



**CIVIL SERVICE COMMISSION  
AGENDA  
Tuesday, April 09, 2024 at 5:00 PM  
Commission Chambers, 300 Municipal Drive,  
Madeira Beach, FL 33708**

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This Meeting will be televised on Spectrum Channel 640 and YouTube Streamed on the City's Website.

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**1. CALL TO ORDER**

**2. ROLL CALL**

**3. PUBLIC COMMENT**

*Public participation is encouraged. If you are addressing the Civil Service Commission, step to the podium and state your name and address for the record. Please limit your comments to three (3) minutes and do not include any topic on the agenda. Public comment on agenda items will be allowed when they come up.*

**4. APPROVAL OF MINUTES**

A. 2024-03-07, Civil Service Commission Meeting Minutes

**5. HR REPORT**

A. HR Report 4-9-2024

**6. RFP 24-01 HR, CLASSIFICATION, AND COMPENSATION PLANS STUDY**

A. Proposal - AutoSolve, Inc.

B. Proposal - Cody & Associates, Inc.

C. Proposal - Gehring Group, Inc.

D. Proposal - Pontifex Consulting Group

E. Madeira Beach 2019 Compensation Study

F. Email Responses - Megan Powers, HR Staff

G. Email Responses - Jerry Cantrell, Chair, Civil Service Commission

**7. "DRAFT" EMPLOYEE PERSONNEL POLICY - UPDATED THROUGH JANUARY 2024**

A. "Draft" Employee Personnel Policy - updated through January 2024

**8. FUTURE DISCUSSION ITEMS**

- A. Ordinance 2023-06, Amendment to Civil Service Commission Rules *(to address after adoption of personnel policy)*
- B. RFP – Classification and Compensation Plan Study - *(in process)*
- C. Classification of all Classified City Positions, based upon the Duties, Authority, and responsibility of each position, with adequate provisions for classification of any position whenever warranted by circumstances (City Charter, Sec. 5.7, C, 1) - *(in process)*
- D. Pay Plan for all Classified City Positions (City Charter, Section 5.7, C, 2) - *(in process)*
- E. Methods for determining Merits and Fitness of Candidates for Appointment or Promotions (City Charter, Section 5.7, C, 3) - *(to verify redlines in Personnel Policy on March 7th, then decide to remove the item)*
- F. Implementation Process for making sure that all Rules, Regulations and Procedures of the Employee Personnel Policy are working and is followed by everyone (City Charter, 5.7, C, 8) - *(item to be addressed in Ordinance 2023-06, Civil Service Commission Rules)*
- G. Ex Officio Board Member – Robert’s Rules of Order – *(City Clerk to schedule training – All Board members are invited)*
- H. Decide the date Sick Leave Accrual will end for the payout- *(Revisit before going live with the Personnel Policy)*
- I. Department Specific Rules – *(for review at a future meeting)*
- J. Employee Satisfaction Survey – *(to address after Personnel Policy is adopted)*
- K. Separation Survey – *(to address after Personnel Policy is adopted)*
- L. HR Director Position – *(to address after Personnel Policy is adopted)*
- M. Review of Offer Letter – *(to address after Personnel Policy is adopted)*
- N. PowerPoint History Presentation- Civil Service Commission beginning when it was first created by the City of Madeira Beach Voters – *(to address after Personnel Policy is adopted)*
- O. GSA Per diem rates **(added 3/7/2024)**
- P. Training Requirements for Management Employees **(added 3/7/2024)**

**Q. Alternative Employment Plan (added 3/7/2024)**

**9. NEXT MEETING**

Next scheduled meeting: Wednesday, June 5, 2024; 4:00 p.m. to 7:00 p.m.

**10. ADJOURNMENT**

**One or more Elected or Appointed Officials may be in attendance.**

*Any person who decides to appeal any decision of the Civil Service Commission with respect to any matter considered at this meeting will need a record of the proceedings and for such purposes may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. The law does not require the minutes to be transcribed verbatim; therefore, the applicant must make the necessary arrangements with a private reporter or private reporting firm and bear the resulting expense. In accordance with the Americans with Disability Act and F.S. 286.26; any person with a disability requiring reasonable accommodation to participate in this meeting should call City Clerk Clara VanBlargan at 727-391-9951, Ext. 231 or 232 for email a written request to [cvanblargan@madeirabeachfl.gov](mailto:cvanblargan@madeirabeachfl.gov).*



**MINUTES**  
**CIVIL SERVICE COMMISSION**  
**MEETING**  
**March 7, 2024**  
**4:00 P.M.**

The City of Madeira Beach Civil Service Commission meeting was scheduled for 4:00 p.m. on March 7, 2024, in the Patricia Shontz Commission Chambers at City Hall, located at 300 Municipal Drive, Madeira Beach, Florida.

**MEMBERS PRESENT:** Jerry Cantrell, Chair  
Cristina Ponte, Vice Chair (via Zoom)  
Paul Tilka  
Judithanne McLauchlan (Arrived at 4:47 p.m.)  
Clara VanBlargan, Ex-Officio Secretary

**MEMBERS ABSENT:**

**CITY STAFF PRESENT:** Robin Gomez, City Manager  
Megan Powers, Assistant to City Manager/HR Staff  
Attorney Rob Eschenfelder, Trask Daigneault, L.L.P.

**1. CALL TO ORDER**

Chair Jerry Cantrell called the meeting to order at 4:02 p.m.

**2. ROLL CALL**

City Clerk Clara VanBlargan called the roll. Commissioner McLauchlan would be late.

**3. PUBLIC COMMENT**

There were no public comments.

**4. APPROVAL OF MINUTES**

**A. Approval of Minutes**

- **2024-01-03, Civil Service Commission Meeting Minutes**

Commissioner McLauchlan motioned to approve the minutes as written. Commissioner Tilka seconded the motion, and all were in favor. The motion carried 4-0.

## 5. HR REPORT

HR Staff Megan Powers gave an update to the HR Report as follows:

- The open positions and the new hires
- The City will be participating in a Job Fair at Seminole High School in April
- PTO sick leave study
- Review of the City's sick time donation policy. The City takes hour for hour donated and gets paid out to the employee who requested it at their hourly rate. Once the hours are donated, they may not be reversed, and all unused sick leave hours remain in the sick leave pool.

## 6. RFP 24-01 HR, CLASSIFICATION, AND COMPENSATION PLANS STUDY

**A. Proposal** – AutoSolve, Inc.

**B. Proposal** – Bolton Partners, Inc., DBA Bolton

**C. Proposal** – Cody & Associates, Inc.

**D. Proposal** – Evergreen Solutions

**E. Proposal** – Gallagher Benefit Services, Inc.

**F. Proposal** – Gehring Group, Inc.

**G. Proposal** – Paypoint HR

**H. Proposal** – Pontifex Consulting Group

**I. RFP, Bid Tabulation, Sign-In Sheet, References Contact – RFP 2024-01, HR Classification and Compensation Plans Study**

Chair Cantrell asked if any of the responses to the RFP did not meet what was requested. City Clerk VanBlargan said the Gehring Group submitted a document with a different company name. The City Manager said they need to look at whether the company is qualified. Attorney Eschenfelder said responses need to be responsive, but government agencies reserve the right to waive minor irregularities.

The City Manager made the following recommendations:

- AutoSolve, Inc.
- Cody & Associates, Inc.
- Gehring Group, Inc.

Chair Cantrell said he was interested in the following consultants:

- AutoSolve, Inc.
- Evergreen Solutions
- Pontifex Consulting Group

Ms. Powers said she did not get good feedback regarding Evergreen Solutions from several cities. She was waiting for references that are Florida cities comparable to the size of Madeira Beach from Cody & Associates, Inc.

The consensus of the Board was to look at Gehring Group, Inc., Cody & Associates, Inc., AutoSolve, Inc., and Pontifex Consulting Group.

Chair Cantrell would like to ask the following questions about each firm:

- After completing the study, is there anything they might have overlooked?
- Do they have a copy of job descriptions and job classifications that could be shared?
- What would they do differently if they needed to complete the analysis a second time?
- Are there any experiences they want to share?
- Would they use the same company again?
- Are they satisfied with the results?
- Were there any unexpected expenses?

Attorney Eschenfelder suggested that the Board rank their recommendations and give them to the City Clerk. The City Clerk said she would provide the Board with the results of a pay plan and benefits survey of other municipalities she did.

The City Manager said the consultants typically survey surrounding communities for basic demographics. He did not expect any significant salary adjustments. The City Attorney said if they are able to recruit for open positions and retain people after they are hired, then they are probably where they need to be.

The City Clerk said she would send the 2019 pay study to the members.

## **7. “DRAFT” EMPLOYEE PERSONNEL POLICY – UPDATED THROUGH JANUARY 2024**

- A.** “Draft” Employee Personnel Policy – updated through January 2024 *[At the next meeting, the Civil Service Commission will begin their discussion on page XII-1, A. Definitions of Terms]*

### **H. Disability Leave**

## 2. Short-Term Disability Leave /Reasonable /Accommodations / Fitness for Duty Exam

The following change was made:

- Subsection f. would read, “While under short-term disability leave without pay, the City will continue to pay the employer portion of any Group Health premium, but it is the employee’s responsibility to...”

### I. Domestic Violence Leave

- There were no changes to this Section.
- The City Attorney offered to give refresher management training courses after the completion of the project. It could be a way to introduce management to the new document.

### J. Leaves of Absence Without Pay

The following change was made:

- Section 4. would read, “While under a leave of absence without pay, the City will continue to pay the employer portion of any Group Health premium, but any group health and life insurance premiums that are normally paid by the employee must continue to be paid by the employee.”

### K. Family and Medical Leave Act of 1993 (FMLA)

The following changes were made:

- The City Attorney would review Sections 2 through 14 to see if they could be considered subsections of Section 1. Basic FMLA Eligibility and Qualifying Events.
- The highlighted note in Section 9. FMLA Procedures and Forms would be removed. (*Note: all non-automated FMLA-forms will be posted on the City i-net for employee use by Human Resources*).
- The City Attorney would review Section 15. 2. FMLA Military Family Leave to see if it could be changed to Section 2.
- The City Attorney would remove the words “comp time” from the document.

### L. Judicial Leave

There were no changes to this Section.

## VIII. ABSENCE WITHOUT AUTHORITY

There were no changes to this Section.

## IX. NON-DISCIPLINARY SEPARATIONS FROM COUNTY CITY EMPLOYMENT

The following change was made:

- Change the word “County” to “City” in the header.

### A. Resignation

There were no changes to this Subsection.

### B. Retirement

The following change was made:

- Add “for such a time as required under FRS regulations.” to Subsection 4.

### C. Death

There were no changes to this Subsection.

Chair Cantrell recessed the meeting at 5:42 p.m. The meeting reconvened at 5:55 p.m.

### D. Layoff

The following changes were made:

- Change “work force” to “workforce” in Subsections 1, 2, and 3.
- Remove the “bold” font from 6. Layoff Priority and 11. Reinstatement.

### E. Disability Separation/Reasonable Accommodation

There were no changes to this Subsection.

### F. Alternate Employment Program (AEP)

The following changes were made:

- Change the “exit interview” terminology in the last sentence of Subsection 4. and the first sentence of Subsection 5.



- Include “within the City” at the end of the first and last sentences of Subsection 2.

## **X. CODE OF ETHICS FOR OFFICERS AND EMPLOYEES**

There were no changes to this Section.

## **XI. DISCIPLINE AND DISCHARGE**

### **A. General Provisions**

There were no changes to this Subsection.

### **B. Grounds for Discipline or Discharge**

There were no changes to this Subsection.

- The City Attorney would review adding a section in the Miscellaneous Section dealing with social media and make a recommendation.

### **C. Progressive Discipline**

The following changes were made:

- The City Attorney will forward a Warning Counseling Form he developed to the Board.
- The City Attorney will define “probation” in Subsection 5.g. Step 3.

### **D. Appeal Process**

The Board will revisit Subsections 1. through 2.g.(7) after the City Attorney revises them.

The following change was made:

- Change the wording in the third sentence of Subsection h. Name Clearing Hearings from “...the Civil Service Commission may recommend to the City Manager...” to “...the Civil Service Commission can require the City Manager to allow the employee to place in the record his or her own supplemental statement regarding the alleged demonstratively false or incomplete statement or conclusion.”

### **B. Revisit question regarding permanent additional duties, page V. C. b.**

This item was not discussed.

## 8. ITEMS TO BE SCHEDULED FOR FUTURE DISCUSSIONS

- A. Ordinance 2023-06, Amendment to Civil Service Commission Rules – *(to address after adoption of personnel policy)*
- B. RFP – Classification and Compensation Plan Study – *(in process)*
- C. Classification of all Classifies City Positions, based upon the Duties, Authority, and responsibility of each position, with adequate provisions for classification of any position whenever warranted by circumstances (City Charter, Sec. 5.7, C, 1) – *(in process)*
- D. Pay Plan for all Classified City Positions (City Charter, Sec. 5. 7, C, 2) – *(in process)*
- E. Methods for determining Merits and Fitness of Candidates for Appointment or Promotions (City Charter, Sec. 5.7, C, 3) – *(to verify relines in Personnel Policy on March 7<sup>th</sup>, then decide to remove the item)*
- F. Implementation Process for making sure that all Rules, Regulations and Procedures of the Employee Personnel Policy are working and is followed by everyone (City Charter, 5.7, C, 8) –*(item to be addressed in Ordinance 2023-06, Civil Service Commission Rules)*
- G. Ex Officio Board Member – Robert’s Rules of Order – *(City Clerk to schedule training – All Board members are invited)*
- H. Decide the date Sick Leave Accrual will end for the payout – *(Revisit before going live with the Personnel Policy)*
- I. Department Specific Rules – *(for review at a future meeting)*
- J. Employee Satisfaction Survey – *(to address after Personnel Policy is adopted)*
- K. Employee Termination Survey (item removed 3/7/2024)
- L. Review of Offer Letter – *(to address after Personnel Policy is adopted)*
- M. Exit Interview Survey – *(changed to Separation Survey 3/7/204)*
- N. HR Director Position – *(to address after Personnel Policy is adopted)*
- O. PowerPoint History Presentation – Civil Service Commission beginning when it was first created by the City of Madeira Beach Voters – *(to address after Personnel Policy is adopted)*
- P. Training Requirements for Management Employees – *(added 3/7/2024)*

Q. Alternative Employment Plan – (added 3/7/2024)

**9. NEXT MEETING**

The next two meeting were scheduled for Tuesday, April 9, 2024, 5:00 p.m. – 8:00 p.m. and Wednesday, June 5, 2024, 4:00 p.m. – 6:00 p.m.

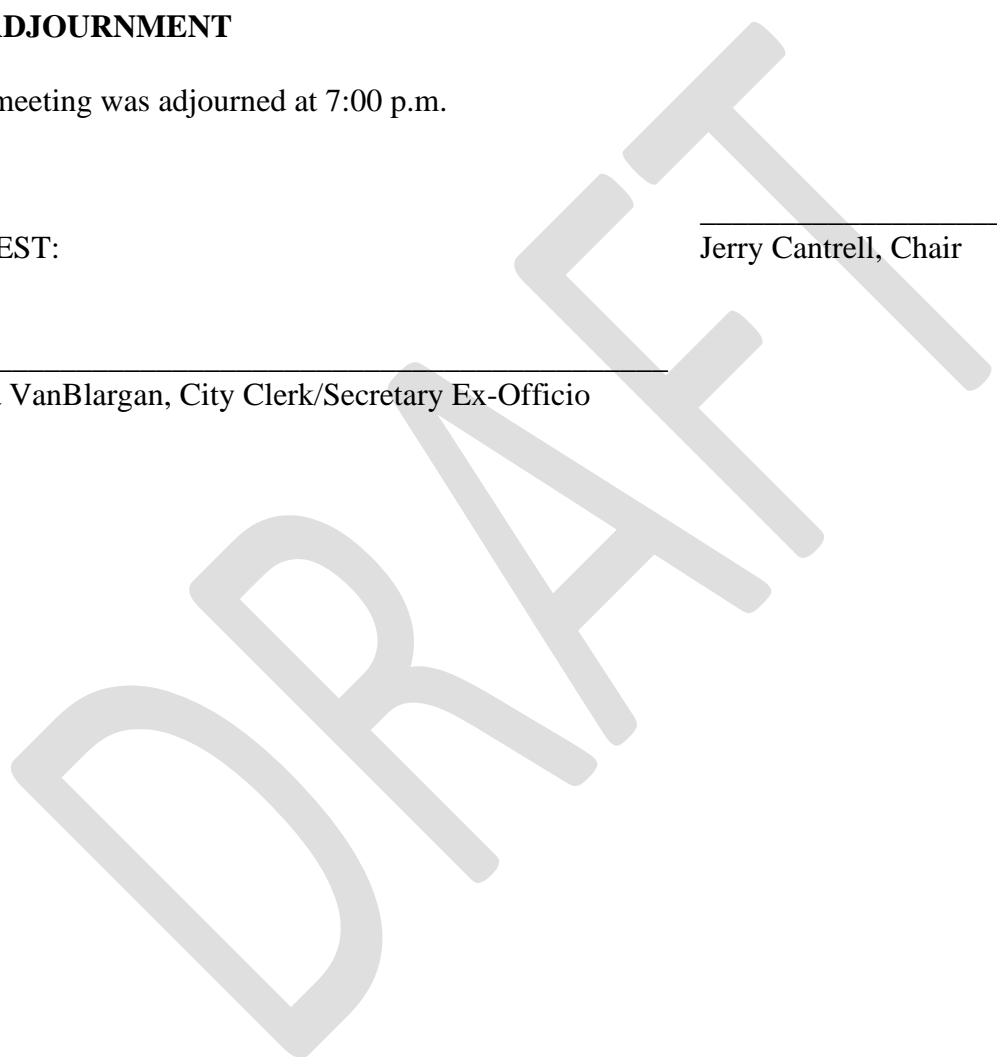
**10. ADJOURNMENT**

The meeting was adjourned at 7:00 p.m.

ATTEST:

\_\_\_\_\_  
Jerry Cantrell, Chair

\_\_\_\_\_  
Clara VanBlargan, City Clerk/Secretary Ex-Officio





## MEMORANDUM

### MEMORANDUM

**TO:** Civil Service Commission  
**FROM:** Megan Powers, Assistant to the City Manager  
**DATE:** March 19, 2024  
**RE:** HR Report- Apr. 9, 2024, Civil Service Commission Meeting

**Update:**

- Open Positions:
  - Recreation Leader I (PT)
    - Due to turnover
  - Seasonal Rec Leader I (PT)
    - Summer Camp
  - Parking Enforcement Officer (PT)
    - Due to internal position change
- Hired:
  - Public Works Technician (Stormwater)
    - In Hiring Process
- Projects:
  - PTO Donation
    - See attached for policies and forms.
    - Working with Pinellas County HR Consortium to come up with a recommendation.
  - Comp and Classification Study
    - Sent references to Clara to compile into agenda.
- Training:
  - Attending the HR Florida Conference & Expo (hosted by- HR Florida State Council & SHRM)
  - Looking into ICMA Training for managers and supervisors in addition to Vector Solutions, hoping I can get some FMLA training
  - Working with Pinellas County HR Consortium on a potential manager/supervisor training all cities can participate in.



## MEMORANDUM

- Other Items being researched:
  - Exit Survey
  - Employee Satisfaction Survey
  - Training:
    - FMLA- Supervisors/Manager
    - Conflict Resolution- All employees
    - Cell Phone- all employees who hold a phone/anyone who drives
  - Changing Travel Policy to GIS



**Request For Proposal:**

#2024-01 HR Classification and Compensation Plans Study  
City of Madeira Beach  
300 Municipal Drive  
Madeira Beach, FL 33708

**Submitted By:**

AutoSolve, Inc.  
313 S Forest Dune Drive  
Saint Augustine, Florida 32080

Due: 2/9/2024 at 3:00pm

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## Cover Letter

February 7, 2024

Robin I. Gomez, City Manager  
City of Madeira Beach  
300 Municipal Drive  
Madeira Beach, FL 33708  
Phone: 727-580-8014 Email: [rgomez@madeirabeachfl.gov](mailto:rgomez@madeirabeachfl.gov)

Re: #2024-01 HR Classification and Compensation Plans Study

Dear Robin,

We are pleased to submit this proposal to work with the City of Madeira Beach on the HR Classification and Compensation Plans Study. We are excited to share our passion for strategic workforce staff planning and custom pay plan development. We look forward to the opportunity to work as your partner and achieve success together. We are a local Florida firm located in Saint Augustine with a satellite location in Tampa only 24 miles away from the City of Madeira Beach.

The goal of this study is to evaluate the present salary structure as compared to the specific job market for comparable positions in the public sectors. The study will focus on approximately 83 full time employees and approximately 69 classifications / job titles. The City of Madeira Beach serves a population of approximately 3,895.

AutoSolve, Inc. (AutoSolve) is an experienced Management Consulting firm that has been providing consulting services to private and public agencies for more than 30 years. Our success has been contributed to our ability to continuously deliver value to our clients. We have an exceptionally qualified staff assigned to the engagement. The AutoSolve team will listen, collaborate, and communicate effectively with your team to ensure that we develop a custom pay plan that is both internally equitable and externally competitive. We will have all work completed within 3 months of starting and our target completion date is 7/19/2024.

All work will be performed by AutoSolve employees. If you need any additional information as you consider your options, please let me know.

This proposal will remain valid for ninety (90) days from the date of submittal.

Thank you for your time and consideration,



Jeff Turner, President  
AutoSolve, Inc.  
Authorized representative  
321-945-8762 | [jeff@autosolveinc.com](mailto:jeff@autosolveinc.com)

## Background

AutoSolve, Inc. (AutoSolve) is a boutique strategic Managerial/HR consulting firm headquartered in Saint Augustine, Florida. The firm specializes in business strategy for human resource management, classification and compensation studies, organizational design, business process re-engineering, and strategic planning.

### Why AutoSolve.

For over 30 years, AutoSolve has been providing value through dedication, entrepreneurial spirit, and professionalism to over 1,000 public and private sector clients. AutoSolve provides tailored made solutions to meet the ever-changing needs of our clients.

AutoSolve understands that state and local government organizations operate in a complex environment shaped by fiscal, regulatory, and operational hurdles not commonly found in other industries. We strive to provide expertise in organizational design and compensation structure that addresses each of our client's individual needs. This strategy allows us to account for the geographic and economic contexts that influence the individual circumstances of our clients.



### Core Values

Our core values guide the way AutoSolve makes decisions and conducts business. Here at AutoSolve, all employees aim to exemplify our core values in their work with our clients and in their personal lives. The values illustrated below drive the way we live and work.

-  **PASSION**  
Drive to achieve our goals.
-  **INTEGRITY**  
Do the right thing.
-  **PROFESSIONALISM**  
Bring value, quality, skill, credibility, and customer service.
-  **RESPECT**  
Treating others how you want to be treated.

Public Sector Focus.

AutoSolve has been serving local governments and other public sector organizations since its inception.



Sample of Relevant Projects.

The following is a sample list of relevant classification and compensation projects.

Sample of Classification and Compensation Projects	State	Employees	Classification / Job Titles
Bedford County	VA	169	81
Carbon County	PA	386	198
Charlottesville City School District	VA	1,000	182
City of Americus	GA	185	77
City of Boulder City	NV	1,520	160
City of Fayetteville	GA	180	85
City of Hagerstown	MD	125	48
City of North Miami Beach	FL	294	60
Fayette County Public Schools	KY	3,504	230
Florence School District 3	SC	495	89
Goochland County	VA	296	163
Harrisonburg City Public Schools	VA	960	226
Kansas City Public Schools	MO	2,500	359
Leon County Clerks of the Circuit Court	FL	124	57
Lex-Rich District 5	SC	964	137
Liberty Public Schools	MO	993	127
Madison County	GA	459	98
Orange County	FL	2,841	260
Raytown C-2 School District	MO	637	130
Rock Hill Schools	SC	2,400	254
School District of Beloit	WI	758	218

### Sample of Relevant Peers for City of Madeira Beach

AutoSolve is very familiar with the local government agencies in this region. We are a local Florida firm located in Saint Augustine with a satellite location in Tampa only 24 miles away from the City of Madeira Beach. The following is a sample list of relevant peers for this compensation and classification project. City of Madeira Beach population 3,895 and operating budget of \$47,660,092. We will jointly agree on 10 to 15 comparable organizations to be surveyed.

Sample of Relevant Peers	State	Population	Agency Budget	Distance (Miles)
City of Clearwater	FL	116,674	\$724,184,306	12.3
City of Dunedin	FL	35,949	\$133,282,528	17.7
City of Indian Rocks Beach	FL	4,394	\$4,813,030	8.0
City of Largo	FL	82,485	\$258,312,500	8.7
City of Pinellas Park	FL	53,093	\$232,700,000	9.0
City of St. Petersburg	FL	264,220	\$364,467,000	11.7
City of Tampa	FL	387,050	\$2,213,431,114	27.0
City of Tarpon Springs	FL	25,560	\$76,310,953	29.1
City of Treasure Island	FL	6,584	\$45,810,120	2.7
Hillsborough County	FL	1,459,762	\$9,120,000,000	39.1
Pinellas County	FL	959,107	\$3,881,000,000	6.4
Town of Indian Shores	FL	1,190	\$5,183,820	5.6
Town of Redington Beach	FL	1,376	\$2,027,614	1.1
Town of Redington Shores	FL	2,176	\$9,264,240	2.8

### Sample of Improvement Opportunities in Relevant Projects.

#### *Compression / Compliance*

At the start of the study, we performed a deep dive analysis on the city's current compensation system. Informed by this detailed analysis, our team then recognized and addressed compression issues. One finding from this analysis was that 4 employees were being compensated below their current paygrade minimum. We immediately provided the city with data that allowed for corrective action to take place and to resolve a non-compliance issue.

#### *Compression / Custom Pay Plays*

In a prior project, we found that a city was utilizing only one pay plan for all their employees. This led to compression issues and employees being inadequately compensated compared to their operating market. We corrected this issue by creating pay plans for each department/employee group that was then implemented by the client. The deliverable was a customized compensation system for the city.

#### *Internal Survey / Classifications*

We performed an internal, individual employee assessment survey that collected current job duties and responsibilities for job classifications from the city's employees. The survey analysis revealed that 3 city employees were working in the wrong job classification and performing duties outside of their designated positions and failed to align with their job description. This issue was corrected via a re-classifying of said employees.

## Contact Info and Project Team

Company - S Corporation: AutoSolve, Inc.

FEIN: 59-3212545

Primary Contact: Jeff Turner

Phone: 321-945-8762

Email: jeff@autosolveinc.com

Address: 313 S Forest Dune Drive, Saint Augustine, Florida 32080

Contract Relationships: All work will be performed by AutoSolve employees.

Our expert project team will be able to provide value from day one. Below is a description of the project team.

### Project Leadership



Jeff Turner, PMP, B.S. Computer Science – Project Manager

Jeff Turner, PMP founded AutoSolve, Inc in 1993. Jeff is a strategy leader who has worked in the management consulting field for the past 30 years, delivering value driven results to over 1,000 public and private sector clients. Jeff provides sound strategic insight to AutoSolve's consulting practices. He has developed highly successful management solutions targeted at executive leaders to build company value with a focus in human resource management, classification and compensation studies, organizational design, business process reengineering, strategic planning, and succession planning.

