

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



Presentation of Results



Evergreen Solutions, LLC

19 March 2019

Agenda

- Study Process
- Town's Compensation Philosophy
- General, Police, Fire:
 - Current Conditions
 - Compensation
 - Proposed Pay Plan
 - Implementation Options & Cost
 - Benefits



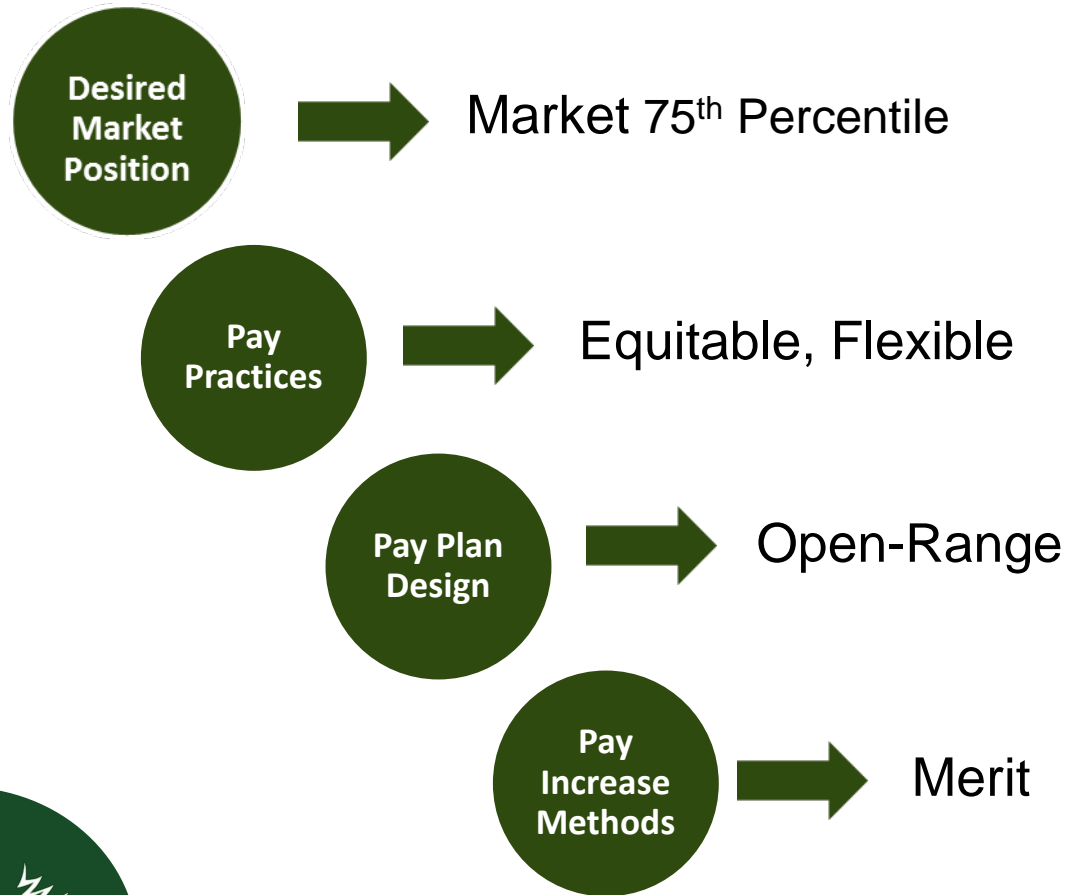
Study Process

- ✓ Reviewed Town's current compensation philosophy.
- ✓ Assessed the current pay plans.
- ✓ Conducted salary and benefits surveys; determined market competitiveness of current pay structure/plans.
- ✓ Proposed new competitive pay plans/pay grade assignments for General, Police, and Fire for Town's consideration.
- ✓ Prepared implementation options and cost estimates.
- ✓ Prepared report.



Compensation Philosophy

Town's **current** compensation philosophy:



Executive Overview General

**Current Conditions
Compensation
Proposed Pay Plan
Implementation Options & Cost
Benefits**



Evergreen Solutions, LLC

Current Conditions

*Reviewed current pay system for **General** employees:*

- Open-range design
- Most pay range spreads at 61%
- Plan has 111 total grades

Analyzed distribution of employees' salaries by quartile:

- Employees' salaries were clustered in the 1st and 4th quartiles

1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
37.7%	10.8%	11.2%	40.4%

Midpoint



Compensation

*Conducted public sector salary survey;
collected salary range data from 26 peers:*

- Private sector data were obtained via secondary salary source.

