades are organized by range minimum starting with the lowest. Most pay grades within the plan had a range spread (the percentage difference between the minimum and maximum of the pay grades relative to the grade's minimum) of 61 percent, while a few range spreads equated to 64 percent.

**EXHIBIT 2A
EMPLOYEE PAY PLAN
(GENERAL)**

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
50550	\$ 20,907	\$ 27,284	\$ 33,660	61%	3
50420	\$ 20,909	\$ 27,286	\$ 33,663	61%	5
50880	\$ 20,909	\$ 27,286	\$ 33,663	61%	12
70630	\$ 23,781	\$ 31,035	\$ 38,288	61%	2
70560	\$ 30,804	\$ 40,199	\$ 49,594	61%	2
50350	\$ 30,815	\$ 40,214	\$ 49,613	61%	1
50400	\$ 31,344	\$ 40,904	\$ 50,464	61%	7
03600	\$ 31,344	\$ 40,904	\$ 50,464	61%	2



EXHIBIT 2A (Continued)
EMPLOYEE PAY PLAN
(GENERAL)

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
01800	\$ 32,795	\$ 42,798	\$ 52,801	61%	4
31300	\$ 32,992	\$ 43,055	\$ 53,118	61%	13
50490	\$ 33,354	\$ 43,528	\$ 53,701	61%	1
43350	\$ 33,765	\$ 44,063	\$ 54,362	61%	1
51540	\$ 34,379	\$ 44,865	\$ 55,350	61%	18
01850	\$ 34,435	\$ 44,938	\$ 55,441	61%	1
00960	\$ 34,727	\$ 45,289	\$ 55,908	61%	2
02360	\$ 35,507	\$ 46,338	\$ 57,167	61%	1
51550	\$ 36,227	\$ 47,277	\$ 58,326	61%	3
00550	\$ 36,236	\$ 47,288	\$ 58,340	61%	1
01510	\$ 36,236	\$ 47,288	\$ 58,340	61%	3
08050	\$ 36,236	\$ 47,288	\$ 58,340	61%	3
00930	\$ 36,236	\$ 47,288	\$ 58,340	61%	2
02650	\$ 37,243	\$ 48,603	\$ 59,962	61%	1
02700	\$ 37,243	\$ 48,603	\$ 59,962	61%	3
51620	\$ 38,338	\$ 50,032	\$ 61,725	61%	1
51590	\$ 38,339	\$ 50,032	\$ 61,725	61%	1
02350	\$ 38,630	\$ 50,413	\$ 62,195	61%	1
03800	\$ 38,630	\$ 50,413	\$ 62,195	61%	2
44250	\$ 39,000	\$ 50,895	\$ 62,790	61%	1
02660	\$ 39,354	\$ 51,358	\$ 63,361	61%	1
01900	\$ 40,142	\$ 52,385	\$ 64,629	61%	1
51610	\$ 40,255	\$ 52,533	\$ 64,811	61%	1
41750	\$ 40,524	\$ 52,883	\$ 65,243	61%	1
01560	\$ 40,647	\$ 53,044	\$ 65,441	61%	2
45140	\$ 41,011	\$ 53,519	\$ 66,028	61%	11
31620	\$ 41,335	\$ 53,942	\$ 66,549	61%	2
02800	\$ 41,346	\$ 53,957	\$ 66,567	61%	1
00900	\$ 41,751	\$ 54,486	\$ 67,220	61%	1
04800	\$ 41,751	\$ 54,486	\$ 67,220	61%	1
10151	\$ 42,016	\$ 54,832	\$ 67,647	61%	2
00800	\$ 42,361	\$ 55,281	\$ 68,202	61%	9
00720	\$ 42,410	\$ 55,345	\$ 68,280	61%	1
45250	\$ 42,470	\$ 55,424	\$ 68,377	61%	1
43250	\$ 43,514	\$ 56,787	\$ 70,059	61%	2
51600	\$ 43,514	\$ 56,787	\$ 70,059	61%	3



EXHIBIT 2A (Continued)
EMPLOYEE PAY PLAN
(GENERAL)

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
11750	\$ 43,649	\$ 56,962	\$ 70,276	61%	1
04900	\$ 43,839	\$ 57,210	\$ 70,581	61%	1
44160	\$ 44,348	\$ 57,875	\$ 71,401	61%	2
02300	\$ 44,427	\$ 57,977	\$ 71,527	61%	2
03000	\$ 44,427	\$ 57,977	\$ 71,527	61%	1
03910	\$ 44,427	\$ 57,977	\$ 71,527	61%	1
00600	\$ 44,599	\$ 58,200	\$ 71,801	61%	2
14400	\$ 44,870	\$ 58,555	\$ 72,241	61%	1
31400	\$ 45,124	\$ 58,886	\$ 72,649	61%	1
02900	\$ 45,433	\$ 59,290	\$ 73,148	61%	1
16350	\$ 45,435	\$ 59,291	\$ 73,148	61%	1
44450	\$ 47,856	\$ 62,453	\$ 77,049	61%	2
12200	\$ 48,062	\$ 62,722	\$ 77,381	61%	3
11610	\$ 48,612	\$ 63,439	\$ 78,266	61%	1
00850	\$ 50,070	\$ 65,341	\$ 80,613	61%	3
51570	\$ 50,398	\$ 65,770	\$ 81,141	61%	3
01910	\$ 50,558	\$ 65,978	\$ 81,399	61%	1
13250	\$ 50,558	\$ 65,979	\$ 81,399	61%	2
42100	\$ 51,232	\$ 66,858	\$ 82,484	61%	2
10100	\$ 51,391	\$ 67,066	\$ 82,740	61%	2
10750	\$ 51,391	\$ 67,066	\$ 82,740	61%	1
20855	\$ 51,452	\$ 67,146	\$ 82,839	61%	1
44140	\$ 53,419	\$ 69,712	\$ 86,005	61%	1
11650	\$ 53,701	\$ 70,080	\$ 86,459	61%	1
44445	\$ 53,721	\$ 70,107	\$ 86,492	61%	1
43700	\$ 54,830	\$ 71,554	\$ 88,278	61%	1
01610	\$ 55,753	\$ 72,757	\$ 89,762	61%	1
43200	\$ 56,238	\$ 73,391	\$ 90,544	61%	1
11901	\$ 56,768	\$ 74,082	\$ 91,396	61%	1
15000	\$ 57,581	\$ 75,143	\$ 92,706	61%	1
10180	\$ 57,675	\$ 75,267	\$ 92,858	61%	2
14700	\$ 57,687	\$ 75,280	\$ 92,873	61%	1
11800	\$ 58,174	\$ 75,918	\$ 93,661	61%	1
10200	\$ 58,636	\$ 76,521	\$ 94,405	61%	2
12150	\$ 58,636	\$ 76,521	\$ 94,405	61%	1
41700	\$ 59,415	\$ 77,536	\$ 95,658	61%	1



EXHIBIT 2A (Continued)
EMPLOYEE PAY PLAN
(GENERAL)

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
14500	\$ 59,597	\$ 77,775	\$ 95,953	61%	1
43100	\$ 59,597	\$ 77,775	\$ 95,953	61%	1
45180	\$ 60,314	\$ 78,710	\$ 97,106	61%	1
47000	\$ 60,621	\$ 79,111	\$ 97,601	61%	1
31800	\$ 61,521	\$ 80,286	\$ 99,050	61%	1
10050	\$ 61,569	\$ 80,348	\$ 99,127	61%	1
14550	\$ 62,366	\$ 81,388	\$ 100,410	61%	1
03920	\$ 62,369	\$ 81,389	\$ 100,410	61%	1
62100	\$ 66,395	\$ 86,647	\$ 106,898	61%	1
10450	\$ 66,396	\$ 86,647	\$ 106,898	61%	1
12100	\$ 66,947	\$ 87,366	\$ 107,785	61%	2
10000	\$ 68,249	\$ 89,066	\$ 109,882	61%	1
12050	\$ 70,252	\$ 91,713	\$ 113,174	61%	1
61350	\$ 70,364	\$ 91,826	\$ 113,287	61%	1
63310	\$ 70,600	\$ 92,133	\$ 113,666	61%	1
14600	\$ 73,372	\$ 95,751	\$ 118,130	61%	1
63510	\$ 74,187	\$ 96,815	\$ 119,442	61%	1
10730	\$ 75,595	\$ 98,651	\$ 121,708	61%	3
10800	\$ 75,595	\$ 98,651	\$ 121,708	61%	2
61250	\$ 76,269	\$ 99,531	\$ 122,793	61%	1
01074	\$ 79,374	\$ 103,584	\$ 127,794	61%	1
60260	\$ 81,166	\$ 105,922	\$ 130,677	61%	1
62000	\$ 84,567	\$ 111,533	\$ 138,500	64%	1
63150	\$ 86,427	\$ 112,788	\$ 139,148	61%	1
61300	\$ 88,435	\$ 116,615	\$ 144,795	64%	1
61400	\$ 88,435	\$ 115,409	\$ 142,382	61%	1
63100	\$ 89,875	\$ 117,287	\$ 144,699	61%	1
63600	\$ 100,752	\$ 132,859	\$ 164,966	64%	1
61200	\$ 101,893	\$ 134,361	\$ 166,829	64%	1
60050	\$ 106,998	\$ 141,084	\$ 175,170	64%	1
63000	\$ 107,661	\$ 141,967	\$ 176,273	64%	1

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.



When assessing the effectiveness of the Town's pay structure and practices, it is important to analyze where employees' salaries fell within each pay range. Identifying those areas where there may have been clusters of employees' salaries could illuminate potential pay progression concerns within the current plan. It should be noted that employees' salaries, and the progression of the same, is associated with an organization's compensation philosophy—specifically, the method of salary progression and the availability of resources. Therefore, the placement of employees' salaries should be viewed with this context in mind.

Exhibit 2B illustrates the placement of employees' salaries relative to pay grade minimums and maximums. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the minimum,
- the number and percentage of employees with salaries at the minimum,
- the number and percentage of employees with salaries at the maximum, and
- the number and percentage of employees with salaries above the maximum.

EXHIBIT 2B
SALARY PLACEMENT BELOW MINIMUM AND ABOVE MAXIMUM
(GENERAL)

Grade	Employees	# < Min	% < Min	# at Min	% at Min	# at Max	% at Max	# > Max	% > Max
50550	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
50420	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
50880	12	0	0.0%	0	0.0%	0	0.0%	0	0.0%
70630	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
70560	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
50350	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
50400	7	0	0.0%	2	28.6%	0	0.0%	0	0.0%
03600	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
01800	4	0	0.0%	2	50.0%	0	0.0%	0	0.0%
31300	13	0	0.0%	3	23.1%	0	0.0%	0	0.0%
50490	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
43350	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
51540	18	0	0.0%	0	0.0%	0	0.0%	0	0.0%
01850	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
00960	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
02360	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
51550	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
00550	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
01510	3	0	0.0%	1	33.3%	0	0.0%	0	0.0%
08050	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
00930	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
02650	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
02700	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
51620	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%



EXHIBIT 2B (Continued)
SALARY PLACEMENT BELOW MINIMUM AND ABOVE MAXIMUM
(GENERAL)

Grade	Employees	# < Min	% < Min	# at Min	% at Min	# at Max	% at Max	# > Max	% > Max
51590	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
02350	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
03800	2	0	0.0%	1	50.0%	0	0.0%	0	0.0%
44250	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
02660	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
01900	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
51610	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
41750	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
01560	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
45140	11	0	0.0%	1	9.1%	0	0.0%	0	0.0%
31620	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
02800	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
00900	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
04800	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%
10151	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
00800	9	0	0.0%	2	22.2%	0	0.0%	0	0.0%
00720	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
45250	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
43250	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
51600	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
11750	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
04900	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
44160	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
02300	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
03000	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
03910	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
00600	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
14400	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
31400	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
02900	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
16350	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
44450	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
12200	3	0	0.0%	0	0.0%	1	33.3%	0	0.0%
11610	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
00850	3	0	0.0%	2	66.7%	0	0.0%	0	0.0%
51570	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
01910	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
13250	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
42100	2	0	0.0%	0	0.0%	1	50.0%	0	0.0%
10100	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10750	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
20855	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
44140	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
11650	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%



EXHIBIT 2B (Continued)
SALARY PLACEMENT BELOW MINIMUM AND ABOVE MAXIMUM
(GENERAL)

Grade	Employees	# < Min	% < Min	# at Min	% at Min	# at Max	% at Max	# > Max	% > Max
44445	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
43700	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
01610	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%
43200	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
11901	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
15000	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10180	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
14700	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
11800	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10200	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
12150	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
41700	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
14500	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
43100	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
45180	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
47000	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
31800	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10050	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
14550	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
03920	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
62100	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10450	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
12100	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10000	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
12050	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
61350	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
63310	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
14600	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
63510	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10730	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10800	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
61250	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
01074	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
60260	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
62000	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
63150	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
61300	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
61400	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
63100	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
63600	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
61200	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
60050	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
63000	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	223	0	0.0%	16	7.2%	4	1.8%	1	0.4%

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.



Employees with salaries at the grade minimum are typically new hires or are new to their classification following a recent promotion; on the other hand, employees with salaries at the grade maximum are typically highly experienced and proficient in their classification. As **Exhibit 2B** illustrates, at the time of this study, there were no General employees with a salary below their grade minimum and two employees with a salary above their grade maximum.

Exhibit 2C illustrates the placement of employees' salaries relative to pay grade midpoints. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the midpoint,
- the number and percentage of employees with salaries at the midpoint, and
- the number and percentage of employees with salaries above the midpoint of each pay grade.

EXHIBIT 2C
SALARY PLACEMENT ABOVE AND BELOW MIDPOINT
(GENERAL)

Grade	Employees	# < Mid	% < Mid	# at Mid	% at Mid	# > Mid	% > Mid
50550	3	2	66.7%	0	0.0%	1	33.3%
50420	5	2	40.0%	0	0.0%	3	60.0%
50880	12	11	91.7%	0	0.0%	1	8.3%
70630	2	1	50.0%	0	0.0%	1	50.0%
70560	2	2	100.0%	0	0.0%	0	0.0%
50350	1	0	0.0%	0	0.0%	1	100.0%
50400	7	5	71.4%	0	0.0%	2	28.6%
03600	2	0	0.0%	0	0.0%	2	100.0%
01800	4	3	75.0%	0	0.0%	1	25.0%
31300	13	10	76.9%	0	0.0%	3	23.1%
50490	1	1	100.0%	0	0.0%	0	0.0%
43350	1	1	100.0%	0	0.0%	0	0.0%
51540	18	6	33.3%	0	0.0%	12	66.7%
01850	1	0	0.0%	0	0.0%	1	100.0%
00960	2	0	0.0%	0	0.0%	2	100.0%
02360	1	0	0.0%	0	0.0%	1	100.0%
51550	3	1	33.3%	0	0.0%	2	66.7%
00550	1	1	100.0%	0	0.0%	0	0.0%
01510	3	3	100.0%	0	0.0%	0	0.0%
08050	3	2	66.7%	0	0.0%	1	33.3%



EXHIBIT 2C (Continued)
SALARY PLACEMENT ABOVE AND BELOW MIDPOINT
(GENERAL)

Grade	Employees	# < Mid	% < Mid	# at Mid	% at Mid	# > Mid	% > Mid
00930	2	0	0.0%	0	0.0%	2	100.0%
02650	1	0	0.0%	0	0.0%	1	100.0%
02700	3	3	100.0%	0	0.0%	0	0.0%
51620	1	0	0.0%	0	0.0%	1	100.0%
51590	1	0	0.0%	0	0.0%	1	100.0%
02350	1	0	0.0%	0	0.0%	1	100.0%
03800	2	2	100.0%	0	0.0%	0	0.0%
44250	1	0	0.0%	0	0.0%	1	100.0%
02660	1	1	100.0%	0	0.0%	0	0.0%
01900	1	0	0.0%	0	0.0%	1	100.0%
51610	1	0	0.0%	0	0.0%	1	100.0%
41750	1	0	0.0%	0	0.0%	1	100.0%
01560	2	0	0.0%	0	0.0%	2	100.0%
45140	11	6	54.5%	0	0.0%	5	45.5%
31620	2	0	0.0%	0	0.0%	2	100.0%
02800	1	1	100.0%	0	0.0%	0	0.0%
00900	1	0	0.0%	0	0.0%	1	100.0%
04800	1	1	100.0%	0	0.0%	0	0.0%
10151	2	1	50.0%	0	0.0%	1	50.0%
00800	9	7	77.8%	0	0.0%	2	22.2%
00720	1	0	0.0%	0	0.0%	1	100.0%
45250	1	0	0.0%	0	0.0%	1	100.0%
43250	2	2	100.0%	0	0.0%	0	0.0%
51600	3	1	33.3%	0	0.0%	2	66.7%
11750	1	0	0.0%	0	0.0%	1	100.0%
04900	1	1	100.0%	0	0.0%	0	0.0%
44160	2	2	100.0%	0	0.0%	0	0.0%
02300	2	0	0.0%	0	0.0%	2	100.0%
03000	1	0	0.0%	0	0.0%	1	100.0%
03910	1	0	0.0%	0	0.0%	1	100.0%
00600	2	2	100.0%	0	0.0%	0	0.0%
14400	1	0	0.0%	0	0.0%	1	100.0%
31400	1	0	0.0%	0	0.0%	1	100.0%
02900	1	0	0.0%	0	0.0%	1	100.0%
16350	1	1	100.0%	0	0.0%	0	0.0%
44450	2	2	100.0%	0	0.0%	0	0.0%



EXHIBIT 2C (Continued)
SALARY PLACEMENT ABOVE AND BELOW MIDPOINT
(GENERAL)