Jeff holds a Bachelor of Science in Computer Science from the University of Southern Maine.

Jeff earned his Project Management Professional (PMP) Certification from the Project Management Institute in 2002. Jeff is a Society for HR Management Professional (SHRM).

## Project Team

### Alex Turner, M.S. Finance – Senior Compensation Consultant



Alex Turner has 5 years of experience and is focused on delivering classification and compensation studies working as a Senior Compensation Analyst. Through his experience Alex has provided classification and compensation studies, market research, staffing studies, performance reviews and gender and race audits to over 40 different state and local governments, K-12 public school districts, and higher education institutions across the country.

Alex's expertise includes data analytics, financial modeling and forecasting, strategic planning, and management reviews. Alex provides quantitative analysis on all projects.

Alex holds a Master of Science in Finance along with a Bachelor of Science in Finance and Minor in Economics from Florida State University.

### Sidney Turner, PhD. Candidate – Senior Consultant



Sidney Turner has been working in higher education for the past 7 years as instructor and administrator. Currently completing her Ph.D. in Composition and Cultural Rhetoric, she has a background in technical communication, conducting research, organizational design, and curriculum development.

Sidney provides qualitative analysis on all projects and supports updating job descriptions.

She received her Master's in Rhetoric and Composition and Bachelor of Science in Political Science and Literature from Florida State University.

### Christopher Young, B.S. Information Technology - Systems Analyst



Christopher Young has 7 years of systems analyst experience. Chris maintains AutoSolve's secure cloud survey platform providing a quality customer centric experience for the organization survey and the individual employee survey. Chris also supports updating job descriptions.

Chris holds a Bachelor of Science in Information Technology and Minor in English from Florida State University.

## Project Goals, Objectives, and Outside Databases

A classification and compensation study aligns your people strategy with your business strategy. The objective of every organization is to optimize the workforce for today while proactively planning for future resource needs. AutoSolve will review internal equity pay relationships between positions and external competitiveness pay relationships with labor market competitors. Our team will provide quantitative numerical data analysis along with qualitative interpretation-based analysis.

We understand that every organization is different and has their own unique goals and concerns. We strive to provide a tailored made solution addressing your organization's individual wants/needs. The following objectives and methodology outlined with this document are a road map for completing the classification and compensation study.

### Communication and Interaction

- All work will be done with regular involvement of the City of Madeira Beach Project Team. Additional key personnel, identified by the City of Madeira Beach Project Team, will be included.
- The project initiates with a kickoff meeting to review the process and tasks to be performed by the study.
- Schedule weekly touchpoint meetings to discuss the project and review the work plan.
- Provide weekly updates on the progress of the project.
- Schedule as needed meetings with department heads.
- Incorporate feedback into the process.
- Jointly agree on comparable organizations to be surveyed.
- Work with management during all phases of this project, including an onsite visit to present final recommendations to the City Council.

### Scope of Work

Conduct comprehensive classification and compensation study. The study shall evaluate the present salary structure as compared to the specific job market for comparable positions in the public sectors.

- We will review and evaluate Human Resources/Personnel processes relative to all City job classifications and compensation.
- We will review and evaluate all current job classifications to ensure compliance with federal, state, and local laws and regulations including the Fair Labor Standards Act, exempt/non-exempt classifications, and all other applicable personnel provisions.
- We will review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.
- We will establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions as required.
- We will identify potential pay compression issues and provide potential solutions.
- We will analyze and recommend changes to the present compensation matrix and/or structure to meet the market analysis. This recommendation will include recommendations for individual positions.

The study will focus on approximately 83 employees and approximately 69 classifications / job titles.

### Cloud Survey Platform

AutoSolve has its own secure cloud survey platform providing a quality customer centric experience for the organization survey and the individual employee survey. The AutoSolve Cloud Survey Platform is developed and maintained by AutoSolve employees.

### Key Databases

We understand that the key to a successful study relies on the quality of data utilized. In addition to the internal and external surveys, we utilize key databases to ensure comprehensive, balanced, and accurate results. Below is a description of the outside databases we utilize along with the client's operating market compensation data.

#### Economic Research Institution (ERI)

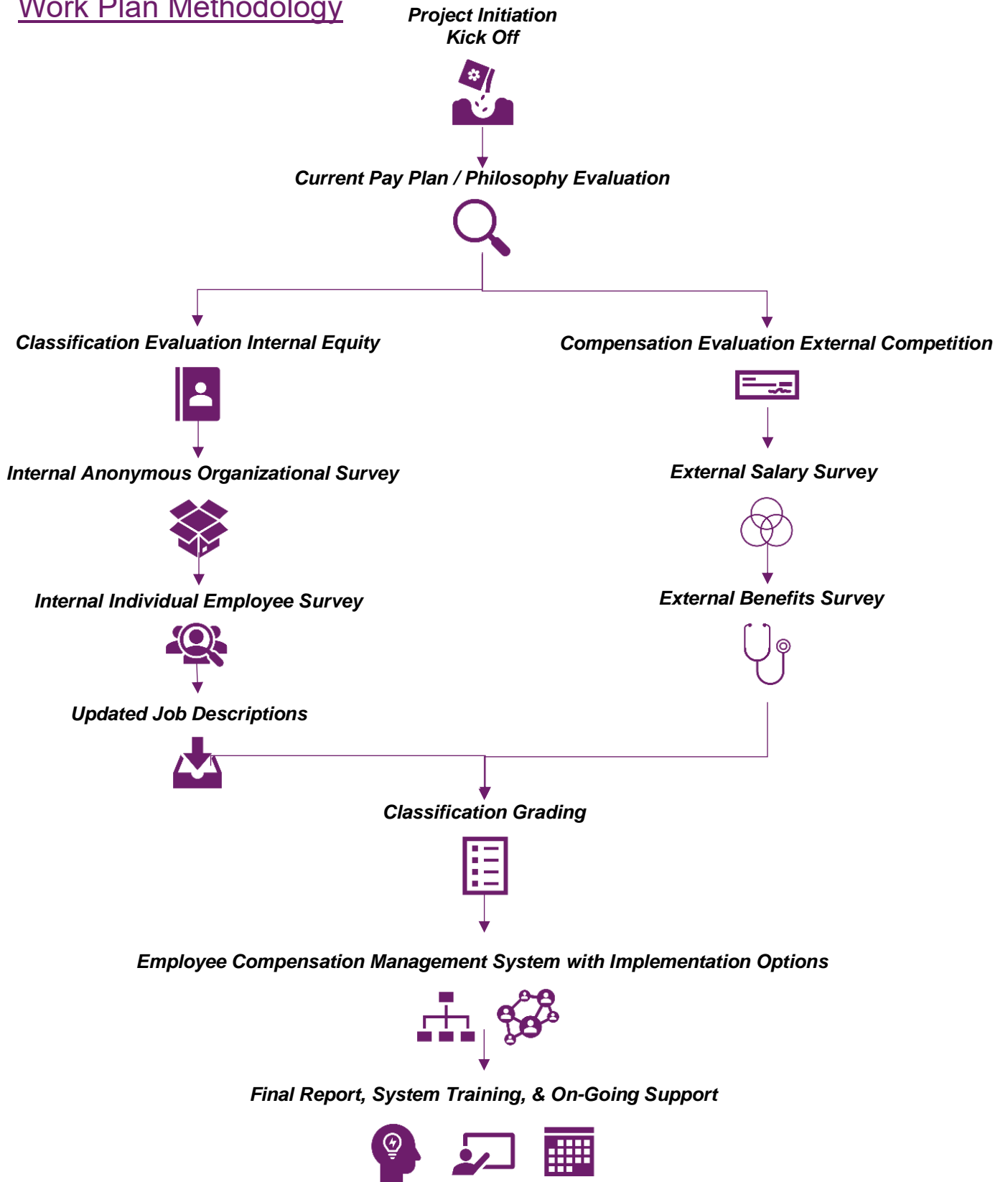
Provides access to private sector pay ranges for over 46,000 classifications across 10,000 plus locations globally. This database allows us to compare your organization's classifications and pay ranges against identical classifications and pay ranges found in the private sector.

#### The Council for Community and Economic Research (Cost of Living Index)

Provides up to date cost of living data for over 3,000 different counties and urban areas. We utilize this database to adjust peer market data to the cost of living of the client organization. This allows an "apples to apples" analysis of salary ranges found within the organizations competitive market, making for a better recommendation to the client.



Work Plan Methodology



## Work Plan Breakdown

### Project Initiation / Kick Off

The project kickoff meeting sends the signal to all stakeholders that the project has started. We will take this opportunity to provide team introductions, align on key objectives and establish working relationships.



- Meet with organization's project team (human resources, associations, unions, and/or key leadership staff) to validate and finalize scope of service, methodology, timetable, and other key deliverables.
- Review work plan methodology for the study.
- Collect current pay plan data including but not limited to employee classifications, employee compensations, employee tenure details; job descriptions; organizational charts; collective bargaining agreements; policy handbook, benefit offerings; etc.
- Review and validate communication plan.
- If needed, additional orientation and briefing sessions will be scheduled to present the project objectives and to address questions/concerns.

**Deliverables:** Excel file detailing the finalized project plan with agreed upon deliverables and timeline.

### Current Pay Plan/Philosophy Evaluation

We will review the organization's current classification and compensation plan and then meet to discuss the organization pay plan philosophy. Key recommendations will be derived from the data analysis on the current pay plan data provided.



- Analyze the organization's work force based on classification, tenure, pay grade, and current annual/hourly salary.
- Analyze the number of classifications utilized.
- Analyze how an employee fits within their current pay grade. Quartile analysis based on employee's current salary in respected to their assigned salary range.
- Analyze the expected pay based on tenure.
- Analyze pay compression within the current pay plan system.
- Meet with the organization's project team to discuss the pay plan/philosophy.
- Provide recommendations to better align client pay plan system to current best practices.

**Deliverables:** PDF report outlining and illustrating the current workforce classification system and pay plan philosophy creating a foundation for both the classification and compensation reviews.

## Classification Evaluation – Internal Surveys, Job Descriptions - Internal Equity

We conduct 2 internal surveys to gather feedback from employees. The anonymous internal organizational survey helps us to understand the employee sentiment within the organization. The internal individual employee survey provides us with the most up to date job duties and information that will arm us with the knowledge to create/update job descriptions and assist job grading/hierarchy matrix. Both surveys are conducted in our secure cloud survey platform providing a quality customer centric experience. We will conduct employee focus group and department head interviews as needed.



- Meet with the organization’s project team to review and designate appropriate scheduling to conduct both the internal organization survey and the individual employee survey.
- Provide login credentials for all participating employees in the study.
- Conduct an anonymous online internal organizational survey for each current employee to participate in, to better assess positives and negatives of the organization’s benefits, current compensation system, culture, etc. from their employee’s perspective. This allows the employees to participate in the study and have their concerns about the organization heard.



- Meet with the management team to determine classifications with retention, hiring, and/or compression issues.
- Ensure position descriptions are in full compliance with all applicable federal, state, local statutes, and regulations, including the FLSA and Americans with Disabilities Act (ADA).



- Position Descriptions Questionnaires (PDQ’s). Conduct an online internal individual employee survey. This survey allows us to gather current job responsibilities, duties, education level, required certification, etc. for each classification involved within the study. This survey is the basis for performing job audits, conducting our internal classification grading, and updating job descriptions. The survey calls for full employee participation. PDQ question examples: Name, Job Title, Department, Supervisor Responsibility, Education Level, Required Certification, Other Certifications, Job Duties, Type of Work, and Leadership Responsibility questions.



- Create updated job descriptions utilizing the findings from the individual employee survey and organization’s project team insight.
- Review updated job descriptions with organization’s project team and make revisions. Provide final job descriptions in word format after the completing revisions.

**Deliverables:** PDF breaking down findings from both conducted surveys, interviews, job audits, and organization’s project team insights. Updated job descriptions provided to organization as a word file.

## Compensation Evaluation – Salary Survey - External Equity

We utilize public and private data to support the external equity compensation evaluation which enables us to determine the organization’s operating market. The salary survey serves as the gauge for how competitive the organizations compensation system currently is compared to their operating market and shows us which classification are currently behind in reference to the organizations compensation philosophy. The 3 data sources utilized are salary survey of 10-15 peer organization, the Council for Community and Economic Research (Cost of Living Index) database, and the Economic Research Institute (ERI) private sector salary databases.



- Meet with organization’s project team to identify and reach consensus on a list of relevant peer organizations to be used in the external salary survey. (10-15 peer organizations similar in size)
- Meet with organization’s project team to strategically create a comprehensive list of organization’s positions to survey with appropriate descriptions for peer organizations to provide the correct comparative salary ranges. (Best Practices: Maximum of 80 classifications for external salary survey)



- Conduct external salary survey by collecting agreed upon peers' salary range data on strategically picked positions. (Exhibit A.1 – A.3)
- Aggregate and analyze external market survey findings to assess the organization's current compensation system competitiveness within its peer market.
- Adjusting for cost of living to get the most accurate analysis, utilize The Council of Community and Economic Research's database.
- Utilize private sector salary data gathered from the Economic Research Institute (ERI) to assist in creating the proposed compensation system.
- Present analysis and recommendations to the organization's project team to receive integrate feedback.

**Deliverables:** PDF report summarizing market survey findings, comparing the organization's current salary ranges to the surveyed market peers, and highlighting the relative market competitiveness of each surveyed classifications' minimum, midpoint, and maximum salary range point.

### Benefits Survey - External Competition



We will conduct an external custom benefits survey based on the agreed upon peer group collecting health insurance, retirement, paid time off and other supplemental benefits data. The benefit survey will provide us with an understanding of the external competitive markets for fringe benefit offerings.

- Meet with organization's project team to identify and reach consensus on a list of relevant peer organizations to be used in the external benefit survey.
- Conduct external benefits survey by collecting agreed upon market peers' benefit data.
- Prepare written and illustrated commentary on organization's benefit offerings compared to collected peer data.

**Deliverables:** PDF report summarizing benefits survey findings, comparing the organization's current benefits offerings to the survey market peers.

### Classification Grading

We utilize data from the internal individual employee survey, and external salary survey to create a corrected classification hierarchy based on updated classification data. The classification hierarchy list is the utilized in creating the proposed pay plan aligning pay with hierarchy eliminating pay compression.



- Incorporating analysis, findings, and recommendation from both the classification review and the compensation review, we utilize a hierarchical scoring mechanism for the placement of positions in the classification system. We will provide recommendation on updating classification placement, addition and deletion as needed.
- The hierarchical grade placement per classification is derived from compensation, job duties, and job impact in the organization and community.
- Meet with organization's project team to present initial classification grading to receive feedback and make revisions.

**Deliverables:** Excel file containing a list of all classification and its finalized agreed upon grade/placement within the organization

## Employee Compensation Management System / Custom Pay Plan

We will create the new custom pay plan to meet the organizations goals/needs and to align the new pay system with current industry best practices. We will recommend and discuss multiple pay plan implementation options.



- Analyze survey data to develop externally competitive salary range and step-plan recommendations for each job classification.
- Provide recommendations for multiple salary structures to accommodate specialized labor markets.
- Prepare a recommended pay plan and salary range assignment separating employees by department and job function. (Exhibit A.4 -A.6)
- Develop recommended strategies for setting hiring rates for new and promoted employees.
- Provide seven or more implementation cost options for the new recommended compensation system. (Exhibit A.7)
- Meet with the organization’s project team to present initial system and receive feedback on revising the newly recommended pay scales. (Exhibit A.8)
- Review all implementation options and select the option or options that best fit the needs of the organization.
- Provide a custom employee compensation management system. The employee compensation management system will be a workable excel file that incorporates the organizations selected implementation option and the multiple recommended pay plans. The new system outlines the estimated cost to move all employees based upon the chosen implementation option, and the client’s ability to add new hires and/or move employees up/down in their pay plan. (Exhibit A.9)
- The system will ensure useability of the recommended compensation system for the next two years.



### Implementation Options

We provide a set of initial implementation options as a starting point for the discussion to match the organization’s compensation philosophy and business needs. (Exhibit A.7), (Exhibit A.10)

**Deliverables:** A workable excel file of the employee compensation management system.

### Final Report, System Training

We will prepare a final report to include all aspect of the classification and compensation study.



- Prepare a final report illustrating project findings and recommendations derived from project results.
- Present findings and recommendations at a public meeting of the organization’s stakeholders at an agreed upon date either in person or virtually.
- Prepare an in-depth manual and training video for maintenance of the recommended classification and compensation plan job management system.

**Deliverables:** Draft and Comprehensive final PDF report, maintenance/training PDF manual, maintenance/training video.

### Complementary Six (6) Months Support/Maintenance

- **Six Months (Free)** maintenance on an as needed basis. Support includes job description updates, applying new hires to the proper pay grade, appropriate employee promotion through their grade, determining if employee should be promoted to a higher grade.

### Yearly Maintenance

- **Yearly Maintenance (Additional Purchase Required)** includes job description updated on an as needed basis. Assisting in applying new hires to the proper pay grade. Assisting in how high an employee should be promoted through their grade, or if they should be promoted up a grade. Adjust implemented compensation system to cost of living up to four times in a year. After 1 year, we will conduct an updated Market Survey (Original Peers included in this updated report; up to 5 new jobs surveyed).

## Project Availability and Timeline

### Firm Availability

AutoSolve maintains the following hours of operation:

- Monday through Friday: 8:00 a.m. to 5:00 p.m. Eastern Daylight Time.
- Our Project Managers and Consultants are very responsive and will respond to calls and emails within 24 business hours.
- Our assigned personnel will be available throughout the term of the contract.
- Workplace location is virtual.
- Communications will be conducted through virtual meetings, phone calls, and email.
- AutoSolve will support Eastern Daylight Time standard business hours.

### Assumptions

- Client will provide requested data in a timely manner.
- Client employees will perform internal survey in a timely manner.
- Peers will provide requested market data in a timely manner.

### Timeline

Timeline estimated at 12 weeks.

- Project timeline – 4/15/2024 to 7/19/2024.
- Holiday week – 7/1/2024 to 7/5/2024
- Our timeline is flexible and will adjust deliverable dates, taking into consideration national holidays and vacation schedules.
- We are prepared to start the classification and compensation study within 2 weeks after official notice of award.

### City of Madeira Beach - 4/15/2024 to 7/19/2024

Timeline & Milestones	April	May	June	July
Project Initiation				
Kick Off				
Project Management (12 weeks)				
Current Pay Plan Evaluation (2 weeks)				
Classification Evaluation (3 weeks)				
Compensation and Benefit Evaluation (3 weeks)				
Classification Grading / Compensation Management System with Implementation Options (2 weeks)				
Final Report, System Maintenance and Training (2 weeks)				
Complimentary Support - (6 months)				

Green - Kick Off
Purple - Working Weeks
Black - Holiday Week

## References

REF 1: City of Americus, Georgia – Classification and Compensation Study

Contact: Ola Terrell-Jordan Human Resources Director

Email: [oterrell-jordan@americusga.gov](mailto:oterrell-jordan@americusga.gov)

Phone: (229) 924-4411 ext. 248

Services Provided:

- In Progress a comprehensive classification and compensation study for the City of Americus, Georgia consisting of 185 employees and 77 classifications.

REF 2: City of Bolder City, Nevada – Classification and Compensation Study

Contact: Mrs. Lourdes Martin

Email: [lmartin@bcnv.org](mailto:lmartin@bcnv.org)

Phone: (702) 293-9203

Services Provided:

- Completed a comprehensive classification and compensation study for Boulder City, NV consisting of over 1,500 employees and 160 classifications.

REF 3: Town of Longboat Key, Florida – Classification and Compensation Study

Contact: Lisa Silvertooth

Email: [silvertooth@longboatkey.org](mailto:silvertooth@longboatkey.org)

Phone: (941) 316-1999 ext.1610

Services Provided

- Alex completed a comprehensive classification and compensation study for the Town of Longboat Key consisting of over 50 employees.

REF 4: GrowFL (Not for Profit) / University of Central Florida, Orlando, Florida – HR Strategy Consulting

Contact: Ms. Hannah Metevia

Email: [Hannah@GrowFL.com](mailto:Hannah@GrowFL.com)

Phone: (407) 476-8375

Services Provided: Multiple engagements 2010 to 2023.

- Provided team leadership, project management and HR strategy consulting for 350 GrowFL / University of Central Florida strategic economic development client engagements. Providing detailed due diligence research for over 400 GrowFL / Florida Company to Watch program finalist.

REF 5: FloridaMakes (Not for Profit) Orlando, Florida – HR Strategy Consulting

Contact: Mr. Dan Sutter

Email: [Dsutter@seelevator.com](mailto:Dsutter@seelevator.com)

Phone: (407)-580-6495

Services Provided: Multiple engagements in 2017

- Provided leadership, project management, performance management assessments, custom surveys, continuous improvement, and strategic planning to FloridaMakes strategic economic development client engagements.



## Cost of Service

### Project Size

Project Size: approximately 83 Full Time Employees, approximately 69 Classifications / Job Titles. Best practices for requesting market data from peers is to limit the number of classifications to a maximum of 80.

Additional classifications can be surveyed based on client need and preference.

### Total Proposed Fixed Fee

**Total Fixed Fee Not to Exceed: \$29,625.00**

### City of Madeira Beach Detailed Cost Summary

Tasks	Hours	Cost
Project Initiation	2	\$375.00
Kick Off Meeting		
Project Management (12 weeks)	24	\$4,500.00
Current Pay Plan Evaluation (2 weeks)	28	\$5,250.00
Classification Evaluation (3 weeks)	33	\$6,187.50
Compensation and Benefit Evaluation (3 weeks)	29	\$5,437.50
Classification Grading / Compensation Management System with Implementation Options (2 weeks)	24	\$4,500.00
Final Report, System Maintenance and Training (2 weeks)	18	\$3,375.00
Complimentary Support - (6 months)	0	\$0.00
<b>Total</b>	<b>158</b>	<b>\$29,625.00</b>

### Fixed Fee Payment Schedule

Three (3) evenly distributed monthly payments.

The first invoice will be sent after the project kick off meeting.

### Optional Maintenance (Yearly)

Year 1 - First 6 month included for no charge; additional 6 months maintenance \$6,000.00.

Year 2 - Maintenance \$12,000.00.

### Travel Expense

Anticipated Travel:

Kick of Meeting

One board meeting to discuss recommendations, findings, and final report.

All other meetings will be performed virtually.

### Other Expenses

Other reasonable business expenses may be encountered.

If expenses are encountered, approval will be obtained prior to incurring cost.

Expenses will be billed at actual cost accompanied by a receipt of the transaction.

### Additional Work

If additional work is authorized, hourly rate \$187.50.

## Final Product

In summary, the final product delivery will be provided in 3 main parts.

1. A final report explaining each deliverable, findings, and overall recommendations for the organization.
2. A customized Employee Compensation Management system in excel format and training materials on how to utilize the system to its full potential.
3. Present the steps of the project, project findings, final report, and talk through our recommendations to key organizational stakeholders at a scheduled council meeting.

## Exhibit A: Sample Project Report Examples

Exhibit A.1: Market Results Table

Market Results Averages				
Classification	Average Minimum	Average Midpoint	Average Maximum	Average Range Spread
Animal Protection Officer	\$42,630.03	\$55,673.96	\$68,717.88	61.2%
Accounting Analyst	\$41,728.71	\$52,421.12	\$63,113.54	51.2%
Administrative Assistant	\$34,829.35	\$45,664.49	\$56,499.64	62.2%
Animal Shelter Attendant	\$36,793.56	\$47,870.04	\$58,946.53	60.2%
Battalion Chief	\$82,053.21	\$111,603.03	\$141,152.85	72.0%
Building Official	\$81,643.40	\$106,834.83	\$132,026.25	61.7%
Captain	\$76,022.03	\$101,818.19	\$127,614.35	67.9%
Chief Deputy Cor	\$71,603.12	\$92,363.94	\$113,124.76	58.0%
Principal Deputy Court Clerk	\$57,700.12	\$74,855.82	\$92,011.51	59.5%
Comb Commercial Inspector I	\$43,908.69	\$56,665.92	\$69,423.15	58.1%
Comb Residential Inspector I	\$43,908.69	\$56,665.92	\$69,423.15	58.1%
Communications Officer	\$39,483.89	\$51,993.16	\$64,502.43	63.4%
Communications Supervisor	\$51,938.94	\$69,875.10	\$87,811.25	69.1%
Economic Development Coordinator	-	-	-	-
Construction Superintendent	-	-	-	-
Convenience Cntr Attendant I	\$30,669.97	\$39,608.04	\$48,546.12	58.3%
County Attorney	-	-	-	-
Customer Service Center Manager	-	-	-	-
Custodian	-	-	-	-
Customer Service Specialist	\$32,889.86	\$42,746.99	\$52,604.12	59.9%
Deputy Clerk I	\$32,960.21	\$42,696.64	\$52,433.07	59.1%
Deputy Clerk li	-	-	-	-
Deputy Commonwealth Attorney	\$90,215.43	\$125,426.38	\$160,637.33	78.1%
Deputy County Administrator	\$112,952.58	\$152,982.78	\$193,012.99	70.9%

\*The Market Results Tables provides the average minimums, midpoints, and maximums from the client's peers as a dollar amount.

Exhibit A.2: Market Results Table Continues

**Market Salary Ranges Compared to Demonstration City, FL Salary Ranges**

Classification	Average Minimum	Average Midpoint	Average Maximum
Animal Protection Officer	-10.86%	-11.31%	-11.60%
Accounting Analyst	4.80%	8.22%	10.42%
Administrative Assistant	-4.19%	-5.04%	-5.57%
Animal Shelter Attendant	-18.45%	-18.52%	-18.57%
Battalion Chief	-8.69%	-13.19%	-15.90%
Building Official	5.34%	4.68%	4.28%
Captain	9.88%	13.43%	15.48%
Chief Deputy Cor	-22.04%	-21.27%	-20.79%
Principal Deputy Court Clerk	-7.31%	-7.10%	-6.97%
Comb Commercial Inspector I	6.67%	7.40%	7.86%
Comb Residential Inspector I	-0.29%	0.44%	0.90%
Communications Officer	3.56%	2.28%	1.48%
Communications Supervisor	9.97%	6.55%	4.46%
Economic Development Coordinator	-	-	-
Construction Superintendent	-	-	-
Convenience Cntr Attendant I	-13.81%	-13.16%	-12.74%
County Attorney	-	-	-
Customer Service Center Manager	-	-	-
Custodian	-	-	-
Customer Service Specialist	1.54%	1.56%	1.58%
Deputy Clerk I	1.33%	1.68%	1.90%
Deputy Clerk li	-	-	-
Deputy Commonwealth Attorney	-4.64%	-11.35%	-15.31%
Deputy County Administrator	13.46%	9.37%	6.89%
<b>Averages</b>	<b>-1.87%</b>	<b>-2.52%</b>	<b>-2.90%</b>

\*This table provides the average minimums, midpoints, and maximums from the client's peers as a percentage comparison to the client's current ranges.