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



Compensation (cont.)

Collected public sector salary range data for 52 General classifications (subset of all); **compared at market 75th percentile:**

Benchmark Classifications	Differential at the Range Minimum	Differential at the Range Midpoint	Differential at the Range Maximum
Overall Average	-13.6%	-11.6%	-10.6%

Midpoint is typically considered “market” as employees receiving pay at this point should be proficient and satisfactorily performing the duties of their classification.

* Results do not indicate that all benchmarks (classifications) were ahead or behind desired market position.



Compensation (cont.)

Compensation Related – General

Compensation Topic	Market Position	Rationale
Incentive Pay	COMPETITIVE	Differences: of all benchmarks, 20% of market for Telecommunicator and 25% of market for Town Engineer offered incentive pay. Not offered at the Town.
Additional Allowances	COMPETITIVE	Car allowance and cell phone allowance offered at both Town and peers.
Pay Plan Type	-	Open-Range at Town compared to 72.7% of market.
Average Tenure	COMPETITIVE	10 Years at Town compared to 10.4 years market.



Proposed Pay Plan

General

- Open-Range
- Reduced number of pay grades:

Current: 111

Proposed: 33

- Range spreads:

Current: 61-64%

Proposed: 60%

- Individually assigned a pay grade (range) for each classification based on internal and external equity analysis/review.

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%



Implementation Options

Bring to New Minimums

A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.

General

- Total Implementation Cost: **\$145,158**
- # General employees who would receive adjustments: **64**

** Cost estimates are salary only and do not include the cost of benefits.*



Implementation Options

Current Range Penetration

A calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place him/her at the same percentage through the proposed range. For example, if an individual is at the midpoint (50%) of the current range, he/she is brought to the midpoint of (50%) the recommended range. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

General

- Total Implementation Cost: **\$1,194,081**
- # General employees who would receive adjustments: **218**

** Cost estimates are salary only and do not include the cost of benefits.*



Implementation Options

Current Range Penetration – Capped at Midpoint

A calculation is performed to determine the relative position of an employee's salary in the current pay range. The employee's recommended salary calculation is based on the employee's new salary being placed at the same relative position in the proposed range. For example, if an employee's salary is 40% into the current pay range, the proposed salary is placed at 40% into the recommended pay range. This places an employee's salary in the new range based on the relative position in the current range, yet does not place any salary beyond new midpoints unless the salary is already above that point, as no employee salary is reduced. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

General

- Total Implementation Cost: **\$401,233**
- # General employees who would receive adjustments: **139**



** Cost estimates are salary only and do not include the cost of benefits.*

Implementation Options

Move Toward Midpoint (Market) - 3 Tier

Employees with at least 1 year and less than 3 years in their classification are moved closer toward the midpoint of proposed pay range; employees with between 3 and 7 years are moved even closer toward the midpoint; and employees with more than 7 years are moved yet even closer toward the midpoint of proposed pay range. Increments are 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 experience in their classification. Employees' salaries at or above the new midpoints are unaffected. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

General

- Total Implementation Cost: **\$222,511**
- # General employees who would receive adjustments: **138**



Implementation Options

Move Toward Midpoint (Market) - 2 Tier

Employees with at least 1 year and less than 10 years of total tenure are moved closer toward the midpoint of proposed pay range; and employees with more than 10 years are moved even closer toward the midpoint of proposed pay range. Increments are 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 experience in their classification. Employees' salaries at or above the new midpoints are unaffected. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

General

- Total Implementation Cost: **\$71,764**
- # General employees who would receive adjustments: **104**



Benefits

Conducted benefits survey; collected data from 14 peers:

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



Benefits (cont.)