Grade	Employees	# < Mid	% < Mid	# at Mid	% at Mid	# > Mid	% > Mid
12200	3	2	66.7%	0	0.0%	1	33.3%
11610	1	1	100.0%	0	0.0%	0	0.0%
00850	3	2	66.7%	0	0.0%	1	33.3%
51570	3	1	33.3%	0	0.0%	2	66.7%
01910	1	1	100.0%	0	0.0%	0	0.0%
13250	2	0	0.0%	0	0.0%	2	100.0%
42100	2	1	50.0%	0	0.0%	1	50.0%
10100	2	1	50.0%	0	0.0%	1	50.0%
10750	1	1	100.0%	0	0.0%	0	0.0%
20855	1	0	0.0%	0	0.0%	1	100.0%
44140	1	0	0.0%	0	0.0%	1	100.0%
11650	1	0	0.0%	0	0.0%	1	100.0%
44445	1	0	0.0%	0	0.0%	1	100.0%
43700	1	1	100.0%	0	0.0%	0	0.0%
01610	1	1	100.0%	0	0.0%	0	0.0%
43200	1	0	0.0%	0	0.0%	1	100.0%
11901	1	1	100.0%	0	0.0%	0	0.0%
15000	1	1	100.0%	0	0.0%	0	0.0%
10180	2	0	0.0%	0	0.0%	2	100.0%
14700	1	1	100.0%	0	0.0%	0	0.0%
11800	1	1	100.0%	0	0.0%	0	0.0%
10200	2	0	0.0%	0	0.0%	2	100.0%
12150	1	0	0.0%	0	0.0%	1	100.0%
41700	1	0	0.0%	0	0.0%	1	100.0%
14500	1	0	0.0%	0	0.0%	1	100.0%
43100	1	0	0.0%	0	0.0%	1	100.0%
45180	1	1	100.0%	0	0.0%	0	0.0%
47000	1	0	0.0%	0	0.0%	1	100.0%
31800	1	0	0.0%	0	0.0%	1	100.0%
10050	1	0	0.0%	0	0.0%	1	100.0%
14550	1	1	100.0%	0	0.0%	0	0.0%
03920	1	1	100.0%	0	0.0%	0	0.0%
62100	1	0	0.0%	0	0.0%	1	100.0%
10450	1	0	0.0%	0	0.0%	1	100.0%
12100	2	0	0.0%	0	0.0%	2	100.0%
10000	1	0	0.0%	0	0.0%	1	100.0%



EXHIBIT 2C (Continued)
SALARY PLACEMENT ABOVE AND BELOW MIDPOINT
(GENERAL)

Grade	Employees	# < Mid	% < Mid	# at Mid	% at Mid	# > Mid	% > Mid
12050	1	0	0.0%	0	0.0%	1	100.0%
61350	1	0	0.0%	0	0.0%	1	100.0%
63310	1	0	0.0%	0	0.0%	1	100.0%
14600	1	0	0.0%	0	0.0%	1	100.0%
63510	1	0	0.0%	0	0.0%	1	100.0%
10730	3	1	33.3%	0	0.0%	2	66.7%
10800	2	1	50.0%	0	0.0%	1	50.0%
61250	1	1	100.0%	0	0.0%	0	0.0%
01074	1	0	0.0%	0	0.0%	1	100.0%
60260	1	1	100.0%	0	0.0%	0	0.0%
62000	1	0	0.0%	0	0.0%	1	100.0%
63150	1	0	0.0%	0	0.0%	1	100.0%
61300	1	0	0.0%	0	0.0%	1	100.0%
61400	1	0	0.0%	0	0.0%	1	100.0%
63100	1	0	0.0%	0	0.0%	1	100.0%
63600	1	0	0.0%	0	0.0%	1	100.0%
61200	1	0	0.0%	0	0.0%	1	100.0%
60050	1	0	0.0%	0	0.0%	1	100.0%
63000	1	0	0.0%	0	0.0%	1	100.0%
Total	223	107	48.0%	0	0.0%	116	52.0%

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.

Employees with salaries close to the midpoint of a pay range should be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, grade midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint. With midpoint being defined as within a dollar amount above or below the calculated midpoint (at Mid) there were 107 General employees (48.0 percent) that had salaries below the midpoint of their respective range (< Mid), no employees had salaries at the midpoint, while 116 employees (52.0 percent) had salaries above the midpoint (> Mid).

Examining employee salary placement by grade quartile provided insight into whether clustering of employees' salaries existed within each pay grade. For this analysis, employees' salaries were slotted within one of four equal distributions. The first quartile (0-25) represents the lowest 25 percent of the pay range. The second quartile (26-50) represents the segment of the pay range above the first quartile up to the pay range's midpoint. The third quartile (51-75) represents the part of the pay range above the midpoint up to the 75th percentile of the



pay range. The fourth quartile (76-100) is the highest 25 percent of the pay range. This analytical method provided an opportunity to assess how employees' salaries are disbursed throughout each grade (pay range).

Exhibit 2D provides a breakdown of placement of employees' salaries relative to salary quartile and provides the following:

- the pay grades,
- the number of employees per pay grade, and
- the location (by quartile) of the employees' salaries within each grade.

**EXHIBIT 2D
SALARY QUARTILE ANALYSIS
(GENERAL)**

GRADE	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
50550	3	2	0	1	0
50420	5	1	1	3	0
50880	12	10	1	1	0
70630	2	0	1	1	0
70560	2	1	1	0	0
50350	1	0	0	0	1
50400	7	5	0	1	1
03600	2	0	0	2	0
01800	4	3	0	0	1
31300	13	10	0	0	3
50490	1	1	0	0	0
43350	1	1	0	0	0
51540	18	5	1	1	11
01850	1	0	0	0	1
00960	2	0	0	0	2
02360	1	0	0	0	1
51550	3	1	0	0	2
00550	1	1	0	0	0
01510	3	3	0	0	0
08050	3	2	0	0	1
00930	2	0	0	0	2
02650	1	0	0	0	1
02700	3	1	2	0	0
51620	1	0	0	0	1
51590	1	0	0	0	1
02350	1	0	0	0	1
03800	2	2	0	0	0
44250	1	0	0	0	1
02660	1	1	0	0	0
01900	1	0	0	0	1



EXHIBIT 2D (Continued)
SALARY QUARTILE ANALYSIS
(GENERAL)

GRADE	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
51610	1	0	0	0	1
41750	1	0	0	1	0
01560	2	0	0	0	2
45140	11	5	1	0	5
31620	2	0	0	0	2
02800	1	1	0	0	0
00900	1	0	0	0	1
04800	1	1	0	0	0
10151	2	1	0	1	0
00800	9	4	3	1	1
00720	1	0	0	0	1
45250	1	0	0	0	1
43250	2	2	0	0	0
51600	3	1	0	0	2
11750	1	0	0	0	1
04900	1	1	0	0	0
44160	2	1	1	0	0
02300	2	0	0	0	2
03000	1	0	0	0	1
03910	1	0	0	0	1
00600	2	1	1	0	0
14400	1	0	0	0	1
31400	1	0	0	0	1
02900	1	0	0	0	1
16350	1	0	1	0	0
44450	2	2	0	0	0
12200	3	2	0	0	1
11610	1	0	1	0	0
00850	3	2	0	1	0
51570	3	0	1	1	1
01910	1	1	0	0	0
13250	2	0	0	0	2
42100	2	1	0	0	1
10100	2	1	0	0	1
10750	1	1	0	0	0
20855	1	0	0	0	1
44140	1	0	0	0	1
11650	1	0	0	0	1
44445	1	0	0	0	1
43700	1	1	0	0	0



EXHIBIT 2D (Continued)
SALARY QUARTILE ANALYSIS
(GENERAL)

GRADE	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
01610	1	1	0	0	0
43200	1	0	0	0	1
11901	1	1	0	0	0
15000	1	1	0	0	0
10180	2	0	0	2	0
14700	1	1	0	0	0
11800	1	0	1	0	0
10200	2	0	0	0	2
12150	1	0	0	0	1
41700	1	0	0	0	1
14500	1	0	0	0	1
43100	1	0	0	0	1
45180	1	0	1	0	0
47000	1	0	0	0	1
31800	1	0	0	0	1
10050	1	0	0	0	1
14550	1	0	1	0	0
03920	1	0	1	0	0
62100	1	0	0	0	1
10450	1	0	0	0	1
12100	2	0	0	2	0
10000	1	0	0	0	1
12050	1	0	0	0	1
61350	1	0	0	0	1
63310	1	0	0	1	0
14600	1	0	0	1	0
63510	1	0	0	1	0
10730	3	0	1	0	2
10800	2	0	1	0	1
61250	1	0	1	0	0
01074	1	0	0	1	0
60260	1	1	0	0	0
62000	1	0	0	0	1
63150	1	0	0	0	1
61300	1	0	0	0	1
61400	1	0	0	1	0



EXHIBIT 2D (Continued)
SALARY QUARTILE ANALYSIS
(GENERAL)

GRADE	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
63100	1	0	0	0	1
63600	1	0	0	1	0
61200	1	0	0	0	1
60050	1	0	0	0	1
63000	1	0	0	0	1
Overall Total	223	84	23	25	91
Percentage		37.7%	10.3%	11.2%	40.8%

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.

The Town's General employees' salaries were clustered in the first and fourth quartiles of their pay ranges. In order of employee concentration, 91 employees (40.8 percent) had salaries in the fourth quartile of their respective pay ranges. The next largest cluster of employees' salaries was found in the first quartile with 84 employees (37.7 percent). Additionally, 25 employees (10.3 percent) had salaries in the third quartile of their respective pay ranges, while 23 (10.3 percent) earned in the second quartile of their respective pay ranges.

2.2 POLICE EMPLOYEES

Exhibit 2E illustrates the plan for Police employees in sworn classifications. The plan had an open-range design with an established minimum, midpoint, and maximum salaries and consisted of seven total grades for 64 employees. The pay grades were organized by range minimum starting with the lowest. Pay grades varied in range spread (the percentage difference between the minimum and maximum of the pay grades relative to the grade's minimum) from 33 percent to 75%. There was one classification included in the study, Police Trainee, that had a fixed annual salary amount rather than a salary range which consisted of three employees.

EXHIBIT 2E
EMPLOYEE PAY PLAN
(POLICE)

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
20070	\$ 36,951	\$ 36,951	\$ 36,951	0%	3
20101	\$ 53,843	\$ 74,059	\$ 94,274	75%	44
20201	\$ 83,140	\$ 96,848	\$ 110,555	33%	10
20210	\$ 84,434	\$ 104,401	\$ 124,369	47%	1
60150	\$ 86,247	\$ 112,552	\$ 138,858	61%	5
60120	\$ 97,703	\$ 125,961	\$ 154,219	58%	1
60102	\$ 123,274	\$ 157,695	\$ 192,115	56%	0

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.



Exhibit 2F illustrates the placement of employees' salaries relative to pay grade minimums and maximums. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the minimum,
- the number and percentage of employees with salaries at the minimum,
- the number and percentage of employees with salaries at the maximum, and
- the number and percentage of employees with salaries above the maximum.

EXHIBIT 2F
SALARY PLACEMENT BELOW MINIMUM AND ABOVE MAXIMUM
(POLICE)

Grade	Employees	# < Min	% < Min	# at Min	% at Min	# at Max	% at Max	# > Max	% > Max
20070	3	0	0.0%	3	100.0%	3	100.0%	0	0.0%
20101	44	0	0.0%	8	18.2%	0	0.0%	0	0.0%
20201	10	0	0.0%	1	10.0%	0	0.0%	0	0.0%
20210	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
60150	5	0	0.0%	0	0.0%	1	20.0%	0	0.0%
60120	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
60102	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	64	0	0.0%	12	18.8%	4	6.3%	0	0.0%

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.

Employees with salaries at the grade minimum are typically new hires or are new to their classification following a recent promotion; on the other hand, employees with salaries at the grade maximum are typically highly experienced and proficient in their classification. As **Exhibit 2F** illustrates, at the time of this study, there were no Police employees with a salary below their grade minimum and no employees with a salary above their grade maximum.

Exhibit 2G illustrates the placement of employees' salaries relative to pay grade midpoints. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the midpoint,
- the number and percentage of employees with salaries at the midpoint, and
- the number and percentage of employees with salaries above the midpoint of each pay grade.



EXHIBIT 2G
SALARY PLACEMENT ABOVE AND BELOW MIDPOINT
(POLICE)

Grade	Employees	# < Mid	% < Mid	# at Mid	% at Mid	# > Mid	% > Mid
20070	3	0	0.0%	3	100.0%	0	0.0%
20101	44	37	84.1%	0	0.0%	7	15.9%
20201	10	6	60.0%	0	0.0%	4	40.0%
20210	1	0	0.0%	0	0.0%	1	100.0%
60150	5	0	0.0%	0	0.0%	5	100.0%
60120	1	1	100.0%	0	0.0%	0	0.0%
60102	0	0	0.0%	0	0.0%	0	0.0%
Total	64	44	68.8%	3	4.7%	17	26.6%

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.

With midpoint being defined as within a dollar amount above or below the calculated midpoint (at Mid) there were 44 Police employees (68.8 percent) that had salaries below the midpoint of their respective range (< Mid), three employees (4.7 percent) had salaries at the midpoint, while 17 employees (26.6 percent) had salaries above the midpoint (> Mid).

Exhibit 2H provides a breakdown of placement of employees' salaries relative to salary quartile and provides the following:

- the pay grades,
- the number of employees per pay grade, and
- the location (by quartile) of the employees' salaries within each grade.

EXHIBIT 2H
SALARY QUARTILE ANALYSIS
(POLICE)

GRADE	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
20070	3	3	0	0	0
20101	44	34	3	0	7
20201	10	2	4	0	4
20210	1	0	0	0	1
60150	5	0	0	0	5
60120	1	0	1	0	0
60102	0	0	0	0	0
Overall Total	64	39	8	0	17
Percentage		60.9%	12.5%	0.0%	26.6%

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.



The Town's Police employees' salaries were clustered in the first quartile of their pay ranges. In order of employee concentration, 39 employees (60.9 percent) had salaries in the first quartile of their respective pay ranges. The next largest cluster of employees' salaries was found in the fourth quartile with 17 employees (26.6 percent). Additionally, 8 employees (12.5 percent) had salaries in the second quartile of their respective pay ranges, and there were no employees earning in the third quartile of their respective pay ranges.

2.3 FIRE EMPLOYEES

Exhibit 2I illustrates the plan for the Town's employees in certified Fire classifications. The plan had an open-range design with established minimum, midpoint, and maximum salaries. The pay plan consisted of nine total grades for 69 employees. The pay grades are organized by range minimum starting with the lowest. Pay grades varied in range spread (the percentage difference between the minimum and maximum of the pay grades relative to the grade's minimum) from 51 percent to 61%.

**EXHIBIT 2I
EMPLOYEE PAY PLAN
(FIRE)**

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
20400	\$ 54,689	\$ 68,631	\$ 82,573	51%	11
20450	\$ 57,841	\$ 72,586	\$ 87,331	51%	1
20500	\$ 61,475	\$ 77,147	\$ 92,819	51%	18
20470	\$ 66,049	\$ 82,887	\$ 99,725	51%	11
20730	\$ 74,289	\$ 94,926	\$115,562	56%	21
60250	\$ 84,285	\$109,993	\$135,701	61%	3
60230	\$ 84,286	\$109,993	\$135,701	61%	2
60210	\$ 96,871	\$126,417	\$155,964	61%	1
60200	\$115,538	\$150,689	\$180,050	56%	1

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.

Exhibit 2J illustrates the placement of employees' salaries relative to pay grade minimums and maximums. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the minimum,
- the number and percentage of employees with salaries at the minimum,
- the number and percentage of employees with salaries at the maximum, and
- the number and percentage of employees with salaries above the maximum.



EXHIBIT 2J
SALARY PLACEMENT BELOW MINIMUM AND ABOVE MAXIMUM
(FIRE)

Grade	Employees	# < Min	% < Min	# at Min	% at Min	# at Max	% at Max	# > Max	% > Max
20400	11	0	0.0%	6	54.5%	0	0.0%	0	0.0%
20450	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
20500	18	0	0.0%	2	11.1%	0	0.0%	0	0.0%
20470	11	0	0.0%	0	0.0%	1	9.1%	0	0.0%
20730	21	0	0.0%	0	0.0%	0	0.0%	0	0.0%
60250	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
60230	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
60210	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
60200	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	69	0	0.0%	8	11.6%	1	1.4%	0	0.0%

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.

Employees with salaries at the grade minimum are typically new hires or are new to their classification following a recent promotion; on the other hand, employees with salaries at the grade maximum are typically highly experienced and proficient in their classification. As **Exhibit 2J** illustrates, at the time of this study, there were no Fire employees with a salary below their grade minimum and no employees with a salary above their grade maximum.

Exhibit 2K illustrates the placement of employees' salaries relative to pay grade midpoints. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the midpoint,
- the number and percentage of employees with salaries at the midpoint, and
- the number and percentage of employees with salaries above the midpoint of each pay grade.

EXHIBIT 2K
SALARY PLACEMENT ABOVE AND BELOW MIDPOINT
(FIRE)

Grade	Employees	# < Mid	% < Mid	# at Mid	% at Mid	# > Mid	% > Mid
20400	11	11	100.0%	0	0.0%	0	0.0%
20450	1	1	100.0%	0	0.0%	0	0.0%
20500	18	16	88.9%	0	0.0%	2	11.1%
20470	11	6	54.5%	0	0.0%	5	45.5%
20730	21	14	66.7%	0	0.0%	7	33.3%
60250	3	0	0.0%	0	0.0%	3	100.0%
60230	2	0	0.0%	0	0.0%	2	100.0%
60210	1	0	0.0%	0	0.0%	1	100.0%
60200	1	0	0.0%	0	0.0%	1	100.0%
Total	69	48	69.6%	0	0.0%	21	30.4%

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.



With midpoint being defined as within a dollar amount above or below the calculated midpoint (at Mid) there were 48 Fire employees (69.6 percent) that had salaries below the midpoint of their respective range (< Mid), no employees had salaries at the midpoint, while 21 employees (30.4 percent) had salaries above the midpoint (> Mid).

Exhibit 2L provides a breakdown of placement of employees' salaries relative to salary quartile and provides the following:

- the pay grades,
- the number of employees per pay grade, and
- the location (by quartile) of the employees' salaries within each grade.

**EXHIBIT 2L
SALARY QUARTILE ANALYSIS
(FIRE)**

GRADE	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
20400	11	11	0	0	0
20450	1	0	1	0	0
20500	18	14	2	1	1
20470	11	6	0	1	4
20730	21	9	5	0	7
60250	3	0	0	2	1
60230	2	0	0	0	2
60210	1	0	0	0	1
60200	1	0	0	0	1
Overall Total	69	40	8	4	17
Percentage		58.0%	11.6%	5.8%	24.6%

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.