Exhibit A.3: Number of Respondents

**Number of Respondents from the Market Survey**

Classification	Number of Respondents
Animal Protection Officer	5
Accounting Analyst	6
Administrative Assistant	6
Animal Shelter Attendant	5
Battalion Chief	4
Building Official	5
Captain	5
Chief Deputy Cor	4
Principal Deputy Court Clerk	4
Comb Commercial Inspector I	6
Comb Residential Inspector I	6
Communications Officer	6
Communications Supervisor	5
Economic Development Coordinator	2
Construction Superintendent	3
Convenience Cntr Attendant I	4
County Attorney	1
Customer Service Center Manager	3
Custodian	5
Customer Service Specialist	5
Deputy Clerk I	5
Deputy Clerk li	3
Deputy Commonwealth Attorney	4
Deputy County Administrator	4

\*The Number of Respondents tables breaks down the number of data point per surveyed classification.

Exhibit A.4: Proposed Pay Plan General Employees

**General Pay Plan**

Adjustment Option: 0%

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
101	\$29,000.00	\$39,875.00	\$50,750.00	75.00%	-
102	\$30,522.50	\$41,328.63	\$52,134.75	75.00%	5.25%
103	\$32,277.54	\$43,705.02	\$55,132.50	75.00%	5.75%
104	\$34,133.50	\$46,218.06	\$58,302.62	75.00%	5.75%
105	\$36,096.18	\$48,875.60	\$61,655.02	75.00%	5.75%
106	\$38,171.71	\$51,685.94	\$65,200.18	75.00%	5.75%
107	\$40,366.58	\$54,657.89	\$68,949.19	75.00%	5.75%
108	\$42,687.66	\$57,800.72	\$72,913.77	75.00%	5.75%
109	\$45,142.20	\$61,124.26	\$77,106.31	75.00%	5.75%
110	\$47,737.88	\$64,638.90	\$81,539.92	75.00%	5.75%
111	\$50,482.81	\$68,355.64	\$86,228.47	75.00%	5.75%
112	\$53,385.57	\$72,286.09	\$91,186.61	75.00%	5.75%
113	\$56,455.24	\$76,442.54	\$96,429.84	75.00%	5.75%
114	\$59,701.41	\$80,837.98	\$101,974.55	75.00%	5.75%
115	\$63,134.24	\$85,486.17	\$107,838.09	75.00%	5.75%
116	\$66,764.46	\$90,401.62	\$114,038.78	75.00%	5.75%
117	\$70,603.42	\$95,599.71	\$120,596.01	75.00%	5.75%
118	\$74,663.12	\$101,096.70	\$127,530.28	75.00%	5.75%
119	\$78,956.25	\$106,909.76	\$134,863.27	75.00%	5.75%
120	\$83,496.23	\$113,057.07	\$142,617.91	75.00%	5.75%
121	\$88,297.26	\$119,557.85	\$150,818.44	75.00%	5.75%
122	\$93,374.36	\$126,432.43	\$159,490.50	75.00%	5.75%
123	\$98,743.38	\$133,702.29	\$168,661.20	75.00%	5.75%
124	\$104,421.13	\$141,390.17	\$178,359.22	75.00%	5.75%
125	\$110,425.34	\$149,520.11	\$188,614.88	75.00%	5.75%
126	\$116,774.80	\$158,117.52	\$199,460.23	75.00%	5.75%
127	\$123,489.35	\$167,209.27	\$210,929.20	75.00%	5.75%

\*The Proposed Pay Plan tables in Exhibit A.4 - A.6 provide an illustration of how AutoSolve presents to the client the new proposed pay plans.

Exhibit A.5: New Proposed Pay plan: Safety Employees

**Public Safety Plan**

Adjustment Option: 0%

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
200	\$31,200.00	\$42,120.00	\$53,040.00	70.00%	-	2.24%
201	\$32,916.00	\$44,436.60	\$55,957.20	70.00%	5.50%	2.24%
202	\$34,726.38	\$46,880.61	\$59,034.85	70.00%	5.50%	2.24%
203	\$36,636.33	\$49,459.05	\$62,281.76	70.00%	5.50%	2.24%
204	\$38,651.33	\$52,179.29	\$65,707.26	70.00%	5.50%	2.24%
205	\$40,777.15	\$55,049.16	\$69,321.16	70.00%	5.50%	2.24%
206	\$43,019.90	\$58,076.86	\$73,133.82	70.00%	5.50%	2.24%
207	\$45,385.99	\$61,271.09	\$77,156.18	70.00%	5.50%	2.24%
208	\$48,789.94	\$65,866.42	\$82,942.90	70.00%	7.50%	2.24%
209	\$52,449.18	\$70,806.40	\$89,163.61	70.00%	7.50%	2.24%
210	\$56,382.87	\$78,936.02	\$101,489.17	80.00%	7.50%	2.48%
211	\$60,611.59	\$84,856.22	\$109,100.86	80.00%	7.50%	2.48%
212	\$65,157.46	\$91,220.44	\$117,283.42	80.00%	7.50%	2.48%
213	\$70,044.27	\$98,061.97	\$126,079.68	80.00%	7.50%	2.48%
214	\$75,297.59	\$105,416.62	\$135,535.66	80.00%	7.50%	2.48%
215	\$80,944.91	\$113,322.87	\$145,700.83	80.00%	7.50%	2.48%
216	\$84,587.43	\$118,422.40	\$152,257.37	80.00%	4.50%	2.48%
217	\$88,393.86	\$123,751.41	\$159,108.95	80.00%	4.50%	2.48%
218	\$92,371.59	\$129,320.22	\$166,268.85	80.00%	4.50%	2.48%
219	\$96,528.31	\$135,139.63	\$173,750.95	80.00%	4.50%	2.48%
220	\$100,872.08	\$141,220.91	\$181,569.74	80.00%	4.50%	2.48%

Exhibit A.6: Step Plan

Grades	1	2	3	4	5	6	7
200	\$31,200.00	\$31,897.50	\$32,610.59	\$33,339.62	\$34,084.96	\$34,846.95	\$35,625.98
201	\$32,916.00	\$33,651.86	\$34,404.17	\$35,173.30	\$35,959.63	\$36,763.53	\$37,585.41
202	\$34,726.38	\$35,502.71	\$36,296.40	\$37,107.84	\$37,937.41	\$38,785.53	\$39,652.61
203	\$36,636.33	\$37,455.36	\$38,292.71	\$39,148.77	\$40,023.97	\$40,918.73	\$41,833.50
204	\$38,651.33	\$39,515.41	\$40,398.80	\$41,301.95	\$42,225.28	\$43,169.26	\$44,134.34
205	\$40,777.15	\$41,688.76	\$42,620.74	\$43,573.56	\$44,547.68	\$45,543.57	\$46,561.73
206	\$43,019.90	\$43,981.64	\$44,964.88	\$45,970.10	\$46,997.80	\$48,048.47	\$49,122.63
207	\$45,385.99	\$46,400.63	\$47,437.95	\$48,498.46	\$49,582.68	\$50,691.13	\$51,824.37
208	\$48,789.94	\$49,880.67	\$50,995.79	\$52,135.84	\$53,301.38	\$54,492.97	\$55,711.20
209	\$52,449.18	\$53,621.72	\$54,820.48	\$56,046.03	\$57,298.98	\$58,579.94	\$59,889.54
210	\$56,382.87	\$57,780.80	\$59,213.39	\$60,681.49	\$62,186.00	\$63,727.81	\$65,307.84
211	\$60,611.59	\$62,114.36	\$63,654.39	\$65,232.61	\$66,849.95	\$68,507.39	\$70,205.93
212	\$65,157.46	\$66,772.94	\$68,428.47	\$70,125.05	\$71,863.70	\$73,645.45	\$75,471.37
213	\$70,044.27	\$71,780.91	\$73,560.61	\$75,384.43	\$77,253.47	\$79,168.86	\$81,131.73
214	\$75,297.59	\$77,164.48	\$79,077.65	\$81,038.26	\$83,047.48	\$85,106.52	\$87,216.61
215	\$80,944.91	\$82,951.81	\$85,008.48	\$87,116.13	\$89,276.05	\$91,489.51	\$93,757.85
216	\$84,587.43	\$86,684.64	\$88,833.68	\$91,036.36	\$93,293.47	\$95,606.54	\$97,976.96
217	\$88,393.86	\$90,585.45	\$92,831.38	\$95,132.99	\$97,491.67	\$99,908.83	\$102,385.92
218	\$92,371.59	\$94,661.80	\$97,008.79	\$99,413.98	\$101,878.80	\$104,404.73	\$106,993.29
219	\$96,528.31	\$98,921.58	\$101,374.19	\$103,887.61	\$106,463.34	\$109,102.94	\$111,807.98
220	\$100,872.08	\$103,373.05	\$105,936.03	\$108,562.55	\$111,254.19	\$114,012.57	\$116,839.34

Exhibit A.7: Implementation Options

**Implementation Cost Options**

Implementation Options	General Pay Plan	Public Safety Plan	Total Implementation Cost
Bring to New Minimum	\$149,773.80	\$84,438.25	\$234,212.05
Class Year Parity	\$456,888.00	\$426,682.00	\$883,570.00
Hire Year Parity	\$675,162.60	\$393,931.89	\$1,069,094.49
Current Range Penetration	\$569,231.10	\$215,186.12	\$784,417.23
Current Range Penetration Capped at 10%	\$516,833.33	\$199,483.15	\$716,316.48
Hybrid Year	\$421,999.00	\$367,932.00	\$789,931.00
Compa Ratio	\$643,258.06	\$278,905.47	\$922,163.53

**Number of Employees Adjusted Per Option**

Implementation Options	General Pay Plan	Public Safety Plan	Total Number of Employee Adjustments
Bring to New Minimum	63	83	146
Class Year Parity	120	140	260
Hire Year Parity	117	142	259
Current Range Penetration	124	111	235
Current Range Penetration Capped at 10%	150	132	282
Hybrid Year	154	151	305
Compa Ratio	111	109	220

**Average Salary and Percentage Adjustment**

Implementation Options	General Pay Plan		Public Safety Plan	
	Average Salary Adjustment	Average Percentage Adjustment	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Minimum	\$2,377.36	9.17%	\$703.45	1.34%
Class Year Parity	\$3,054.00	7.34%	\$2,600.00	5.32%
Hire Year Parity	\$4,870.98	9.21%	\$3,236.73	4.45%
Current Range Penetration	\$3,872.32	11.40%	\$1,863.82	2.84%
Current Range Penetration Capped at 10%	\$3,515.87	8.30%	\$1,625.11	2.60%
Hybrid Year	\$4,045.65	3.40%	\$2,245.11	3.67%
Compa Ratio	\$3,563.16	9.78%	\$869.14	1.49%

\*Exhibit A.7 Provides an illustration of how AutoSolve presents the difference in provide implementation options.

Exhibit A.8: Paygrade Assignment Table

Grade	Classification	Min	Max
200	Court Security Specialist	\$31,200.00	\$53,040.00
201	Communications Officer	\$32,916.00	\$55,957.20
202	-	\$34,726.38	\$59,034.85
203	Crime Analyst	\$36,636.33	\$62,281.76
204	Fire Logistics Officer Training And Safety Officer	\$38,651.33	\$65,707.26
205	Court Deputy Deputy Firefighter/EMS ALS Firefighter/EMS BLS Firefighter/EMS Paramedic Investigator	\$40,777.15	\$69,321.16
206	-	\$40,777.15	\$69,321.16

\*Exhibit A.8 provides an illustration of how AutoSolve presents the new grades for each of the client's classifications.

Exhibit A.9: Employee Compensation Management System

Public Employees

											Option: <input type="radio"/> Closest Step		
Last Name	First Name	Employee ID	Hire Year	Class Year	Classification	Grade	Step	Min	Mid	Max	new Annual Salary	Past Salary	Cost to Implement
Emp. Last Name Here	Emp. First Name Here	7043	11/17/08	11/17/08	COMMUNICATIONS OFFICER	201	5	\$32,916.00	\$44,436.60	\$55,957.20	\$44,099.98	\$44,857.55	\$757.57
Emp. Last Name Here	Emp. First Name Here	7327	10/28/15	10/28/15	COMMUNICATIONS OFFICER	201	9	\$32,916.00	\$44,436.60	\$55,957.20	\$48,369.27	\$49,005.38	\$636.11
Emp. Last Name Here	Emp. First Name Here	9575	3/12/18	3/12/18	COMMUNICATIONS OFFICER	201	6	\$32,916.00	\$44,436.60	\$55,957.20	\$45,579.42	\$45,860.98	\$280.95
Emp. Last Name Here	Emp. First Name Here	4209	2/4/08	2/4/08	COMMUNICATIONS OFFICER	201	13	\$32,916.00	\$44,436.60	\$55,957.20	\$53,224.52	\$53,536.74	\$312.22
Emp. Last Name Here	Emp. First Name Here	4518	9/22/03	9/22/03	COMMUNICATIONS OFFICER	201	14	\$32,916.00	\$44,436.60	\$55,957.20	\$53,971.01	\$54,733.59	\$762.58
Emp. Last Name Here	Emp. First Name Here	3249	3/5/18	3/5/18	COMMUNICATIONS OFFICER	201	6	\$32,916.00	\$44,436.60	\$55,957.20	\$45,579.42	\$45,860.98	\$280.95
Emp. Last Name Here	Emp. First Name Here	8684	12/10/07	12/10/07	COMMUNICATIONS OFFICER	201	13	\$32,916.00	\$44,436.60	\$55,957.20	\$53,224.52	\$53,536.74	\$312.22
Emp. Last Name Here	Emp. First Name Here	6548	9/17/07	9/17/07	COMMUNICATIONS OFFICER	201	13	\$32,916.00	\$44,436.60	\$55,957.20	\$53,224.52	\$53,536.74	\$312.22
Emp. Last Name Here	Emp. First Name Here	3581	10/1/07	10/1/07	COMMUNICATIONS OFFICER	201	13	\$32,916.00	\$44,436.60	\$55,957.20	\$53,224.52	\$53,536.74	\$312.22
Emp. Last Name Here	Emp. First Name Here	6474	8/28/17	8/28/17	COMMUNICATIONS OFFICER	201	7	\$32,916.00	\$44,436.60	\$55,957.20	\$46,490.81	\$46,885.62	\$394.81
Emp. Last Name Here	Emp. First Name Here	7681	10/13/20	10/13/20	COMMUNICATIONS OFFICER	201	5	\$32,916.00	\$44,436.60	\$55,957.20	\$44,252.21	\$44,857.55	\$605.35
Emp. Last Name Here	Emp. First Name Here	4249	12/28/20	12/28/20	COMMUNICATIONS OFFICER	201	5	\$32,916.00	\$44,436.60	\$55,957.20	\$44,252.21	\$44,857.55	\$605.35
Emp. Last Name Here	Emp. First Name Here	2146	9/21/21	9/21/21	COMMUNICATIONS OFFICER	201	5	\$32,916.00	\$44,436.60	\$55,957.20	\$44,099.98	\$44,857.55	\$757.57
Emp. Last Name Here	Emp. First Name Here	7349	12/9/21	12/9/21	COMMUNICATIONS OFFICER	201	4	\$32,916.00	\$44,436.60	\$55,957.20	\$42,962.77	\$43,876.66	\$913.88
Emp. Last Name Here	Emp. First Name Here	8464	5/4/98	5/4/98	COMMUNICATIONS SUPERVISOR	207	8	\$45,385.99	\$61,271.09	\$77,156.18	\$65,277.36	\$66,093.15	\$815.79
Emp. Last Name Here	Emp. First Name Here	4005	2/3/14	2/3/14	BATTALION CHIEF	213	8	\$70,044.27	\$98,061.97	\$126,079.68	\$90,304.22	\$91,544.31	\$1,240.09
Emp. Last Name Here	Emp. First Name Here	8458	2/3/20	2/3/20	DEPUTY FIRE CHIEF	218	8	\$92,371.59	\$129,320.22	\$166,268.85	\$117,713.55	\$118,085.11	\$371.56
Emp. Last Name Here	Emp. First Name Here	4408	11/8/07	11/8/07	FIRE CAPTAIN	211	11	\$60,611.59	\$84,856.22	\$109,100.86	\$84,829.83	\$86,541.14	\$1,711.31
Emp. Last Name Here	Emp. First Name Here	4766	3/23/09	3/23/09	FIRE CAPTAIN	211	13	\$60,611.59	\$84,856.22	\$109,100.86	\$89,379.28	\$90,453.77	\$1,074.49
Emp. Last Name Here	Emp. First Name Here	4101	6/17/13	6/17/13	FIRE CAPTAIN	211	10	\$60,611.59	\$84,856.22	\$109,100.86	\$83,394.98	\$84,648.75	\$1,253.77
Emp. Last Name Here	Emp. First Name Here	6772	6/28/04	6/28/04	FIRE CHIEF	220	8	\$100,872.08	\$141,220.91	\$181,569.74	\$133,079.03	\$134,781.97	\$1,702.94
Emp. Last Name Here	Emp. First Name Here	8693	7/22/09	7/22/09	FIRE LOGISTICS OFFICER	204	14	\$36,651.33	\$52,179.29	\$65,707.26	\$63,789.96	\$64,270.45	\$490.49
Emp. Last Name Here	Emp. First Name Here	4894	8/1/12	8/1/12	FIRE MARSHAL	211	17	\$60,611.59	\$84,856.22	\$109,100.86	\$98,100.50	\$98,817.72	\$717.22
Emp. Last Name Here	Emp. First Name Here	9755	8/16/19	8/16/19	FIREFIGHTER/EMS ALS	205	8	\$40,777.15	\$55,049.16	\$69,321.16	\$56,861.04	\$59,381.55	\$2,520.52
Emp. Last Name Here	Emp. First Name Here	4070	6/17/13	6/17/13	FIREFIGHTER/EMS BLS	205	7	\$40,777.15	\$55,049.16	\$69,321.16	\$58,744.87	\$59,381.55	\$636.69
Emp. Last Name Here	Emp. First Name Here	3990	8/16/19	8/16/19	FIREFIGHTER/EMS BLS	205	4	\$40,777.15	\$55,049.16	\$69,321.16	\$54,657.94	\$55,570.64	\$912.71
Emp. Last Name Here	Emp. First Name Here	4347	2/23/15	2/23/15	FIREFIGHTER/EMS BLS	205	7	\$40,777.15	\$55,049.16	\$69,321.16	\$57,765.57	\$58,083.06	\$317.49

\*Exhibit A.9 provides an illustration of how AutoSolve presents the created Compensation Management System.

Exhibit A.10: Implementation Option Descriptions

Implementation Options	Description
<b>Bring to New Minimum/Closest Step</b>	Each employee's salary is adjusted to the minimum of the new proposed pay grade per their classification. If their current salary is already within the new proposed pay grade range, little to no adjustment is made.
<b>Class Year Parity</b>	Class year parity aims to align an employee's salary within their recommended new paygrade range based on how long they have worked in their current classification. This is calculated on 30-year career basis, where an employee with 15 years of experience in one classification is placed at the midpoint of their new paygrade range.
<b>Hire Year Parity</b>	Hire year parity aims to align an employee's salary within their recommended new paygrade range based on their overall tenure with the organization. This is calculated on 30-year career basis, where an employee with 15 years of experience with the organization is placed at the midpoint of their new paygrade range.
<b>Current Range Penetration</b>	Current range penetration utilizes the employee's current penetration within their current paygrade range and applies it to their new proposed paygrade. For example, if an individual is 25% through their current paygrade range, they are brought to 25% percent of their recommended paygrade range.
<b>Current Range Penetration Capped at 10%</b>	Current range penetration capped at 10% utilizes the employee's current penetration within their current paygrade range and applies it to their new proposed paygrade or no more than 10% of their current salary. (The capped percentages an adjustable number that can be changed based on client desire and need.)
<b>Step to Step</b>	Step to step calculates the cost of keeping each employee on their current step within the new proposed plan.
<b>Step Plus One</b>	Step plus one calculates the cost of moving each employee up one step from their current step using the new proposed plan.
<b>Hybrid Year</b>	Hybrid year places employees into their newly recommended paygrade ranges based on a hybrid between class year parity and hire year parity.
<b>Compensation Ratio</b>	Compensation Ratio is a calculation that evaluate an employer's current ratio to their grade midpoint. The ratio places employees into a new recommended pay grade range at the same ratio vs. the midpoint. For example, employees who are at their current paygrade range quarter mark are now at (50% compa ratio) would be place at their new recommended salary at 25% range penetration.



## Exhibit B – City of Madeira Beach Attachment

### COMPLIANCE WITH ALL APPLICABLE LAWS

Respondents shall comply with all applicable local, state, and federal laws and codes.

### ATTACHMENTS

**Drug Free Workplace Certification** CONSULTANT shall include a signed and completed Drug Free Workplace Certification, attached hereto as Exhibit B.

### DRUG FREE WORKPLACE CERTIFICATION.

#### SWORN STATEMENT ON DRUG FREE WORKPLACES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

This sworn statement is submitted to the City of Madeira Beach by **Jeff Turner President**

For **AutoSolve, Inc.**

whose business address is: **313 S Forest Dune Drive, Saint Augustine, FL 32080** and (if applicable) its Federal Employer Identification Number (FEIN) is **59-3212545** (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement:

I understand that no person or entity shall be awarded or receive a City contract for public improvements, procurement of goods or services (including professional services) or a City lease, franchise, concession, or management agreement, or shall receive a grant of City monies unless such person or entity has submitted a written certification to the City that it will provide a drug free workplace by:

Providing a written statement to each employee notifying such employee that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance as defined by §893.02(4), Florida Statutes, as the same may be amended from time to time, in the person's or entity's workplace is prohibited specifying the actions that will be taken against employees for violation of such prohibition. Such written statement shall inform employees about:

- (i) the dangers of drug abuse in the workplace.
  - (ii) the person's or entity's policy of maintaining a drug-free environment at all its workplaces, including but not limited to all locations where employees perform any task relating to any portion of such contract, business transaction or grant.
  - (iii) any available drug counseling, rehabilitation, and employee assistance programs; and
  - (iv) the penalties that may be imposed upon employees for drug abuse violations.
- (2) Requiring the employee to sign a copy of such written statement to acknowledge his or her receipt of same and advice as to the specifics of such policy. Such person or entity shall retain the

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statements signed by its employees. Such person or entity shall also post in a prominent place at all of its workplaces a written statement of its policy containing the foregoing elements (i) through (iv).

(3) Notifying the employee in the statement required by subsection (1) that as a condition of employment the employee will:

- (i) abide by the terms of the statement; and
- (ii) notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such a conviction.

(4) Notifying the City within ten (10) days after receiving notice under subsection (3) from an employee or otherwise receiving actual notice of such conviction.

(5) Imposing appropriate personnel action against such employee up to and including termination; or requiring such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.

(6) Making a good faith effort to continue to maintain a drug free workplace through implementation of sections

(1) through (5) stated above.

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CITY OF MADEIRA BEACH IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT ANY CONTRACT OR BUSINESS TRANSACTION SHALL PROVIDE FOR SUSPENSION OF PAYMENTS, OR TERMINATION, OR BOTH, IF THE CITY DETERMINES THAT:

- (1) Such person or entity has made false certification.
- (2) Such person or entity violates such certification by failing to carry out the requirements of sections (1), (2), (3), (4), (5), or (6) or subsection 3-101(7)(B); or
- (3) Such a number of employees of such person or entity have been convicted of violations occurring in the workplace as to indicate that such person or entity has failed to make a good faith effort to provide a drug free workplace as required by subsection 3-101(7)(B).

**Signatory Requirement.** In the case of a corporation, this affidavit shall be executed by the corporate president. In the case of a partnership, this affidavit shall be executed by the general partner(s). In the case of a business entity other than a partnership or a corporation, this affidavit shall be executed by an authorized agent of the entity

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or the individual.

Signature: *Jeff Turner*  
Title: **President**  
Company: **AutoSolve, Inc**

**NOTARY PUBLIC**

STATE OF FLORIDA

CITY OF St Augustine, St Johns

Sworn to and subscribed before me this 5 day of February, 2024.

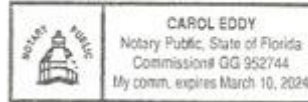
by Jeff Turner who

is personally known to me OR Produced identification

FLDL [type of

identification] My commission expires 03/10/2024

Notary Public Signature Carol Eddy  
[Print, type or stamp Commissioned name of Notary Public]



**Requests for Additional Information**

Questions or requests for additional information should be directed to the City Manager, Robin Gomez at [rgomez@madeirabeachfl.gov](mailto:rgomez@madeirabeachfl.gov).

Signature of Proposer's Agent

Title

*Jeff Turner*

President

Printed Name

Date

Jeff Turner

2/5/2024

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## Exhibit C – Insurance Certificate

		<b>CERTIFICATE OF LIABILITY INSURANCE</b>		DATE (MM/DD/YYYY) 07/14/2023	
<p><b>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</b></p> <p><b>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</b></p>					
<b>PRODUCER</b> NUTMEG INS AGENCY INC/PHS 76210781 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251			<b>CONTACT NAME:</b> PHONE (888) 925-3137 (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS:		
<b>INSURED</b> AutoSolve, Inc. 313 S FOREST DUNE DR SAINT AUGUSTINE FL 32080			<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC#</b>
			INSURER A : Hartford Underwriters Insurance Company		30104
			INSURER B : Hartford Casualty Insurance Company		29424
			INSURER C :		
			INSURER D :		
			INSURER E :		
			INSURER F :		

<b>COVERAGES</b>		<b>CERTIFICATE NUMBER:</b>		<b>REVISION NUMBER:</b>			
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> General Liability			76 SBU AY1PWB	05/26/2023	05/26/2024	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000
GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:							
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> AUTOS			76 SBU AY1PWB	05/26/2023	05/26/2024	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB EXCESS LIAB						EACH OCCURRENCE AGGREGATE
	OCCUR CLAIMS-MADE DED RETENTION \$						
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	76 WEG AY7FA3	07/13/2023	07/13/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$100,000 E.L. DISEASE - EA EMPLOYEE \$100,000 E.L. DISEASE - POLICY LIMIT \$500,000
A	Professional Liability			76 SBU AY1PWB	05/26/2023	05/26/2024	Each Claim Limit \$1,000,000 Aggregate Limit \$1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Those usual to the Insured's Operations.							

<b>CERTIFICATE HOLDER</b> For Informational Purposes 313 S FOREST DUNE DR SAINT AUGUSTINE FL 32080		<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Susan S. Castaneda</i>	
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ACORD 25 (2016/03)

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## Exhibit D – Reference Letter - Ms. Hannah Metevia - GrowFL



July 28, 2023

To Whom It May Concern,

I am pleased to write this letter of recommendation for Mr. Jeff Turner, whose exceptional contributions and expertise have significantly impacted the success of our organization's programs and initiatives.

Throughout his tenure with us, Jeff has been instrumental in various capacities. As a strategy consultant, he played a pivotal role in the growth and success of our System for Integrated Growth program, a highly valuable initiative aimed at assisting CEOs in addressing internal and external challenges. Jeff's active involvement in over 350 strategic engagements with CEOs not only impacted their top line revenue but contributed significantly to the program's enduring growth and success.

Moreover, we utilize Jeff's expertise to conduct two rounds of in-depth due diligence for our annual awards program, GrowFL Florida Companies to Watch. His proficiency and extensive knowledge of the business landscape make him an invaluable asset in this critical capacity. Unlike similar organizations to GrowFL that frequently rotate their due-diligence providers, Jeff's unwavering experience and dedication have made him the sole individual we trust to handle this crucial responsibility year after year.