Benefits Comparison – General

Benefit Offered	Market Position	Rationale
Health Insurance	COMPETITIVE	Employer single coverage provided found as higher by 4.5% on average depending on health plan. Family coverage is on average 6.9% lower than market.
Dental Plans	LEAD	Employer single coverage provided found as higher by 37.3% on average (Town uses DPPO while 67.6% market uses DHMO). Lower for family coverage by 0.8%.
Retirement	COMPETITIVE	DB multiplier at 1.7 vs. up to 2.1 with market. Vesting at 10 years vs. 8 with market. No COLA during retirement (42.9% market). DC plan as 401a matching 50% of market. Employer contribution up to 5% vs 6.6% market.
Sick Leave	LEAD	Max hours accrued at 1,040 hours compared to market average 716 hours. However, 71.5% market allows use immediately, not after 6 months.
Vacation Leave	LAG	Hours accrued lags by average 31 hours/year. Town provides 160 hours/year vs. 187 hours/year with market.
Paid Holidays	COMPETITIVE	Town offers New Year's Eve vs. 27% of market. Town does not offer Columbus Day vs. 27.3% of market.



Executive Overview Police

**Current Conditions
Compensation
Proposed Pay Plan
Implementation Options & Cost
Benefits**



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Current Conditions

*Reviewed current pay system for sworn **Police** employees:*

- Open-range design
- Pay range spreads between 33% and 75%
- Plan has 7 total grades

Analyzed the distribution of employees' salaries by quartile:

- Employees' salaries were clustered in the 1st quartile

1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
60.9%	12.5%	0.0%	26.6%

Midpoint



Compensation

*Conducted public sector salary survey;
collected salary range data from 26 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



Compensation (cont.)

Collected public sector salary range data for 7 sworn **Police** classifications; **compared at market 75th percentile:**

Benchmark Classifications	Differential at the Range Minimum	Differential at the Range Midpoint	Differential at the Range Maximum
Overall Average	-15.5%	-11.9%	-8.4%

Midpoint is typically considered “market” as employees receiving pay at this point should be proficient and satisfactorily performing the duties of their classification.

* Results do not indicate that all benchmarks (classifications) were ahead or behind.



Compensation (cont.)

Compensation Related – Police

Compensation Topic	Market Position	Rationale
Overtime Threshold	COMPETITIVE	Town uses 167 hours in pay cycle, 40% of market uses 40 hours/week and 40% specified none.
Additional Allowances	COMPETITIVE	Cell phone, car, clothing, and shoe allowances all offered at both Town and majority of peers. Amounts vary.
Pay Plan Type	-	Town has open-range. 66.7% of market uses step-based plan.

Annual Hours Survey Comparison – Police

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	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



Proposed Pay Plan

Police

- Step-Based
- Pay Grades
 - Current: 7
 - Proposed: 7
- Range spreads:
 - Current: 33-75%
 - Proposed: 29-60%

Salary

Grade/Step	1	2	3	4	5	6	7	8	9	10
P1	\$ 43,820.00	\$ 43,820.00	\$ 43,820.00	\$ 43,820.00	\$ 43,820.00	\$ 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	\$ 78,424.38	\$ 82,133.85	\$ 86,018.78	\$ 90,087.47	\$ 94,348.61
P3	\$ 86,358.00	\$ 88,732.85	\$ 91,173.00	\$ 93,680.26	\$ 96,256.46	\$ 98,903.52	\$101,890.40	\$104,967.49	\$108,137.51	\$111,403.26
P4	\$101,752.00	\$104,824.91	\$107,990.62	\$111,251.94	\$114,611.75	\$118,073.02	\$121,945.82	\$125,945.64	\$130,076.66	\$134,343.17
P5	\$107,751.00	\$112,222.67	\$116,879.91	\$121,730.42	\$126,782.24	\$132,043.70	\$137,721.58	\$143,643.61	\$149,820.28	\$156,262.55
P6	\$113,206.00	\$118,945.54	\$124,976.08	\$131,312.37	\$137,969.91	\$144,964.98	\$152,300.21	\$160,006.60	\$168,102.93	\$176,608.94
P7	\$122,522.00	\$129,125.94	\$136,085.82	\$143,420.85	\$151,151.23	\$159,298.28	\$167,788.88	\$176,732.03	\$186,151.85	\$196,073.74

- Individually assigned a pay grade (range) for each classification in both plans based on both internal and external equity analysis/review.