The Town's Fire employees' salaries were clustered in the first quartile of their pay ranges. In order of employee concentration, 40 employees (58.0 percent) had salaries in the first quartile of their respective pay ranges. The next largest cluster of employees' salaries was found in the fourth quartile with 17 employees (24.6 percent). Additionally, eight employees (11.6 percent) had salaries in the second quartile of their respective pay ranges, while four (5.8 percent) earned in the third quartile of their respective pay ranges.

2.4 EMPLOYEES BY DEPARTMENT AND RETIREMENT GROUP

At the time the study commenced, the Town employed 356 individuals across eight departments. **Exhibit 2M** depicts the number of employees and the number of classifications in each department and is intended only to provide basic information regarding how employees are distributed among departments. Also provided is the percentage breakdown of employees by department.



EXHIBIT 2M
EMPLOYEES BY DEPARTMENT

Department	Employees	Classes	% of Total
Finance Department	15	11	4.2%
Fire Rescue Department	88	17	24.7%
Human Resources Department	7	6	2.0%
Planning, Zoning & Building Department	19	15	5.3%
Police Department	97	23	27.2%
Public Works Department	76	31	21.3%
Recreation Department	39	18	11.0%
Town Managers Office	15	12	4.2%
Total	356	133	100.0%

Source: Created by Evergreen Solutions from data provided by the Town as of November 2018.

As the exhibit illustrates, the largest department in the Town is the Police Department, with 97 employees representing 27.2 percent of the Town's workforce. It should be noted that 27 out of 39 Recreation Department employees (69.2 percent) are part-time, as well as nine in the Fire Rescue Department (10.2 percent), and two in the Police Department (2.1 percent).

Exhibit 2M above depicts all employees within the Fire Rescue Department and Police Department (which include General employees). **Exhibit 2N** below depicts the number of employees in each retirement group (General, Police, and Fire) and clarifies that only 6 of the 23 classifications in the Police Department are sworn classifications while 10 of the 17 classifications in the Fire Department are certified classifications.

EXHIBIT 2N
EMPLOYEES BY RETIREMENT GROUP

Retirement Group	Employees	Classes	% of Total
General	223	117	62.6%
Police	64	6	18.0%
Fire	69	10	19.4%
Total	356	133	100.0%



2.5 SUMMARY

Overall, the Town's compensation structure offered a firm foundation on which to improve. The key points of the current structure were:

- The Town administered an open-range pay plan for 356 total employees between General, Police, and Fire classifications with 126 total pay grades. Most pay grades had range spreads of 61 percent while differences were seen with Police and Fire grades.
- The majority of the Town's employees' salaries were clustered in the first and fourth quartiles (80.9 percent).

The Town's pay plan provided employees with a clear pay structure and it appears that employees' salaries have progressed over time. The information gained from this review of current conditions was used in conjunction with the market analysis data to develop recommendations that would best align with the Town's compensation philosophy moving forward. These recommendations can be found in **Chapter 4** of this report.



Chapter 3 – Salary Survey Results Summary

This chapter provides a market analysis in which the Town's salary ranges and salary practices were compared to those at peer organizations. The data from targeted market peers were used to evaluate the overall compensation at the Town at the time of this study. It is important to note that the market comparisons contained herein do not translate well at the individual employee level and are instead used to provide an overall analysis. Therefore, this is not intended to evaluate salaries paid to individuals as this compensation is determined through a combination of factors which could typically include: the demand for a job, a candidate's prior experience, or an individual's negotiation skills during the hiring process.

Furthermore, it should be noted that market comparisons are best thought of as a snapshot of current market conditions. In other words, market conditions change and, in some cases, change quickly; so, while market surveys are useful for making updates to salary structures or benefits provided to employees, they must be done at regular intervals if the Town wishes to remain current with its market peers and market salary trends.

3.1 PUBLIC SECTOR SALARY SURVEY RESULTS

Evergreen collected pay range information from target public sector organizations utilizing a salary survey tool. This included selecting benchmark classifications to be surveyed. The desired outcome of benchmarking was to select a cross-section of the Town's classifications so that those surveyed made up a subset of all work areas and job levels. The job title, a description of assigned duties, and the education and experience requirements for each benchmark classification were provided in the survey tool so that peers could determine if the position existed within their organization.

Evergreen received concurrence from the Town regarding the target peers to which the survey was provided. Several factors were utilized when developing the peer list, including geographic proximity to the Town, organization size, and the relative population being served by the organization. All collected data were adjusted for cost of living using a national cost of living index factor which allowed salary dollars from organizations outside of the immediate recruiting area to be adjusted for the cost of living relative to the Town. **Exhibit 3A** provides the list of market peers from which data were collected from 26 peers for 69 benchmark classifications.



EXHIBIT 3A MARKET PEERS

Market Peers
Broward County, FL Sheriff's Office
City of Coconut Creek, FL
City of Coral Springs, FL
Town of Davie, FL
City of Ft. Lauderdale, FL
City of Hollywood, FL Police Dept
City of Plantation, FL
City of Pompano Beach, FL
City of Sunrise, FL
*City of Coral Gables, FL
City of Miami Beach, FL
Miami-Dade Couty, FL Fire Rescue
City of Boca Raton, FL
City of Boynton Beach, FL
City of Delray Beach, FL
City of Greenacres, FL
Town of Jupiter, FL
*City of Lake Worth, FL
Village of North Palm Beach, FL
City of Palm Beach Gardens, FL
Village of Royal Palm Beach, FL
Village of Tequesta, FL
Village of Wellington, FL
City of West Palm Beach, FL
Palm Beach County, FL
Palm Beach County, FL Fire Rescue
Palm Beach County, FL Sheriff's Office
Solid Waste Authority

* indicates data was not collected from peer

As an outcome of this study, the Town expressed a desire, consistent with current practice, to have a salary structure competitive with the 75th percentile of the market. To determine the position of the existing structure, Evergreen compared the Town's salary ranges for the benchmark classifications to this position. The Police Trainee classification was included in the exhibits but omitted from the analysis following the exhibits since most peer



organizations did not have/utilize a range for this classification. Exhibits 3B, 3C, and 3D provide a summary of the comparisons for General, Police, and Fire classifications and contain the following:

- The market salary range information for each classification. This indicates the 75th percentile of the minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The percent differentials (to the Town's existing salary ranges). A positive differential indicates the Town was above the market 75th percentile for that classification at the minimum, midpoint, or maximum. A negative differential indicates the Town was below the desired market position for that classification. The final row provides the average percent differentials for the minimum, midpoint, and maximum for all surveyed classifications.
- The survey average range width (spread). This provides the average range width for each classification surveyed determined by the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range width for each classification is provided in the second to last column, and the average range width for all of the classifications collectively is provided in the final row. The number of responses collected for each classification is provided in the final column and the average number of responses for all the classifications is provided in the final row.

EXHIBIT 3B SALARY SURVEY SUMMARY – GENERAL CLASSIFICATIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	75th %-ile	% Diff	75th %-ile	% Diff	75th %-ile	% Diff		
ACCOUNTANT	\$55,889.87	-31.6%	\$70,695.31	-28.5%	\$86,108.77	-27.3%	54.1%	20
ACCOUNTING TECHNICIAN	\$41,060.66	-12.5%	\$51,700.46	-8.9%	\$63,615.76	-8.7%	54.9%	19
ACTIVITY LEADER	\$26,603.20	-24.0%	\$36,264.30	-28.3%	\$47,368.00	-33.8%	78.1%	13
ADMINISTRATIVE ASSISTANT	\$43,479.90	-5.0%	\$55,431.18	-2.7%	\$66,559.14	0.0%	53.1%	23
BUILDING MAINTENANCE WORKER	\$35,737.30	19.6%	\$45,874.40	21.3%	\$56,481.16	21.5%	58.0%	17
BUYER	\$51,199.67	-13.8%	\$65,289.76	-11.5%	\$79,379.85	-10.0%	55.0%	13
CHIEF BUILDING INSPECTOR	\$72,466.80	-16.3%	\$93,018.87	-14.6%	\$111,733.90	-12.0%	54.2%	15
CHIEF ELECTRICAL INSPECTOR	\$74,619.70	-24.0%	\$94,038.00	-20.5%	\$113,031.84	-18.0%	51.5%	12
CHIEF PLUMBING INSPECTOR	\$73,193.57	-22.1%	\$94,534.79	-21.1%	\$115,876.00	-20.4%	58.3%	10
CODE COMPLIANCE OFFICER I	\$44,093.35	-4.8%	\$56,767.62	-3.5%	\$69,031.15	-2.0%	56.6%	16
COMBINATION BUILDING INSPECTOR	\$60,515.50	-16.3%	\$76,930.88	-13.7%	\$93,302.36	-12.0%	54.2%	14
COMBINATION PLAN REVIEWER	\$65,730.15	-13.1%	\$84,656.42	-11.7%	\$102,837.77	-10.2%	56.5%	15
CRANE OPERATOR	\$41,142.57	5.6%	\$54,020.70	5.0%	\$66,898.83	4.6%	62.6%	6
CRIME INTELLIGENCE ANALYST	\$51,907.37	-17.3%	\$66,192.86	-15.0%	\$80,478.35	-13.5%	55.0%	12
CRIME SCENE EVIDENCE TECH II	\$48,063.17	1.1%	\$62,242.50	1.9%	\$74,724.00	4.6%	55.5%	13
DEPUTY TOWN MANAGER	\$142,159.55	-28.2%	\$184,807.04	-26.8%	\$228,352.09	-26.4%	60.6%	15
DEVELOPMENT PERMIT COORDINATOR	\$38,250.00	-2.7%	\$50,725.50	-4.3%	\$62,444.00	-4.1%	63.3%	13
DIRECTOR OF FINANCE	\$120,536.00	-16.8%	\$165,000.00	-20.5%	\$208,403.02	-22.2%	72.9%	21
DIRECTOR OF HUMAN RESOURCES	\$114,099.04	-25.3%	\$151,662.50	-26.1%	\$182,345.19	-23.0%	59.8%	21
DIRECTOR OF PLANNING ZONING & BUILDING	\$117,132.05	-15.0%	\$144,979.63	-8.7%	\$176,757.08	-6.9%	50.9%	20
DIRECTOR OF PUBLIC WORKS	\$115,068.35	-6.7%	\$145,487.06	-2.4%	\$180,274.00	-2.2%	56.7%	19
DIVISION MANAGER, FACILITIES MAINTENANCE	\$74,424.64	-0.3%	\$97,149.82	-0.3%	\$120,129.36	-0.6%	61.4%	11
DIVISION MANAGER, SERVICES	\$79,983.45	-12.5%	\$108,882.68	-16.7%	\$134,533.50	-16.8%	68.2%	8
DIVISION MANAGER, WATER RESOURCES	\$84,249.00	-10.1%	\$107,206.50	-7.6%	\$134,056.00	-8.9%	59.1%	5



EXHIBIT 3B (CONTINUED)

SALARY SURVEY SUMMARY – GENERAL CLASSIFICATIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	75th %-ile	% Diff	75th %-ile	% Diff	75th %-ile	% Diff		
EQUIPMENT OPERATOR I	\$41,162.78	-18.0%	\$51,451.13	-13.7%	\$61,124.91	-9.9%	48.5%	10
FIRE MARSHAL	\$91,350.68	-11.8%	\$117,137.89	-10.1%	\$144,169.71	-9.8%	57.8%	9
GIS COORDINATOR	\$64,330.63	-9.3%	\$80,362.75	-4.9%	\$97,590.56	-3.3%	51.7%	18
GOLF COURSE ASSOCIATE	\$25,910.56	-21.4%	\$31,641.50	-14.8%	\$39,859.00	-16.9%	53.8%	5
GOLF COURSE SUPERINTENDENT	\$63,255.72	-6.3%	\$80,240.60	-3.4%	\$99,004.49	-3.4%	56.5%	3
GOLF MANAGER	\$77,104.52	-22.5%	\$97,760.29	-19.6%	\$120,930.44	-19.9%	56.8%	6
HUMAN RESOURCES ANALYST	\$57,231.75	-12.4%	\$72,433.13	-9.3%	\$87,268.57	-7.0%	52.5%	20
INDUSTRIAL ELECTRICIAN	\$51,339.29	-7.0%	\$63,051.57	-1.0%	\$78,005.21	-1.2%	51.9%	16
INFORMATION TECHNOLOGY MANAGER	\$111,408.65	-23.0%	\$148,233.58	-24.9%	\$176,836.30	-21.6%	58.7%	18
INFORMATION TECHNOLOGY SPECIALIST	\$55,630.00	-14.6%	\$69,955.50	-10.9%	\$84,281.00	-8.5%	51.5%	17
LABORER	\$33,157.30	-5.6%	\$41,397.69	-1.2%	\$49,697.17	1.5%	49.9%	12
LIFEGUARD	\$35,071.18	-6.1%	\$46,546.46	-7.8%	\$58,077.90	-8.9%	65.6%	15
MANAGER, FLEET	\$72,185.81	-17.4%	\$90,638.83	-13.6%	\$107,573.85	-9.7%	49.0%	16
MANAGER, PURCHASING	\$94,046.88	-24.7%	\$116,279.03	-19.4%	\$141,346.71	-17.9%	50.3%	14
MECHANIC, FLEET	\$46,178.65	-4.0%	\$59,064.59	-2.0%	\$71,260.83	0.2%	54.3%	15
PARKING ENFORCEMENT OFFICER	\$41,101.65	-22.5%	\$53,044.90	-21.4%	\$63,996.77	-19.2%	55.7%	7
PLANNER	\$54,030.48	-31.4%	\$69,955.50	-30.7%	\$84,281.00	-28.3%	56.0%	17
PLANNING ADMINISTRATOR	\$77,947.00	-28.3%	\$94,525.72	-21.1%	\$110,900.00	-16.1%	42.3%	9
PROJECT MANAGER	\$80,148.69	-5.8%	\$101,020.05	-2.4%	\$126,699.81	-4.0%	58.1%	15
RECREATION SUPERVISOR	\$55,126.80	-28.6%	\$69,936.10	-25.8%	\$86,603.85	-26.2%	57.1%	16
SUPERVISOR, UTILITIES MAINTENANCE	\$64,237.81	-6.3%	\$79,851.46	-1.4%	\$98,284.87	-1.2%	53.0%	14
SYSTEMS ADMINISTRATOR	\$73,908.32	-9.9%	\$94,444.86	-7.8%	\$111,152.08	-3.1%	50.4%	15
TELECOMMUNICATOR	\$46,648.25	-9.6%	\$59,300.82	-7.0%	\$72,084.95	-5.5%	54.5%	12
TELECOMMUNICATOR SUPERVISOR	\$55,000.00	-9.4%	\$70,356.00	-7.4%	\$89,544.00	-10.5%	62.8%	13
TOWN ENGINEER	\$102,943.46	-17.4%	\$134,370.68	-17.5%	\$167,165.68	-18.3%	62.4%	14
TRANSFER STATION OPERATOR	\$44,100.72	-9.1%	\$58,741.45	-11.2%	\$73,560.42	-12.6%	66.8%	4
WATER RESOURCES TECHNICIAN I	\$46,011.77	-11.5%	\$59,832.68	-11.1%	\$73,653.60	-10.9%	60.1%	7
ZONING ADMINISTRATOR	\$82,076.71	-21.1%	\$100,235.95	-14.5%	\$118,395.19	-10.2%	44.2%	8
Overall Average		-13.6%		-11.6%		-10.6%	56.6%	13.4

As Exhibit 3B illustrates, for the General benchmarked classifications, the Town was, on average, 13.6 percent below its market position at the minimum, 11.6 percent below its desired market position at the midpoint, and 10.6 percent below its desired market position at the maximum of the respective salary ranges.

EXHIBIT 3C

SALARY SURVEY SUMMARY – POLICE CLASSIFICATIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	75th %-ile	% Diff	75th %-ile	% Diff	75th %-ile	% Diff		
POLICE CAPTAIN	\$107,750.57	-22.2%	\$130,132.00	-14.5%	\$157,234.02	-12.4%	45.9%	13
POLICE CHIEF	\$122,521.57	-17.2%	\$158,064.50	-16.1%	\$196,466.11	-16.8%	60.4%	14
POLICE LIEUTENANT PROF STANDARDS	\$101,751.46	-18.6%	\$116,888.82	-11.3%	\$134,502.49	-7.8%	32.2%	10
POLICE MAJOR	\$113,205.63	-14.7%	\$157,001.97	-21.9%	\$177,047.82	-13.8%	56.4%	10
POLICE OFFICER	\$62,481.32	-14.9%	\$78,337.93	-5.6%	\$93,419.53	0.9%	49.5%	14
POLICE SERGEANT	\$86,357.81	-3.8%	\$98,514.79	-1.7%	\$111,410.25	-0.8%	29.0%	14
POLICE TRAINEE	\$43,819.50	-17.0%	\$53,252.98	-36.1%	\$60,029.42	-47.6%	37.0%	7
Overall Average		-15.5%		-11.9%		-8.4%	45.6%	11.7



As **Exhibit 3C** illustrates, for the benchmarked classifications, the Town was, on average, 15.5 percent below its desired market position at the minimum, 11.9 percent below its desired market position at the midpoint, and 8.4 percent below its desired market position at the maximum of the respective salary ranges.