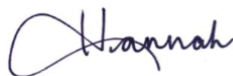
No matter the project, Jeff's meticulousness, analytical skills, and risk assessment and mitigation abilities have consistently delivered outstanding results. His keen eye for detail ensures thorough and accurate evaluations, providing us with valuable insights and recommendations for informed decision-making. Throughout our collaborations with Jeff, he has consistently met deadlines, displaying flexibility a commitment in accommodating our needs.

We are continually impressed with Jeff's professionalism, leadership, and dedication to our organization's goals. His diligent work and his exceptional support have contributed significantly to the success of our annual awards program and the System for Integrated Growth program for well over a decade.

We are privileged to have worked with Jeff, and without reservation, will contract with Jeff again, knowing that our programs would be in the most capable hands.

I wholeheartedly recommend Jeff Turner for any venture or project requiring a skilled, knowledgeable, and dedicated individual.

Sincerely,



Hannah Metevia  
Engagement Manager  
Email: [Hannah@GrowFL.com](mailto:Hannah@GrowFL.com) Phone 989-293-4354

# **Cody & Associates, Inc.**

220 Jamaica Dr. Cocoa Beach, FL 32931  
Phone: 321/783-9552 Fax: 321/613-3962

## **Proposal for a HR, Classification, and Compensation Study for the City of Madeira Beach**

**RFP NO.: 2024-01**



# Table of Contents

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# Transmittal Letter

## Cody & Associates, Inc.

220 Jamaica Dr. Cocoa Beach, FL 32931  
Phone: 321/783-9552 Fax: 321/613-3962

February 06, 2024

City of Madeira Beach  
Attention: City Clerk  
Madeira Beach, FL 33708

*Cody & Associates, Inc.* is pleased to submit this quote to conduct an **HR, Classification, and Compensation Study** for the City of Madeira Beach.

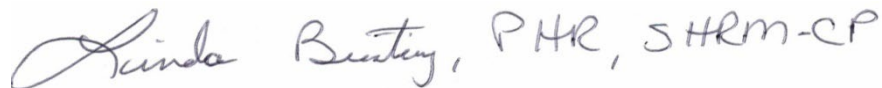
The approach to the project and detailed work plan is included in this proposal. We understand and can perform the scope of services requested and the assistance you require in this Study. We have conducted compensation and classification studies to numerous public sector clients in the state of Florida and understand the Florida market, and the changes incurred by the increased minimum wage.

Thank you for the opportunity to assist the City in this study. We look forward to discussing our quote with you in greater detail.

The person who is authorized to make representations for *Cody & Associates, Inc.* is: Linda Bunting; Address: 220 Jamaica Dr., Cocoa Beach, FL 32931; phone number: (321)783-9552; Fax number: 321/631-3962; email: [Lbunting@codyassiates.org](mailto:Lbunting@codyassiates.org).

The terms, conditions, and prices for this study are valid for a period of one hundred eighty (180) days.

Sincerely,



Linda Bunting, PHR, SHRM-CP  
President



## PROPOSER'S EXPERIENCE AND QUALIFICATIONS

---

*Cody & Associates, Inc.* is a small Human Resources consulting firm specializing in Classification and Compensation for government entities in the state of Florida. We have three full time employees with additional support staff. Our office is located in Cocoa Beach, Florida.

*Cody & Associates, Inc.* is a Florida based and incorporated management consulting company which was established in 1974.

*Cody & Associates, Inc.* has provided Wage, Salary and Classification services to over 900 clients including municipal and county government agencies in the State of Florida. We have worked with municipal utilities, bargaining, and non-bargaining positions. We know the Florida market. With the annual increases to the minimum wage this has driven wages up overall. We design a pay plan that aligns with our clients' structure (internal relationship) and is competitive with their market (external relationship).

Our company is known for its outstanding work product and works very closely with our clients to resolve their problems and fulfill their needs. *Cody & Associates, Inc.* communicates with our clients to render a personalized management consulting service.

Linda Bunting works personally on all studies and has support staff to assist. She is involved in all aspects of the studies and works closely with clients to provide a pay plan that works for them. We offer implementation options that fit with our client's budget and can discuss options on how to implement. Linda took over as President in 2016, after working for *Cody & Associates* for over 12 years. We provide free follow-up for our clients for a year after completing a study. This includes analyzing new positions and providing a pay range for the positions. We are a Florida based company and understand the Florida market. Over the last few years, we have seen the most aggressive changes in pay in Florida. This was based on the increase in minimum wage, the employee shortage, and the high inflation. We have many contacts with government entities which helps us keep a pulse on what is going on with compensation as well as employment trends. This is what sets us apart.

*Cody & Associates* is experienced in the scope of work the City is requesting and can complete the study to meet your needs.

It is important that you know the specific consultants to be assigned to the day-to-day conduct of the study.

**LINDA BUNTING, SHRM-CP, PHR**, President, has a Bachelor's in Business Administration from University of Phoenix and holds a SHRM-CP and a Professional in Human Resources from the HR Certification Institute.

Linda has over twenty years of professional experience in classification analysis, wage and salary administration, and benefit analysis and administration for Florida municipal and County customers. Linda has been Project Manager on over 250 studies. Linda works out of our Cocoa Beach Office, which will be the primary work site for the study and will function as the Project Team Manager.

Ms. Bunting's specific responsibilities on this project:

- Directs the overall direction of the Project Plan.
- Works directly with the Client's staff on a day-to-day basis.
- Authority to speak for the Consultant in all study areas.
- Conducts the on-site analysis and develop recommendations.
- Directs the data collection.

**LYNN BYRD**, Consultant, has a Bachelor's Degree from University of South Florida, Tampa, Florida Lynn has eleven (11) years of professional experience in classification and compensation, and job analysis with Cody & Associates.

Lynn's specific responsibilities on this project:

- Assist in the overall direction of the Project Plan.
- Work indirectly with the client's staff.
- Conducts data collection.

**DONNA HUDSON**, Administrative Manager

Donna has over ten (10) years administrative support and data collection for Cody & Associates.

Donna's specific responsibilities on this project:

- Job Description updates
- Posting salary data
- Benefit Analysis
- Work's indirectly with client's staff

We have additional support staff to assist in data collection, compilation, and other functions as needed.

Below is a list of government contracts completed in the last three years. They are all classification and compensation studies unless otherwise stated::

- City of New Port Richey
- Collier County (Salary Survey)
- Collier Tax Collector
- City of New Port Richey Fire only
- Seacoast Utilities Authority
- Sun n Lake
- City of Bushnell
- City of Palmetto
- Nassau Clerk of Courts
- City of Valparaiso
- City of Ormond Beach
- Citrus Mosquito Control
- Lee County Tax Collector
- City of Plant City (Full Study)
- City of Ormond Beach
- Lee County Clerk of Courts
- City of Jacksonville Beach
- Emerald Coast Utilities Authority
- Sumter County Property Appraiser
- City of Satellite Beach
- Pasco Mosquito Control
- Charlotte County Tax Collector
- Lakewood Ranch
- St. Lucie Tax Collector
- City of Frostproof
- City of Crescent City
- Collier Tax Collector
- Sarasota County (select positions only)
- Polk County
- Central Florida Expressway Authority
- Town of Southwest Ranches

## REFERENCES

The below references are just a few of our recently completed projects.

**Polk County** - 330 West Church St; Bartow, FL 33831

Kandis Buford, Equity and HR Director 863/534-6587

[KandisBuford@polk-county.net](mailto:KandisBuford@polk-county.net)

Compensation Study - 8/1/2022 – 2/16/2023 Cody & Associates, Inc.

**City of Jacksonville Beach** - 11 North Third St.; Jacksonville Beach, FL 32250

Kimberlee Bennett, Director of Human Resources 904/247-6111

[Kbennett@jaxbchfl.net](mailto:Kbennett@jaxbchfl.net)

Classification and Compensation Study with Benefits – 1/19/2022 – 6/1/2022

**City of Ormond Beach** – 22 South Beach Street, Ormond Beach, FL 32174

Claire Whitley, Assistant City Manager 386/676-3202

[Claire.Whitley@ormondbeach.org](mailto:Claire.Whitley@ormondbeach.org)

Classification and Compensation Study – 10/15/2021 – 3/15/2022 Cody & Associates, Inc.

**Central Florida Expressway Authority** – 4974 ORL Tower Road, Orlando, FL 32807

Evelyn Wilson, Chief Human Resources Officer 407/690-5317

[Evelyn.Wilson@cfxway.com](mailto:Evelyn.Wilson@cfxway.com)

Compensation Study 11/30/2022 – 1/30/2023 Cody & Associates, Inc. conducted a complete compensation study for the Expressway. We completed the study in a timely manner. We have worked with the Authority multiple times over the past nine years.

## UNDERSTANDING AND APPROACH

(This can be discussed in further detail)

This section describes the work plan that *Cody & Associates, Inc.* will utilize for the project and includes specific tasks or steps. Our consultants will work closely with the City's staff to ensure that they have complete understanding of the study.

### ➤ **INTRODUCTION AND PROJECT ORIENTATION**

The Consultant will conduct initial meetings with the City's HR staff to discuss the current classification and pay plan, pay practices, performance evaluation scoring methodology, and philosophy of compensation and finalize the scope of work. Discussions with all department heads to discuss department concerns will also be held.

### ➤ **EVALUATE PAY POLICIES AND PRACTICES**

The consultant will evaluate existing pay policies and practices including additional monetary incentives.

### ➤ **POINT FACTOR JOB EVALUATION SYSTEM**

- The *Cody & Associates, Inc.* Point Factor Job Evaluation System is a logical, systematic and orderly method of gathering facts about jobs. It requires the application of value judgments in a standardized and understandable way. The objective is to ensure consistency and equity of results in evaluating jobs.
- One purpose of this quantitative job evaluation system is to set the value of a position by determining a numerical score for each job based on job-related tasks, duties and conditions of work performed.
- Positions which require approximately equal levels of skills, efforts, responsibilities and working conditions are placed into the same level for job difficulty comparisons. The comparable difficulty of a position is therefore measured within an organization unit or agency.
- The point factor comparison cross compares jobs against all other positions in the organization using all job factors.

### ➤ **SALARY SURVEY/MARKET PRICING**

The objective of this survey will be to determine what must be provided in terms of salaries in order to be competitive with other employers recruiting in your labor market.

The Consultant will select "benchmark" classes from the classification plan to be utilized in the salary survey. These jobs will represent a cross-section of occupations and pay levels within the pay system. The benchmarks will include those occupations which can be accurately compared with other employers included in the survey. The relevant labor market to be surveyed will be agreed upon with the City and the Consultant.

➤ **INTERPRETATION OF SALARY DATA**

This is the most important step in the salary schedule design. Since the Consultant has conducted several similar studies for many similar agencies, Cody & Associates, Inc. understands what jobs are comparable, regardless of titles assigned. The Consultant will provide a report showing a summary of the salary data results.

➤ **DEVELOPMENT OF PAY GRADES AND SALARY STRUCTURE**

Based on the job evaluation and analysis of the salary survey data, Cody & Associates, Inc. will design a salary structure for all jobs. This step will transform the data from the salary survey into specific salary ranges that progress in a regular manner across all levels. Salary compression between positions will be addressed during this step.

➤ **PREPARATION OF REPORT**

*Cody & Associates, Inc.* will prepare and present report which will include all the details of the project.

➤ **IMPLEMENTATION AND FOLLOW-UP ASSISTANCE**

*Cody & Associates, Inc.* will develop a complete implementation plan covering various workable alternative which address compression with associated costs. *Cody & Associates, Inc.* will have a staff member available to answer any questions for a twelve (12) month period concerning recommendations resulting from the project and provide continuing assistance (at no additional cost) during this period.

➤ **ESTIMATED PROJECT TIME**

The estimated time to complete the project is approximately 3 months.

➤ **COST**

Cost to conduct an HR, Classification, and Compensation Study will not exceed \$13,500. This includes up to three visits to the City.

Additional Cost options:

Benefits - \$1,500

Job Descriptions Updated: \$2,200

**PART C:****PROPOSAL RESPONSE REQUIREMENTS**

1. *The total number of pages in the proposal shall not exceed 15 pages.*
2. Prepare a brief introduction including a general demonstration of understanding of the scope and complexity of the required work as well as:

Company Cody & Associates, Inc.

Address: 220 Jamaica Dr. Cocoa Beach, FL 32931

Phone #: 321/783-9552

Email Address: Lbunting@codyassociates.org

Name of Authorized Representative: Linda Bunting

1. **Introduction** – On a cover sheet to the proposal, provide the official name, address, phone number and fax number of the applicant, as well as the name of the principal contact person and the name of the person authorized to execute the contract.
2. **Experience and Qualifications** –
  - a. A brief description of the experiences and qualifications.
  - b. Listing and bios of proposed staff member(s) who will be performing the services.
  - c. A brief description of the organization.
  - d. A list of cities for which the consultant has conducted the comprehensive classification and compensation studies (within the past five years).
  - e. A list of three recent client references, including telephone numbers, email addresses, and addresses.
3. **Approach/Methods Used to perform the Project** – Detailed description of the services and methods by which the work set forth in the RFP will be performed. The description shall include the following items:
  - a. Proposer's understanding of the services to be provided.
  - b. Complete methodology to be used in determining benchmark positions, other cities and counties to include in the survey, and determining salary ranges.
  - c. Description of the system you utilize to determine internal equity.
  - d. Description/philosophy in determining market rates and how that relates to individual classification and what connection that might be to the pay table. Also, provide a description on how you determine minimums and maximums on the pay table.
  - e. Estimated time the project will take from beginning to completion date.



- 4. **Cost Proposal** – This section should contain a complete breakdown of all costs relating to the content of the proposal, including the maximized total cost, as well as an itemized breakdown of the compensation required to accomplish the full performance of all tasks outlined in the proposal. Upon selection, it is expected that the consultant will make a minimum of 2 visits to the City. One to kick off the project to include meetings with staff to discuss issues and a meeting to present findings to the Civil Service Commission, the Board of Commissioners, the City Manager, and select staff.
- 5. **Materials to Submit** – Interested firms must submit eight copies of their proposal and one copy (USB – PDF Format). All bid proposals must be submitted in person or by mail to the Attention of the City Manager no later than Friday, February 9, 2024, at 3:00 p.m., at which time the sealed bid proposals will be opened in a public meeting for that purpose. ALL bid proposals must be clearly marked “SEALED” outside the package. The address to submit the seal bid proposals:

City of Madeira Beach  
 Attention: Robin I. Gomez, City Manager  
 300 Municipal Drive  
 Madeira Beach, FL 33777

- 6. **Review Process** – The City of MADEIRA BEACH reserves the right to reject any or all submittals. The City may request one or more firms to provide a detailed proposal.

7. **References:**

(A) Name of Entity: Polk County BOCC  
 Nature of Services Provided: Classification and Compensation Study

Contact Name: Kandis Buford, Equity and HR Director  
 Contact Phone Number: 863/534-6587

(B) Name of Entity: City of Jacksonville Beach  
 Nature of Services Provided: Classification and Compensation Study

Contact Name: Kimberlee Bennett, Director of Human Resources  
 Contact Phone Number: 904/247-6111

(C) Name of Entity: City of Ormond Beach  
 Nature of Services Provided: Classification and Compensation Study

Contact Name: Claire Whitley, Assistant City Manager  
 Contact Phone Number: 386/676-3202

City of Madeira Beach  
**RFP 24-01**

**COMPLIANCE WITH ALL APPLICABLE LAWS**

Respondents shall comply with all applicable local, state, and federal laws and codes.

**ATTACHMENTS**

**Drug Free Workplace Certification** CONSULTANT shall include a signed and completed Drug Free Workplace Certification, attached hereto as Exhibit B.

**DRUG FREE WORKPLACE CERTIFICATION.**

**SWORN STATEMENT ON DRUG FREE WORKPLACES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

This sworn statement is submitted to the City of Madeira Beach by Linda Bunting, President

[print individual's name and title]

\_\_\_\_\_ for Cody & Associates, Inc.

[print name of entity submitting sworn statement]

whose business address is: 220 Jamaica Dr. Cocoa Beach, FL 32931 and (if applicable) its Federal Employer Identification Number (FEIN) is 59-1500031 (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement:

I understand that no person or entity shall be awarded or receive a City contract for public improvements, procurement of goods or services (including professional services) or a City lease, franchise, concession, or management agreement, or shall receive a grant of City monies unless such person or entity has submitted a written certification to the City that it will provide a drug free workplace by:

Providing a written statement to each employee notifying such employee that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance as defined by §893.02(4), Florida Statutes, as the same may be amended from time to time, in the person's or entity's workplace is prohibited specifying the actions that will be taken against employees for violation of such prohibition. Such written statement shall inform employees about:

- (i) the dangers of drug abuse in the workplace.
- (ii) the person's or entity's policy of maintaining a drug-free environment at all its workplaces, including but not limited to all locations where employees perform any task relating to any portion of such contract, business transaction or grant.
- (iii) any available drug counseling, rehabilitation, and employee assistance programs; and

City of Madeira Beach

RFP 24-01

- (iv) the penalties that may be imposed upon employees for drug abuse violations.
- (2) Requiring the employee to sign a copy of such written statement to acknowledge his or her receipt of same and advice as to the specifics of such policy. Such person or entity shall retain the statements signed by its employees. Such person or entity shall also post in a prominent place at all of its workplaces a written statement of its policy containing the foregoing elements (i) through (iv).
- (3) Notifying the employee in the statement required by subsection (1) that as a condition of employment the employee will:
- (i) abide by the terms of the statement; and
  - (ii) notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such a conviction.
- (4) Notifying the City within ten (10) days after receiving notice under subsection (3) from an employee or otherwise receiving actual notice of such conviction.
- (5) Imposing appropriate personnel action against such employee up to and including termination; or requiring such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.
- (6) Making a good faith effort to continue to maintain a drug free workplace through implementation of sections
- (1) through (5) stated above.

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CITY OF MADEIRA BEACH IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT ANY CONTRACT OR BUSINESS TRANSACTION SHALL PROVIDE FOR SUSPENSION OF PAYMENTS, OR TERMINATION, OR BOTH, IF THE CITY DETERMINES THAT:

- (1) Such person or entity has made false certification.
- (2) Such person or entity violates such certification by failing to carry out the requirements of sections (1), (2), (3), (4), (5), or (6) or subsection 3-101(7)(B); or
- (3) Such a number of employees of such person or entity have been convicted of violations occurring in the workplace as to indicate that such person or entity has failed to make a good faith effort to provide a drug free workplace as required by subsection 3-101(7)(B).

**Signatory Requirement.** In the case of a corporation, this affidavit shall be executed by the corporate president. In the case of a partnership, this affidavit shall be executed by the general partner(s). In the case of a business entity other than a partnership or a corporation, this affidavit shall be executed by an authorized agent of the entity or the individual.

Signature: *Linda Bunting*  
Title: President  
Company: Cody & Associates, Inc.

**NOTARY PUBLIC**

STATE OF FLORIDA

CITY OF Brevard

Sworn to and subscribed before me this 6<sup>th</sup> day of Feb., 2024.

by Linda Bunting who

is personally known to me OR Produced identification

FLDL [type of

identification] My commission expires Aug 23, 2024

Notary Public Signature *Brandy Geesey*  
[Print, type or stamp Commissioned name of Notary Public]

Requests for Additional Information

Questions or requests for additional information should be directed to the City Manager, Robin Gomez at [rgomez@madeirabeachfl.gov](mailto:rgomez@madeirabeachfl.gov).

Signature of Proposer's Agent

Title

*Linda Bunting*

President

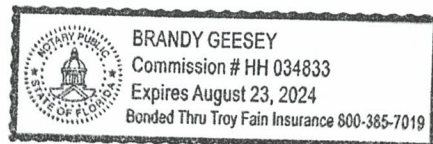
Printed Name

Date

Linda Bunting

February 06, 2023

City of Madeira Beach  
RFP 24-01





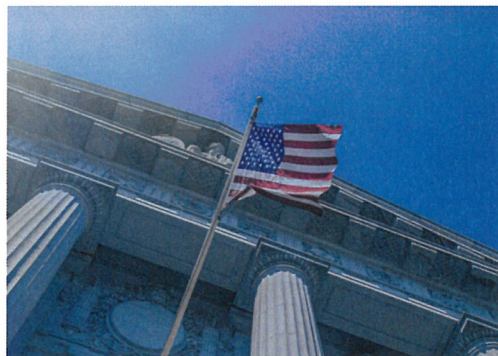
## CITY OF MADEIRA BEACH

HR, CLASSIFICATION & COMPENSATION PLANS STUDY  
RFP NO. 2024-01

Due Date: Friday, February 9, 2024 at 3:00 p.m.

**Proposal Contact:** Cindy Thompson, V.P. of Operations  
**Tel:** (800) 244-3696 or (561) 626-6797 | **Fax:** (561) 626-6970  
**Contact Email:** cindy.thompson@gehringgroup.com  
**Address:** 3500 Kyoto Gardens Dr., Palm Beach Gardens, FL 33410  
**Binding Authority:** Kurt N. Gehring, Managing Director

Supporting the public sector our communities rely on.



February 7, 2024

City of Madeira Beach  
Attn.: Robin I. Gomez  
300 Municipal Drive  
Maderia Beach, FL 33708

**Re: RFP #24-01 HR, Classification, and Compensation Plans Study**

Dear Evaluation Committee Member:

Gehring Group, a Risk Strategies Company (Tax ID: 16-1689464), is pleased to provide this proposal in response to the City of Madeira Beach's RFP #24-01 for HR, Classification, and Compensation Study Plans. Through our extensive experience over the past 30 years serving as public sector consultant/broker for over 130 Florida public sector entities, we are confident that our firm will offer hands-on public sector experience, and an unparalleled service standard with our ongoing goal of not merely meeting the City of Madeira Beach's needs but exceeding its expectations.

Gehring Group has grown to become one of the most respected employee benefits, risk management, and human capital consulting agencies in Florida. As in typical Gehring Group fashion, every service we offer has been inspired by client feedback. Our team at Gehring Group averages over 15 years of industry experience, and our Human Capital consulting team has more than 50 years of experience in human resources leadership and consulting experience with an emphasis in the public sector, working with various full-service towns and cities throughout Florida. Upon becoming a division of RSC Insurance Brokerage, Inc. (d/b/a Risk Strategies Company) on January 1, 2022, Gehring Group now has even more to offer. RSC has over 5,000 valued team members, in-house legal, human capital management, data analytics, and other consulting resources available. We are industry leaders, ranking in the top three in the country in various specialties and have a robust offering in human resources consulting, employee benefits and property and casualty broker services.

As part of the Risk Strategies family, Gehring Group continues our public sector focus, currently serving over 130 public sector clients in Florida, including county and municipal governments, special taxing districts, county constitutional offices, aviation authorities, colleges, public utilities, and school boards. Additionally, our team works with entities near the City of Madeira Beach such as Pinellas County Sheriff, Pinellas County Transit Authority, Pinellas County Housing Authority, Clearwater, Dunedin, and Treasure Island, which provides us with the advantage of knowing the local market and the challenges of hiring and retaining talent both in the local area and other agencies throughout the state of Florida. Gehring Group is unique in our qualifications to be your consultant for the compensation study for several notable reasons:

1. **Public sector is our only industry specialty** which will allow the City to leverage our extensive knowledge and understanding of your unique needs. Gehring Group's proposed team has extensive prior human capital experience working directly for the public sector at municipal governments, fire districts, sheriff's office, school boards, colleges, and county constitutional levels. Therefore, our team understands your environment and culture.

- 2. **Extensive hands-on knowledge of public sector employment practices.** The team dedicated to this project has conducted comprehensive job classification, compensation, and benefits studies as human resources professionals working directly for public sector entities. This includes FLSA wage and hour position compliance, developing job descriptions and career pathing, gender equity audits and policy development relating to hiring, promotions, demotions, transfers etc. The team also has extensive experience in administering all aspects of total rewards programs, including compensation, employee benefits and wellness.
- 3. **Consulting Software Tools** for job analysis, compensation data gathering, and a proprietary system for benefit comparisons, which allows the Gehring Group to provide creative solutions within our final products.

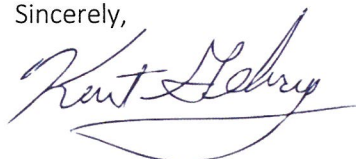
Gehring Group, a Risk Strategies Company, will ensure that the final proposal aligns with The City of Madeira Beach’s philosophy regarding equitable pay, is compliant, continues to attract applicants to join the organization, and motivates and rewards employees to continue their employment by being competitive in the market. Due to our public sector expertise, we realize that a “one-size-fits-all” strategy regarding compensation and benefits does not work. Our human capital consulting team understands the uniqueness of the public sector as it has worked directly for public sector employers prior to joining the Gehring Group. The team has hands-on experience and knowledge of operations and staffing including cities, counties, police and fire, county constitutional environments, colleges, and school boards. We have a comprehensive understanding of compensation and benefits best practices utilized to recruit and retain talent. This gives us the ability to provide multiple solutions and cost options. **The Proposer hereby acknowledges receipt of Addendum #1 to the RFP dated January 29, 2024.**

The individual that is authorized to bind the Proposer is Kurt Gehring, Managing Director, who is located at Proposer’s local office, 3500 Kyoto Gardens Drive, Palm Beach Gardens, FL 33410, and whose telephone number is (561) 626-6797 | (800) 244-3696. Mr. Gehring can also be reached via email at the email address below.

Proposal Contact:	Cindy Thompson, VP - Operations	<a href="mailto:cindy.thompson@gehringgroup.com">cindy.thompson@gehringgroup.com</a>
Project Manager:	John Muller, Director of Growth	<a href="mailto:john.muller@gehringgroup.com">john.muller@gehringgroup.com</a>
Executive Staff:	Kurt Gehring, Managing Director	<a href="mailto:kurt.gehring@gehringgroup.com">kurt.gehring@gehringgroup.com</a>

In summary, Gehring Group makes a positive commitment to perform the services outlined in the City of Madeira Beach’s RFP. Gehring Group’s approach to the business, coupled with our extensive public sector experience, familiarity with applicable regulations, relevant market relationships, and enthusiasm make us the consultant of choice. We thank the members of the selection committee in advance for the review of our comprehensive response and stand ready to provide any additional clarification upon review of this proposal’s contents.

Sincerely,



Kurt N. Gehring, Managing Director & National Practice Leader – Public Entities  
Gehring Group, a Risk Strategies Company

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## **Tab 1: Experience, Qualifications, & References**

- a. A brief description of the experiences and qualifications.
- b. Listing and bios of professional staff member(s) who will be performing the services.
- c. A brief description of the organization.
- d. A list of cities for which the consultant has conducted the comprehensive classification and compensation studies (within the past five years).
- e. A list of three recent client references, including telephone numbers, email addresses, and addresses.

### **About Gehring Group, A Risk Strategies Company**

Gehring's Human Capital consulting practice is made up of public sector HR leaders that have worked for over 50 years with and for Florida public sector organizations. The Team has vast knowledge and experience in many areas including but not limited to:

- Classification and compensation programs
- Benefits Analysis
- Job Description redesign, including all legally required aspects of all job descriptions
- Recruitment and Retention
- Career path development and implementation
- Benchmarking surveys and research
- Policy Development and Implementation
- Total Reward Strategy
- Organizational performance and design
- Performance management and incentive compensation

In addition, members of the proposed service team have experience working extensively on compensation, classification, and benefits analysis projects of public entities including city and county governments, special taxing districts, county constitutional offices, aviation authorities, public utilities, colleges, and school boards. We have the knowledge necessary to recruit and retain employees in the public sector by creating plans that attract the right talent, and we can address the specific challenges faced by public institutions. We collaborate with our clients to fully understand their needs and align our services to meet the scope of each project.