Proposed Pay Plan

Police

- Step-Based
- Pay Grades
 - Current: 7
 - Proposed: 7
- Range spreads:
 - Current: 33-75%
 - Proposed: 29-60%

Hourly

Grade/Step	1	2	3	4	5	6	7	8	9	10
P1	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673	\$ 21.0673
P2	\$ 29.8528	\$ 31.2410	\$ 32.6937	\$ 34.2140	\$ 35.8049	\$ 37.4698	\$ 39.2422	\$ 41.0983	\$ 43.0423	\$ 45.0782
P3	\$ 41.2604	\$ 42.3951	\$ 43.5609	\$ 44.7588	\$ 45.9897	\$ 47.2544	\$ 48.6815	\$ 50.1517	\$ 51.6663	\$ 53.2266
P4 - Shift	\$ 48.6154	\$ 50.0836	\$ 51.5961	\$ 53.1543	\$ 54.7596	\$ 56.4133	\$ 58.2636	\$ 60.1747	\$ 62.1484	\$ 64.1869
P4	\$ 48.9192	\$ 50.3966	\$ 51.9186	\$ 53.4865	\$ 55.1018	\$ 56.7659	\$ 58.6278	\$ 60.5508	\$ 62.5369	\$ 64.5881
P5	\$ 51.4816	\$ 53.6181	\$ 55.8432	\$ 58.1607	\$ 60.5744	\$ 63.0882	\$ 65.8010	\$ 68.6305	\$ 71.5816	\$ 74.6596
P6	\$ 54.4260	\$ 57.1854	\$ 60.0847	\$ 63.1309	\$ 66.3317	\$ 69.6947	\$ 73.2213	\$ 76.9263	\$ 80.8187	\$ 84.9081
P7	\$ 58.9048	\$ 62.0798	\$ 65.4259	\$ 68.9523	\$ 72.6689	\$ 76.5857	\$ 80.6677	\$ 84.9673	\$ 89.4961	\$ 94.2662

- Individually assigned a pay grade (range) for each classification in both plans based on both internal and external equity analysis/review.



Implementation Options

Bring to New Minimums

A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.

Police

- Total Implementation Cost: **\$228,298**
- # Police employees who would receive adjustments: **35**



** Cost estimates are salary only and do not include the cost of benefits.*

Implementation Options

Closest Step in New Pay Plan

Each employee is brought up to the closest step in the revised step plan based on his/her current salary. This option only applies to Police and Fire employees. The cost estimates below do NOT include the Bring to New Minimums cost.

Police

- Total Implementation Cost: **\$60,277**
- # Police employees who would receive adjustments: **62**



** Cost estimates are salary only and do not include the cost of benefits.*

Implementation Options

Current Range Penetration

A calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place him/her at the same percentage through the proposed range. For example, if an individual is at the midpoint (50%) of the current range, he/she is brought to the midpoint of (50%) the recommended range. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

Police

- Total Implementation Cost: **\$477,774**
- # Police employees who would receive adjustments: **62**



** Cost estimates are salary only and do not include the cost of benefits.*

Implementation Options

Current Range Penetration – Capped at Midpoint

A calculation is performed to determine the relative position of an employee's salary in the current pay range. The employee's recommended salary calculation is based on the employee's new salary being placed at the same relative position in the proposed range. For example, if an employee's salary is 40% into the current pay range, the proposed salary is placed at 40% into the recommended pay range. This places an employee's salary in the new range based on the relative position in the current range, yet does not place any salary beyond new midpoints unless the salary is already above that point, as no employee salary is reduced. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

Police

- Total Implementation Cost: **\$326,921**
- # Police employees who would receive adjustments: **51**

** Cost estimates are salary only and do not include the cost of benefits.*



Implementation Options

Move Toward Midpoint (Market) - 3 Tier

Employees with at least 1 year and less than 3 years in their classification are moved closer toward the midpoint of proposed pay range; employees with between 3 and 7 years are moved even closer toward the midpoint; and employees with more than 7 years are moved yet even closer toward the midpoint of proposed pay range. Increments are 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 experience in their classification. Employees' salaries at or above the new midpoints are unaffected. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

Police

- Total Implementation Cost: **\$378,612**
- # Police employees who would receive adjustments: **62**



** Cost estimates are salary only and do not include the cost of benefits.*

Implementation Options

Move Toward Midpoint (Market) - 2 Tier

Employees with at least 1 year and less than 10 years of total tenure are moved closer toward the midpoint of proposed pay range; and employees with more than 10 years are moved even closer toward the midpoint of proposed pay range. Increments are 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 experience in their classification. Employees' salaries at or above the new midpoints are unaffected. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

Police

- Total Implementation Cost: **\$454,788**
- # Police employees who would receive adjustments: **62**



** Cost estimates are salary only and do not include the cost of benefits.*

Benefits

Conducted a public sector benefits survey; collected benefits data from 14 peers; analyzed external (market) equity:

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



Benefits (cont.)