EXHIBIT 3D SALARY SURVEY SUMMARY – FIRE CLASSIFICATIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	75th %-ile	% Diff	75th %-ile	% Diff	75th %-ile	% Diff		
ASSISTANT FIRE-RESCUE CHIEF	\$110,210.41	-12.9%	\$138,034.39	-8.8%	\$168,196.64	-7.5%	52.6%	14
BATTALION CHIEF	\$91,287.98	-8.0%	\$109,400.88	0.5%	\$127,160.28	6.5%	39.3%	11
DIVISION CHIEF - EMS COORDINATOR	\$102,148.80	-19.2%	\$127,202.25	-14.5%	\$138,766.09	-2.2%	35.8%	10
DIVISION CHIEF - TRNG & SAFETY	\$99,787.20	-16.8%	\$122,963.52	-11.1%	\$136,766.11	-0.8%	37.1%	10
FIREFIGHTER DRIVER/ENGINEER EMT	\$62,369.52	-7.5%	\$73,710.82	-1.5%	\$85,648.00	1.9%	37.3%	5
FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	\$64,362.69	2.6%	\$77,802.10	6.3%	\$89,486.73	10.8%	39.0%	7
FIREFIGHTER EMT	\$53,384.51	2.4%	\$64,933.30	5.5%	\$79,534.57	3.7%	49.0%	8
FIREFIGHTER PARAMEDIC	\$55,978.64	9.4%	\$69,813.31	10.0%	\$85,411.03	8.3%	52.6%	10
FIRE-RESCUE CHIEF	\$122,010.13	-5.4%	\$149,496.67	0.8%	\$181,417.90	-0.8%	48.7%	12
LIEUTENANT PARAMEDIC	\$73,420.39	1.2%	\$84,573.64	11.5%	\$98,914.96	15.5%	34.7%	12
Overall Average		-5.4%		-0.1%		3.6%	42.6%	9.9

As **Exhibit 3D** illustrates, for Fire classifications, the Town was, on average, 5.4 percent below its desired market position at the minimum, 0.1 percent below its desired market position at the midpoint, and 3.6 percent above market at the maximum of the respective salary ranges.

All Classifications

A starting point of the analysis was to compare the peer's market 75th percentile minimum for each classification to the Town's range minimums. Market minimums are generally considered as an entry level salary for employees who meet the minimum qualifications of a classification. Those employees with salaries at or near the range minimums typically are unlikely to have mastered the job and probably have not acquired the skills and experience necessary to be fully proficient in their classification. **Of the 69 classifications surveyed with differentials, 62 classifications (89.9 percent) had differentials below the market 75th percentile at the minimum.**

Market midpoints are important to consider because they are commonly recognized as the salary point at which employees are fully proficient in satisfactorily performing their work. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect his or her salary to be placed. **Of the 69 classifications surveyed with differentials, 60 classifications (87.0 percent) had differentials below the market 75th percentile at the midpoint.**

Furthermore, the market 75th percentile of the peer salary range maximums was compared to the Town's range maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing employees. Additionally, being



competitive at the maximum allows organizations to attract highly qualified individuals for in-demand classifications. Of the 69 classifications surveyed with differentials, 56 classifications (81.2 percent) were below the market 75th percentile at the maximum.

Hourly Comparison

In addition to analyzing salary structures competitive with the 75th percentile of the market, Evergreen compared the Town's hourly range data for Police and Fire benchmark classifications. A scheduled hours comparison was also made between the Town and its identified market. **Sworn Police employees at the Town work a schedule similar to most peers while certified Fire employees at the Town work a schedule different than most peers.**

Exhibit 3E provides a summary of the comparisons for Police classifications and contains the following:

- The market hourly range information for each classification. This indicates the market minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The percent differentials (to the Town's existing hourly ranges). A positive differential indicates the Town was above the market 75th percentile for that classification at the minimum, midpoint, or maximum. A negative differential indicates the Town was below the desired market position for that classification.

Exhibit 3F provides the scheduled amounts of hours worked at respondent peers for benchmarked classifications and their frequency. These schedules include a 2,080 annual-hour schedule and a 2,184 annual-hour schedule.

EXHIBIT 3E HOURLY SURVEY SUMMARY – POLICE CLASSIFICATIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum	
	75th %-ile	% Diff	75th %-ile	% Diff	75th %-ile	% Diff
POLICE CAPTAIN	\$ 51.8035	-16.9%	\$ 62.5639	-12.8%	\$ 75.5938	-5.5%
POLICE CHIEF	\$ 58.9048	-19.9%	\$ 75.9928	-15.2%	\$ 94.4551	-12.9%
POLICE LIEUTENANT PROF STANDARDS	\$ 48.6487	-14.1%	\$ 55.8861	-3.4%	\$ 64.3074	-3.6%
POLICE MAJOR	\$ 54.4258	-6.9%	\$ 75.4817	-12.2%	\$ 85.1191	-6.5%
POLICE OFFICER	\$ 29.8098	-11.8%	\$ 37.3750	0.7%	\$ 44.5704	5.5%
POLICE SERGEANT	\$ 41.2011	-3.8%	\$ 47.0012	3.4%	\$ 53.1536	1.4%
POLICE TRAINEE	\$ 21.0671	-24.3%	\$ 25.6024	-38.7%	\$ 28.8603	-53.5%
Overall Average		-13.9%		-6.6%		-3.6%



EXHIBIT 3F
ANNUAL HOURS SURVEY COMPARISON – POLICE CLASSIFICATIONS

Classification	Peer Frequency - 2080 Annual Hours	Peer Frequency - 2184 Annual Hours	Town Annual Hours Worked
POLICE CAPTAIN	11	0	2,080
POLICE CHIEF	14	0	2,080
POLICE LIEUTENANT PROF STANDARDS	8	1	2,093
POLICE MAJOR	9	0	2,080
POLICE OFFICER	11	2	2,093
POLICE SERGEANT	10	2	2,093
POLICE TRAINEE	5	0	2,080

Note: The Town's Police Lieutenant – Non-shift classification works a 2,080-hour schedule.

Using an hourly basis rather than actual salaries, **exhibits 3E** and **3F** illustrate the Town's benchmarked positions for Police classifications were closer (than when comparing annual salary ranges) to its desired market position. Three Police classifications in the Town's assigned 2,093-hour schedule were higher than most peers, but overall were very similar to the market.

Exhibit 3G provides a summary of the comparisons for Fire classifications and contains the following:

- The market hourly range information for each classification. This indicates the market minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The percent differentials (to the Town's existing hourly ranges). A positive differential indicates the Town was above the market 75th percentile for that classification at the minimum, midpoint, or maximum. A negative differential indicates the Town was below the desired market position for that classification.

EXHIBIT 3G
HOURLY SURVEY SUMMARY – FIRE CLASSIFICATIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum	
	75th %-ile	% Diff	75th %-ile	% Diff	75th %-ile	% Diff
ASSISTANT FIRE-RESCUE CHIEF	\$ 52.9861	-12.9%	\$ 66.3631	-8.8%	\$ 80.8643	-7.5%
BATTALION CHIEF	\$ 38.5362	-13.2%	\$ 46.1824	-4.7%	\$ 53.6793	1.3%
DIVISION CHIEF - EMS COORDINATOR	\$ 46.3405	-13.4%	\$ 57.7062	-8.7%	\$ 62.9522	3.6%
DIVISION CHIEF - TRNG & SAFETY	\$ 44.6780	-9.8%	\$ 55.0548	-4.0%	\$ 61.2346	6.3%
FIREFIGHTER DRIVER/ENGINEER EMT	\$ 25.5194	-14.5%	\$ 30.1599	-8.5%	\$ 35.0442	-5.0%
FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	\$ 26.1956	-3.9%	\$ 31.6655	-0.1%	\$ 36.4211	4.4%
FIREFIGHTER EMT	\$ 21.7769	-4.3%	\$ 26.4880	-1.1%	\$ 32.4442	-2.9%
FIREFIGHTER PARAMEDIC	\$ 22.9045	2.4%	\$ 28.5652	3.0%	\$ 34.9473	1.3%
FIRE-RESCUE CHIEF	\$ 58.6589	-5.4%	\$ 71.8737	0.8%	\$ 87.2205	-0.8%
LIEUTENANT PARAMEDIC	\$ 29.8821	-5.3%	\$ 34.4215	5.1%	\$ 40.2585	9.1%
Overall Average		-8.0%		-2.7%		1.0%



Exhibit 3H provides a summary of the following:

- The scheduled amounts of hours worked at respondent peers for benchmarked classifications and their frequency. These schedules include 2,080; 2,184; 2,340; 2,496; and 2,679 annual-hour schedules.

EXHIBIT 3H
ANNUAL HOURS SURVEY SUMMARY – FIRE CLASSIFICATIONS

Classification	Peer Frequency - 2080 Annual Hours	Peer Frequency - 2184 Annual Hours	Peer Frequency - 2340 Annual Hours
ASSISTANT FIRE-RESCUE CHIEF	14	0	0
BATTALION CHIEF	2	1	0
DIVISION CHIEF - EMS COORDINATOR	7	1	0
DIVISION CHIEF - TRNG & SAFETY	7	1	0
FIREFIGHTER DRIVER/ENGINEER EMT	0	1	0
FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	0	1	0
FIREFIGHTER EMT	0	1	0
FIREFIGHTER PARAMEDIC	0	1	1
FIRE-RESCUE CHIEF	13	0	0
LIEUTENANT PARAMEDIC	0	1	1

EXHIBIT 3H (CONTINUED)
ANNUAL HOURS SURVEY SUMMARY – FIRE CLASSIFICATIONS

Classification	Peer Frequency - 2496 Annual Hours	Peer Frequency - 2679 Annual Hours	Town Annual Hours Worked
ASSISTANT FIRE-RESCUE CHIEF	0	0	2,080
BATTALION CHIEF	7	0	2,496
DIVISION CHIEF - EMS COORDINATOR	1	1	2,080
DIVISION CHIEF - TRNG & SAFETY	2	1	2,080
FIREFIGHTER DRIVER/ENGINEER EMT	6	0	2,620.8
FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	8	0	2,620.8
FIREFIGHTER EMT	7	0	2,620.8
FIREFIGHTER PARAMEDIC	8	0	2,620.8
FIRE-RESCUE CHIEF	0	0	2,080
LIEUTENANT PARAMEDIC	11	0	2,620.8

Using an hourly basis rather than salary ranges, **exhibits 3G and 3H** illustrate the Town's benchmarked positions for Fire classifications were further from its desired market position. The most common annual-hour schedule for Assistant Fire-Rescue Chief, Division Chief, and Fire-Rescue Chief classifications was a 2,080-hour work schedule. **The most common annual-hour schedule for all other certified Fire positions was the 2,496-hour work schedule.**



3.2 PRIVATE SECTOR RESULTS

Some classifications at the Town can be found in the private sector. To supplement the public-sector data, private sector salary data for March 2019 from Economic Research Institute (ERI) were analyzed for these easily transferable positions. **Exhibit 3I** summarizes the ERI private sector salary data for the Palm Beach, FL area. While salary data from the private sector were useful in determining characteristics of the market, there are inherent differences between private and public-sector classifications which made it difficult to draw conclusions about public sector salary ranges entirely from private sector data. However, the data were considered when making the pay grade recommendations discussed in **Chapter 5** of this report.

EXHIBIT 3I SALARY SURVEY SUMMARY – GENERAL CLASSIFICATIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range Width
	Average	% Diff	Average	% Diff	Average	% Diff	
ACCOUNTANT	\$48,827.00	-18.3%	\$68,411.50	-25.3%	\$87,996.00	-29.4%	54.2%
ACCOUNTING TECHNICIAN	\$41,085.00	-12.5%	\$58,562.00	-21.3%	\$76,039.00	-26.3%	55.4%
ADMINISTRATIVE ASSISTANT	\$37,217.00	10.5%	\$55,341.00	-2.5%	\$73,465.00	-9.9%	53.9%
BUILDING MAINTENANCE WORKER	\$35,825.00	19.4%	\$48,214.50	16.3%	\$60,604.00	14.5%	55.5%
BUYER	\$42,799.00	4.1%	\$63,483.00	-8.7%	\$84,167.00	-15.9%	54.2%
CRANE OPERATOR	\$39,124.00	10.6%	\$54,754.00	3.6%	\$70,384.00	-0.5%	62.3%
CRIME INTELLIGENCE ANALYST	\$41,541.00	4.9%	\$59,840.00	-4.9%	\$78,139.00	-10.6%	54.5%
DIRECTOR OF FINANCE	\$119,528.00	-15.9%	\$143,329.50	-6.5%	\$167,131.00	-0.2%	59.5%
DIRECTOR OF HUMAN RESOURCES	\$87,798.00	0.7%	\$121,946.00	-4.5%	\$156,094.00	-7.5%	58.6%
EQUIPMENT OPERATOR I	\$34,502.00	-0.4%	\$47,883.00	-6.5%	\$61,264.00	-10.1%	55.3%
GOLF MANAGER	\$55,595.00	10.1%	\$81,751.50	-1.8%	\$107,908.00	-8.6%	57.8%
HUMAN RESOURCES ANALYST	\$48,171.00	4.8%	\$69,467.00	-5.2%	\$90,763.00	-10.9%	55.3%
INDUSTRIAL ELECTRICIAN	\$44,769.00	6.7%	\$65,031.50	-4.0%	\$85,294.00	-10.2%	56.6%
INFORMATION TECHNOLOGY MANAGER	\$110,702.00	-22.4%	\$139,496.00	-18.9%	\$168,290.00	-16.7%	57.4%
INFORMATION TECHNOLOGY SPECIALIST	\$43,375.00	10.3%	\$68,533.50	-8.9%	\$93,692.00	-19.1%	52.3%
MANAGER, FLEET	\$57,344.00	5.6%	\$86,890.00	-9.4%	\$116,436.00	-17.6%	53.9%
MANAGER, PURCHASING	\$65,516.00	11.3%	\$99,973.00	-4.3%	\$134,430.00	-12.9%	61.4%
MECHANIC, FLEET	\$34,929.00	23.8%	\$48,542.00	17.5%	\$62,155.00	13.8%	53.6%
PLANNER	\$45,963.00	-15.5%	\$73,245.00	-35.1%	\$100,527.00	-45.4%	55.0%
PROJECT MANAGER	\$71,277.00	5.9%	\$106,464.50	-7.6%	\$141,652.00	-15.1%	57.8%
SYSTEMS ADMINISTRATOR	\$51,607.00	25.9%	\$81,524.00	6.9%	\$111,441.00	-3.3%	58.5%
TELECOMMUNICATOR	\$42,213.00	0.4%	\$61,402.00	-10.5%	\$80,591.00	-16.7%	55.6%
TELECOMMUNICATOR SUPERVISOR	\$51,095.00	-2.0%	\$83,125.50	-24.0%	\$115,156.00	-35.3%	57.0%
Overall Average		3.0%		-7.2%		-12.8%	56.3%



3.3 OTHER COMPENSATION SURVEY RESULTS

When surveying market peer organizations, the Town wished to obtain additional pay practice related information. To supplement the salary range findings for the list of benchmark classifications, Evergreen also collected and analyzed further data regarding compensation plans and practices. Topics included in the market findings were incentive pay, allowances, overtime thresholds, pay cycles, and compensation plan design. The responses from each peer were summarized throughout the rest of this section including all additional exhibits, and were compared to similar information provided by the Town. **Note:** only specified data collected from a minimum of four peers were analyzed and included in this report.

Incentive/Certification Pay Market Data – General Classifications

Most General classifications at the Town did not receive incentive or certification pay with the exception of Inspector classifications and the Lifeguard classification. The Town provided \$750 per year for each construction certification for a maximum of 6 certifications for the Chief Building Inspector, Chief Electrical Inspector, Chief Plumbing Inspector, Combination Building Inspector, and Combination Plan Reviewer classifications. The Town also provided an EMT/Paramedic Certification incentive for the Lifeguard classification. In comparison with the identified benefits respondents, the market generally also did not offer incentive or certification pay for each benchmark classification. The types or amounts within the market were not always specified. It was determined that 40 percent of respondent peers offered incentive or certification pay for the Combination Plan Review classification, 20 percent for the Telecommunicator classification, and 25 percent for the Town Engineer classification.

Car Allowance – General Classifications

Upon collecting market information with regard to which General classifications receive a car allowance from peers, it was found that the results varied significantly. Between one and four peers offered an allowance for the following positions. Classifications that the Town also offered a car allowance are *italicized*.

- Chief Building Inspector
- *Deputy Town Manager*
- *Director of Finance*
- *Director of Human Resources*
- *Director of Planning, Zoning, and Building*
- *Director of Public Works*
- Division Manager, Facilities Maintenance
- Division Manager, Water Resources
- Manager, Fleet
- Manager, Purchasing
- Recreation Supervisor



The Town did not offer a car allowance for any other classifications excluded from the list. Monetary differences between all of the classifications were not analyzed as there were not enough dollar amounts recorded from respondent peers.

Cell Phone Allowance – General Classifications

It was also determined that cell phone allowance varied significantly among all respondent peers and the Town. Between one and four peers offered a cell phone allowance for the following classifications. Classifications that the Town also offered a cell phone allowance are *italicized*.

- *Deputy Town Manager*
- *Director of Finance*
- *Director of Human Resources*
- *Director of Planning, Zoning, and Building*
- *Director of Public Works*
- *Information Technology Manager*
- *Manager, Fleet*
- *Recreation Supervisor*
- *Supervisor, Utilities Maintenance*

The Town offered a cell phone allowance for a total of 29 out of the 52 benchmarked classifications compared to the 9 out of 52 from the market results. Monetary differences between all of the classifications were not analyzed as there were not enough dollar amounts recorded from respondent peers.



Overtime Threshold, Pay Cycle, and Additional Allowances – Police

Exhibit 3J shows a comparison between the Town and the respondent peers with regard to the Town's non-exempt Police classifications, and the overtime thresholds and pay cycles used for the classifications. Some peers specified overtime threshold hours by weekly (in cases where 40 hours were recorded) and some specified by per pay cycle (in cases where 157.5 hours were recorded). The Town matched the highest of the peers for amount of days in a pay cycle at 28. Information was gathered from six peers for the overtime thresholds and pay cycles.

EXHIBIT 3J
OVERTIME THRESHOLD & PAY CYCLE – POLICE CLASSIFICATIONS

Classification Title	Overtime Threshold	Town of Palm Beach, FL	Pay Cycle (days)	Town of Palm Beach, FL
POLICE LIEUTENANT PROF STANDARDS	75%- None 25%- 40 hrs.		80%- 14 days 20%- 10 days	
POLICE OFFICER	40%- 40 hrs. 40%- None 20%- 157.5 hrs.	Over 167 hours	67%- 14 days 16%- 28 days 16%-10 days	28 days
POLICE SERGEANT	40%- 40 hrs. 40%- None 20%- 157.5 hrs.	Over 167 hours	67%- 14 days 16%- 10 days 16%- 28 days	28 days
POLICE TRAINEE	**		**	

Note: ** indicates that not enough information was collected from peers for a proper comparison.