Detailed below we have included the specific relevant experience of the team in direct relation to understanding and analyzing compensation and classification programs for public sector positions as well as bargaining units and management positions. The following includes examples of specific positions that the Gehring Group team have extensive knowledge:

- Management Level Positions Specific to City/County Operations
- Supervisor/ Manager/Department Director at all levels
- Administrative positions at all levels
- Professional office positions such as IT, Human Resources, Risk Management, Finance & Accounting
- Marketing, Public information, and Events positions
- Purchasing/Buyers
- Storekeepers/Inventory/Asset Technicians
- Parks & Grounds Maintenance positions, including Cemetery Operations

- Fleet Maintenance
- Engineers
- Electronics Technician
- Law Enforcement (Sworn) officers/Detention Deputies
- Non-Sworn public safety positions
- Utility Service Workers/ Plant Operators
- Building Officials/ Code Enforcement/Permitting and Field Inspection Representatives
- Equipment Operators, including Solid Waste & Streets

We are confident that our team members' experience working for public sector agencies over the past 50+ years will certainly prove advantageous to The City of Madeira Beach.

### Public Sector Experience

<b>Gehring Group Public Sector Clients</b>	
Apopka, City of	Marco Island, City of
Atlantis, City of	Margate, City of
Boca Raton, City of	Martin County BOCC
Boca Raton Housing Authority	Martin County School District
Boynton Beach, City of	Martin County Sheriff's Office
Brooksville, City of	Monroe County BOCC
Broward College	Naples, City of
Cape Coral, City of	North Palm Beach, Village of
Cape Coral Professional Firefighters HIT	North Port, City of
Career Source Palm Beach County	North River Fire District
Charlotte County BOCC	Oakland Park, City of
Children's Services Council of Palm Beach County	Ocean Ridge, Town of
Citrus County BOCC	Okaloosa County BOCC
Clearwater, City of	Oldsmar, City of
Clerk & Comptroller, Palm Beach County	Orange County Tax Collector
Cocoa, City of	Osceola County Sheriff's Office
Cocoa Beach, City of	Oviedo, City of
Coconut Creek, City of	Pahokee, City of
Cooper City, City of	Pahokee Housing Authority
Coral Gables, City of	Palm Bay, City of
Coral Springs, City of	Palm Beach County Sheriff's Office
Dania Beach, City of	Palm Beach, Town of
Davie, Town of	Palm Beach Shores, Town of
Deerfield Beach, City of	Palm Harbor Fire Rescue District
Delray Beach, City of	Palm Springs, Village of
Delray Beach Housing Authority	Parkland, City of
Dunedin, City of	Pasco County Clerk of Circuit Court & Controller
Estero Fire & Rescue District	Pasco County Sheriff's Office
Estero, Village of	Pinellas County Housing Authority
Fellsmere, City of	Pinellas County Sheriff's Office
Flagler County Sheriff's Office	Pinellas Suncoast Fire and Rescue
Florida Keys Aqueduct Authority	Pinellas Suncoast Transit Authority

Gehring Group Public Sector Clients	
Florida PACE Funding Agency	Pompano Beach, City of
Florida Sheriff's Association	Port of Palm Beach
Fort Lauderdale, City of	Port St. Lucie, City of
Fort Myers, City of	Riviera Beach, City of
Fort Myers Beach Fire Control District	Rockledge, City of
Greenacres, City of	Royal Palm Beach, Village of
Gulfstream, Town of	Sanibel, City of
Hernando County BOCC	Sarasota County Sheriff's Office
Hernando County School District	Satellite Beach, City of
Highlands County BOCC	Seacoast Utility Authority
Hillsborough County Aviation Authority	Sebastian, City of
Hillsborough County Sheriff's Office	Sebring, City of
Hollywood, City of	Solid Waste Authority of Palm Beach County
Indian Trail Improvement District	South Florida Water Management District
Iona McGregor Fire District	Southern Manatee Fire Rescue District
Islamorada, Village of Islands	Southwest Ranches, Town of
Juno Beach, Town of	Spring Creek Charter School
Jupiter Island, Town of	St. Lucie County Sheriff's Office
Key West Housing Authority	St. Lucie County Fire District Employees HIT
Key West, City of	Stuart, City of
Keys Energy Services	Tampa Bay Water Authority
Lake Park, Town of	Tarpon Springs, City of
Lake Park Community Redevelopment Agency	Tax Collector, Palm Beach County
Lake Worth Beach, City of	Tax Collector, St. Lucie County
Lake Worth Drainage District	Tequesta, Village of
LWB Community Redevelopment Authority	Government of the US Virgin Islands
Lee County Sheriff's Office	Venice, City of
Loxahatchee Groves, Town of	Virgin Islands Water and Power Authority
Loxahatchee River District	Walton County BOCC
Manalapan, Town of	Walton County Sheriff's Office
Mangonia Park, Town of	Wellington, Village of
Marianna, City of	West Manatee Fire Rescue District
Marco Island, City of	West Palm Beach, City of

We also invite you to review our client video testimonials which can be accessed by clicking on or scanning the QR code to the right. Below are the bios of the team members that will be specifically assigned to this project if awarded:



## Project Manager

### **John Muller, SPHR, SHRM-SCP – Director of Growth**

Education: University of Miami, Florida Atlantic University

Degree: B.B.A. Business Management/Organizational Development, M.B.A. International Business

Additional Certifications: SPHR, SHRM-CP

Industry Tenure: 20+ years

### Experience & Qualifications

John Muller is a Human Resources leader with over 20 years of experience. As Director of Growth for Gehring Group, a division of Risk Strategies, John leads Gehring's human resources services practice.

Having worked in public sector HR at the Federal and local levels, John has a strong background both in Talent Acquisition and Retention as well as in performing the developmental work needed to improve HR programs and personnel policies, including staffing analysis, job classification, and compensations studies with Federal and local government entities. While with U.S. Department of State, he was charged with assessing staffing plans and hiring professionals in diplomatic services, IT, Education, finance, and other key civilian advisory roles to work in Afghanistan and Iraq. He was highly successful in accomplishing the goals set for this difficult task and then identified as a strong HR leader to support the US Embassy Baghdad's mission in Iraq. John volunteered to serve in Iraq for the period of one year introducing important and valued improvements to the office of Human Resources at US Embassy Baghdad. John has also worked on job classification and compensation studies with local government entities.

John earned a Bachelor's in Business Administration majoring in Business Management and Organizational Development from the University of Miami and a MBA from Florida Atlantic University. He holds his SPHR and SHRM-SCP as well as becoming a certified Predictive Index Analyst. John is also an active member of SHRM, and its local Chapter (PBC SHRM) as a member of the Board of Directors, as well as serving as Chair of the Council of Insurance Agents and Brokers (CIAB) HR working group as well as a graduate and lifetime member of Leadership Florida (Class XL).

### Public Sector Experience

John's extensive experience includes HR leadership, talent acquisition, total rewards, training & development, and HR consulting services for such large public sector employers as the U.S. Department of State, Palm Beach County Clerk & Comptroller, City of Palm Bay, City of Cocoa Beach, Sarasota County Sheriff's Office, Martin County School District, Martin County Board of County Commissioners, Keys Energy, Hillsborough County Aviation Authority, and St. Lucie Fire Rescue District.

### Lead/Local Consultant

#### **Janet Bodner, MPA – Senior HR & Risk Services Consultant**

Education: Syracuse University

Degree: M.S. Public Administration

Industry Experience: 20+ years

### Experience & Qualifications

Janet Bodner is an experienced leader and consultant with over 25 years of experience in Human Resources and Operations. As a Senior HR Consultant, Janet lends her vast experience to helping Government entities develop competitive compensation structures, innovative talent development strategies, and training programs that retain top talent.

Janet is a results-focused leader who delivers motivational solutions that help organizations to harness the full power of their most valuable assets-their people. She is dedicated to creating robust organizational solutions that promote continuous business growth and cultivate customer loyalty by empowering and motivating organizations to implement fair and competitive compensation structures, participatory training, and development programs, restructuring of personnel policies and procedures that meet both legal requirements and are reflective of the specific needs of the organization.

Prior to beginning her HR career, Janet served as an Executive Director for several not-for-profit organizations. During that time, she was awarded several grants that allowed the Booker T. Washington Community Center to continue providing various after school programs for children from low-income families. Janet then led HR and Benefits teams for counseling centers and hospices before joining the Manatee County Government, where she has held roles ranging from Finance to HR.

Janet has a bachelor’s degree in political science from Wells College in Aurora, New York. Upon completion of her undergraduate degree Janet pursued and earned a Master’s in Public Administration (MPA) from the Maxwell School of Public Administration and Citizenship at Syracuse University. While earning her master’s degree Janet was selected to intern under Supreme Court Justice Ruth Bader Ginsburg.

**Public Sector Experience**

Janet joined Manatee County as a Senior Fiscal Manager. From that position she was promoted to manage the County’s Health Benefits for a population of over 4000. For over 13 years, Janet has served the people of Manatee County. She has a robust background in the public sector total rewards (compensation & benefits) strategy focused on attracting and retaining top talent. Janet’s finance and operations leadership skills were used across other HR disciplines and departments within the Manatee County government.

**References**

Provided below is a list of three (3) recent client references:

Client Name:	<b>Hillsborough County Aviation Authority</b>
Address:	4160 George J. Bean Parkway, Ste 2400, Tampa, FL 33607
Contact Name:	Nancy Duggan, Director of Human Resources
Telephone:	(727) 348-1618
Email:	<a href="mailto:nduggan@tampaairport.com">nduggan@tampaairport.com</a>
Description of Services:	In addition to our full scope of benefits services, the Aviation Authority contracted with the Gehring Group to implement a compensation study. Our team reviewed market data compiled by Aviation Authority staff for internal and external equity within pay bands. Based on the market survey data we conducted a compression analysis and provided cost options for implementation. A review of the job descriptions was also conducted. Gehring Group staff met with each Department to review the results of the study. Once this was completed and adjustments were made, our team created a communication plan and conducted onsite meetings with employees. After the review, adjustments were made, and our team created a communication plan and conducted an onsite meeting with employees to advise and provide education. In addition to this project, we developed a policy of best practices for pay inclusive of new hires, promotions, demotions, transfers, specialty pay etc.

**Client Name:** **City of Coral Springs**  
**Address:** 9500 W. Sample Road, Coral Springs, FL 33065  
**Contact Name:** Kathy Reul, Director of Human Resources  
**Telephone:** (954) 344-1167  
**Email:** [kreul@coralsprings.gov](mailto:kreul@coralsprings.gov)  
**Description of Services:** Gehring Group was contracted to provide a compensation analysis for the City of Coral Springs. Our team was asked to identify comparable peer agencies and conduct a market analysis for each of the City's 300 plus job classifications and benchmark them at the 75<sup>th</sup> percentile. Upon completion of the analysis, we develop<sup>ed</sup> a new pay plan for the City as well as re-classifying several positions. After reviewing with City HR staff, Gehring Group conducted a compression analysis for all classifications and employees in each classification. This information was reviewed, with an estimated cost proposal, with the City Manager. The City Manager accepted Gehring Group's recommendation, and after a final review with HR, Gehring Group presented the final pay plan to the City during meeting with City Leadership.

**Client Name:** **City of Apopka**  
**Address:** 120 E Main Street, Apopka, FL 32703  
**Contact Name:** Joseph Patton, Ph.D., Director of Human Resources  
**Telephone:** (407) 703-1803  
**Email:** [jpatton@apopka.net](mailto:jpatton@apopka.net)  
**Description of Services:** Gehring Group contracted with the City of Apopka to conduct a class and compensation study for over 170 classifications, to include reviewing and updating the City's job descriptions; and conducting a benefits comparison study with peer agencies. Our team is working with the City to finalize the data collected using our Job Analysis Tool. We expect to finish updating job descriptions before finalizing the compensations analysis.





## Tab 2: Approach/Methods Used to Perform Project

Detailed description of the services and methods by which the work set forth in the RFP will be performed. The description shall include the following items.

a. Proposer's understanding of the services to be provided.

Per the City of Madeira Beach's RFP #2024-01 for HR, Classification, and Compensation Plans Study, Gehring Group understands the scope of services to include, but not be limited to, the following:

### Project Approach

The team will take a unique and systematic approach to accomplish this project for total review of current compensation and classification for all employee groups. The project team's previous public sector experience afforded them the opportunity to conduct internal compensation and classification studies and the ability to understand the client perspective of outsourcing a compensation study for their entire organization. Our team puts the client's experience first to ensure that we not only provide thorough and detailed information based on the scope of the project, but also an interactive partnership with the City of Maderia Beach providing meaningful updates, flexibility, and comprehensive information that is clear and concise.

This approach includes gathering background information from City staff, determining sources for the market data, analyzing the data, developing alternative proposals with cost calculations, recommendations on how to implement the proposals, and implementation training. Gehring Group will ensure that recommendations assist with achieving the City's objectives.

To create a well-designed classification and compensation program, the Gehring Group team will meet with City staff to ensure our understanding of the current objectives and strategic plan initiatives as they relate to compensation. The team uses a multiple step approach starting with in-person meetings, data gathering, job classification review, market research, analysis and finally drafting multiple recommendations for consideration. Additionally, the team will provide monthly progress updates during the project which allows for transparency, flexibility, and the ability to address concerns and feedback from the City. Details for each of these steps are listed below:

#### Step 1 – Project Planning - Week 1

1

- Gehring Group team to schedule a discovery meeting with City staff to discuss scope of project, milestones and deliverables
- Discuss City's business goals, objectives and organizational needs
- Discuss City's budget available for suggested adjustment for the compensation and classification study
- Discuss and review peer agencies used in the study
- Review Gehring Group's method of data collection
- Complete an overall assessment of current programs
- Request a list of data to include current employee pay, benefits and demographics
- Discuss communication strategies for project commencement, regular updates and final completion

#### Step 2 – Review Current Program with Human Resources - Weeks 2 through 3

2

Discuss and collect data on the current pay programs and relevant Human Resources policies for evaluation and review.

- Pay Grades
- Pay Ranges
- Pay Increase History
- Job Descriptions
- Any additional applicable policies

### Step 3 – Leadership/Management Discovery - Weeks 4 through 5

3

It is important to gather compensation philosophy input from the leadership/management team through a collaborative process. This will assist with obtaining buy-in from key decision makers.

Meet with leadership and management to discuss current pay and benefits programs' effectiveness

- Pay challenges, strengths, and weaknesses
- Talent pool considerations/obstacles
- Competitors in job market

### Step 4 – Employee Input & Job Audits - Ongoing

4

- Employees feedback using Job Analysis Tool
- Employee input meetings (if necessary)

### Step 6 – Conduct Market Study – Weeks 6 through 8

5

Finding one data source that meets all your organizations' needs is rare. Therefore, at the Gehring Group, we use multiple sources to ensure the data is accurate.

- Conduct a review of all job classification
- Edit and/or develop new job classifications and descriptions (Option 1)
- Determine which jobs will be used for compensation benchmarking
- Collect total compensation information from comparable agencies and National Compensation Survey data for Local, State, and Federal compiled by the U.S. DOL Bureau of Labor Statistics, including:
  - Salary & wages and benefits
- Benchmark jobs based on essential functions
  - Determine appropriate competitive labor market and data sources(municipal and local)
  - Gather data based on local, regional, national markets
  - Utilize relevant trade and professional association data
- Review positions based on internal and external equity
- Conduct review of benefit plans and benchmark against comparable agencies (Option 2)

### Step 7 – Data Analysis – Weeks 9 through 10

6

Based on initial meetings, the Gehring Group will match the City's pay philosophy to the market data.

- Create market comparison spreadsheets
- Compare market data to current pay plan

- Evaluate current employee pay to market data based on compression
  - Identify compression issues and provide possible solutions
  - Consideration may be given for years of service/experience in job
- Review job family data and organizational charts to recommend career ladders
- Properly age data based on implementation timelines

### Step 8 – Review Initial Finding with Staff - Week 11

7

Once all the data is gathered it will be reviewed for extreme variables and adjusted appropriately.

- Review market/target data draft proposals with HR and Executive Management
- Provide job descriptions used and review with the City to validate roles and responsibilities for equity
- Define the market position in relation to the base pay
- Clarify any anomalies or outliers
- Make adjustments to pay data as needed

### Step 9 – Proposal Pay Plan Design Changes – Week 12

8

Based on market data and internal equity, provide proposals for new/adjusted pay grades and ranges

- Propose consistent recommendations specific to out of pay range incumbents and employees who have reached the maximum of the newly proposed pay grade
- Recommend potential changes to job titling, job descriptions, job families and career ladders
- Conduct compression analysis for all positions based on new pay ranges
- Discuss the potential impact to employee pay for each of the proposals
- Create best practice options and costing proposals for all employee groups and provide
- Provide implementation plan, including procedures, policies, and methods to maintain an on-going Classification and Compensation Plan that is fair and competitive
- Deliver final written report, including discussion of methods, techniques, and data used to develop the Classification and Compensation Plan, and provide estimated financial impact.
- Present the findings and recommendations to City Staff and leadership

Throughout the above steps, the Gehring Group team will meet with City staff to review progress to date and ask any questions relevant at that point. We anticipate this project concluding within 12 weeks of commencement. The timeline can be adjusted based on the City's needs and responsiveness.



## Tab 3:

## Cost Proposal

This section should contain a complete breakdown of all costs related to the content of the proposal, including the maximized total cost, as well as an itemized breakdown of the compensation required to accomplish the full performance of all tasks outlined in the proposal. Upon selection, it is expected that the consultant will take a minimum of 2 visits to the City. One, to kick off the project to include meetings with staff to discuss issues and a meeting to present findings to the Civil Service Commission, the Board of Commissioners, the City Manager, and select staff.

### Cost Proposal

Gehring Group proposes an all-inclusive project fee of **\$27,640** to complete all objectives outlined in this proposal and corresponding RFP for the initial report. This fee includes all work, materials and expenses related to completing the project. Gehring Group will invoice the City of Madeira Beach in equal monthly installments through completion of the project.

Task	Project Manager Hours	Lead Consultant Hours	Total Hours
Discovery Phase	10	30	40
Benchmarking/Data Analysis	10	60	70
Create Proposal/Pay Bands	10	10	20
<u>Final Report</u>	10	10	20
<b>Total Hours</b>	<b>40</b>	<b>110</b>	<b>150</b>
Hourly Rate	\$220	\$144	
Travel			\$3,000
<b><u>Total Report Fees</u></b>	<b>\$8,800</b>	<b>\$15,840</b>	<b>\$27,640</b>

Gehring Group also proposes options not included in the scope of this RFP for the following:

1. Comprehensive job description review, revision, and development (if needed) - \$10,000
2. Comprehensive benefits plan review and benchmark study (including reports) - \$10,000
3. Annual compensation benchmark data refresh (of agencies used in this study) - \$10,000 (each year)



# Tab 4: Drug Free Workplace Certification

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Please see the completed, signed, and notarized Drug Free Workplace Certification Form immediately following this Tab 4.

Respondents shall comply with all applicable local, state, and federal laws and codes.

**ATTACHMENTS**

**Drug Free Workplace Certification** CONSULTANT shall include a signed and completed Drug Free Workplace Certification, attached hereto as Exhibit B.

**DRUG FREE WORKPLACE CERTIFICATION.**

**SWORN STATEMENT ON DRUG FREE WORKPLACES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

This sworn statement is submitted to the City of Madeira Beach by Kurt N. Gehring

[print individual's name and title]

Managing Director for RSC Insurance Brokerage, Inc.

[print name of entity submitting sworn statement]

whose business address is: 3500 Kyoto Gardens Drive Palm Beach Gardens, FL 33410 and (if applicable) its Federal Employer Identification Number (FEIN) is \_\_\_\_\_ (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: FEIN # 16-1689464)

I understand that no person or entity shall be awarded or receive a City contract for public improvements, procurement of goods or services (including professional services) or a City lease, franchise, concession, or management agreement, or shall receive a grant of City monies unless such person or entity has submitted a written certification to the City that it will provide a drug free workplace by:

Providing a written statement to each employee notifying such employee that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance as defined by §893.02(4), Florida Statutes, as the same may be amended from time to time, in the person's or entity's workplace is prohibited specifying the actions that will be taken against employees for violation of such prohibition. Such written statement shall inform employees about:

- (i) the dangers of drug abuse in the workplace.
- (ii) the person's or entity's policy of maintaining a drug-free environment at all its workplaces, including but not limited to all locations where employees perform any task relating to any portion of such contract, business transaction or grant.
- (iii) any available drug counseling, rehabilitation, and employee assistance programs; and
- (iv) the penalties that may be imposed upon employees for drug abuse violations.



- (2) Requiring the employee to sign a copy of such written statement to acknowledge his or her receipt of same and advice as to the specifics of such policy. Such person or entity shall retain the statements signed by its employees. Such person or entity shall also post in a prominent place at all of its workplaces a written statement of its policy containing the foregoing elements (i) through (iv).
- (3) Notifying the employee in the statement required by subsection (1) that as a condition of employment the employee will:
- (i) abide by the terms of the statement; and
  - (ii) notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such a conviction.
- (4) Notifying the City within ten (10) days after receiving notice under subsection (3) from an employee or otherwise receiving actual notice of such conviction.
- (5) Imposing appropriate personnel action against such employee up to and including termination; or requiring such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.
- (6) Making a good faith effort to continue to maintain a drug free workplace through implementation of sections
- (1) through (5) stated above.

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CITY OF MADEIRA BEACH IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT ANY CONTRACT OR BUSINESS TRANSACTION SHALL PROVIDE FOR SUSPENSION OF PAYMENTS, OR TERMINATION, OR BOTH, IF THE CITY DETERMINES THAT:

- (1) Such person or entity has made false certification.
- (2) Such person or entity violates such certification by failing to carry out the requirements of sections (1), (2), (3), (4), (5), or (6) or subsection 3-101(7)(B); or
- (3) Such a number of employees of such person or entity have been convicted of violations occurring in the workplace as to indicate that such person or entity has failed to make a good faith effort to provide a drug free workplace as required by subsection 3-101(7)(B).

**Signatory Requirement.** In the case of a corporation, this affidavit shall be executed by the corporate president.

In the case of a partnership, this affidavit shall be executed by the general partner(s). In the case of a business entity other than a partnership or a corporation, this affidavit shall be executed by an authorized agent of the entity or the individual.

Signature: *Kurt Gehring*  
Title: Kurt N. Gehring, Managing Director  
Company: RSC Insurance Brokerage, Inc.

**NOTARY PUBLIC**

STATE OF FLORIDA

CITY OF PALM BEACH GARDENS, PALM BEACH COUNTY, FL

Sworn to and subscribed before me this 6th day of February, 2024.

by Kurt N. Gehring who

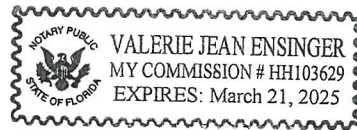
is personally known to me OR Produced identification

personally known [type of

identification] My commission expires March 21, 2025

*Valerie Jean Ensinger*  
Notary Public Signature Valerie Jean Ensinger

[Print, type or stamp Commissioned name of Notary Public]



**Requests for Additional Information**

Questions or requests for additional information should be directed to the City Manager, Robin Gomez at [rgomez@madeirabeachfl.gov](mailto:rgomez@madeirabeachfl.gov).

Signature of Proposer's Agent	Title
<u><i>Kurt Gehring</i></u>	Managing Director
Printed Name	Date
<u>Kurt N. Gehring</u>	<u>February 6, 2024</u>



**CLASSIFICATION & COMPENSATION STUDY PROPOSAL**  
**RFP#: 24-01 HR**

**City of Madeira Beach**

**Issued**  
**January 23, 2024**



January 23, 2024

Robin Gomez  
City Manager  
City of Madeira Beach  
300 Municipal Drive  
Madeira Beach, FL 33708

Dear Robin:

Please accept the attached proposal in response to our conversation in regard to a classification and compensation study for the City of Madeira Beach. The Pontifex Consulting Group is experienced in conducting studies similar to yours in comparable organizations. We are confident that we can deliver quality service that is second to none.

We have attached a concise proposal that will provide the following information:

- Firm Information
- Staff Resumes
- Project Approach
- Cost Proposal
- Project Timeline
- References
- Required Documentation

We very much appreciate the opportunity to submit this information and look forward to assisting you in performing these consulting services. Should you require any additional information or have questions regarding our attached proposal or fee schedule, please call me at 612.803.3516 or email at pronza@pontifex-hr.

Sincerely,

Peter Ronza, CCP, SPHR  
President

# Firm Profile

## Pontifex Consulting Group LLC

The Pontifex Consulting Group LLC, was formed seventeen years ago by human resources professionals who have extensive experience as both practitioners and consultants in compensation, benefits and other human resources disciplines. We adhere to a client-focused philosophy of highly personal service with integrity, confidentiality, dedication, efficiency, fairness to all parties, and professionalism.

We recognize that your employees are your greatest investment and that they are the key element to the success of your organization. That fact alone requires that you employ a consultant who is experienced and accountable. Our goal is to provide a service experience that is second to none. You should experience nothing less.

Our goal is to satisfy our customer's needs with solutions that will work in relation to your culture. **We do not believe in recommending "cookie-cutter" products or automated programs that are revised to adapt to your organization.** There are as many different methods of classifying and compensating employees as there are different varieties of organizations. That kind of service takes time and effort and is the only way we know of to provide you with the quality professional products that get you where you want to be.

We provide personalized services that are reasonably priced. Your project is serviced from beginning to end with service to you, our customer, as our primary objective. Compensation is a very sensitive issue and we treat it as such. For an employer it is their largest investment and for employees it means putting food on the table and a roof over their head. We take our responsibility very seriously.

Our services are reasonably priced due to the fact that we do not have extensive overhead that we are relying on our clients to support. Through the efficient and effective use of technology and our experience, we can give our clients first class service at affordable prices. We expect to deliver the same value as what we would expect if we were in our client's shoes.

The consultants assigned to your project are the people who are committed to your project's success. We do not dazzle you on-site with talent and then come back home to assign your project to a room full of neophyte employees. Our consultants have decades of professional experience in performing services similar to what is being proposed for your organization. If you have a question or issue, your consultant will be able to address it to your satisfaction.

Published articles and resources may be accessed on our website at:

<https://pontifex-hr.com/resources-publications>

The firm has not experienced any financial difficulties or been involved in any pending or threatened investigations or litigation in its seventeen (17) years of existence.