Benefits Comparison – Police

Benefit Offered	Market Position	Rationale
Health Insurance	COMPETITIVE	Employer single coverage provided found as higher by 4.5% on average depending on health plan. Family coverage is on average 6.9% lower than market.
Dental Plans	LEAD	Employer single coverage provided found as higher by 37.3% on average (Town uses DPPO while 67.6% market uses DHMO). Lower for family coverage by 0.8%.
Retirement/Pension	LAG	Multiplier at 2.75 compared to 2.97 with market. Vesting period at 10 years compared to 9 with market. COLA not provided during retirement (42.9% market).
Sick Leave	LEAD	Max hours accrued at 1,040 hours compared to market average 683 hours. However, 57.1% market allows use immediately, not after 6 months.
Vacation Leave	LEAD	Hours accrued leads by average 69.5 hours/year. Town provides 256 hours/year (15+) vs. 180 hours/year with market.
Paid Holidays	LAG	Town does not offer paid holidays to Police. Shift employees work holidays and receive higher accrual vacation leave rate.



Executive Overview Fire

**Current Conditions
Compensation
Proposed Pay Plan
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Benefits**



Evergreen Solutions, LLC

Current Conditions

*Reviewed the current pay system for certified **Fire** employees:*

- Open-range design
- Pay range spreads between 51% and 61%
- Plan has 9 total grades

Analyzed the distribution of employees' salaries by quartile:

- Employees' salaries were clustered in the 1st quartile

1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
58.0%	11.6%	5.8%	24.6%

Midpoint



Compensation

*Conducted public sector salary survey;
collected salary range data from 26 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



Compensation (cont.)

*Collected public sector salary range data for 10 **Fire** classifications; compared at market 75th percentile:*

Benchmark Classifications	Differential at the Range Minimum	Differential at the Range Midpoint	Differential at the Range Maximum
Overall Average	-5.4%	-0.1%	+3.6%

Midpoint is typically considered “market” as employees receiving pay at this point should be proficient and satisfactorily performing the duties of their classification.

** Results do not indicate that all benchmarks (classifications) were ahead or behind.*



Compensation (cont.)

Compensation Related – Fire

Compensation Topic	Market Position	Rationale
Overtime Threshold	LAG	Town uses 212 hours in pay cycle and 2,620.8 annual hours (see Annual Hours table for market).
Additional Allowances	COMPETITIVE	Cell phone, car, clothing, and shoe allowances all offered at both Town and majority of peers. Amounts vary.
Pay Plan Type	-	Town has open-range. 75% of market uses step-based plan.

Annual Hours Survey Comparison – Fire

Classification	Peer Frequency 2080 Annual Hours	Peer Frequency 2184 Annual Hours	Peer Frequency 2340 Annual Hours	Peer Frequency 2496 Annual Hours	Town Annual Hours Worked
ASSISTANT FIRE-RESCUE CHIEF	14	0	0	0	2,080
BATTALION CHIEF	2	1	0	7	2,496
DIVISION CHIEF - EMS COORDINATOR	7	1	0	1	2,080
DIVISION CHIEF - TRNG & SAFETY	7	1	0	2	2,080
FIREFIGHTER DRIVER/ENGINEER EMT	0	1	0	6	2,620.8
FIREFIGHTER DRIVER/ENGINEER PARAMEDIC	0	1	0	8	2,620.8
FIREFIGHTER EMT	0	1	0	7	2,620.8
FIREFIGHTER PARAMEDIC	0	1	1	8	2,620.8
FIRE-RESCUE CHIEF	13	0	0	0	2,080
LIEUTENANT PARAMEDIC	0	1	1	11	2,620.8



Proposed Pay Plan

Fire

- Step-Based
- Pay Grades
 - Current: 9
 - Proposed: 9
- Range spreads:
 - Current: 51-61%
 - Proposed: 36-56%