Exhibit 3K shows a comparison between the Town and the respondent peers with regard to any additional allowances given to employees in Police classifications. All Police benchmarked classifications are shown as there were many slight differences between the Town and the average results of peers. The Town remained competitive with peers as most classifications receiving additional car, cell phone, clothing, and shoe allowances by peers also received additional allowances at the Town.

EXHIBIT 3K
ADDITIONAL ALLOWANCES – POLICE CLASSIFICATIONS

Classification Title	Additional Compensation/Benefits/Etc. - Take Home Car, Auto Allowance, Cell Phone Stipend, Etc.	Town of Palm Beach, FL
POLICE CAPTAIN	\$1,200/year clothing allowance; \$125/year shoe allowance; \$45/month cell phone allowance; Remainder depends on assignments	Cell phone: \$600/year Clothing Allowance: \$1,100/year Shoe Allowance: \$100/year
POLICE CHIEF	\$77.50 cell phone allowance; \$390 car allowance, cell phone, take home car; \$1,200/year clothing allowance; \$125/year shoe allowance; Remainder depends on assignments	Cell phone: \$600/year Clothing Allowance: \$1,100/year Shoe Allowance: \$100/year
POLICE LIEUTENANT PROF STANDARDS	\$250 car allowance	Cell phone: \$600/year Clothing Allowance: \$1,100/year Shoe Allowance: \$100/year
POLICE MAJOR	\$77.50 cell phone allowance; \$390 car allowance; \$1,200/year clothing allowance; \$125/year shoe allowance; Remainder depends on assignment	Cell phone: \$600/year Clothing Allowance: \$1,100/year Shoe Allowance: \$100/year
POLICE OFFICER	\$1,200/year clothing allowance; \$125/year shoe allowance; \$45/month cell phone allowance; Remainder depends on assignments	Assigned Field Training Officer: \$5,000/year Clothing Allowance: \$1,100/year Shoe Allowance: \$100/year
POLICE SERGEANT	\$1,200/year clothing allowance; \$125/year shoe allowance; \$45/month cell phone allowance; Remainder depends on assignments	Cell phone: \$300/year Assigned Field Training Officer: \$3,000/year Clothing Allowance: \$1,100/year Shoe Allowance: \$100/year
POLICE TRAINEE	**	

Note: ** indicates that not enough information was collected from peers for a proper comparison.



Overtime Threshold, Pay Cycle, and Additional Allowances – Fire

Exhibit 3L shows a comparison between the Town and the respondent peers with regard to non-exempt Fire classifications, and the overtime thresholds and pay cycles used for the classifications. As mentioned previously, overtime thresholds for Fire classifications at the Town were higher than those of peer organizations due to the higher scheduled number of annual hours for Fire classifications.

**EXHIBIT 3L
OVERTIME THRESHOLD & PAY CYCLE – FIRE CLASSIFICATIONS**

Classification Title	Overtime Threshold	Town of Palm Beach, FL	Pay Cycle (days)	Town of Palm Beach, FL	Hours in Pay Cycle	Town of Palm Beach, FL
FIREFIGHTER DRIVER/ENGINEER EMT	25%- Yes 25%- 48 hours 25%- 159 hours in a 21-day work cycle 25%- daily hours more than 24 hour shift or 8 or 10 hour day	Over 212 hours	100%- 14	28 days	100%- 96	212 hours
FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	25%- Yes 25%- 48 hours 25%- 159 hours in a 21 day work cycle 25%- daily hours more than 24 hour shift or 8 or 10 hour day	Over 212 hours	75%- 14 25%- 21	28 days	**	212 hours
FIREFIGHTER EMT	**	Over 212 hours	**	28 days	**	212 hours
FIREFIGHTER PARAMEDIC	33%- 48 hours 17%- 14 hours 17%- 159 hours in a 21 day work cycle 17%- Yes 17%- daily hours more than 24 hour shift or 8 or 10 hour day	Over 212 hours	80%- 14 20%- 21	28 days	100%- 96	212 hours
LIEUTENANT PARAMEDIC	40%- 48 hours 20%- Yes 20%- 159 hours in a 21 day work cycle 20%- daily for all hours more than 24 hour shift or regular 8 or 10 hour day	Over 212 hours	83%- 14 17%- 21	28 days	100%- 96	212 hours

Note: ** indicates that not enough information was collected from peers for a proper comparison.



Exhibit 3M shows a comparison between the Town and the respondent peers with regard to any additional allowances given to employees in certified Fire classifications. The Town remained competitive with peers with regard to a cell phone allowance, but did not offer a car allowance nor clothing allowance as did respondent peers.

EXHIBIT 3M
ADDITIONAL ALLOWANCES – FIRE CLASSIFICATIONS

Classification Title	Additional Compensation/Benefits/Etc. - Take Home Car, Auto Allowance, Cell Phone Stipend, Etc.	Town of Palm Beach, FL
ASSISTANT FIRE-RESCUE CHIEF	\$540/year cell phone allowance; \$390 car allowance; Take home vehicle; \$600/year clothing allowance	Cell phone: \$600/year
BATTALION CHIEF	\$250 car allowance; \$250 for clothing allowance	
DIVISION CHIEF - EMS COORDINATOR	Take home vehicle; \$540/year cell phone allowance; \$600/year clothing allowance	Cell phone: \$600/year
DIVISION CHIEF - TRNG & SAFETY	\$540/year cell phone allowance; \$600/year clothing allowance	Cell phone: \$600/year
FIREFIGHTER DRIVER/ENGINEER EMT	\$250 for clothing allowance	
FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	\$250 for clothing allowance	
FIREFIGHTER EMT	\$250 for clothing allowance	
FIREFIGHTER PARAMEDIC	\$250 for clothing allowance	
FIRE-RESCUE CHIEF	\$540/year cell phone allowance; \$390 car allowance; Take home vehicle; \$600/year clothing allowance	Cell phone: \$600/year
LIEUTENANT PARAMEDIC	\$250 for clothing allowance	

Compensation Related and Other Comparisons

Exhibit 3N shows a comparison between the Town and the respondent peers with regard to General, Police, and Fire classifications. The exhibit shows types of compensation plans, methods in which salaries are increased, turnover rates, average tenure, frequencies of market analyses and job description updates, and pay practices as employees' salaries reach their range maximums.



EXHIBIT 3N
COMPENSATION RELATED

Compensation Related	Employee Type	Percentage of Peers	Town of Palm Beach, FL
Identify union groups per employee job family listed:	General Employees	27.3% - SEIU	N/A
	Police Certified Employees	54.5% - PBA 27.3% - FOP 9.1% - IUPA	N/A
	Fire Certified Employees	72.7% - IAFF	IAFF
Describe the pay plan types in your organization (Open Range or Step Plan).	General Employees	72.7% - Open Range 27.3% - Step Plan	Open Range
	Police Certified Employees	66.7% - Step Plan 34.4% - Open Range	Open Range
	Fire Certified Employees	75% - Step Plan 25% - Open Range	Open Range
How are salaries adjusted? (step, merit or performance, COLA, etc.)	General Employees	36.4% - Step & COLA 18.2% - COLA 18.2% - Performance/ Merit 18.2% - Performance/ Merit & COLA 9.1% - Step & Performance/ Merit	Merit
	Police Certified Employees	30% - Step 30% - Performance/ Merit & COLA 10% - Step & COLA 10% - Step & Performance/ Merit 10% - Performance/ Merit 10% - COLA	Merit
	Fire Certified Employees	28.6% - Step 28.6% - Performance/ Merit & COLA 14.3% - Step & COLA 14.3% - COLA 14.3% - Step & Performance/ Merit	Merit



EXHIBIT 3N (CONTINUED)
COMPENSATION RELATED

Compensation Related	Employee Type	Percentage of Peers	Town of Palm Beach, FL
What is the range of an annual pay increase an employee can earn? (pending annual budget approval)	General Employees	Range: 0 - 6.0%	3.0 - 7.5%
	Police Certified Employees	Range: 0 - 6.0%	3.0 - 7.5%
	Fire Certified Employees	Range: 0 - 6.0%	3.0 - 7.5%
Current Average Tenure	General Employees	10.38 years	10 years
	Police Certified Employees	**	7.8 years
	Fire Certified Employees	**	8.8 years
How often do you conduct a market analysis of pay ranges?	General Employees	50% - 2-5 years 30% - Annually 20% - As Needed	As necessary, upon recruitment, and supervisor review during annual review process
	Police Certified Employees	60% - 3-5 years 20% - As needed 20% - Annually	As necessary, upon recruitment, and supervisor review during annual review process
	Fire Certified Employees	**	As necessary, upon recruitment, and supervisor review during annual review process
Does your organization hire into the pay range for new employees, or strictly at pay range minimum? If new hires can be paid above the minimum of the pay grade, what is the maximum percentage above minimum your policy allows?	General Employees	50% - Minimum 40% - Pay Range 10% - Both	Minimum, to 10% upon Director of Human Resources approval, and/or up to midpoint upon Town Manager approval
	Police Certified Employees	100% - Minimum	Minimum, 1% above the minimum/year of experience for up to 5 years
	Fire Certified Employees	**	Minimum

Note: ** indicates that not enough information was collected from peers for a proper comparison.



EXHIBIT 3N (CONTINUED)
COMPENSATION RELATED

Compensation Related	Employee Type	Percentage of Peers	Town of Palm Beach, FL
How frequently are your job descriptions updated?	General Employees	90% - As Needed 10% - Every 4 years	As necessary and upon recruitment
	Police Certified Employees	90% - As Needed 10% - Every 4 years	As necessary and upon recruitment
	Fire Certified Employees	100% - As Needed	As necessary and upon recruitment
Do you provide a COLA? If so, how is this applied? Do you adjust the pay range by the COLA and/or only increase base salary?	General Employees	75% - Yes 25% - No	No
	Police Certified Employees	**	No
	Fire Certified Employees	**	No
Do you have a step plan? If so, what is the % difference between each step?	General Employees	**	No
	Police Certified Employees	If yes, 4.1%	No
	Fire Certified Employees	If yes, 4.0%	No
Do you provide a merit increase?	General Employees	100% - Yes	Yes, according to performance evaluation score and pay for performance chart, ranging from 3.0% to 7.5%
	Police Certified Employees	71.4% - Yes 28.6% - No	Yes, according to performance evaluation score and pay for performance chart, ranging from 3.0% to 7.5%
	Fire Certified Employees	71.4% - Yes 28.6% - No	Yes, according to performance evaluation score and pay for performance chart, ranging from 3.0% to 7.5%
What is your policy/practice when an employee's pay reaches the maximum of a pay range? Are any lump sum payments for pay increases that exceed the pay range maximum provided? Please explain.	General Employees	90% - Lump Sum 10% - No Inc. above max	When employees reach the maximum of the range, their pay only increases if there is an increase to the range.
	Police Certified Employees	71.4% - Lump Sum 28.6% - No Inc. above max	When employees reach the maximum of the range, their pay only increases if there is an increase to the range.
	Fire Certified Employees	83.3% - Lump Sum 16.7% - No Inc. above max	When employees reach the maximum of the range, their pay only increases if there is an increase to the range.

Note: ** indicates that not enough information was collected from peers for a proper comparison.



As **Exhibit 3N** illustrates, a majority of peers utilized open range pay plans for General employees while utilizing step-based plans for Police and Fire employees, differing from the Town's current open-range pay plans for all employees. It was not specifically observed that the Town's methods for adjusting salaries could be improved as the peers' methods for such varied considerably. The range of annual pay increases was found to be higher at the Town with the ability of potentially receiving a 7.5 percent increase. However, this difference should be considered with caution as the ability for an employee to achieve a 7.5 percent increase may vary from the average actual percent awarded to most employees. It can also be observed from the survey results that cost of living adjustments were provided at 75 percent of the peers for General employees, differing from the Town.

Longevity, Bonus, and Incentive Pay

Exhibit 30 illustrates the comparison of longevity pay, and special or merit bonuses provided by the peers, and the Town. The Town matched the market with special bonuses, split the market with longevity pay, and contrasted the market with merit bonuses given. The Town, as with the peers, provided longevity pay only for "grandfathered" employees in such programs.

EXHIBIT 30 LONGEVITY PAY AND BONUSES

What types of longevity pay, bonuses or other service and/or performance based incentive pay programs are utilized by your organization?	Peer Average	Town of Palm Beach, FL
Longevity Pay	54.55% - Yes 45.45% - No	Yes
Special Bonus	100% - No	No
Merit Bonus	37.5% - Yes 62.5% - No	Yes



Exhibit 3P illustrates the comparison of incentive pay with special regard to Police employees and the type of certifications earned by employees. In each case of Intermediate, Advanced, Supervisory, and Management Certification earned, the Town differed from a majority of peers by not providing any pertaining incentive pay. The Town also lagged the market average by not providing incentive pay for Instructor, Firearms, CVSA, or Detective certifications.

**EXHIBIT 3P
INCENTIVE PAY - POLICE**

Does your organization provide any incentive pay for the Police training and/or certifications listed below:		Peer Average	Town of Palm Beach, FL
Intermediate Certification		20% - Yes 80% - No	No
Advanced Certification		50% - Yes 50% - No	No
Supervisory Certification		20% - Yes 80% - No	No
Management Certification		20% - Yes 80% - No	No
Field Training Officer (FTO) Certification	Provided	83.3% - Yes 16.7% - No	Yes
	Incentive is reimbursed by the state (Yes/No)	20% - Yes 80% - No	No
	Annual Value of the Incentive	40% - \$2,400 20% - \$1,440 20% - 3% 20% - 5%	\$5,000 Police Officer \$3,000 Police Sergeant
Instructor Certification		40% - Yes 60% - No	No
Firearms Instructor		33.3% - Yes 66.7% - No	No
PT Instructor		100% - No	No
CVSA (Comp. Voice Stress Analyzer) Certification		16.7% - Yes 83.3% - No	No
Detective		66.7% - Yes 33.3% - No	No



Exhibit 3Q illustrates the comparison of incentive pay with special regard to Fire employees and the type of certifications earned by employees. In each case of Education, Field Training Officer, Public Information Officer, Self-Contained Breathing Apparatus Maintenance, and Station Commander Incentives, the Town was found to be ahead of the market average by providing incentive pay for each aforementioned category.

**EXHIBIT 3Q
INCENTIVE PAY - FIRE**

Does your organization provide any incentive pay for Firefighter, EMT, Paramedic and/or other certifications? List below:		Peer Average	Town of Palm Beach, FL
Education Incentive	Provided	85.7% - Yes 14.3% - No	Yes
	Incentive is reimbursed by the state (Yes/No)	66.7% - Yes 33.3% - No	Yes
	Annual Value of the Incentive	40% - \$600-\$1,320 20% - \$960 20% - \$150 20% - 2.5%	\$600 - \$1,320
Field Training Officer/Incentive	Provided	40% - Yes 60% - No	Yes
	Annual Value of the Incentive	3.5% salary while in position	Yes
Public Information Officer (PIO)	Provided	100% - No	Yes
Self Contained Breathing Apparatus Maintenance (SCBA)	Provided	20% - Yes 80% - No	Yes
Station Commander	Provided	20% - Yes 80% - No	Yes

3.4 COMPENSATION SUMMARY

From the analysis of the data gathered in the external market assessment discussed above, the benchmark classifications' salary ranges were primarily found to be below the Town's desired market position (75th percentile). Placing classification categories in order, Police, General, and Fire classifications lagged the market by 11.9 percent, 11.6 percent, and 0.1 percent at the market point (midpoint), respectively. Other compensation factors such as incentive pay and allowances were also found to lag the overall market. The review of the data indicated the Town would benefit from implementing new competitive pay plans (salary ranges) structured more similarly to its peers. This recommendation, as well as others related to the study, can be found in **Chapter 5** of this report.



Chapter 4 – Benefits Survey Results Summary

Evergreen conducted a benefits survey of market peers in order to compare the Town's current benefit plans against those of its peers. The information provided within this chapter reflects the current benefits at the Town and at each peer organization, which are subject to change. Additionally, it should be noted that benefit plans have a number of intricacies that are not represented in this chapter and cannot be directly compared between organizations. It should also be noted that benefits are usually negotiated and acquired through third parties, so one-to-one comparisons can be difficult.

4.1 BENEFITS SURVEY RESULTS

In December 2018, Evergreen developed a survey instrument to collect benefits data from the Town's peers. The survey questions were designed to elicit information about specific benefits currently offered by the Town as well as common benefits that the Town may decide to offer in the future. The type of information requested included whether the particular benefit was offered by the peer for each studied employee group (General, Police, Fire) as well as the monetary value of the benefit if it was provided/offered.

The methodology and selection of peers utilized for collecting data for the salary survey, described in **Chapter 3**, was used for selecting peers for the benefits survey. The same 25 peers were contacted for both surveys.

Exhibit 4A denotes the 14 market peers from which benefits data were collected. These peers either completed the benefits survey or gave some feedback for the questions asked. Other peers mentioned in **Chapter 3** that are not listed in this chapter elected not to complete the survey; however, Evergreen utilized descriptions of the peers benefits if provided by the organization or posted on the organization's website.

EXHIBIT 4A SURVEY RESPONDENTS

Respondents
Broward County, FL Sheriff's Office
City of Ft. Lauderdale, FL
City of Pompano Beach, FL
City of Boca Raton, FL
City of Boynton Beach, FL
City of Delray Beach, FL
Town of Jupiter, FL
Village of North Palm Beach, FL
City of Palm Beach Gardens, FL
Village of Royal Palm Beach, FL
Village of Tequesta, FL
City of West Palm Beach, FL
Palm Beach County, FL Sheriff's Office
Solid Waste Authority

Exhibit 4B provides an overview of the number and types of health insurance plans offered by peer organizations and the Town. The Town currently offers three plans, which are a Preferred Provider Organization (PPO) plan, a Point of Service (POS) plan, and a Health Maintenance Organization (HMO) plan. The Town offers a similar number of health plans to the peer average, with an HMO plan being the most commonly offered type of plan at the respondent organizations. **NOTE:** Town employees must participate in the Health and Wellness Program or otherwise pay an increase of 12 percent to their premium for either plan.