# Firm Profile

## Key differentiators from our competitors:

- **Expertise** – The depth of professional experience and skills of staff assigned to this project (as outlined in resume section) is second to none. We have provided services to a wide variety of industries both as consultants and practitioners. We also “give back” to the professional community through publishing, speaking at professional conferences and teaching.
- **Custom Solutions** – There is no “one solution” for an organization or industry. We take the time to assess your culture, needs, and objectives. There are many different methods by which to compensate employees and the solution for your organization must “fit” your organization to be successful. We will never recommend an “off-the-shelf” product that we have used for all our clients. That is against our professional ethics and would ask that you retain another firm if you desire that kind of deliverable.
- **Service** – What you see is what you get. The practitioners who will appear on your worksite at the project implementation meetings will be the individuals who service your contract from beginning to end. We do not have a cadre of neophyte analysts who will be given your project once the team has returned from your organization. If you need to contact us, we will be available. If you need changes, they will be discussed and executed. This is not our project, it is your project.
- **Honesty** – We are being engaged to ensure quality and success. That requires that we engage in a professionally honest relationship. We will present you with options, opinions and recommendations, and will actively listen to you. We are being retained due to our professional experience as your consultants and will engage in such a manner. We will not provide confusing, voluminous proposals and documentation for the purpose of self-aggrandizement.
- **Familiarity with Public Sector** – Although we have provided services for the public sector as consultants, we also have extensive experience as practitioners within organizations. This gives us a valuable insight into the issues, political and cultural, that come into play when designing, implementing and maintaining compensation systems. This is also why we commit to provide assistance at no charge after the study has been delivered.

## Firm Profile *(Our People)*



### Peter Ronza CCP, SPHR - President

Mr. Ronza will be responsible for managing the project and providing consulting services. He has over thirty years of experience in health care, banking, higher education, government and as a consultant for a variety of industries. He also has been called upon as a resource based on his expertise by print and video media (NBC Nightly News, Wall Street Journal, US News & World Report).

Mr. Ronza is an Adjunct Professor for graduate and undergraduate programs at the Human Resources and Industrial Relations Department of the Carlson School of Management at the University of Minnesota. He also served as an Adjunct Professor at the Organizational Learning and Development Department at the University of St. Thomas.

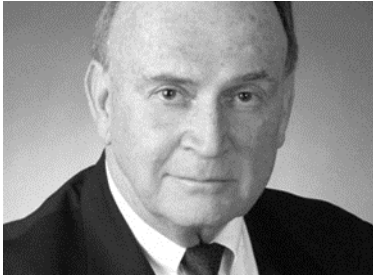
Mr. Ronza is also an expert on regulatory issues such as the Fair Labor Standards Act (FLSA). He has assisted a variety of clients in ensuring that they are in compliance with overtime and equal pay provisions of the act. He advises clients on designing their workforce structures to ensure that they are in compliance with regulations while at the same time achieving organizational objectives.

Mr. Ronza has a Master's degree in Human Resources/Industrial Relations from the University of Minnesota.

Mr. Ronza is a member of:

- WorldatWork (formerly American Compensation Association) and has his Certified Compensation Professional (CCP) certification.
- Society for Human Resources Management and has his Senior Professional Human Resources (SPHR) certification. He also served on the Total Rewards Special Expertise Panel (2005-2008) and the Ethics Special Expertise Panel (2010-2012) that provided advice and professional services to the 285,000 members of SHRM.

## Firm Profile *(Our People)*



### Robert Greene Ph.D. – Consulting Principal

Dr. Greene is a Consulting Principal with our compensation and human resources management consulting practice. He will be responsible for cultural assessment, classification analysis, quality assurance and composition of the final report. He has over forty years of human resources consulting experience with a wide variety of organizations.

Dr. Greene is an expert on consulting with organizations on formulating human resources management strategies and designing, implementing, administering and evaluating performance and compensation management programs. He also provides counsel on defining, assessing and reshaping organizational culture and the effective management of cross-cultural workforces.

Dr. Greene has written four books (Rewarding Performance; Rewarding Performance Globally; The Most Important Asset: Valuing Human Capital; Strategic Talent Management) and over 100 articles on HR and compensation management, performance management, organizational culture and change management. He was awarded the first Keystone Award for attaining the highest level of excellence in the field by the American Compensation Association (now WorldatWork). He serves as adjunct faculty at DePaul University and a faculty member for the CPHRC certification program offered in countries around the world.

Dr. Greene has a Ph.D. in Applied Behavioral Science from Northwestern University and an MBA from the University of Chicago.

Dr. Greene is a member of:

- WorldatWork (formerly ACA) and has his Certified Compensation Professional (CCP), Certified Benefits Professional (CBP) and Global Remuneration Professional (GRP) certifications.
- Society for Human Resources Management (SHRM) and has his Senior Professional Human Resources (SPHR), Global Professional Human Resources (GPHR) and SHRM-SCP certifications. He has served as a designer and faculty member for SHRM's professional development programs and was a principal designer of the PHR/SPHR certifications.
- Society for Industrial and Organizational Psychology (SIOP), a division of the American Psychological Association.



## Firm Profile *(Our People)*



### David Gramer CCP, GRP, PHR – Consultant

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Mr. Gramer will be responsible for providing market analysis and compensation system design services on this project. He has over eighteen years of compensation experience, which include external and internal consulting, and ten of which have been working with national and global compensation and expatriate programs.

Mr. Gramer has served as an adjunct professor of Global Business and Human Resources programs. He has also served as a guest speaker on these topics at colleges and universities as well as professional associations.

Mr. Gramer has a Master's degree in Business Administration from the University of St. Thomas.

Mr. Gramer is a member of:

- WorldatWork (formerly American Compensation Association) and has his Certified Compensation Professional (CCP) certification, as well as his and Global Remuneration Professional (GRP) certifications.
  - Society for Human Resources Management and has his Professional Human Resources (PHR)
-

# Firm Profile *(Our People)*



## Anthony Wade PhD, APM, PHR – Consultant

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Dr. Wade will be responsible for providing equity analysis and compensation system design services on this project. He has over thirty years of compensation experience, which include external and internal consulting, conflict management, and assisting organizational leaders in driving inclusive business practices and cultural change.

Mr. Wade is a life-long member and former regional Vice President of the National Association of African Americans in Human Resources (NAAAHR). He was a founding member of NAAAHR Colorado State Chapter and its first President. He is a skilled facilitator and has served as a guest speaker on at regional state and national conferences on the topics of diversity, equity and inclusion.

Dr. Wade has a PhD from Colorado State University and is a graduate of the Defense Equal Opportunity Management Institute.

Dr. Wade is a member of:

- Society for Human Resources Management and has his Professional Human Resources (PHR)
-

## Firm Profile *(our People)*



### Jerry Keating IPMA-SCP, SPHR – Consultant

Mr. Keating will be responsible for employee communications, outreach, onsite consultation and system development services on this project. He has over twenty years of human resources experience, which extensive experience in labor relations, mediation, collective bargaining and arbitration. He has an additional ten years of consulting experience nationwide in all areas of human resources management. He is often called upon to provide training for organizations in systems implementation and conflict resolution.

Mr. Keating has a Master’s degree in Business Administration from Columbia Southern University.

Mr. Keating is a member of:

- International Public Management Association for Human Resources (IPMA-HR) and has his IPMA-HR Senior Certified Professional certification (IPMA-SCP).
  - Society for Human Resources Management and has his Senior Professional Human Resources (SPHR) certification.
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# Project Approach

The purpose of the comprehensive compensation study is to evaluate the labor market competitiveness of the compensation plan for the City of Madeira Beach (Client).

Given our desire to provide customized service to the Client, we believe our proposal is straightforward and identifies the core elements of the study. Our services are flexible so as to take into account your needs and any conclusions or requirements during the project. The Pontifex Consulting Group (Consultant) will perform the following tasks to achieve the Client’s goals and objectives:

## Project Approach

### Task I Project Initiation & Onsite Meetings

- Project Initiation
- Examination of Current Programs
- Total Compensation Philosophy
- Project Administration
- Initial Employee Communication

### Task II Classification Analysis

- Position Information (Job Analysis)
- Create Job Descriptions
- Review Phase
- Job Evaluation Process



### Task IV Project Report

The end result is to design, implement and maintain a compensation system that allows for the recruitment, retention and recognition of employees while adhering to the compensation philosophy of the Client.

### Task III Compensation Analysis

- Collect Labor Market Compensation Data
- Market Data Analysis
- Salary Structure Design & Implementation

# Project Approach *(Continued)*

## Task I – Project Initiation & Onsite Meetings

Task	Description
<b>Organizational Strategy</b>	The Consultant will discuss with the Client organizational objectives and cultural perspectives to ensure that they are taken into account in the development of programs that will serve your needs today and in the future. We will engage onsite with management, human resources, and other staff members as required to obtain information or clarification necessary for project deliverables.
<b>Human Resources Strategy</b>	The Consultant will engage in overall discussion of the human resources strategy to attract, retain, develop and motivate staff, as well as meet the changing needs of the workforce. We will also examine how the compensation program supports other human resources initiatives for the workforce.
<b>Current Program Review</b>	The Consultant will review existing job descriptions, organization charts, job evaluation and salary administration methodology, and all other relevant job classification material. These actions will allow us to provide recommendations on how to guide the study to a successful completion. We will seek clarification and follow-up during our onsite meetings with management staff.
<b>Total Compensation Philosophy</b>	The Consultant will confirm the Client’s Total Compensation (compensation and benefits) philosophy and assist in the drafting of an official document, if required. It is critical for the Consultant to completely understand the Client’s total compensation philosophy and it’s role in the attraction, retention and motivation of staff. Consultant will also discuss and reach agreement on the competitive labor markets to be used for benchmarking purposes.
<b>Project Administration</b>	The Consultant will work with the Client to confirm the schedule of deliverables for the study. We will also clarify involvement of the Client’s staff to ensure timely completion of tasks, approval of documents and distribution of communication materials.
<b>Initial Employee Communications</b>	Consultant will conduct employee, supervisor and manager briefing sessions at various times and locations as desired by the Client. These meetings will communicate the study’s objectives and allow for employee input. These sessions are of great value to inform employees and will enhance the Client’s ability to encourage engagement and acceptance. Consultant will also develop draft communications material as desired by Client.
<b>Task Outcome</b>	
The outcome of this Task is a philosophy and strategy that will serve as the basis to evaluate current programs, guide the alignment of the compensation programs, and reach agreement on study goals, objectives and deliverables. The Consultant will also conduct desired communication with managers and staff.	
<b>Task Timeline</b>	
The timeline to complete this Task is typically one to two weeks. We will collect organizational information prior our onsite visit and work with the Client to schedule the onsite meetings. Onsite meetings will comprise two days after which the Consultant will have obtained all relevant information necessary to proceed with the study.	

# Project Approach *(Continued)*

## Task II – Classification Analysis

Based on the study objectives outlined in Task I, a classification analysis will be conducted of all covered jobs. Jobs will be examined to ensure description of work is current and in a relevant format. This process will also result in a job evaluation with the objective of providing a system that reflect the current classification of work while adhering to the culture of the organization. This will deliver internal equity while providing a system that can be maintained by internal staff.

Task	Description
<b>Position Information (Job Analysis)</b>	Consultant will utilize Position Description Questionnaires (PDQ) that will be distributed to employees for them and their supervisor to complete with relevant information in regard to their job’s duties, responsibilities and requirements. Upon examination of the PDQs, Consultant will conduct onsite interviews with management staff to clarify questions and resolve any issues. Consultant will not complete this stage of the study until they have acquired a complete understanding of Client’s operations and jobs.
<b>Finalize Job Descriptions</b>	Based upon the job analysis process, Consultant will develop any recommendations for new/revised job descriptions, in a format acceptable to Client that ensures all requirements regarding essential functions and minimum qualifications are included. Job descriptions will be composed in a manner that complies with ADA, EEO standards, and other legally required information. Consultant will also conduct Fair Labor Standards Act (FLSA) exemption tests using current United States Department of Labor FLSA guidelines.
<b>Review Phase</b>	Client Human Resources and management staff will review and comment on job description drafts and classification recommendations. Consultant will review and revise job description drafts as appropriate.
<b>Job Evaluation Process</b>	Consultant will utilize the appropriate job evaluation methodology to provide a recommendation for a classification system that reflects the Client’s organizational structure and culture. It will incorporate job families (where appropriate) and clear career progression paths. There is no “one” system that can be utilized for every organization. <b>We do not sell a “one-size-fits-all” methodology as a solution to your needs.</b> The structure must also be constructed in a way that will allow for inhouse staff to maintain and administer the system after the study is completed. The Client will provide input in regard to the Consultant’s recommendations and changes will be made as appropriate.
<b>Task Outcome</b>	
The outcome of this Task is an analysis of the organization’s jobs, composition of job descriptions in a desired format, and job evaluation of those jobs that provides a classification structure. The structure will be developed utilizing a job evaluation system that is best suited to the Client’s mix of jobs, assignment of duties, and culture while providing a standard of internal equity. Inhouse staff will acquire training into new plan by Consultant explaining this process as it occurs. Understanding construction of the system will enhance comprehension of administration of the system.	
<b>Task Timeline</b>	
The timeline to complete this Task will be about eight weeks to maintain the overall project timeline.	

# Project Approach *(Continued)*

## Task III – Compensation Analysis

Based on the study objectives outlined in Task I, a compensation survey will be conducted. The competitive labor market data will be analyzed to determine the current competitive stance of the Client compared to its total compensation philosophy and strategy.

Task	Description
<b>Collect Labor Market Data</b>	The Consultant will work with the Client to identify and confirm specific labor market competitors that will be contacted to provide compensation and benefits data. The Consultant will design custom market survey(s) and follow-up with respondents to ensure accurate analysis and reporting of information. The Consultant possesses published professional salary surveys that will provide for additional data if required.
<b>Market Data Analysis</b>	The Consultant will collect and analyze data to ensure accuracy and reliability of data. Follow-up will be conducted with competitors to ensure accuracy and relevancy of data. We will then analyze the current compensation of Client employees in relation to the competitive labor market data to determine the Client’s positioning, both on an individual and aggregate basis.
<b>Market Best Practices</b>	The analysis will also survey competitor best practices and determine where they may be of value in consideration of the Client’s compensation philosophy and strategy outlined in Task I. The principles will be discussed, and recommendations provided for possible inclusion of concepts into the plan design.
<b>Market Position</b>	The Consultant will analyze the current compensation of Client’s jobs in relation to the competitive labor market data to determine if the Client leads, matches, or lags the market based on the Client’s compensation philosophy.
<b>Salary Structure Design</b>	Client management staff will review and comment on recommendations for a salary structure that reflects market alignment as well as internal equity. The structure will also be constructed in a manner to avoid salary compression. Consultant will also provide financial impact scenarios to assist the Client in the implementation of said recommendations. Consultant will review, discuss and revise recommendations as appropriate.
<b>Impact Analysis</b>	Consultant will provide financial modeling and system implementation recommendations. Identification of any compensation outliers/concerns and appropriate options for remediation will also be provided. Consultant will also provide policy language and guidelines for the administration of the system to address placement of staff in a variety of circumstances (recruitment, promotion, reclassification, etc.).
<b>Task Outcome</b>	
The outcome of this Task is an analysis of the Client’s position to their competitive labor market and the development of a compensation structure. The structure will be developed utilizing standard compensation analytical tools, such as regression analysis, as appropriate to prevent pay compression and other issues commonly associated with salary structures. Inhouse staff will acquire training into new plan by Consultant explaining this process as it occurs. Understanding construction of the system will enhance comprehension of administration of the system.	
<b>Task Timeline</b>	
The timeline to complete this Task will be about six weeks to maintain the overall project timeline.	

# Project Approach *(Continued)*

## Task IV – Project Report

The Consultant will prepare a comprehensive report that will summarize the processes used to conduct the study as well as the findings and recommendations of the study. The Client will have an opportunity to review and discuss the report with the Consultant. Based on these discussions, the Consultant will update and finalize the report.

Task	Description
<b>Report Elements</b>	<ol style="list-style-type: none"> <li>1. Detailed summary of the job analysis process.</li> <li>2. New/revised job descriptions.</li> <li>3. Job evaluation system recommendations (internal equity)</li> <li>4. Results of the comparative compensation and benefits (external equity) analysis.</li> <li>5. Recommendation for a base compensation structure(s) for all jobs that will align with compensation philosophy.</li> <li>6. Recommendations on how to transition from the current to the new system.</li> <li>7. Recommendations on a process to update and keep the system current.</li> <li>8. Draft policies and procedures for system administration practices.</li> <li>9. Recommendations on implementation options.</li> <li>10. Financial impact analysis on the implementation of Consultant’s recommendations.</li> <li>11. Training for Client staff that will enable them to maintain the system following its implementation.</li> <li>12. FLSA analysis and audit sheets for all jobs that pass the exemption tests</li> </ol>
<b>Onsite Presentations</b>	The Consultant will be available to present the findings and recommendations to the City Council, management, and staff (as desired). This will allow all parties an opportunity to ask questions and have a complete understanding of the goals, objectives and deliverables of the study.
<b>Study Documentation</b>	All study documentation will be provided to the Client in electronic formats (Windows compatible files). There is no need or value for the Client to expend additional resources to acquire a licensed automated system. Maintenance can easily be performed by Client staff utilizing Excel and their existing ERP system.
<b>System Training</b>	Consultant will provide training to inhouse staff regarding how to maintain the classification and compensation programs. Again, our goal is to provide you a system that requires little outside involvement from a consultant. Included with this training are desired policy language that will address procedures, adjustment practices and career progression processes.

The end result is to design, implement and maintain a compensation system that allows for the recruitment, retention and recognition of employees while adhering to the compensation philosophy of the Client.



# Cost Proposal

Total cost for the study is proposed based upon the employee population and services mentioned in your RFP. All expenses are included in this proposal.

The following line-item schedule summarizes the different study tasks costs:

Project Initiation & Onsite Meetings	\$3,500
Classification Analysis	\$10,000
Compensation Analysis	\$5,750
Project Report	\$4,750
<hr/>	
<b>TOTAL COST</b>	<b>\$24,000</b>

The Consultant agrees to answer questions and provide implementation assistance at no additional cost pertaining to this study for a minimum of twelve (12) months following the date of study completion to ensure that the system/products that we have provided are administered properly.

For work beyond that specified in this proposal, we would be happy to quote a flat rate that is more equitable to the achievement of the desired tasks and mindful of the financial resources of the Client.

# Project Timeline

The following timeline is based upon services requested by the Client to complete the study. Consultant will revise this proposal based upon initial consultation with Client during Task I.

Task and Weeks	1	2	3	4	5	6	7	8	9	10	11	12
<u>Task I:</u> Project Initiation & Onsite Meetings												
<u>Task II:</u> Classification Analysis												
<u>Task III:</u> Compensation Analysis												
<u>Task IV:</u> Project Report												

# References

Recent clients served on projects similar in scope:

## City of Kentwood, Michigan

We were retained to conduct a classification and compensation study for 250 represented and non-represented staff. All staff completed job questionnaires from which classification descriptions were composed. Compensation and benefits analyses were based upon custom and published survey sources. We assisted the Mayor with Board briefings and the creation of a compensation study committee. Deliverables consisted of compensation philosophy and strategies, new classification descriptions, a new classification structure, and compensation programs. We completed a classification and compensation review in 2022.

Contact: Gail Dewey, Director of Human Resources, 616.554.0732  
[deweyg@ci.kentwood.mi.us](mailto:deweyg@ci.kentwood.mi.us).

## City of Elmhurst, Illinois

We were retained to conduct a classification and compensation study for staff. This included a combination of analyses based upon custom and published survey sources. Deliverables were the composition of a compensation philosophy and strategies, new classification, compensation and benefits programs. A point of emphasis was to monitor and provide recommendations on pay compression between non-bargaining and bargaining groups. We conducted compensation system updates and presentations for the City Council in 2017 and 2019. We conducted a classification and compensation review in 2022.

Contact: James Grabowski, City Manager, 630.530.3010  
[james.grabowski@elmhurst.org](mailto:james.grabowski@elmhurst.org)

## Village of Westchester, Illinois

We performed a classification and compensation study for all Village jobs. This included completion of PDQs, review of draft classification descriptions, a combination of labor market analyses based upon custom and published survey sources. Deliverables were new classification descriptions, compensation philosophy and pay practices for the organization. We are currently assisting with a new performance management program.

Contact: John Schwartz, Assistant Village Administrator, 708.345.0200, ext. 594  
[jschwartz@weschester-il.gov](mailto:jschwartz@weschester-il.gov)

## References *(continued)*

### **Harnett County, North Carolina**

We conducted a compensation study to determine labor market positioning of County jobs. This includes a variety of analyses based upon custom and published survey sources. We are consulting on pay structure, practices and policies that will ensure labor market competitiveness and the effect of pay compression on the compensation structure.

Contact: Janice Lane, Director Human Resources, 910.814.6401

[jlane@harnett.org](mailto:jlane@harnett.org)

**DRUG FREE WORKPLACE CERTIFICATION.**

**SWORN STATEMENT ON DRUG FREE WORKPLACES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

This sworn statement is submitted to the City of Madeira Beach by Peter Ronza, President

[print individual's name and title]

for Pontifex Consulting Group

[print name of entity submitting sworn statement]

whose business address is: 1841 113<sup>th</sup> Avenue NE, Blaine MN 55449 and (if applicable) its Federal Employer Identification Number (FEIN) is 20-5623430 (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement:

I understand that no person or entity shall be awarded or receive a City contract for public improvements, procurement of goods or services (including professional services) or a City lease, franchise, concession, or management agreement, or shall receive a grant of City monies unless such person or entity has submitted a written certification to the City that it will provide a drug free workplace by:

Providing a written statement to each employee notifying such employee that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance as defined by §893.02(4), Florida Statutes, as the same may be amended from time to time, in the person's or entity's workplace is prohibited specifying the actions that will be taken against employees for violation of such prohibition. Such written statement shall inform employees about:

- (i) the dangers of drug abuse in the workplace.
  - (ii) the person's or entity's policy of maintaining a drug-free environment at all its workplaces, including but not limited to all locations where employees perform any task relating to any portion of such contract, business transaction or grant.
  - (iii) any available drug counseling, rehabilitation, and employee assistance programs; and
  - (iv) the penalties that may be imposed upon employees for drug abuse violations.
- (2) Requiring the employee to sign a copy of such written statement to acknowledge his or her receipt of same and advice as to the specifics of such policy. Such person or entity shall retain the statements signed by its employees. Such person or entity shall also post in a prominent place at all of its workplaces a written statement of its policy containing the foregoing elements (i) through (iv).


- (3) Notifying the employee in the statement required by subsection (1) that as a condition of employment the employee will:
  - (i) abide by the terms of the statement; and
  - (ii) notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such a conviction.
- (4) Notifying the City within ten (10) days after receiving notice under subsection (3) from an employee or otherwise receiving actual notice of such conviction.
- (5) Imposing appropriate personnel action against such employee up to and including termination; or requiring such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.
- (6) Making a good faith effort to continue to maintain a drug free workplace through implementation of sections  
(1) through (5) stated above.

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CITY OF MADEIRA BEACH IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT ANY CONTRACT OR BUSINESS TRANSACTION SHALL PROVIDE FOR SUSPENSION OF PAYMENTS, OR TERMINATION, OR BOTH, IF THE CITY DETERMINES THAT:

- (1) Such person or entity has made false certification.
- (2) Such person or entity violates such certification by failing to carry out the requirements of sections (1), (2), (3), (4), (5), or (6) or subsection 3-101(7)(B); or
- (3) Such a number of employees of such person or entity have been convicted of violations occurring in the workplace as to indicate that such person or entity has failed to make a good faith effort to provide a drug free workplace as required by subsection 3-101(7)(B).



**Signatory Requirement.** In the case of a corporation, this affidavit shall be executed by the corporate president. In the case of a partnership, this affidavit shall be executed by the general partner(s). In the case of a business entity other than a partnership or a corporation, this affidavit shall be executed by an authorized agent of the entity or the individual.

Signature:   
Title: President  
Company: January 23, 2024

**NOTARY PUBLIC**

STATE OF MINNESOTA

CITY OF Minneapolis

Sworn to and subscribed before me this day of January, 2024.

by Peter Ronza who

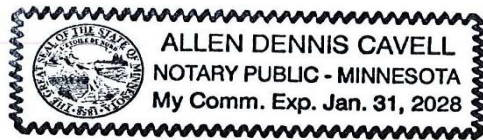
is personally known to me OR Produced identification

\_\_\_\_\_ [type of

identification] My commission expires 1-31-2028

  
Notary Public Signature

[Print, type or stamp Commissioned name of Notary Public]



Requests for Additional Information

Questions or requests for additional information should be directed to the City Manager, Robin Gomez at [rgomez@madeirabeachfl.gov](mailto:rgomez@madeirabeachfl.gov).

Signature of Proposer's Agent

Title

\_\_\_\_\_

Printed Name

Date

\_\_\_\_\_

City of Madeira Beach  
RFP 24-01



## COMPENSATION STUDY

FY 2019 Plan for City of Madeira Beach



**(888) 522-7772**

[www.pspc.us](http://www.pspc.us)



## 1. EXECUTIVE SUMMARY

It is with pleasure that we present this summary describing the findings and recommendations from the FY 2019 Compensation Study.

### A. SUMMARY OF FINDINGS

1. The City has approximately 51 unique job descriptions for providing City services; while PSPC was not contracted to make classification changes, we proposed minor title modifications as shown on page 3. These are informal suggestions as we were not afforded the opportunity to conduct a full study.
2. The City's current salary ranges are competitive (within 5% of prevailing rates) for 43% of the benchmark market sample job classifications (page 4).
3. The City's current salary ranges are not competitive (-5% of more below prevailing rates) for 57% of the benchmark market sample job classifications (page 4).
4. The full estimated base pay cost to adopt the proposed pay ranges for FY 2019, established at 100% of market average, and provide market adjustments for affected employees, is \$41,000 (page 10).

### B. SUMMARY OF RECOMMENDATIONS

- Adopt the new salary range table on page 5 and the pay ranges proposed for each classification beginning on page 6.
- Bring the salaries of all employees below Minimum up to the new Minimum, and provide additional in-range market adjustments as financially able.
- Budget for salary increases within the proposed pay ranges in future years, and re-calculate the cost of any additional market increases for FY 2020.
  - a) The City does not need to conduct a new salary study as PSPC has already established benchmarks and aligned City jobs to market.
  - b) The City should contact their comparator agencies to establish how they are moving their salary ranges and how they are moving their employees through those ranges.
- Keep pace with the market as much as financially possible. When able, move your employees more than your ranges to avoid compression.

## **2. POSITION ANALYSIS AND CLASSIFICATION**

Position analysis and classification is the process of documenting and verifying the number, type, and distinct levels of occupational job classes within the City, and assigning each budgeted position to the correct occupational job class. This process establishes the sound basis for the subsequent salary plan which is administered at the job class level.

### **A. PRINCIPAL STEPS IN THE CLASSIFICATION PROCESS**

Without conducting a full classification study, the information on the following pages are loose recommendations.