Salary

Grade/Step	1	2	3	4	5	6	7	8	9	10
F1	\$ 54,690.00	\$ 57,233.09	\$ 59,894.42	\$ 62,679.51	\$ 65,594.11	\$ 68,644.24	\$ 71,891.11	\$ 75,291.56	\$ 78,852.85	\$ 82,582.59
F2	\$ 61,476.00	\$ 64,334.63	\$ 67,326.19	\$ 70,456.86	\$ 73,733.11	\$ 77,161.70	\$ 80,811.44	\$ 84,633.83	\$ 88,637.01	\$ 92,829.54
F3	\$ 62,370.00	\$ 65,270.21	\$ 68,305.27	\$ 71,481.46	\$ 74,805.35	\$ 78,283.80	\$ 81,986.63	\$ 85,864.59	\$ 89,925.99	\$ 94,179.49
F4	\$ 66,050.00	\$ 69,121.33	\$ 72,335.47	\$ 75,699.07	\$ 79,219.07	\$ 82,902.76	\$ 86,824.06	\$ 90,930.84	\$ 95,231.87	\$ 99,736.33
F5	\$ 74,290.00	\$ 78,056.50	\$ 82,013.97	\$ 86,172.08	\$ 90,541.00	\$ 95,131.43	\$ 99,945.08	\$105,002.30	\$110,315.42	\$115,897.38
F6	\$ 92,588.00	\$ 96,735.94	\$101,069.71	\$105,597.64	\$110,328.41	\$115,271.12	\$120,573.59	\$126,119.98	\$131,921.50	\$137,989.89
F7	\$102,149.00	\$105,591.42	\$109,149.85	\$112,828.20	\$116,630.51	\$120,560.96	\$124,913.21	\$129,422.58	\$134,094.73	\$138,935.55
F8	\$110,211.00	\$115,523.17	\$121,091.39	\$126,927.99	\$133,045.92	\$139,458.73	\$146,250.37	\$153,372.77	\$160,842.02	\$168,675.03
F9	\$122,011.00	\$127,477.09	\$133,188.07	\$139,154.89	\$145,389.03	\$151,902.46	\$158,889.97	\$166,198.91	\$173,844.06	\$181,840.89

- Individually assigned a pay grade for each classification in both plans based on both internal and external equity analysis/review.



Proposed Pay Plan (cont.)

Fire

- Step-Based
- Pay Grades
 - Current: 9
 - Proposed: 9
- Range spreads:
 - Current: 51-61%
 - Proposed: 36-56%

Hourly

Grade/Step	1	2	3	4	5	6	7	8	9	10
F1	\$ 21.9111	\$ 22.9299	\$ 23.9962	\$ 25.1120	\$ 26.2797	\$ 27.5017	\$ 28.8025	\$ 30.1649	\$ 31.5917	\$ 33.0860
F2	\$ 24.6298	\$ 25.7751	\$ 26.9736	\$ 28.2279	\$ 29.5405	\$ 30.9141	\$ 32.3764	\$ 33.9078	\$ 35.5116	\$ 37.1913
F3	\$ 24.9880	\$ 26.1499	\$ 27.3659	\$ 28.6384	\$ 29.9701	\$ 31.3637	\$ 32.8472	\$ 34.4009	\$ 36.0280	\$ 37.7322
F4	\$ 26.4623	\$ 27.6928	\$ 28.9806	\$ 30.3282	\$ 31.7384	\$ 33.2142	\$ 34.7853	\$ 36.4306	\$ 38.1538	\$ 39.9585
F5	\$ 29.7636	\$ 31.2726	\$ 32.8582	\$ 34.5241	\$ 36.2744	\$ 38.1136	\$ 40.0421	\$ 42.0682	\$ 44.1969	\$ 46.4332
F6	\$ 37.0946	\$ 38.7564	\$ 40.4927	\$ 42.3067	\$ 44.2021	\$ 46.1823	\$ 48.3067	\$ 50.5288	\$ 52.8532	\$ 55.2844
F7	\$ 49.1101	\$ 50.7651	\$ 52.4759	\$ 54.2443	\$ 56.0724	\$ 57.9620	\$ 60.0544	\$ 62.2224	\$ 64.4686	\$ 66.7959
F8	\$ 52.9861	\$ 55.5400	\$ 58.2170	\$ 61.0231	\$ 63.9644	\$ 67.0475	\$ 70.3127	\$ 73.7369	\$ 77.3279	\$ 81.0938
F9	\$ 58.6591	\$ 61.2871	\$ 64.0327	\$ 66.9014	\$ 69.8986	\$ 73.0300	\$ 76.3894	\$ 79.9033	\$ 83.5789	\$ 87.4235

- Individually assigned a pay grade for each classification in both plans based on both internal and external equity analysis/review.