EXHIBIT 4B HEALTH INSURANCE SUMMARY

Health Plan Premiums Cost Sharing		Peer HMO Average	Town of Palm Beach, FL	Peer PPO Average	Town of Palm Beach, FL
Percentage of peers offering each plan		45.5%	HMO	36.4%	PPO
What is the cost sharing percentage of SINGLE Employee Health coverage between the Employee and Employer?	Employee Single Coverage %	10.0%	0%	37.6%	19.9%
	Employer Single Coverage %	90.0%	100.0%	67.4%	80.1%
What is the cost sharing percentage of FAMILY health coverage between the Employee and Employer?	Employee Family Coverage %	16.2%	19.8%	22.3%	35.7%
	Employer Family Coverage %	82.9%	80.2%	77.7%	64.3%

Note: "EE" is an abbreviation for Eligible Employee.

EXHIBIT 4B (CONTINUED) HEALTH INSURANCE SUMMARY

Health Plan Premiums Cost Sharing		Peer HSA Average	Peer HDHP Average	Peer FSA Average	Other Plans Offered	Town of Palm Beach, FL
Percentage of peers offering each plan		27.3%	27.3%	18.2%	CIGNA CDHP	POS
What is the cost sharing percentage of SINGLE Employee Health coverage between the Employee and Employer?	Employee Single Coverage %	8.4%	8.3%	100%	4.6%	4.9%
	Employer Single Coverage %	91.6%	91.7%	0.0%	95.4%	95.1%
What is the cost sharing percentage of FAMILY health coverage between the Employee and Employer?	Employee Family Coverage %	10.8%	34.5%	100%	12.2%	23.3%
	Employer Family Coverage %	89.2%	65.5%	0.0%	87.8%	76.7%

Note: "EE" is an abbreviation for Eligible Employee.

Exhibit 4C provides an overview of the number and types of dental insurance plans offered by peer organizations and the Town. The Town currently offers a Dental Preferred Provider Organization (DPPPO) plan. A different plan offered by approximately 73 percent of the peers was a Dental Health Maintenance Organization (DHMO) plan.



**EXHIBIT 4C
DENTAL PLANS**

Dental Plans		Peer DHMO Average	Peer DPPO Average	Town of Palm Beach, FL
What type of Dental Coverage do you provide?		72.7%	100%	DPPO
What is the cost sharing percentage of SINGLE Employee Dental coverage between the Employee and Employer?	Employee Single Coverage %	32.4%	42.2%	0%
	Employer Single Coverage %	67.6%	57.8%	100.0%
What is the cost sharing percentage of FAMILY Dental coverage between the Employee and Employer?	Employee Family Coverage %	54.8%	61.5%	59.0%
	Employer Family Coverage %	44.5%	39.1%	41.0%

As illustrated in **Exhibit 4C**, the peer average for the DPPO plan matched the Town's coverage at 100 percent, while a majority of respondent peers provide a DHMO plan. The Town provides 100 percent of employer single dental coverage while the peer average was just over 42 percent. Among those that provided Dental Coverage, peers averaged between 57.8 percent and 67.6 percent for employer single coverage, whereas the Town provided a full 100 percent employer single coverage. The Town aligned closer to peers with the amounts provided for employer family coverage.

Exhibit 4D shows information about the peers' and the Town's retirement plan offerings. The Town's age for retirement eligibility was equal to the average of the peers for General employees but was slightly higher for both Police and Fire employees. Unlike the peer responses, the Town did not provide a cost of living adjustment (COLA) during retirement. The employee contribution was found to be slightly less at the Town for General employees but significantly higher for Police and Fire employees. Optional retirement programs for both peers and the Town included a 457 Plan and a Roth IRA. One peer offered a maximum of \$720 yearly for contribution to the retirement plans while most peers, and the Town, did not.



EXHIBIT 4D
RETIREMENT/PENSION

Defined Benefit (Pension) Retirement Plan for Current Employees	Employee Type	Peer Average	Town of Palm Beach, FL
What is the age for retirement eligibility?	General	62 years old	62 years old
	Police Certified Employees	54 years old	56 years old
	Fire Certified Employees	54 years old	56 years old
What is the multiplier?	General	2.14	1.7
	Police Certified Employees	2.97	2.75
	Fire Certified Employees	2.98	2.75
What is the vesting period?	General	8 years	10 years
	Police Certified Employees	9 years	10 years
	Fire Certified Employees	10 years	10 years
Is a COLA provided during retirement, if so how?	General	42.9% - Yes	No
	Police Certified Employees	42.9% - Yes	No
	Fire Certified Employees	83.3% - Yes	No
What is the employee contribution?	General	4.51%	3.50%
	Police Certified Employees	6.84%	Between 8% to 12% Currently 10.19%
	Fire Certified Employees	5.24%	Between 8% to 12% Currently 10.15%
Do you offer a deferred retirement option program (DROP)?	General	80% - Yes	Yes
	Police Certified Employees	81.8% - Yes	Yes
	Fire Certified Employees	80% - Yes	Yes



Additional Retirement/Pension Data

In addition to the questions asked in **Exhibit 4D**, Evergreen collected data on special retirement eligibility provisions and optional retirement programs. The following questions were asked and the peer responses are summarized below:

- **Are there any special retirement eligibility provisions other than age and vesting, such as “30 and out” or “Rule of 65” (Age and Service Combined)? If so, describe.**
 - General Employees
 - Out of seven peer responses, four simply expressed that they utilized no such provisions, matching the Town’s data on the same question.
 - One peer specified that in their case, the early retirement date is the first day of the month following the earlier of age 55 with ten years of credited service or age 52 with 25 years of credited service. Employees may retire at any time following this date with reduced benefits. If an employee decides to retire early, he/she may receive an immediate early retirement benefit payable for the rest of his/her life. The benefit is equal to the accrued benefit but reduced for the number of months by which the starting date of the benefit precedes the date when the employee would have reached normal retirement if he/she had continued in full-time employment.
 - A separate peer specified utilizing the 457 plan which offers two “catch-up” provisions which allow the employee to contribute over and above the normal annual contribution amount. In the first provision, the normal or “pre-retirement” catch-up provision allows the employee to make additional contributions to make up for years in which he/she did not contribute the maximum that he/she was previously eligible to contribute under the current employer’s 457 plan. The second provision, or the “Age 50” provision, allowed employees to contribute an additional annual amount when he/she reaches the age of 50 or older.
 - Another peer reported that they use 30 or 33 years of service, based on whether the employee started before or after the date of July, 1, 2011. If an employee started before that date, 30 years is used. If an employee started on or after that date, 33 years is used.
 - Police Employees
 - Out of six peer responses, one peer simply expressed that they did not utilize these provisions, also matching the Town’s data on the same question.
 - Two of the six peers reported they use a “25 and out” provision.
 - One peer reported a provision for early retirement at the age of 50 with benefit reduced 3 percent per year.



- The same peer mentioned for providing two “catch-up” provisions to General employees provide these provisions to Police employees as well.
- Another peer reported that if the employee becomes permanently disabled in the line of duty, the employee may be eligible for a disability benefit. Disability eligibility determinations are made by the Board of Trustees. The employee would be eligible for a benefit regardless of his/her length of service. If the disability was incurred outside of the line of duty, the employee would still be eligible for a benefit if he/she has at least 10 years of credited service.
- Fire Employees
 - Out of five peer responses, two reported they use a “25 and out” provision, again matching the Town’s data for the same question.
 - The same peer mentioned for providing two “catch-up” provisions for General employees provide these provisions to Fire employees as well.
 - The same peer mentioned for providing an early retirement at the age of 50 with benefit reduced 3 percent per year for Police employees also provides this provision for Fire employees.
 - One peer specified that if an employee decides to retire early, the employee may receive an immediate early retirement benefit payable for the rest of his/her life. The benefit would be equal to the accrued benefit but reduced for the number of months by which the starting date of the benefit precedes the date when the employee would have reached normal retirement had he/she continued in full-time employment. The benefit would be reduced to take into account the younger age and earlier commencement of benefit payments.
- **Do you offer any optional retirement programs (457, Roth IRA, or other)? If so, what amount does the employer contribute to the plan(s)?**
 - All Employees
 - Data was collected from eight peer respondents. Of those responses, five reported offering only a 457 plan, while three peers reported offered both a 457 plan and a Roth IRA plan. In comparison, the Town offers an ICMA 457 plan and an ICMA Roth IRA. The Town also consistent with seven of the eight respondent peers by not contributing to the plan(s). One peer reported providing a maximum of \$720 yearly for their plan.



Exhibit 4E shows information about the peers' and the Town's Defined Contribution (DC) retirement plans for current employees. General, Police, and Fire employees are all shown in the exhibit. It can be observed that a 401 plan was the most popular type of DC plan provided by peers for General employees. There were multiple peers offering more than one plan which justifies a total percentage over 100 percent for General employees. Similar to peers, the Town offers a 401a Defined Contribution retirement plan for current General employees. The Town also matched the market by utilizing a 3.0 percent minimum employee contribution to the plan while lagging the market for the employer contribution. However, the Town specified that there is an additional voluntary eligible employee contribution up to 2.0 percent with matching employer contribution up to 2.0 percent.

EXHIBIT 4E
DEFINED CONTRIBUTION RETIREMENT PLAN

Defined Contribution (DC) Retirement Plan for Current Employees	General Employees	Town of Palm Beach, FL	Police Certified Employees	Town of Palm Beach, FL	Fire Certified Employees	Town of Palm Beach, FL
What type of defined contribution (DC) plan is provided by the employer - 401(a) etc.?	50% - 401 25% - 457 25% - FRS 12.5% - Roth 12.5% - ICMA	401a	**	N/A	**	N/A
What is the vesting period?	5 years	10 years	10 years	N/A	10 years	N/A
What is the minimum Employee contribution?	3.0%	3.0%	**	N/A	**	N/A
What is the Employer contribution? (include any matching provisions)	6.6%	3.0% Additional voluntary employee contribution up to 2.0% with matching employer up to 2.0%	**	N/A	**	N/A



Exhibit 4F shows the accrual hours for sick leave in peer organizations for General, Police, and Fire employees. Annual hours accrued for sick leave between the peer average and the Town were the same for General and Police employees, but the Town was found to be behind the peer average for Fire employees. However, the Town offered a maximum amount of accrued sick leave hours that was well above the average of the peers who used maximums. The Town's policy was to let new hires begin to use their accrued benefits after six months, which matched less than half of peers for General, Police, and Fire employees.

EXHIBIT 4F SICK LEAVE

Paid Time Off and Leave Policies		Peer Average	Town of Palm Beach, FL
Sick Leave			
Hours Accrued (Annually). Include any changes to this benefit based on service provisions.	General Employees	96 Hours	96 Hours
	Police Certified Employees	96 Hours	96 Hours
	Fire Certified Employees	107.5 Hours	96 Hours
Maximum Hours Accrued (Annually). Include any changes to this benefit based on service provisions.	General Employees	716 Hours 22%- No max	1040 Hours
	Police Certified Employees	683.2 Hours 29%- No max	1040 Hours
	Fire Certified Employees	835.6 Hours 16%- No max	1040 Hours
When can new hires begin to use accrued benefits?	General Employees	Immediately- 71.45% 6 Months- 28.57%	After 6 months
	Police Certified Employees	Immediately- 57.14% 6 Months- 42.86%	After 6 months
	Fire Certified Employees	Immediately- 60% 6 Months- 40%	After 6 months

Exhibit 4G shows the accrual hours for vacation leave in peer organizations for General, Police, and Fire employees. The Town was found to be lagging the identified market with regard to General employees' accrued hours, but was significantly higher for Police and Fire employees. The Town lagged the identified market in all three employee groups when comparing the maximum hours accrued. The Town's accrual amounts did not change between the annual amount and the maximum, signifying that there is currently no rollover of hours. The Town also matched approximately half of the respondent peers by allowing new hires to begin using their accrued benefits after six months. **Note:** The Town provided Police and Fire employees higher maximum accrued hours in lieu of providing paid holidays.



EXHIBIT 4G
VACATION LEAVE

Paid Time Off and Leave Policies		Peer Average	Town of Palm Beach, FL
Vacation Leave			
Hours Accrued (Annually), include any changes to this benefit based on service provisions.	General Employees	0-4 years- 114 hrs. 5-9 years- 146 hrs. 10-14 years- 173 hrs. 15+ years- 187 hrs.	0-4 years: 80 hrs/yr 5-9 years: 120 hrs/yr 10-14 years: 136 hrs/yr 15+ years: 160 hrs/yr
	Police Certified Employees	0-4 years- 111 hrs. 5-9 years- 142 hrs. 10-14 years- 169 hrs. 15+ years- 180 hrs.	0-4 years: 176 hrs/yr 5-9 years: 216 hrs/yr 10-14 years: 232 hrs/yr 15+ years: 256 hrs/yr
	Fire Certified Employees	0-4 years- 109 hrs. 5-9 years- 130 hrs. 10-14 years- 153 hrs. 15+ years- 162 hrs.	0-4 years: 256 hrs/yr 5-9 years: 280 hrs/yr 10-14 years: 304 hrs/yr 15+ years: 352 hrs/yr
Maximum Hours Accrued (Annually), include any changes to this benefit based on service provisions.	General Employees	308 hrs.	0-4 years: 80 hrs 5-9 years: 120 hrs 10-14 years: 136 hrs 15+ years: 160 hrs
	Police Certified Employees	333 hrs.	0-4 years: 176 hrs 5-9 years: 216 hrs 10-14 years: 232 hrs 15+ years: 256 hrs
	Fire Certified Employees	364 hrs.	0-4 years: 256 hrs 5-9 years: 280 hrs 10-14 years: 304 hrs 15+ years: 352 hrs
Payout provisions of accrued leave upon separation of employment and/or retirement?	General Employees	100% paid accrued balance	Payout of all accrued vacation leave upon separation/retirement.
	Police Certified Employees	100% paid accrued balance	Payout of all accrued vacation leave upon separation/retirement.
	Fire Certified Employees	100% paid accrued balance	Payout of all accrued vacation leave upon separation/retirement.
When can new hires begin to use accrued benefits?	General Employees	57.1% - 6 months 14.3% - One year 14.3% - 90 days 14.3% - Immediately	After 6 months
	Police Certified Employees	50% - 6 months 25% - One year 25% - Immediately	After 6 months
	Fire Certified Employees	42.9% - 6 months 28.6% - One year 28.6% - Immediately	After 6 months



Exhibit 4H shows the paid holidays observed by peer organizations and the Town. Again, the responses from peers distinguish between General, Police, and Fire employees. There were no holidays that were unanimously observed by peers that were not observed by the Town also. The Town observes New Year's Eve and a Floating Holiday while a majority of peers did not, placing the Town in a leading position compared to the market average. The largest lagging position for the Town was found to be in relation to Columbus Day, where 27.3% of peers observe the holiday in contrast with the Town. **NOTE:** The Town does not provide holidays to sworn Police and certified Fire employees; however, in exchange these employees receive higher accrual vacation leave rates.

EXHIBIT 4H
PAID HOLIDAYS OBSERVED

Paid Holidays Observed by Peer Organizations		Peer Percentage "Yes"	Town of Palm Beach, FL
New Year's Day	General Employees	100%	Yes
	Police Certified Employees	100%	No
	Fire Certified Employees	100%	No
New Year's Eve	General Employees	27.3%	Yes
	Police Certified Employees	0%	No
	Fire Certified Employees	0%	No
Martin Luther King, Jr. Day	General Employees	100%	Yes
	Police Certified Employees	100%	No
	Fire Certified Employees	100%	No
Lincoln's Birthday	General Employees	0%	No
	Police Certified Employees	0%	No
	Fire Certified Employees	0%	No
Washington's Birthday	General Employees	0%	No
	Police Certified Employees	0%	No
	Fire Certified Employees	16.7%	No
Presidents Day	General Employees	90.9%	Yes
	Police Certified Employees	85.7%	No
	Fire Certified Employees	66.7%	No
Good Friday	General Employees	9.1%	No
	Police Certified Employees	14.3%	No
	Fire Certified Employees	16.7%	No
Memorial Day	General Employees	90.9%	Yes
	Police Certified Employees	85.7%	No
	Fire Certified Employees	83.3%	No
Independence Day	General Employees	100%	Yes
	Police Certified Employees	100%	No
	Fire Certified Employees	100%	No
Labor Day	General Employees	100%	Yes
	Police Certified Employees	100%	No
	Fire Certified Employees	100%	No



EXHIBIT 4H (CONTINUED)
PAID HOLIDAYS OBSERVED

Paid Holidays Observed by Peer Organizations		Peer Percentage "Yes"	Town of Palm Beach, FL
Veteran's Day	General Employees	100%	Yes
	Police Certified Employees	100%	No
	Fire Certified Employees	100%	No
Thanksgiving Day	General Employees	100%	Yes
	Police Certified Employees	100%	No
	Fire Certified Employees	100%	No
Day after Thanksgiving	General Employees	90.9%	Yes
	Police Certified Employees	85.7%	No
	Fire Certified Employees	83.3%	No
Christmas Eve	General Employees	63.6%	Yes
	Police Certified Employees	57.1%	No
	Fire Certified Employees	50.0%	No
Christmas Day	General Employees	90.9%	Yes
	Police Certified Employees	85.7%	No
	Fire Certified Employees	83.3%	No
Personal Holiday	General Employees	54.6%	Yes
	Police Certified Employees	57.1%	Yes
	Fire Certified Employees	50%	Yes
Employee Birthday	General Employees	0%	No
	Police Certified Employees	0%	No
	Fire Certified Employees	0%	No
Floating Holiday (TBD)	General Employees	9.1%	Yes
	Police Certified Employees	14%	Shift employees work holidays and therefore receive higher accrual vacation leave rate.
	Fire Certified Employees	17%	Shift employees work holidays and therefore receive higher accrual vacation leave rate.
Other- Columbus Day	General Employees	27.3%	No
	Police Certified Employees	28.6%	No
	Fire Certified Employees	33.3%	No

4.2 **BENEFITS SURVEY SUMMARY**

The peer benefits data summarized in this chapter indicate that the Town has a relatively competitive benefits package. The Town provides its employees with many of the benefits that are available at peer organizations. Areas where the Town could improve its current benefits package include providing a COLA during retirement, allowing new employees to use accrued sick leave immediately, and raising the maximum hours of accrued vacation leave for General employees.