### Summary of Proposed Title Changes

Current Title	Proposed Title	Job Change Status
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Division Supervisor	Records Supervisor	New Title
Division Supervisor	Parking Enforcement Supervisor	New Title
Division Supervisor	Stormwater Supervisor	New Title
Division Supervisor	Sanitation Supervisor	New Title
Division Supervisor	Marina Supervisor	New Title
Division Supervisor	Recreation Supervisor	New Title
Accounting Manager	Accounting Manager	No Change
Building Codes Compliance Officer I	Building Codes Compliance Officer I	No Change
Building Codes Compliance Officer II	Building Codes Compliance Officer II	No Change
Building Codes Compliance Officer III	Building Codes Compliance Officer III	No Change
Building Official	Building Official	No Change
Childcare Director	Childcare Director	No Change
City Clerk	City Clerk	No Change
Code Enforcement Specialist	Code Enforcement Specialist	No Change
Deputy City Clerk	Deputy City Clerk	No Change
Driver/Paramedic	Driver/Paramedic	No Change
Executive Office Manager	Executive Assistant to City Manager	No Change
Finance Director	Finance Director	No Change
Fire Chief	Fire Chief	No Change
Fire Inspector	Fire Inspector	No Change
Firefighter / Paramedic	Firefighter / Paramedic	No Change
Fiscal Coordinator	Fiscal Coordinator	No Change
HR/Financial Coordinator	HR/Financial Coordinator	No Change
Lieutenant / Paramedic	Lieutenant / Paramedic	No Change
Marina & Public Works Director	Public Works / Marina Director	No Change
Parks and Recreation Director	Parks and Recreation Director	No Change
Planning & Zoning Director	Community Development Director	No Change
Planning and Zoning Coordinator	Planning and Zoning Coordinator	No Change
Public Information Specialist	Public Information Specialist	No Change
Recreation Leader I	Recreation Leader I	No Change
Recreation Leader II	Recreation Leader II	No Change
Recreation Leader III	Recreation Leader III	No Change
Administrative Assistant I	Administrative Assistant	Title Change
Administrative Assistant II	Senior Administrative Assistant	Title Change
Building Maintenance Worker I	Building Maintenance Worker	Title Change
Building Maintenance Worker II	Senior Building Maintenance Worker	Title Change
Grounds Maintenance Worker I	Parks Maintenance Worker	Title Change
Grounds Maintenance Worker II	Senior Parks Maintenance Worker	Title Change
Marina Assistant I	Marina Worker	Title Change
Marina Assistant II	Senior Marina Worker	Title Change
Parking Enforcement Officer I	Parking Enforcement Officer	Title Change
Parking Enforcement Officer II	Senior Parking Enforcement Officer	Title Change
Public Works Technician I	Public Works Technician	Title Change
Public Works Technician II	Senior Public Works Technician	Title Change
Sanitation Worker I	Sanitation Worker	Title Change
Sanitation Worker II	Senior Sanitation Worker	Title Change

### 3. EXTERNAL COMPARISONS

The following paragraphs and tables describe the market data collected and used for pay plan development.

#### A. SURVEY COMPARATORS

We obtained salary plan and job description details from the following employers for comparison:

Survey Organization	Number of Matches from Each Comparator	Comparator's Relationship to Madeira Beach	Comparator's Relationship to Market	Average Range Width	Sperlings Cost of Living Index
Belleair, City of	17	10%	-2%	91%	135.0%
Indian Rocks Beach, City of	7	1%	-9%	29%	158.0%
Pinellas Park, City of	28	19%	8%	51%	100.0%
Seminole, City of	25	8%	-2%	45%	106.0%
South Pasadena, City of	15	10%	-3%	47%	112.0%
St. Pete Beach, City of	28	5%	-6%	51%	146.0%
Treasure Island, City of	25	11%	5%	49%	137.5%
<b>Madeira Beach, City of</b>	<b>32</b>	<b>NA</b>	<b>-12%</b>	<b>50%</b>	<b>153.0%</b>

#### B. SURVEY METHODOLOGY

We utilized the standard "structure-to-structure" method to compare the City's salary structures to the prevailing rates. The City's salary structures and the prevailing rates are represented by their Midpoints, which are the amounts employers pay for sustained competent job performance.

The Midpoint is the most objective, occupation-specific and consistent component of salary structures among employers, as the varying widths of salary ranges are too great to utilize Minimum or Maximum. Midpoint is not affected by actual salary averages which may reflect longevity, pay-for-performance, and a myriad of subjective salary plan administration characteristics of the comparator employers. When individual salary plans were comprised of steps, the beginning and ending steps were added and the sum divided by two (2) to calculate a true midpoint.

#### C. SUMMARY OF SURVEY FINDINGS

The following table summarizes the City's variance to market; the City's current plan is competitive for 43% of the survey sample, and behind market by more than -5% for 57% of the survey sample.

<u>Relationship to Prevailing Rates</u>	<u>Benchmark Job Classes</u>	<u>% of Sample</u>
Below	17	57%
Comparable	7	23%
Above	6	20%

**A. PROPOSED PAY TABLE**

The following are suggested pay tables and salary ranges for each job classification.

**A. CIVILIAN SCALE**

Salary Range	Minimum	Midpoint	Maximum	Salary Range
3	\$18,346	\$22,932	\$27,518	3
4	\$19,263	\$24,079	\$28,894	4
5	\$20,226	\$25,283	\$30,339	5
6	\$21,237	\$26,547	\$31,856	6
7	\$22,299	\$27,874	\$33,449	7
8	\$23,414	\$29,268	\$35,121	8
9	\$24,585	\$30,731	\$36,877	9
10	\$25,814	\$32,268	\$38,721	10
11	\$27,105	\$33,881	\$40,657	11
12	\$28,460	\$35,575	\$42,690	12
13	\$29,883	\$37,354	\$44,825	13
14	\$31,377	\$39,222	\$47,066	14
15	\$32,946	\$41,183	\$49,419	15
16	\$34,593	\$43,242	\$51,890	16
17	\$36,323	\$45,404	\$54,485	17
18	\$38,139	\$47,674	\$57,209	18
19	\$40,046	\$50,058	\$60,069	19
20	\$42,048	\$52,561	\$63,073	20
21	\$44,151	\$55,189	\$66,226	21

- Jobs have been placed on pay ranges based on market data and internal relationships
- Individual jobs can be re-assigned to different pay ranges when market moves
- Salary adjustments can be budgeted within the pay ranges using current merit plan

**B. FIRE RANGES**

Pay ranges for Fire occupations are unchanged and outside the scope of this study.

PSPC did not review classification or compensation for the Fire Department other than the civilian position of Fire Chief.

**Proposed FY 2019 Pay Range Placements (not all titles are active/funded)**

Proposed Title	-- illustrated at 100% of Market --			
	Salary Range	Minimum	Midpoint	Maximum
Executive Assistant to City Manager	22	\$46,358	\$57,948	\$69,538
Senior Administrative Assistant	17	\$36,323	\$45,404	\$54,485
Administrative Assistant	12	\$28,460	\$35,575	\$42,690
Seasonal Employee	4	\$19,263	\$24,079	\$28,894
City Clerk	28	\$62,125	\$77,656	\$93,187
Deputy City Clerk	21	\$44,151	\$55,189	\$66,226
Public Information Specialist	21	\$44,151	\$55,189	\$66,226
Records Supervisor	18	\$38,139	\$47,674	\$57,209
Finance Director	34	\$83,253	\$104,066	\$124,880
Accounting Manager	27	\$59,166	\$73,958	\$88,750
Fiscal Coordinator	24	\$51,110	\$63,888	\$76,665
HR/Financial Coordinator	24	\$51,110	\$63,888	\$76,665
Parking Enforcement Supervisor	18	\$38,139	\$47,674	\$57,209
Senior Parking Enforcement Officer	11	\$27,105	\$33,881	\$40,657
Parking Enforcement Officer	3	\$18,346	\$22,932	\$27,518
Community Development Director	32	\$75,513	\$94,391	\$113,269
Building Official	32	\$75,513	\$94,391	\$113,269
Planning and Zoning Coordinator	26	\$56,349	\$70,436	\$84,523
Building Codes Compliance Officer III	19	\$40,046	\$50,058	\$60,069
Permit Technician	17	\$36,323	\$45,404	\$54,485

Building Codes Compliance Officer II	16	\$34,593	\$43,242	\$51,890
Building Codes Compliance Officer I	13	\$29,883	\$37,354	\$44,825
Merge W/ Administrative Assistant				
Code Enforcement Specialist	13	\$29,883	\$37,354	\$44,825
Stormwater Supervisor	21	\$44,151	\$55,189	\$66,226
Senior Public Works Technician	16	\$34,593	\$43,242	\$51,890
Public Works Technician	12	\$28,460	\$35,575	\$42,690
Senior Building Maintenance Worker	15	\$32,946	\$41,183	\$49,419
Building Maintenance Worker	11	\$27,105	\$33,881	\$40,657
Sanitation Supervisor	21	\$44,151	\$55,189	\$66,226
Senior Sanitation Worker	13	\$29,883	\$37,354	\$44,825
Sanitation Worker	9	\$24,585	\$30,731	\$36,877
Public Works / Marina Director	32	\$75,513	\$94,391	\$113,269
Marina Supervisor	21	\$44,151	\$55,189	\$66,226
Senior Marina Worker	13	\$29,883	\$37,354	\$44,825
Marina Worker	9	\$24,585	\$30,731	\$36,877
Parks and Recreation Director	32	\$75,513	\$94,391	\$113,269
Childcare Director	21	\$44,151	\$55,189	\$66,226
Parks Supervisor	21	\$44,151	\$55,189	\$66,226
Recreation Supervisor	21	\$44,151	\$55,189	\$66,226
Recreation Leader III	17	\$36,323	\$45,404	\$54,485
Recreation Leader II	11	\$27,105	\$33,881	\$40,657



<b>Recreation Leader I</b>	<b>6</b>	<b>\$21,237</b>	<b>\$26,547</b>	<b>\$31,856</b>
<b>Mechanic</b>	<b>17</b>	<b>\$36,323</b>	<b>\$45,404</b>	<b>\$54,485</b>
<b>Senior Parks Maintenance Worker</b>	<b>13</b>	<b>\$29,883</b>	<b>\$37,354</b>	<b>\$44,825</b>
<b>Parks Maintenance Worker</b>	<b>9</b>	<b>\$24,585</b>	<b>\$30,731</b>	<b>\$36,877</b>

**Fire Chief** **34** **\$83,253** **\$104,066** **\$124,880**

**Fire Inspector**

**Lieutenant / Paramedic**

**Driver/Paramedic**

**Firefighter / Paramedic**

## 4. SALARY ADMINISTRATION

Following are key salary plan maintenance procedures.

### A. FUNDING INITIAL IMPLEMENTATION AND ANNUAL UPDATES

We recommend the City's salary plan be established, place jobs onto that salary schedule at 100% of the market rate, and move employees through the range to avoid compression.

#### *First Phase of Implementation*

- Employees who fall below new minimum will be moved to the new minimum for the pay range
- This was approved to be put into the budget during a Council session in late April 2019
- This costs approximately \$21,000

#### *Second Phase of Implementation*

- Move employees to Midpoint of their range in 7 or 10 years
- This costs approximately \$22,000 or \$33,000 depending upon how quickly the City moves employees to the midpoint

### B. REGULAR PLAN UPDATE STEPS

- Budget for merit increases within the proposed pay ranges in future years, and re-calculate the cost of any additional market increases for FY 2020.
  - a) The City does not need to conduct a new salary study as PSPC has already established benchmarks and aligned City jobs to market.
  - b) The City should contact their comparator agencies to establish how they are moving their salary ranges and how they are moving their employees through those ranges.
- Keep pace with the market as much as financially possible. When able, move your employees more than your ranges to avoid compression.

# PUBLIC SECTOR PERSONNEL CONSULTANTS

RESULTS OF THE COMPENSATION STUDY  
FOR MADEIRA BEACH



## MEETING AGENDA

- REVIEW PUBLIC SECTOR PERSONNEL CONSULTANT'S ROLE
- REVIEW SALARY SURVEY GUIDELINES
- EVALUATE COMPENSATION RESULTS
- OUTLINE COMPENSATION FINDINGS
- REVIEW IMPLEMENTATION OPTIONS

**PUBLIC  
SECTOR**  
PERSONNEL  
CONSULTANTS

# INTRODUCTION TO PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC)

- 1972 – ORIGINATED AS PUBLIC SECTOR GROUP OF HAY ASSOCIATES
- 1992 – WE ESTABLISHED OUR NATIONAL OFFICE IN ARIZONA
- WE SPECIALIZE IN HUMAN RESOURCES FOR PUBLIC EMPLOYERS
- OVER 1,000 PUBLIC EMPLOYERS SERVED BY MEMBERS OF OUR FIRM
- OUR GOAL IS TO BE AN OBJECTIVE 3<sup>RD</sup> PARTY PROVIDING ACCURACY, GUIDANCE, AND THOROUGHNESS IN ALL MATTERS RELATING TO COMPENSATION AND CLASSIFICATION

The logo for Public Sector Personnel Consultants features a red rectangular box on the left. To its right, the words "PUBLIC SECTOR PERSONNEL CONSULTANTS" are stacked vertically in a bold, black, sans-serif font.

**PUBLIC  
SECTOR  
PERSONNEL  
CONSULTANTS**

## SALARY SURVEY

- PSPC CONSIDERED THE RECOMMENDATIONS OF EMPLOYEE GROUPS AND REQUESTED JOB DESCRIPTIONS, ORG CHARTS, SALARY STRUCTURES, AND BENEFIT PLANS FROM 8 DIFFERENT ORGANIZATIONS AND THE PRIVATE SECTOR
- THESE COMPARATORS WERE SELECTED BASED ON THE AGREED UPON CRITERIA IN PLACE AT THE START OF THE STUDY
- SALARY SURVEY WILL ANSWER THE QUESTION OF "WHERE ARE WE?"
- IMPLEMENTATION ANSWERS THE QUESTION "WHERE DO WE WANT TO BE?"

# HIGH LEVEL COMPENSATION SURVEY RESULTS

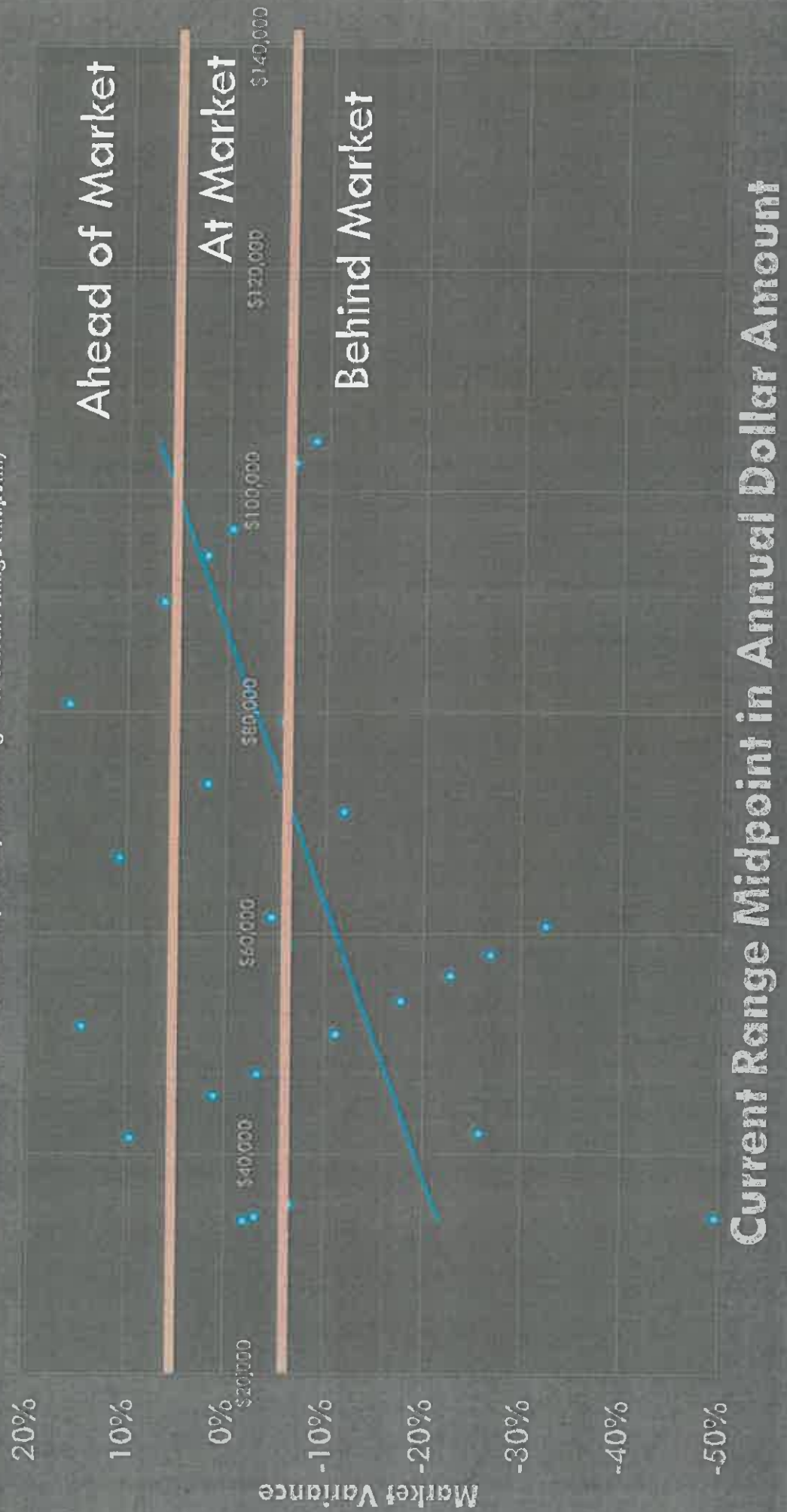
- PSPC SURVEYED ~32 POSITIONS AND FOUND OVER 200 COMPARABLE JOBS IN THE MARKET
- ON AVERAGE, MADEIRA BEACH IS AT, OR AHEAD, OF MARKET FOR 47% OF THEIR JOBS
- THIS IS LOOKING MIDPOINT TO MIDPOINT WITH NO ADJUSTMENTS FOR COST OF LIVING

# MADEIRA BEACH IS COMPETITIVE FOR 47% OF JOBS

Compensation Summary	Number of Positions	Percentages of Positions
More than 5% Behind Market	16	53%
AT Market	8	27%
More than 5% Ahead of Market	6	20%



**Current Midpoint Vs Market Variances**  
(Results of Salary Survey Shown Against Current Range Midpoint)





## IMPLEMENTATION OPTIONS:

### ESTABLISH A NEW SALARY SCHEDULES

- WITH THE EXCEPTION OF FIRE, ALL EMPLOYEES WOULD BE ON A NEW SALARY SCHEDULE THAT IS 50% WIDE, AND HAS 5% INCREASES BETWEEN RANGES
- PUBLIC SAFETY'S SALARY SCHEDULE WOULD BE ADJUSTED TO MATCH MARKET

### USE MARKET TO PLACE JOBS ONTO SCHEDULES

- USE MARKET DATA TO PLACE JOBS ONTO THE SALARY SCHEDULE BASED ON PREVAILING RATE
- USE 30+ BENCHMARKS TO "SLOT" ADDITIONAL JOBS BASED ON INTERNAL EQUITY

### MOVE EMPLOYEES THROUGH THEIR RANGE

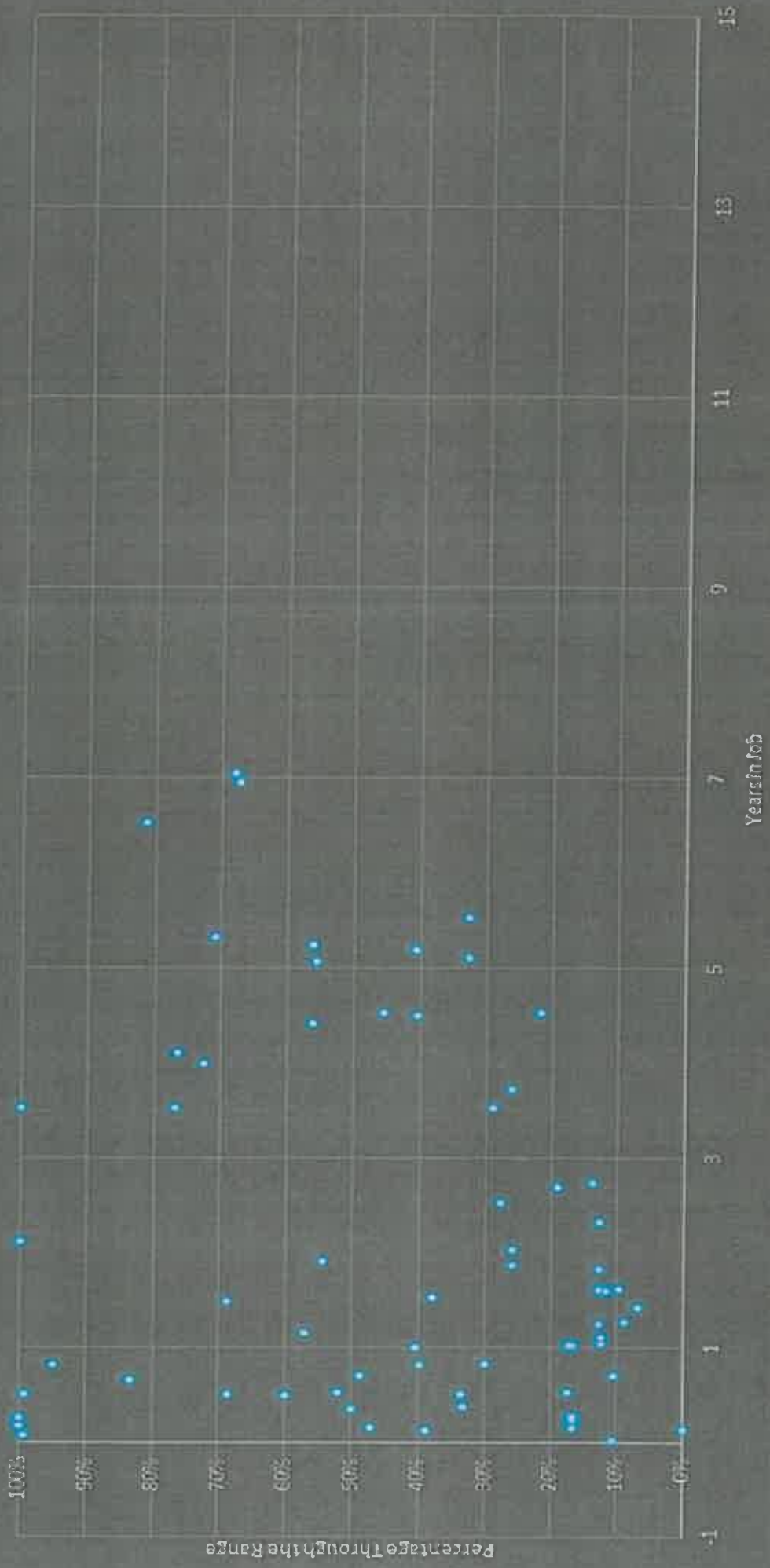
- TO AVOID COMPRESSION, MOVE EMPLOYEES INTO THE NEW RANGE
- MOVE EMPLOYEES TO MIDPOINT WITHIN A SET NUMBER OF YEARS
- SLOW EMPLOYEES DOWN AFTER MIDPOINT TO AVOID TAKING AWAY FUTURE EARNING POTENTIAL
- EMPLOYEES HAVE THE HIGHER GROWTH POTENTIAL FROM EARN IN A HIGHER RANGE WHILE AVOIDING SPENDING MONEY TO MAX OUT EMPLOYEES IN NEW RANGES

# PROPOSED SALARY SCHEDULE

- MORE RANGES THAN SHOWN HERE
- PROVIDES ENOUGH RANGES TO RESPOND TO MARKET
- IE, A JOB CAN BE PLACED ON RANGE 8 OR 9 BASED ON MARKET – WITH MORE RANGES COMES MORE CHOICE
- THE RANGES ARE WIDE ENOUGH TO ALLOW EMPLOYEES TO MOVE FROM MINIMUM TO MAXIMUM AND AVOID COMPRESSION

Salary Range	Minimum	Midpoint	Maximum	Salary Range
0	\$0	\$0	\$0	0
1	\$16,640	\$20,800	\$24,960	1
2	\$17,472	\$21,840	\$26,208	2
3	\$18,346	\$22,932	\$27,518	3
4	\$19,263	\$24,079	\$28,894	4
5	\$20,226	\$25,283	\$30,339	5
6	\$21,237	\$26,547	\$31,856	6
7	\$22,299	\$27,874	\$33,449	7
8	\$23,414	\$29,268	\$35,121	8
9	\$24,585	\$30,731	\$36,877	9
10	\$25,814	\$32,268	\$38,721	10
11	\$27,105	\$33,881	\$40,657	11
12	\$28,460	\$35,575	\$42,690	12
13	\$29,883	\$37,354	\$44,825	13
14	\$31,377	\$39,222	\$47,066	14
15	\$32,946	\$41,183	\$49,419	15
16	\$34,593	\$43,242	\$51,890	16
17	\$36,323	\$45,404	\$54,485	17
18	\$38,139	\$47,674	\$57,209	18
19	\$40,046	\$50,058	\$60,069	19
20	\$42,048	\$52,561	\$63,073	20

### Current Range Penetration by Years in Job



# MADEIRA BEACH STUDY FINDINGS

**\*SALARY SURVEY TELLS YOU WHERE YOU ARE, NOT WHERE YOU SHOULD BE\***  
**FINDINGS INFORM AND GUIDE RECRUITMENT AND RETENTION OF EMPLOYEES**