Implementation Options

Bring to New Minimums

A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.

Fire

- Total Implementation Cost: **\$10**
- # Fire employees who would receive adjustments: **9**



** Cost estimates are salary only and do not include the cost of benefits.*

Implementation Options

Closest Step in New Pay Plan

Each employee is brought up to the closest step in the revised step plan based on his/her current salary. This option only applies to Police and Fire employees. The cost estimates below do NOT include the Bring to New Minimums cost.

Fire

- Total Implementation Cost: **\$113,721**
- # Fire employees who would receive adjustments: **67**



** Cost estimates are salary only and do not include the cost of benefits.*

Implementation Options

Current Range Penetration

A calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place him/her at the same percentage through the proposed range. For example, if an individual is at the midpoint (50%) of the current range, he/she is brought to the midpoint of (50%) the recommended range. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

Fire

- Total Implementation Cost: **\$364,882**
- # Fire employees who would receive adjustments: **66**



Implementation Options

Current Range Penetration – Capped at Midpoint

A calculation is performed to determine the relative position of an employee's salary in the current pay range. The employee's recommended salary calculation is based on the employee's new salary being placed at the same relative position in the proposed range. For example, if an employee's salary is 40% into the current pay range, the proposed salary is placed at 40% into the recommended pay range. This places an employee's salary in the new range based on the relative position in the current range, yet does not place any salary beyond new midpoints unless the salary is already above that point, as no employee salary is reduced. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

Fire

- Total Implementation Cost: **\$250,204**
- # Fire employees who would receive adjustments: **49**



** Cost estimates are salary only and do not include the cost of benefits.*

Implementation Options

Move Toward Midpoint (Market) - 3 Tier

Employees with at least 1 year and less than 3 years in their classification are moved closer toward the midpoint of proposed pay range; employees with between 3 and 7 years are moved even closer toward the midpoint; and employees with more than 7 years are moved yet even closer toward the midpoint of proposed pay range. Increments are 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 experience in their classification. Employees' salaries at or above the new midpoints are unaffected. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

Fire

- Total Implementation Cost: **\$461,220**
- # Fire employees who would receive adjustments: **67**



Implementation Options

Move Toward Midpoint (Market) - 2 Tier

Employees with at least 1 year and less than 10 years of total tenure are moved closer toward the midpoint of proposed pay range; and employees with more than 10 years are moved even closer toward the midpoint of proposed pay range. Increments are 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 experience in their classification. Employees' salaries at or above the new midpoints are unaffected. For Police and Fire employees, salaries are then brought up to the nearest step-salary. The cost estimates below do NOT include the Bring to New Minimums cost.

Fire

- Total Implementation Cost: **\$484,572**
- # Fire employees who would receive adjustments: **67**



Benefits

Conducted a benefits survey; collected data from 14 peers:

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



Benefits (cont.)

Benefits Comparison – Fire

Benefit Offered	Market Position	Rationale
Health Insurance	COMPETITIVE	Employer single coverage provided found as higher by 4.5% on average depending on health plan. Family coverage is on average 6.9% lower than market.
Dental Plans	LEAD	Employer single coverage provided found as higher by 37.3% on average (Town uses DPPO while 67.6% market uses DHMO). Lower for family coverage by 0.8%.
Retirement/Pension	LAG	Multiplier at 2.75 compared to 2.98 with market. Vesting period matches market at 10 years. COLA not provided during retirement (83.3% market).
Sick Leave	LEAD	Max hours accrued at 1,040 hours compared to market average 836 hours. However, 60% market allows use immediately, not after 6 months.
Vacation Leave	LEAD	Hours accrued leads by average 69.5 hours/year. Town provides 352 hours/year (15+) vs. 162 hours/year with market.
Paid Holidays	LAG	Town does not offer paid holidays to Fire. Shift employees work holidays and receive higher accrual vacation leave rate.



Discussion

- Questions?