Chapter 5 - Recommendations

The analysis of the Town's compensation system revealed several areas of opportunity for improvement. Evergreen worked to build on the strength of the existing total compensation system while placing focus on developing a competitive pay structure. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

5.1 COMPENSATION SYSTEM

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the Town's pay ranges for selected benchmark classifications were compared to the average of the identified market. During the internal equity assessment, consideration of the relationships between and the type of work being performed by the Town's employees were reviewed. Details regarding the external market assessment were provided in **Chapter 4** of this report.

FINDINGS

Based on the results of the salary survey, the Town's pay plan was found to have salary ranges that overall lagged its desired market position; i.e., the 75th percentile, for many of the benchmark classifications. The Town administered an open-range plan design for all employee groups, while many of the Town's peers administered step plans for its Police and Fire employee groups. The Town's current pay plan design (open-range) for Police and Fire groups did not, therefore, match the predominant plan design found in the market. As well, the General pay plan was found to have more than an expected number (111) of pay grades/ranges than considered best practice.

RECOMMENDATION 1: Develop a new competitive open-range pay plan for General employees that reflect the Town's desired market position and best practice; and develop competitive step-based pay plans for Police and Fire employees that reflect the same. Then, slot all classifications into the plans (ranges) based on external and internal equity; and implement the new pay structure by transitioning employees' salaries into the new plans.

Exhibits 5A and 5B show the proposed new open-range pay plan for General employees with 33 pay grades, numbered 101 through 133. The range spreads are a constant 60% throughout the entire plan. **Exhibit 5A** shows the grades with annual salary ranges and **Exhibit 5B** shows the grades by hourly rate assuming annual scheduled hours of 2080.



EXHIBIT 5A
PROPOSED PAY PLAN – GENERAL (SALARY)

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 23,834.12	\$ 30,984.35	\$ 38,134.59	60.0%
102	\$ 25,025.82	\$ 32,533.57	\$ 40,041.32	60.0%
103	\$ 26,277.11	\$ 34,160.25	\$ 42,043.38	60.0%
104	\$ 27,590.97	\$ 35,868.26	\$ 44,145.55	60.0%
105	\$ 28,970.52	\$ 37,661.67	\$ 46,352.83	60.0%
106	\$ 30,419.04	\$ 39,544.76	\$ 48,670.47	60.0%
107	\$ 31,940.00	\$ 41,521.99	\$ 51,103.99	60.0%
108	\$ 33,537.00	\$ 43,598.09	\$ 53,659.19	60.0%
109	\$ 35,213.85	\$ 45,778.00	\$ 56,342.15	60.0%
110	\$ 36,974.54	\$ 48,066.90	\$ 59,159.26	60.0%
111	\$ 38,823.26	\$ 50,470.24	\$ 62,117.22	60.0%
112	\$ 40,764.43	\$ 52,993.76	\$ 65,223.08	60.0%
113	\$ 42,802.65	\$ 55,643.44	\$ 68,484.24	60.0%
114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45	60.0%
115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87	60.0%
116	\$ 49,549.42	\$ 64,414.24	\$ 79,279.07	60.0%
117	\$ 52,026.89	\$ 67,634.95	\$ 83,243.02	60.0%
118	\$ 54,628.23	\$ 71,016.70	\$ 87,405.17	60.0%
119	\$ 57,359.64	\$ 74,567.54	\$ 91,775.43	60.0%
120	\$ 60,227.63	\$ 78,295.91	\$ 96,364.20	60.0%
121	\$ 63,239.01	\$ 82,210.71	\$101,182.41	60.0%
122	\$ 66,400.96	\$ 86,321.25	\$106,241.53	60.0%
123	\$ 69,721.01	\$ 90,637.31	\$111,553.61	60.0%
124	\$ 73,207.06	\$ 95,169.17	\$117,131.29	60.0%
125	\$ 77,599.48	\$100,879.32	\$124,159.17	60.0%
126	\$ 82,255.45	\$106,932.08	\$131,608.72	60.0%
127	\$ 87,190.77	\$113,348.01	\$139,505.24	60.0%
128	\$ 92,422.22	\$120,148.89	\$147,875.55	60.0%
129	\$ 97,967.55	\$127,357.82	\$156,748.09	60.0%
130	\$103,845.61	\$134,999.29	\$166,152.97	60.0%
131	\$111,114.80	\$144,449.24	\$177,783.68	60.0%
132	\$118,892.84	\$154,560.69	\$190,228.54	60.0%
133	\$142,671.40	\$185,472.83	\$228,274.25	60.0%



EXHIBIT 5B
PROPOSED PAY PLAN – GENERAL (HOURLY)

Grade	Minimum Hourly	Midpoint Hourly	Maximum Hourly	Range Spread
101	\$ 11.4587	\$14.8963	\$ 18.3339	60.0%
102	\$ 12.0316	\$15.6411	\$ 19.2506	60.0%
103	\$ 12.6332	\$16.4232	\$ 20.2132	60.0%
104	\$ 13.2649	\$17.2444	\$ 21.2238	60.0%
105	\$ 13.9281	\$18.1066	\$ 22.2850	60.0%
106	\$ 14.6245	\$19.0119	\$ 23.3993	60.0%
107	\$ 15.3558	\$19.9625	\$ 24.5692	60.0%
108	\$ 16.1236	\$20.9606	\$ 25.7977	60.0%
109	\$ 16.9297	\$22.0087	\$ 27.0876	60.0%
110	\$ 17.7762	\$23.1091	\$ 28.4420	60.0%
111	\$ 18.6650	\$24.2645	\$ 29.8640	60.0%
112	\$ 19.5983	\$25.4778	\$ 31.3573	60.0%
113	\$ 20.5782	\$26.7517	\$ 32.9251	60.0%
114	\$ 21.6071	\$28.0892	\$ 34.5714	60.0%
115	\$ 22.6875	\$29.4937	\$ 36.2999	60.0%
116	\$ 23.8218	\$30.9684	\$ 38.1149	60.0%
117	\$ 25.0129	\$32.5168	\$ 40.0207	60.0%
118	\$ 26.2636	\$34.1426	\$ 42.0217	60.0%
119	\$ 27.5768	\$35.8498	\$ 44.1228	60.0%
120	\$ 28.9556	\$37.6423	\$ 46.3289	60.0%
121	\$ 30.4034	\$39.5244	\$ 48.6454	60.0%
122	\$ 31.9235	\$41.5006	\$ 51.0777	60.0%
123	\$ 33.5197	\$43.5756	\$ 53.6315	60.0%
124	\$ 35.1957	\$45.7544	\$ 56.3131	60.0%
125	\$ 37.3074	\$48.4997	\$ 59.6919	60.0%
126	\$ 39.5459	\$51.4097	\$ 63.2734	60.0%
127	\$ 41.9186	\$54.4942	\$ 67.0698	60.0%
128	\$ 44.4338	\$57.7639	\$ 71.0940	60.0%
129	\$ 47.0998	\$61.2297	\$ 75.3597	60.0%
130	\$ 49.9258	\$64.9035	\$ 79.8812	60.0%
131	\$ 53.4206	\$69.4468	\$ 85.4729	60.0%
132	\$ 57.1600	\$74.3080	\$ 91.4560	60.0%
133	\$ 68.5920	\$89.1696	\$109.7472	60.0%



Exhibits 5C and 5D show the proposed step-based pay plan for employees in sworn Police classifications with seven pay grades, numbered P1 through P7. The pay structure was designed with direct regard to each classification being competitive with the 75th percentile of the market. Range spreads varied between 29 percent and 60 percent. **Exhibit 5C** shows the grades as annual salary and **Exhibit 5D** shows the grades by hourly rate. The Town expressed a desire to have 10 steps for the pay plan. The plan was designed to place employees with five years of tenure at the midpoint of the range. Since all employees initially start at Step 1, Step 6 is the approximate midpoint for each range. Step progressions vary between 2.75 percent and 5.39 percent. Grades P2 through P4, with the exception of the Non-shift P4 grade, are based on a 2,093-annual hour schedule while the rest are based on a 2,080-annual hour schedule. Grade P4 is shown as two separate grades for the hourly illustration as the Police Lieutenant – Shift classification would have a 2,093-annual hour schedule.

EXHIBIT 5C
PROPOSED PAY PLAN – POLICE (SALARY)

Grade/Step	1	2	3	4	5
P1	\$ 43,820.00	\$ 43,820.00	\$ 43,820.00	\$ 43,820.00	\$ 43,820.00
P2	\$ 62,482.00	\$ 65,387.41	\$ 68,427.93	\$ 71,609.83	\$ 74,939.68
P3	\$ 86,358.00	\$ 88,732.85	\$ 91,173.00	\$ 93,680.26	\$ 96,256.46
P4	\$101,752.00	\$104,824.91	\$107,990.62	\$111,251.94	\$114,611.75
P5	\$107,751.00	\$112,222.67	\$116,879.91	\$121,730.42	\$126,782.24
P6	\$113,206.00	\$118,945.54	\$124,976.08	\$131,312.37	\$137,969.91
P7	\$122,522.00	\$129,125.94	\$136,085.82	\$143,420.85	\$151,151.23

EXHIBIT 5C (CONTINUED)
PROPOSED PAY PLAN – POLICE (SALARY)

Grade/Step	6	7	8	9	10
P1	\$ 43,820.00	\$ 43,820.00	\$ 43,820.00	\$ 43,820.00	\$ 43,820.00
P2	\$ 78,424.38	\$ 82,133.85	\$ 86,018.78	\$ 90,087.47	\$ 94,348.61
P3	\$ 98,903.52	\$101,890.40	\$104,967.49	\$108,137.51	\$111,403.26
P4	\$118,073.02	\$121,945.82	\$125,945.64	\$130,076.66	\$134,343.17
P5	\$132,043.70	\$137,721.58	\$143,643.61	\$149,820.28	\$156,262.55
P6	\$144,964.98	\$152,300.21	\$160,006.60	\$168,102.93	\$176,608.94
P7	\$159,298.28	\$167,788.88	\$176,732.03	\$186,151.85	\$196,073.74



EXHIBIT 5D
PROPOSED PAY PLAN – POLICE (HOURLY)

Grade/Step	1	2	3	4	5
P1	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673
P2	\$ 29.8528	\$ 31.2410	\$ 32.6937	\$ 34.2140	\$ 35.8049
P3	\$ 41.2604	\$ 42.3951	\$ 43.5609	\$ 44.7588	\$ 45.9897
P4 - Shift	\$ 48.6154	\$ 50.0836	\$ 51.5961	\$ 53.1543	\$ 54.7596
P4	\$ 48.9192	\$ 50.3966	\$ 51.9186	\$ 53.4865	\$ 55.1018
P5	\$ 51.4816	\$ 53.6181	\$ 55.8432	\$ 58.1607	\$ 60.5744
P6	\$ 54.4260	\$ 57.1854	\$ 60.0847	\$ 63.1309	\$ 66.3317
P7	\$ 58.9048	\$ 62.0798	\$ 65.4259	\$ 68.9523	\$ 72.6689

EXHIBIT 5D (CONTINUED)
PROPOSED PAY PLAN – POLICE (HOURLY)

Grade/Step	6	7	8	9	10
P1	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673
P2	\$ 37.4698	\$ 39.2422	\$ 41.0983	\$ 43.0423	\$ 45.0782
P3	\$ 47.2544	\$ 48.6815	\$ 50.1517	\$ 51.6663	\$ 53.2266
P4 - Shift	\$ 56.4133	\$ 58.2636	\$ 60.1747	\$ 62.1484	\$ 64.1869
P4	\$ 56.7659	\$ 58.6278	\$ 60.5508	\$ 62.5369	\$ 64.5881
P5	\$ 63.0882	\$ 65.8010	\$ 68.6305	\$ 71.5816	\$ 74.6596
P6	\$ 69.6947	\$ 73.2213	\$ 76.9263	\$ 80.8187	\$ 84.9081
P7	\$ 76.5857	\$ 80.6677	\$ 84.9673	\$ 89.4961	\$ 94.2662

Exhibits 5E and 5F show the proposed step-based pay plan for all Fire employees with nine pay grades, numbered F1 through F9. The pay structure was designed with direct regard to each classification being competitive with the 75th percentile of the market. Range spreads varied between 36 percent and 56 percent. **Exhibit 5E** shows the grades by annual salary and **Exhibit 5F** shows the grades by hourly rate. The Town expressed a desire to have 10 steps for the pay plan. The plan was designed to place employees with five years of tenure at the midpoint of the range. Since all employees initially start at Step 1, Step 6 is the approximate midpoint for each range. Step progressions vary between 3.37 percent and 5.07 percent. Grades F1 through F6 are based on a 2,496-annual hour schedule while the rest are based on a 2,080-annual hour schedule.



EXHIBIT 5E
PROPOSED PAY PLAN – FIRE (SALARY)

Grade/Step	1	2	3	4	5
F1	\$ 54,690.00	\$ 57,233.09	\$ 59,894.42	\$ 62,679.51	\$ 65,594.11
F2	\$ 61,476.00	\$ 64,334.63	\$ 67,326.19	\$ 70,456.86	\$ 73,733.11
F3	\$ 62,370.00	\$ 65,270.21	\$ 68,305.27	\$ 71,481.46	\$ 74,805.35
F4	\$ 66,050.00	\$ 69,121.33	\$ 72,335.47	\$ 75,699.07	\$ 79,219.07
F5	\$ 74,290.00	\$ 78,056.50	\$ 82,013.97	\$ 86,172.08	\$ 90,541.00
F6	\$ 91,288.00	\$ 95,377.70	\$ 99,650.62	\$104,114.97	\$108,779.32
F7	\$102,149.00	\$105,591.42	\$109,149.85	\$112,828.20	\$116,630.51
F8	\$110,211.00	\$115,523.17	\$121,091.39	\$126,927.99	\$133,045.92
F9	\$122,011.00	\$127,477.09	\$133,188.07	\$139,154.89	\$145,389.03

EXHIBIT 5E (CONTINUED)
PROPOSED PAY PLAN – FIRE (SALARY)

Grade/Step	6	7	8	9	10
F1	\$ 68,644.24	\$ 71,891.11	\$ 75,291.56	\$ 78,852.85	\$ 82,582.59
F2	\$ 77,161.70	\$ 80,811.44	\$ 84,633.83	\$ 88,637.01	\$ 92,829.54
F3	\$ 78,283.80	\$ 81,986.63	\$ 85,864.59	\$ 89,925.99	\$ 94,179.49
F4	\$ 82,902.76	\$ 86,824.06	\$ 90,930.84	\$ 95,231.87	\$ 99,736.33
F5	\$ 95,131.43	\$ 99,945.08	\$105,002.30	\$110,315.42	\$115,897.38
F6	\$113,652.64	\$118,880.66	\$124,349.17	\$130,069.23	\$136,052.41
F7	\$120,560.96	\$124,913.21	\$129,422.58	\$134,094.73	\$138,935.55
F8	\$139,458.73	\$146,250.37	\$153,372.77	\$160,842.02	\$168,675.03
F9	\$151,902.46	\$158,889.97	\$166,198.91	\$173,844.06	\$181,840.89



EXHIBIT 5F
PROPOSED PAY PLAN – FIRE (HOURLY)

Grade/Step	1	2	3	4	5
F1	\$ 21.9111	\$ 22.9299	\$ 23.9962	\$ 25.1120	\$ 26.2797
F2	\$ 24.6298	\$ 25.7751	\$ 26.9736	\$ 28.2279	\$ 29.5405
F3	\$ 24.9880	\$ 26.1499	\$ 27.3659	\$ 28.6384	\$ 29.9701
F4	\$ 26.4623	\$ 27.6928	\$ 28.9806	\$ 30.3282	\$ 31.7384
F5	\$ 29.7636	\$ 31.2726	\$ 32.8582	\$ 34.5241	\$ 36.2744
F6	\$ 36.5737	\$ 38.2122	\$ 39.9241	\$ 41.7127	\$ 43.5815
F7	\$ 49.1101	\$ 50.7651	\$ 52.4759	\$ 54.2443	\$ 56.0724
F8	\$ 52.9861	\$ 55.5400	\$ 58.2170	\$ 61.0231	\$ 63.9644
F9	\$ 58.6591	\$ 61.2871	\$ 64.0327	\$ 66.9014	\$ 69.8986

EXHIBIT 5F (CONTINUED)
PROPOSED PAY PLAN – FIRE (HOURLY)

Grade/Step	6	7	8	9	10
F1	\$ 27.5017	\$ 28.8025	\$ 30.1649	\$ 31.5917	\$ 33.0860
F2	\$ 30.9141	\$ 32.3764	\$ 33.9078	\$ 35.5116	\$ 37.1913
F3	\$ 31.3637	\$ 32.8472	\$ 34.4009	\$ 36.0280	\$ 37.7322
F4	\$ 33.2142	\$ 34.7853	\$ 36.4306	\$ 38.1538	\$ 39.9585
F5	\$ 38.1136	\$ 40.0421	\$ 42.0682	\$ 44.1969	\$ 46.4332
F6	\$ 45.5339	\$ 47.6285	\$ 49.8194	\$ 52.1111	\$ 54.5082
F7	\$ 57.9620	\$ 60.0544	\$ 62.2224	\$ 64.4686	\$ 66.7959
F8	\$ 67.0475	\$ 70.3127	\$ 73.7369	\$ 77.3279	\$ 81.0938
F9	\$ 73.0300	\$ 76.3894	\$ 79.9033	\$ 83.5789	\$ 87.4235

After developing the new structure of pay plans, Evergreen slotted each proposed classification into the appropriate pay range within the plans. Both internal and external equity were reviewed when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in **Chapter 3** were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above. The resulting recommended pay grades for each of the Town's classifications are shown in **Exhibits 5D – 5F**.



EXHIBIT 5D
PROPOSED PAY GRADES – GENERAL EMPLOYEES

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Golf Course Associate Tennis Attendant	101	\$ 23,834.12	\$ 30,984.35	\$ 38,134.59
Activity Leader	102	\$ 25,025.82	\$ 32,533.57	\$ 40,041.32
Bus Driver	103	\$ 26,277.11	\$ 34,160.25	\$ 42,043.38
Vehicle Technician	105	\$ 28,970.52	\$ 37,661.67	\$ 46,352.83
Maintenance Associate Pro-Shop Assistant	107	\$ 31,940.00	\$ 41,521.99	\$ 51,103.99
Dock Attendant Laborer	108	\$ 33,537.00	\$ 43,598.09	\$ 53,659.19
Equipment Operator Lifeguard Lifeguard On-Call	109	\$ 35,213.85	\$ 45,778.00	\$ 56,342.15
Building Maintenance Worker Maintenance Worker	110	\$ 36,974.54	\$ 48,066.90	\$ 59,159.26
Development Geoprocessor Technician Development Permit Coordinator Parking Enforcement Officer Police Records Specialist	111	\$ 38,823.26	\$ 50,470.24	\$ 62,117.22
Accounting Technician Equipment Operator I Irrigation And Spray Technician Junior Buyer Lead Parking Enforcement Officer Street & Sign Painter	112	\$ 40,764.43	\$ 52,993.76	\$ 65,223.08
Administrative Assistant Equipment Operator II	113	\$ 42,802.65	\$ 55,643.44	\$ 68,484.24
Administrative Specialist Code Compliance Officer I Crane Operator Crew Foreman/Irrigation Specialist Equipment Operator III Human Resources Specialist Parking/Code Enforcement Specialist Transfer Station Operator Water Resources Technician I	114	\$ 44,942.78	\$ 58,425.62	\$ 71,908.45
Business Services Supervisor Deputy Town Clerk Fleet Mechanic Golf Course Mechanic Human Resources Coordinator Office Manager Supervisor Lifeguard Telecommunicator Warehouse Coordinator	115	\$ 47,189.92	\$ 61,346.90	\$ 75,503.87



EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES – GENERAL EMPLOYEES

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Buyer Crime Intelligence Analyst Crime Scene Evidence Tech II Industrial Electrician Purchasing Coordinator	116	\$ 49,549.42	\$ 64,414.24	\$ 79,279.07
Planner Recreation Supervisor Right Of Way Inspector Water Resources Technician II	117	\$ 52,026.89	\$ 67,634.95	\$ 83,243.02
Accountant Fire Inspector Information Technology Specialist Parking/Code Enforcement Manager Sanitation Supervisor Telecommunicator Supervisor Trash Supervisor	118	\$ 54,628.23	\$ 71,016.70	\$ 87,405.17
Fleet Mechanic Supervisor Grounds Supervisor Human Resources Analyst Police Planner Senior Industrial Electrician	119	\$ 57,359.64	\$ 74,567.54	\$ 91,775.43
Budget Analyst Combination Building Inspector Fleet Manager General Maintenance Supervisor Lead Telecommunications Supervisor Risk Manager Town Clerk Training & Comm Relations Coor	120	\$ 60,227.63	\$ 78,295.91	\$ 96,364.20
Combination Plan Reviewer Crime Scene Evidence Manager Dockmaster GIS Coordinator Golf Course Superintendent Utilities Maintenance Supervisor	121	\$ 63,239.01	\$ 82,210.71	\$ 101,182.41
Administrative Manager Assistant Purchasing Manager Chief Electrical Inspector Chief Plumbing Inspector	122	\$ 66,400.96	\$ 86,321.25	\$ 106,241.53
Golf Manager Planning Administrator Systems Administrator	123	\$ 69,721.01	\$ 90,637.31	\$ 111,553.61
Assistant Director Of Recreation Assistant Information Technology Manager Chief Building Inspector Zoning Administrator	124	\$ 73,207.06	\$ 95,169.17	\$ 117,131.29



EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES – GENERAL EMPLOYEES

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Civil Engineer	125	\$ 77,599.48	\$ 100,879.32	\$ 124,159.17
Coastal Program Manager				
Project Manager (Engineering)				
Underground Utilities Project Manager				
Facilities Maint Div Manager	126	\$ 82,255.45	\$ 106,932.08	\$ 131,608.72
Senior Project Engineer				
Services Division Manager				
Water Resources Division Manager				
Fire Marshal	127	\$ 87,190.77	\$ 113,348.01	\$ 139,505.24
Purchasing Manager				
Assistant Director Of Finance	128	\$ 92,422.22	\$ 120,148.89	\$ 147,875.55
Assistant Director Of Human Resources				
Assistant Director of Planning, Zoning, & Building	130	\$ 103,845.61	\$ 134,999.29	\$ 166,152.97
Assistant Director Of Public Works				
Town Engineer				
Director of Business Development & Operations	131	\$ 111,114.80	\$ 144,449.24	\$ 177,783.68
Director Of Human Resources				
Director Of Planning Zoning & Building				
Director Of Public Works				
Information Technology Manager	132	\$ 118,892.84	\$ 154,560.69	\$ 190,228.54
Director Of Finance				
Deputy Town Manager	133	\$ 142,671.40	\$ 185,472.83	\$ 228,274.25

EXHIBIT 5E
PROPOSED PAY GRADES – POLICE EMPLOYEES

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Police Trainee	P1	\$ 43,820.00	\$ 43,820.00	\$ 43,820.00
Police Officer	P2	\$ 62,482.00	\$ 78,415.30	\$ 94,348.61
Police Sergeant	P3	\$ 86,358.00	\$ 98,880.63	\$ 111,403.26
Police Lieutenant	P4	\$ 101,752.00	\$ 118,047.59	\$ 134,343.17
Police Captain	P5	\$ 107,751.00	\$ 132,006.78	\$ 156,262.55
Police Major	P6	\$ 113,206.00	\$ 144,907.47	\$ 176,608.94
Police Chief	P7	\$ 122,522.00	\$ 159,297.87	\$ 196,073.74

It should be noted that the Police Captain, Police Major and Police Chief classifications were assigned pay grades in the proposed step plan. However, the Town may want to consider utilizing the identified pay minimums, midpoints and maximums as the basis for an open-range designed plan for these classifications.



EXHIBIT 5F
PROPOSED PAY GRADES – FIRE EMPLOYEES

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Firefighter EMT	F1	\$ 54,690.00	\$ 68,636.30	\$ 82,582.59
Firefighter Paramedic	F2	\$ 61,476.00	\$ 77,152.77	\$ 92,829.54
Firefighter Driver/Engineer EMT	F3	\$ 62,370.00	\$ 78,274.74	\$ 94,179.49
Firefighter Driver/Engineer Paramedic	F4	\$ 66,050.00	\$ 82,893.17	\$ 99,736.33
Lieutenant/Paramedic	F5	\$ 74,290.00	\$ 95,093.69	\$ 115,897.38
Battalion Chief	F6	\$ 91,288.00	\$ 113,670.21	\$ 136,052.41
Fire Rescue Division Chief - EMS Coordinator	F7	\$ 102,149.00	\$ 120,542.28	\$ 138,935.55
Fire Rescue Division Chief - Trng & Safety				
Assistant Fire-Rescue Chief	F8	\$ 110,211.00	\$ 139,443.01	\$ 168,675.03
Fire-Rescue Chief	F9	\$ 122,011.00	\$ 151,925.94	\$ 181,840.89

It should be noted that the Fire Rescue Division Chief – EMS Coordinator, Fire Rescue Chief – Training and Safety, Assistant Fire-Rescue Chief, and Fire-Rescue Chief classifications were assigned pay grades in the proposed step plan. However, the Town may want to consider utilizing the identified pay minimums, midpoints and maximums as the basis for an open-range designed plan for these classifications.

After assigning pay grades to classifications, the next step was to develop appropriate methods (options) for transitioning employees' salaries into the revised plans. This was done utilizing equitable methods (options) for calculating salaries in the new plans and determining whether adjustments were necessary to individual salaries to bring them to their calculated salary. Evergreen calculated and provided optional transition methods in implementing the new plans. The approximate costs were for salary adjustments (only) and did not include the associated costs for employee benefits.

Bring Employees' Salaries to New Minimums (All)

Employees' salaries were compared to the minimums of their classification's proposed pay ranges. If an employee's salary was below his or her classification's pay range minimum, an adjustment was proposed to raise the individual's salary to the minimum. A benefit to this solution method is that it provides a basis for all other adjustment options. Additionally, best practice within Human Resources is to have all employees' salaries fall within the pay range of their classification. However, without the addition of other options described below, no current employees with a salary above the proposed minimum would receive adjustments.

Utilizing this approach, adjustments were then recommended for 64 General employees with an approximate annualized cost of **\$145,158**. The same recommendation was made for 35 sworn Police employees with an approximate annualized cost of **\$228,298**. Only insignificant adjustments (rounding of a few employees' annual salaries) were required for certified Fire employees utilizing this method.



Bring Employees' Salaries to Closest Step (Police and Fire)

With the implementation of new step plans for Police and Fire sworn and certified employees, individual salaries would need to be placed on a step within the respective plan. In this method, each employee was brought up to the closest step based on their current salary and proposed pay grade as no individual salaries were recommended to be decreased. Individual adjustments vary based on their proximity to the nearest higher salary in the proposed step plan.

Utilizing this approach, adjustments were then recommended for 62 Police employees and 65 Fire employees with additional approximate annualized costs of **\$60,277** and **\$107,358**, respectively.

Current Range Penetration (All)

Using this adjustment method, a calculation was performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation would place him/her at the same percentage through the proposed range. For example, if an individual was at the midpoint (50%) of the current range, he/she was brought to the midpoint (50%) of the recommended range. This option somewhat alleviates compression resulting from bringing employees' salaries to the new minimums, but does not specifically address the issue of compression. This method also does not attempt to remedy any perceived salary inequities by employees within the same classification. For Police and Fire employees, the same methodology as with the Bring Employees' Salaries to Closest Step adjustment is applied to bring the new calculated salaries up to the closest step-salary.

Utilizing this approach, adjustments would be made for 218 General employees, 62 Police employees, and 64 Fire employees. The approximate annualized costs were calculated as **\$1,194,081**, **\$477,774**, and **\$336,322**, respectively. These annualized costs are separated from the costs for the Bring Employees' Salaries to New Minimums adjustment, but do include the costs for the Bring Employees' Salaries to Closest Step methodology.

Current Range Penetration – Capped at Midpoint (All)

This adjustment method uses the same methodology as the Current Range Penetration method, with the exception that no employees' salaries are adjusted past the midpoint of the proposed ranges. Compression around the minimums would be somewhat alleviated, however this option has the potential to create compression around the new midpoints.

Utilizing this approach, adjustments would be made for 139 General employees for **\$401,233**, 51 Police employees for **\$326,921**, and 47 Fire employees for **\$227,446**. Again, these annualized costs are separated from the costs for the Bring Employees' Salaries to New Minimums adjustment, but do include the costs for the Bring Employees' Salaries to Closest Step methodology.



Move Toward Market (3-Tier) (All)

Using this adjustment method, employees' salaries were moved closer toward the midpoint of the proposed pay grade range based on total tenure. The tiers used in the adjustment were designated as 1-3 years, 3-7 years, and over 7 years of tenure. Increments were designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more total tenure. Employees at or above the range midpoint were unaffected. This adjustment method attempts to address compression within the organization by creating more salary separation between employees based on their tenure. For Police and Fire employees, the same methodology as with the Bring Employees' Salaries to Closest Step adjustment is applied to bring the new calculated salaries up to the closest step-salary.

Utilizing this approach, adjustments would be made for 138 General employees for **\$222,511**, 62 Police employees for **\$378,612**, and 65 Fire employees for **\$444,008**. These annualized costs are separated from the costs for the Bring Employees' Salaries to New Minimums adjustment, but do include the costs for the Bring Employees' Salaries to Closest Step methodology.

Move Toward Market (2-Tier) (All)

This adjustment method uses the same methodology as the Move Toward Market (3-Tier) method, except that the tenure tiers are 1-10 years and over 10 years. This adjustment method also addresses compression within the organization by creating more separation between employees based on their tenure. For Police and Fire employees, the same methodology as with the Bring Employees' Salaries to Closest Step adjustment is applied to bring the new calculated salaries up to the closest step-salary.

Utilizing this approach, adjustments would be made for 104 General employees for **\$71,764**, 62 Police employees for **\$454,788**, and 65 Fire employees for **\$467,360**. These annualized costs are separated from the costs for the Bring Employees' Salaries to New Minimums adjustment, but do include the costs for the Bring Employees' Salaries to Closest Step methodology.

Exhibits 5G, 5H, and 5I list all adjustment options together and list the total cost estimates for General, Police, and Fire employees, respectively, for each option. The exhibits also include the number of employees receiving adjustments within each option. Furthermore, the average salary adjustment for employees who are receiving an adjustment in each option (not an average of all employees) is included with its respective average percentage adjustment in each exhibit.



EXHIBIT 5G
COST ESTIMATES – GENERAL EMPLOYEES

Option	Total Implementation Cost	# Employees Receiving Adjustments	Avg. Salary Adjustment for Employees who receive an Adjustment	Avg. Percentage Adjustment
Bring to New Minimums	\$ 145,158.24	64	\$ 2,268.10	2.0%
Current Range Penetration	\$ 1,194,080.85	218	\$ 5,477.44	9.0%
Current Range Penetration - Capped at Midpoint	\$ 401,232.83	139	\$ 2,886.57	7.5%
Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	\$ 222,511.31	138	\$ 1,612.40	5.1%
Move Toward Market (2 Tier) & Closest Step in Revised Pay Plan	\$ 71,764.30	104	\$ 690.04	3.9%

EXHIBIT 5H
COST ESTIMATES – POLICE EMPLOYEES

Option	Total Implementation Cost	# Employees Receiving Adjustments	Avg. Salary Adjustment for Employees who receive an Adjustment	Avg. Percentage Adjustment
Bring to New Minimums	\$ 228,298.34	35	\$ 6,522.81	6.9%
Closest Step in Revised Pay Plan	\$ 60,276.60	62	\$ 972.20	1.0%
Current Range Penetration	\$ 477,773.86	62	\$ 7,706.03	10.0%
Current Range Penetration - Capped at Midpoint	\$ 326,921.30	51	\$ 6,410.22	11.2%
Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	\$ 378,611.74	62	\$ 6,106.64	8.8%
Move Toward Market (2 Tier) & Closest Step in Revised Pay Plan	\$ 454,788.33	62	\$ 7,335.30	11.2%



EXHIBIT 5I
COST ESTIMATES – FIRE EMPLOYEES

Option	Total Implementation Cost	# Employees Receiving Adjustments	Avg. Salary Adjustment for Employees who receive an Adjustment	Avg. Percentage Adjustment
Bring to New Minimums	\$ 10.00	9	\$ 1.11	0.0%
Closest Step in Revised Pay Plan	\$ 113,721.01	67	\$ 1,697.33	1.9%
Current Range Penetration	\$ 364,881.69	66	\$ 5,528.51	6.7%
Current Range Penetration - Capped at Midpoint	\$ 250,204.41	49	\$ 5,106.21	7.0%
Move Toward Market (3 Tier) & Closest Step in Revised Pay Plan	\$ 461,220.27	67	\$ 6,883.88	8.9%
Move Toward Market (2 Tier) & Closest Step in Revised Pay Plan	\$ 484,571.57	67	\$ 7,232.41	9.6%

5.2 EMPLOYEE BENEFITS

The Town's employee benefits will continue to require periodic monitoring to ensure they remain competitive with the labor market. The recommendations provided to improve the competitiveness of benefits offered were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase if the benefits become less competitive with the practices of peer organizations over time.

RECOMMENDATION 2: Conduct small-scale benefits surveys as needed to assess the market competitiveness of General, Police, and Fire groups and make changes if necessary.

Employee benefits generally do not need to be adjusted as often as pay ranges, yet should be monitored periodically. If classifications in a certain retirement group (General, Police, Fire) are exhibiting high turnover or are having difficulty with recruitment despite being competitive with salaries, the Town should collect benefits data from peer organizations to determine if any adjustments are needed. As a result of this study, it was determined that many provided and/or offered benefits at the Town were competitive with peer organizations.



5.3 SYSTEM ADMINISTRATION

The Town's compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation system becomes dated and less competitive.

RECOMMENDATION 3: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay grade assignments if necessary.

While it is unlikely that the pay plan in total will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the Town should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). If increasing a classification's pay grade based on market data does not help with the recruitment and/or retention issues, it may be necessary for the Town to offer incentives to attract employees to the position and/or to encourage employees to remain in the position.

RECOMMENDATION 4: Conduct a comprehensive classification and compensation study every three to five years.

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the Town in less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 5: Review and revise, as appropriate, guidelines for progressing employee salaries through the pay plan, including those for determining salaries of newly hired employees and employees who have been promoted or transferred to a different classification or department.

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the Town to have established guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA) across the board, time based, and employee performance based. At the time of the study, Evergreen understood that the Town intended to continue to utilize a merit-based system as its primary method of salary progression. Based on findings in the salary survey;



however, it may want to consider utilizing a combination of COLA and merit adjustments, as do most of its peers. Ultimately, it is recommended that the Town continuously evaluate, as it has with this study, its salary progression methods for employees' salaries and make changes to align with its compensation philosophy as appropriate.

New Hires

Typically, an employee holding the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. However, for recruiting purposes the Town needs the ability to offer salaries to new employees that consider prior related experience. It is recommended that the Town continue to allow flexibility when establishing new employee salaries. It is also important, however, when determining new hire salaries to, when possible, preserve the internal equity of employees' salaries within the classification.

Promotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moving the salary into the new pay grade, and ensuring internal equity in the new classification. For example, a range of three to seven percent increase is common today, with consideration given to preserving the internal equity of employees' salaries within the classification. The Town has established promotion guidelines which will continue to require review going forward to remain current with best practice.

Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay grade as his or her current classification or when an employee's classification stays the same, but his or her department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if his or her current salary is not aligned with the salaries of employees in the new classification or department. If that occurs, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.

5.4 SUMMARY

The recommendations in this chapter provide an update to the compensation system for the Town's employees. If implemented, the recommendations will enhance the Town's competitiveness in the labor market. By implementing the new pay plans, it will have a responsive compensation system for several years to come. While the upkeep of this will require work, the Town will find that having a more competitive compensation system that enhances strong recruitment and employee retention is well worth this commitment.