## **NEXT STEPS:**

**MOVE ONTO NEW SALARY SCHEDULE**

**PLACE JOBS ONTO THE SALARY SCHEDULE BASED ON MARKET**

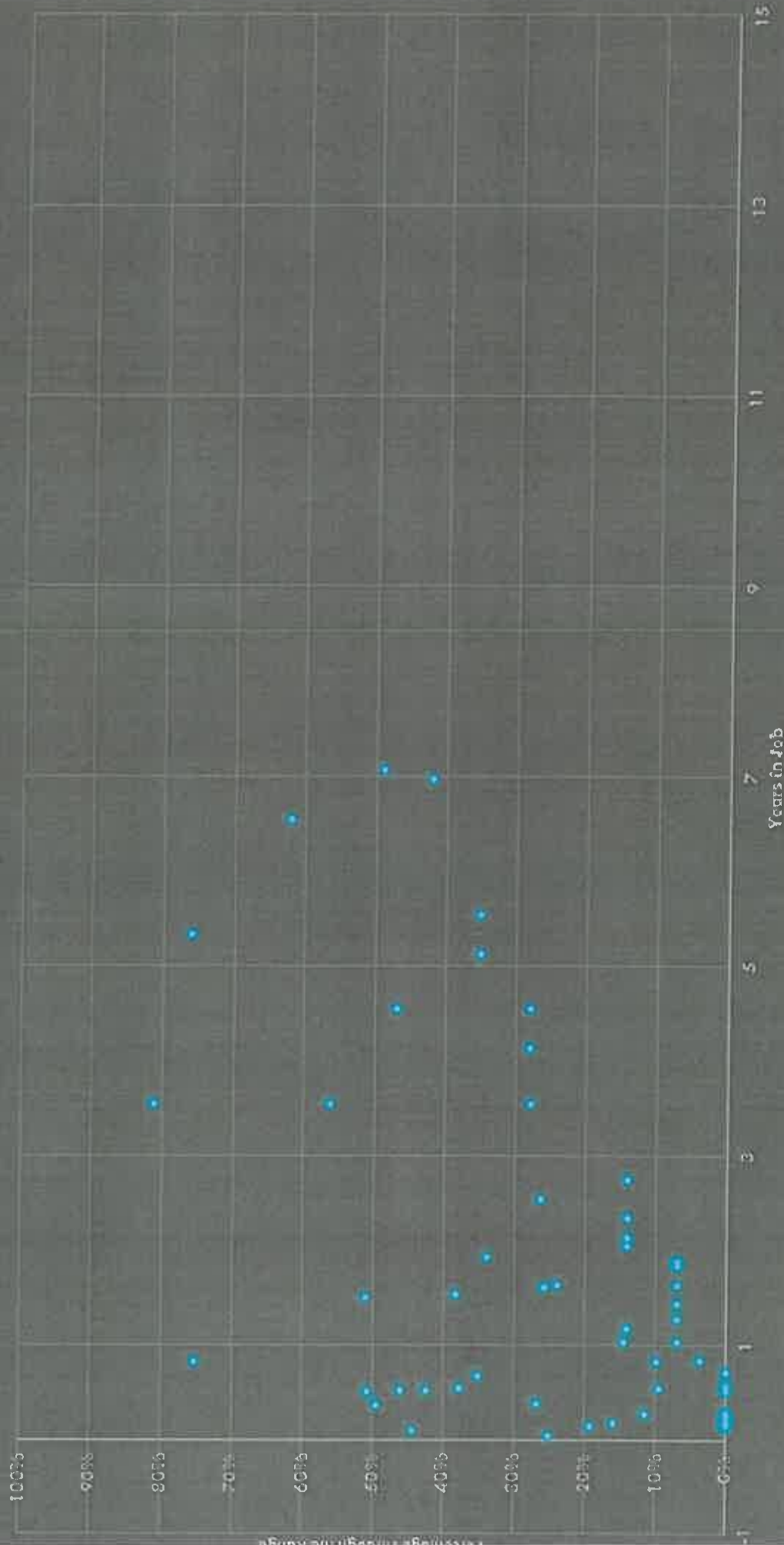
**MOVE EMPLOYEES THROUGH THEIR NEW RANGES BASED ON TIME IN JOB**

# IMPLEMENTATION COSTS AND OPTIONS

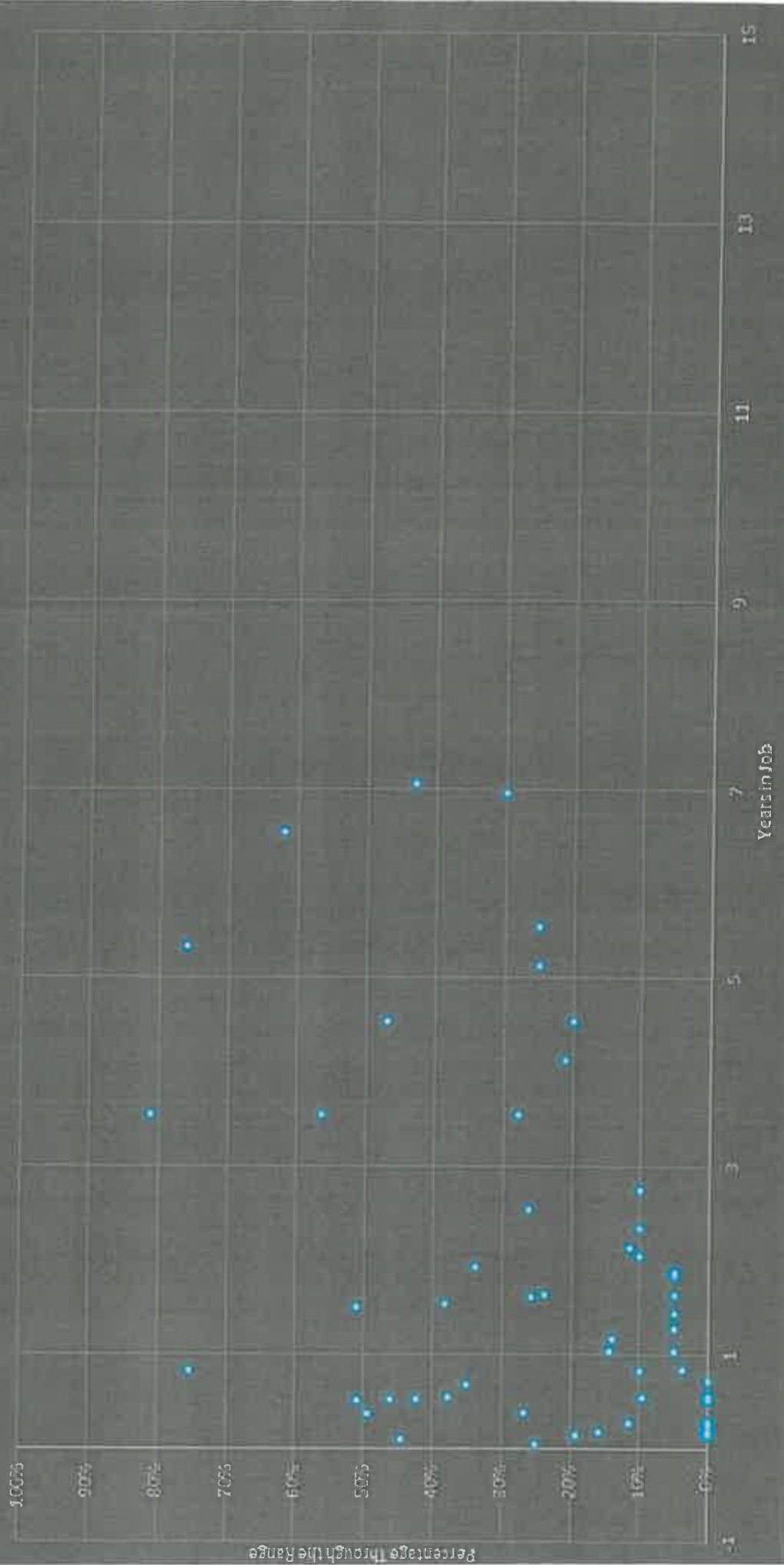
Move to 100% of Market (Not Including Fire)	Number of People Affected	Average Increase in Salary	Total Cost to Implement
Cost to Move to Minimum of New Range	17	\$1,293	\$21,983
Cost to Move to Midpoint in 10 Years (\$6K Cap)	14	\$1,616	\$22,623
Cost to Move to Midpoint in 10 Years (No Cap)	14	\$1,616	\$22,623
Cost to Move to Midpoint in 7 Years (\$6K Cap)	17	\$1,959	\$33,299
Cost to Move to Midpoint in 7 Years (No Cap)	17	\$2,162	\$36,751
<b>Move to 100% of Market (Fire)</b>	<b>Number of People Affected</b>	<b>Average Increase in Salary</b>	<b>Total Cost to Implement</b>
Cost to Remain on Current Step	12	\$4,091	\$49,090
Cost to Move to Next Nearest Step	12	\$255	\$3,055

Move to 105% of Market (Not Including Fire)	Number of People Affected	Average Increase in Salary	Total Cost to Implement
Cost to Move to Minimum of New Range	23	\$1,939	\$44,591
Cost to Move to Midpoint in 10 Years (\$6K Cap)	19	\$1,814	\$34,460
Cost to Move to Midpoint in 10 Years (No Cap)	19	\$1,814	\$34,460
Cost to Move to Midpoint in 7 Years (\$6K Cap)	20	\$2,418	\$48,353
Cost to Move to Midpoint in 7 Years (No Cap)	20	\$2,745	\$54,891
<b>Move to 105% of Market (Fire)</b>	<b>Number of People Affected</b>	<b>Average Increase in Salary</b>	<b>Total Cost to Implement</b>
Cost to Remain on Current Step	12	\$7,113	\$85,357
Cost to Move to Next Nearest Step	12	\$1,425	\$17,105

Range Penetration to Move to Midpoint in 7 Years  
by Years in Job



Range Penetration to Move to Midpoint in 10 Years  
by Years in Job



# PUBLIC SECTOR PERSONNEL CONSULTANTS





Madeira Beach 2019  
 Salary Survey Summary  
 By Comparator Organization

Survey Organization	Number of Matches from Each Comparator	Survey Date	Aged to 8/1/2018	Base Compensation			General Details	
				Annual Aging Fac	Comparator's Relationship to Madeira Beach	Comparator's Relationship to Market	Average Range Width	Sperrings Cost of Living Index
Belleair, City of	17	7/2/2018	0%	10%	-2%	91%	135.0%	
Indian Rocks Beach, City of	7	7/3/2018	0%	1%	-9%	28%	158.0%	
Pinellas Park, City of	26	7/4/2018	0%	19%	8%	51%	100.0%	
Seminole, City of	25	7/5/2018	0%	8%	-2%	45%	106.0%	
South Pasadena, City of	15	7/6/2018	0%	10%	-3%	47%	112.0%	
St. Pete Beach, City of	28	7/7/2018	0%	5%	-6%	51%	146.0%	
Treasure Island, City of	25	7/8/2018	0%	11%	5%	49%	137.5%	
<b>Madeira Beach, City of</b>	<b>32</b>			<b>NA</b>	<b>-12%</b>	<b>50%</b>	<b>153.0%</b>	

Madeira Beach

### Client Name Permanent Salary Range Table

Salary Range	Minimum	Midpoint	Maximum	Salary Range
3	\$18,346	\$22,932	\$27,518	3
4	\$19,263	\$24,079	\$28,894	4
5	\$20,226	\$25,283	\$30,339	5
6	\$21,237	\$26,547	\$31,856	6
7	\$22,299	\$27,874	\$33,449	7
8	\$23,414	\$29,268	\$35,121	8
9	\$24,585	\$30,731	\$36,877	9
10	\$25,814	\$32,268	\$38,721	10
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13	\$29,883	\$37,354	\$44,825	13
14	\$31,377	\$39,222	\$47,066	14
15	\$32,946	\$41,183	\$49,419	15
16	\$34,593	\$43,242	\$51,890	16
17	\$36,323	\$45,404	\$54,485	17
18	\$38,139	\$47,674	\$57,209	18
19	\$40,046	\$50,058	\$60,069	19
20	\$42,048	\$52,561	\$63,073	20
21	\$44,151	\$55,189	\$66,226	21
22	\$46,358	\$57,948	\$69,538	22
23	\$48,676	\$60,845	\$73,015	23
24	\$51,110	\$63,888	\$76,865	24
25	\$53,666	\$67,082	\$80,498	25
26	\$56,349	\$70,436	\$84,523	26
27	\$59,166	\$73,958	\$88,750	27
28	\$62,125	\$77,656	\$93,187	28
29	\$65,231	\$81,539	\$97,846	29
30	\$68,492	\$85,616	\$102,739	30
31	\$71,917	\$89,896	\$107,876	31
32	\$75,513	\$94,391	\$113,269	32
33	\$79,289	\$99,111	\$118,933	33
34	\$83,253	\$104,066	\$124,860	34
35	\$87,416	\$109,270	\$131,124	35
36	\$91,786	\$114,733	\$137,680	36
37	\$96,376	\$120,470	\$144,564	37
38	\$101,195	\$126,493	\$151,792	38
39	\$106,254	\$132,818	\$159,382	39
40	\$111,567	\$139,459	\$167,351	40
41	\$117,145	\$146,432	\$175,718	41
42	\$123,003	\$153,753	\$184,504	42
43	\$129,153	\$161,441	\$193,729	43
44	\$135,610	\$169,513	\$203,416	44
45	\$142,391	\$177,989	\$213,586	45
46	\$149,511	\$186,888	\$224,266	46
47	\$156,986	\$196,233	\$235,479	47
48	\$164,835	\$206,044	\$247,253	48
49	\$173,077	\$216,346	\$259,616	49
50	\$181,731	\$227,164	\$272,596	50

# Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint				\$	%	
<b>Accounting Manager</b>												
	Accounting Manager			\$66,560	\$83,200	\$74,880			\$74,880	\$66,813	\$8,067	10.77%
Current Salary Range:		0										
Range Nearest Market:		64										
	Senior Accountant		Seminole, City of	\$59,939	\$86,912	\$73,426	100%	100%		\$73,697		
	Assistant Finance Director		Treasure Island, City of	\$58,090	\$87,135	\$72,613	100%	100%		\$72,851		
	Finance Director		Indian Rocks Beach, City of	\$58,640	\$84,960	\$70,800	100%	100%		\$71,081		
	Assistant Finance Director		South Pasadena, City of	\$47,988	\$69,314	\$58,650	100%	100%		\$58,859		
	Assistant Finance Director		Belleair, City of	\$39,083	\$75,595	\$57,339	100%	100%		\$57,575		
Current Salary Range:		0										
Range Nearest Market:		64										
	Accounting Manager			\$66,560	\$83,200	\$74,880			\$74,880	\$66,813	\$8,067	10.77%
Current Salary Range:		0										
Range Nearest Market:		64										
	Prevalling Rate:									\$66,813		
<b>Administrative Assistant I</b>												
	Administrative Assistant			\$23,920	\$42,640	\$33,280			\$33,280	\$35,444	-\$2,164	-6.50%
Current Salary Range:		0										
Range Nearest Market:		38										
	Executive Secretary		Belleair, City of	\$29,162	\$46,514	\$37,838	100%	100%		\$37,993		
	Administrative Assistant		Treasure Island, City of	\$29,880	\$44,616	\$37,253	100%	100%		\$37,375		
	Administrative Clerk		Pinellas Park, City of	\$28,680	\$43,639	\$36,159	100%	100%		\$36,298		
	Administrative Assistant I		Seminole, City of	\$28,832	\$41,808	\$35,319	100%	100%		\$35,450		
	Receptionist/Office Assistant		St. Pete Beach, City of	\$23,874	\$36,125	\$30,000	100%	100%		\$30,103		
Current Salary Range:		0										
Range Nearest Market:		38										
	Prevalling Rate:									\$35,444		
<b>Building Codes Compliance Office Building Codes Compliance Officer I</b>												
	Building Codes Compliance Officer			\$19,760	\$26,000	\$22,880			\$22,880	\$38,003	-\$15,123	-65.10%
Current Salary Range:		0										
Range Nearest Market:		41										
	Building Dev Technician		Pinellas Park, City of	\$32,448	\$49,373	\$40,911	100%	100%		\$41,068		
	Permit Tech II		St. Pete Beach, City of	\$30,470	\$46,080	\$38,275	100%	100%		\$38,408		
	Permit/Licensing Technician		Seminole, City of	\$30,275	\$43,898	\$37,087	100%	100%		\$37,224		
	Assistant Permit/Licensing Tech		South Pasadena, City of	\$28,259	\$42,121	\$35,190	100%	100%		\$35,315		
Current Salary Range:		0										
Range Nearest Market:		41										
	Prevalling Rate:									\$38,003		

# Madeira Beach 2019 Salary Survey

Classification Details			Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint				\$	%
<b>Building Codes Compliance Office Building Codes Compliance Officer III</b>											
				\$35,360	\$56,150	\$45,760		\$45,760	\$50,826	-\$5,066	-11.07%
Building Dev Plans Examiner			Pinellas Park, City of	\$44,730	\$68,062	\$56,396	100%	\$56,396	\$56,612	-\$216	-0.38%
Building & Zoning Technician			Belleair, City of	\$37,211	\$70,447	\$53,829	100%	\$53,829	\$54,051	-\$222	-0.41%
Zoning & Permitting Administrator (H)			St. Pete Beach, City of	\$40,835	\$61,761	\$51,298	100%	\$51,298	\$51,474	-\$176	-0.34%
Building Services Coordinator			South Pasadena, City of	\$40,620	\$60,930	\$50,775	100%	\$50,775	\$50,956	-\$181	-0.35%
Permit/Licensing Technician II			Seminole, City of	\$33,376	\$48,396	\$40,886	100%	\$40,886	\$41,037	-\$151	-0.36%
Current Salary Range:	0								<b>\$50,826</b>		
Range Nearest Market:	53										
<b>Building Maintenance Worker I Building Maintenance Worker</b>											
				\$19,760	\$26,000	\$22,880		\$22,880	\$34,228	-\$11,348	-49.50%
Facility Maintenance Worker			Indian Rocks Beach, City of	\$31,200	\$39,516	\$35,358	100%	\$35,358	\$35,498	-\$140	-0.39%
Building Maintenance			Belleair, City of	\$28,458	\$42,191	\$34,324	100%	\$34,324	\$34,465	-\$141	-0.41%
Building Maintenance Tech. I			Seminole, City of	\$27,460	\$39,816	\$33,638	100%	\$33,638	\$33,763	-\$125	-0.37%
Facilities Maintenance Worker I			St. Pete Beach, City of	\$26,322	\$39,822	\$33,072	100%	\$33,072	\$33,185	-\$113	-0.34%
Current Salary Range:	0								<b>\$34,228</b>		
Range Nearest Market:	37										
<b>Building Official Building Official</b>											
				\$82,000	\$110,240	\$96,120		\$96,120	\$80,687	\$15,433	15.06%
Building Development Director			Pinellas Park, City of	\$73,296	\$111,528	\$92,412	100%	\$92,412	\$92,766	-\$354	-0.38%
Building Official			Belleair, City of	\$45,240	\$129,293	\$87,267	100%	\$87,267	\$87,625	-\$358	-0.41%
Building Official			Treasure Island, City of	\$64,533	\$96,800	\$80,667	100%	\$80,667	\$80,932	-\$265	-0.33%
Building Official			St. Pete Beach, City of	\$59,134	\$89,448	\$74,291	100%	\$74,291	\$74,546	-\$255	-0.34%
Building Official (Director)			Indian Rocks Beach, City of	\$52,596	\$82,000	\$67,298	100%	\$67,298	\$67,565	-\$267	-0.39%
Current Salary Range:	0								<b>\$80,687</b>		
Range Nearest Market:	71										

# Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Toshi)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
<b>City Clerk</b>	City Clerk			\$66,560	\$83,200	\$74,880			\$74,880	\$79,154	-\$4,274	-5.71%
	City Clerk	0	Pinellas Park, City of	\$112,402	\$112,402	\$112,402	100%	100%	\$112,833	\$112,833		
	City Clerk	70	South Pasadena, City of	\$69,313	\$106,636	\$87,975	100%	100%	\$88,288	\$88,288		
	Town Clerk		Belleair, City of	\$45,240	\$129,293	\$87,267	100%	100%	\$87,625	\$87,625		
	City Clerk		St. Pete Beach, City of	\$56,320	\$70,755	\$70,755	100%	100%	\$70,998	\$70,998		
	City Clerk		Seminole, City of	\$51,778	\$75,078	\$63,428	100%	100%	\$63,862	\$63,862		
	City Clerk		Indian Rocks Beach, City of	\$51,313	\$51,313	\$51,313	100%	100%	\$51,517	\$51,517		
Current Salary Range:				Prevalving Rate: <b>\$79,154</b>								
Range Nearest Market:												
<b>Deputy City Clerk</b>	Deputy City Clerk			\$35,360	\$56,160	\$45,760			\$45,760	\$60,628	-\$14,868	-32.49%
	Deputy City Clerk	0	Pinellas Park, City of	\$54,489	\$82,927	\$68,713	100%	100%	\$68,977	\$68,977		
	Deputy City Clerk		South Pasadena, City of	\$47,986	\$69,314	\$58,650	100%	100%	\$58,859	\$58,859		
	Deputy City Clerk (1)		St. Pete Beach, City of	\$42,875	\$64,850	\$53,863	100%	100%	\$54,047	\$54,047		
Current Salary Range:				Prevalving Rate: <b>\$60,628</b>								
Range Nearest Market:												
<b>Executive Office Manager</b>	Executive Assistant to City Manager			\$49,920	\$70,720	\$60,320			\$60,320	\$51,538	\$8,782	14.56%
	Executive Assistant	0	Treasure Island, City of	\$45,831	\$68,745	\$57,288	100%	100%	\$57,476	\$57,476		
	Executive Assistant To The City Manager (1)		St. Pete Beach, City of	\$42,875	\$64,850	\$53,863	100%	100%	\$54,047	\$54,047		
	Secretary To The City Manager		Seminole, City of	\$35,045	\$50,816	\$42,930	100%	100%	\$43,089	\$43,089		
Current Salary Range:				Prevalving Rate: <b>\$51,538</b>								
Range Nearest Market:												

# Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
<b>Finance Director</b>	<b>Finance Director</b>			\$82,000	\$110,240	\$86,120			\$96,120	\$102,475	-\$6,355	-6.61%
	Finance Director		Treasure Island, City of	\$89,769	\$134,654	\$112,212	100%	100%	\$112,580	\$112,580		
	Finance Administrator		Pinellas Park, City of	\$87,126	\$132,572	\$109,849	100%	100%	\$110,270	\$110,270		
	Finance Director		Seminole, City of	\$80,324	\$116,470	\$98,397	100%	100%	\$98,761	\$98,761		
	Finance Director		South Pasadena, City of	\$69,313	\$106,636	\$87,975	100%	100%	\$88,288	\$88,288		
Current Salary Range: 0												
Range Nearest Market: 81				Prevailing Rate: <b>\$102,475</b>								
<b>Fire Chief</b>	<b>Fire Chief</b>			\$82,000	\$110,240	\$95,120			\$96,120	\$104,451	-\$8,331	-8.67%
	Fire Chief		Pinellas Park, City of	\$91,536	\$139,283	\$115,410	100%	100%	\$115,852	\$115,852		
	Fire Chief		Treasure Island, City of	\$89,769	\$134,654	\$112,212	100%	100%	\$112,580	\$112,580		
	Fire Chief		Seminole, City of	\$80,324	\$116,470	\$98,397	100%	100%	\$98,761	\$98,761		
	Fire Chief		St. Pete Beach, City of	\$71,880	\$108,725	\$90,303	100%	100%	\$90,612	\$90,612		
Current Salary Range: 0												
Range Nearest Market: 82				Prevailing Rate: <b>\$104,451</b>								
<b>Fire Inspector</b>	<b>Fire Inspector</b>			\$56,356	\$75,737	\$66,046			\$66,046	\$52,475	\$13,572	20.55%
	Fire Inspector/Investigator		Pinellas Park, City of	\$44,932	\$65,075	\$55,004	100%	100%	\$55,214	\$55,214		
	Fire Inspector		Treasure Island, City of	\$44,776	\$63,308	\$54,042	100%	100%	\$54,220	\$54,220		
	Fire Inspector		Seminole, City of	\$40,614	\$55,790	\$48,202	100%	100%	\$48,380	\$48,380		
	Fire Inspector		St. Pete Beach, City of	\$41,609	\$62,205	\$51,907	100%	100%	\$52,085	\$52,085		
Current Salary Range: 0												
Range Nearest Market: 54				Prevailing Rate: <b>\$52,475</b>								

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# Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
Lieutenant / Paramedic	Lieutenant / Paramedic			\$53,286	\$73,760	\$63,523			\$63,523	\$70,364	-\$6,861	-10.50%
Fire Lieutenant (56 Hour)+Paramedic Assignment			Pinellas Park, City of	\$65,537	\$78,758	\$72,148	100%	100%		\$72,424		
LT/Paramedic			Treasure Island, City of	\$59,259	\$76,056	\$67,658	100%	100%		\$87,860		
LT/Paramedic			South Pasadena, City of	\$75,503	\$81,267	\$78,385	100%	100%		\$78,664		
Lieutenant/Medic			Seminole, City of	\$56,603	\$72,989	\$64,796	100%	100%		\$65,036		
LT/Paramedic			St. Pete Beach, City of	\$59,457	\$75,914	\$67,686	100%	100%		\$67,917		
Current Salary Range:		0										
Range Nearest Market:		66								Prevailing Rate: <b>\$70,384</b>		

# Madeira Beach 2019 Salary Survey

Classification Details			Beech Salary Calculations									
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Beech Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
<b>Driver/Paramedic</b>	<b>Driver/Paramedic</b>			\$47,529	\$69,862	\$58,695			\$58,696	\$61,395	-\$2,700	-4.60%
	Firefighter + Driver Incentive		Pinellas Park, City of Treasure Island, City of South Pasadena, City of	\$51,214	\$78,948	\$65,081	100%	100%		\$65,330		
	Fire Medic + Driver Incentive		Seminole, City of	\$48,412	\$70,412	\$59,412	100%	100%		\$59,632		
	Firefighter/Paramedic + Driver Incentive		St. Pete Beach, City of	\$48,391	\$68,653	\$59,022	100%	100%		\$59,224		
Current Salary Range:	0									Prevalling Rate: \$61,395		
Range Nearest Market:	60											
<b>Firefighter / Paramedic</b>	<b>Firefighter / Paramedic</b>			\$44,917	\$65,963	\$55,440			\$55,440	\$58,646	-\$3,206	-5.78%
	Firefighter + Paramedic Add Pay		Pinellas Park, City of	\$48,884	\$67,868	\$58,376	100%	100%		\$58,600		
	Firefighter/Paramedic		Treasure Island, City of	\$46,841	\$68,340	\$57,491	100%	100%		\$57,680		
	Firefighter/Paramedic		South Pasadena, City of	\$51,958	\$72,552	\$62,255	100%	100%		\$62,477		
	Fire Medic		Seminole, City of	\$45,500	\$67,500	\$56,500	100%	100%		\$56,709		
	Firefighter/Paramedic		St. Pete Beach, City of	\$46,935	\$68,197	\$57,566	100%	100%		\$57,763		
Current Salary Range:	0									Prevalling Rate: \$58,646		
Range Nearest Market:	58											
<b>Marina &amp; Public Works Director</b>	<b>Public Works / Marina Director</b>			\$82,000	\$110,240	\$96,120			\$96,120	\$98,492	-\$372	-0.39%
	Public Works Director		Treasure Island, City of	\$89,769	\$134,654	\$112,212	100%	100%		\$112,580		
	Public Works Administrator		Pinellas Park, City of	\$87,126	\$132,572	\$109,849	100%	100%		\$110,270		
	Director Of Public Works		St. Pete Beach, City of	\$71,880	\$106,725	\$90,303	100%	100%		\$90,612		
	Director Of Public Works		Seminole, City of	\$72,857	\$105,642	\$89,249	100%	100%		\$89,579		
	Director Of Public Works		South Pasadena, City of	\$69,313	\$106,636	\$87,975	100%	100%		\$88,288		
	Director Of Public Works		Belleair, City of	\$45,240	\$129,293	\$87,267	100%	100%		\$87,625		
Current Salary Range:	0									Prevalling Rate: \$98,492		
Range Nearest Market:	79											



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# Madeira Beach 2019 Salary Survey

Classification Details			Base Salary Calculations										
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance		
				Min	Max	Midpoint					\$	%	
<b>Parks and Recreation Director</b>	<b>Parks and Recreation Director</b>			\$82,000	\$110,240	\$96,120			\$96,120	\$89,935	\$6,185	6.43%	
	Recreation Director		Treasure Island, City of	\$79,842	\$119,762	\$99,802	110%	100%		\$110,143			
	Recreation Director		St. Pete Beach, City of	\$68,457	\$103,547	\$86,002	110%	100%		\$94,926			
	Recreation Director		Seminole, City of	\$68,387	\$100,611	\$84,999	110%	100%		\$93,845			
	Director Parks/Recreation & Public Works		Beillear, City of	\$45,240	\$129,293	\$87,267	100%	100%		\$87,625			
	Parks & Recreation Director		Pinellas Park, City of	\$64,782	\$98,575	\$81,678	100%	100%		\$81,992			
	Public Services Director		Indian Rocks Beach, City of	\$56,640	\$84,980	\$70,800	100%	100%		\$71,081			
Current Salary Range:				0									
Range Nearest Market:				76									
										Prevailing Rate:		\$89,935	

# Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
<b>Grounds Maintenance Worker I</b>												
	Parks Maintenance Worker			\$19,780	\$26,000	\$22,880			\$22,880	\$35,319	-\$12,439	-54.37%
	Parks Technician		Seminole, City of	\$31,787	\$46,091	\$38,939	100%	100%		\$39,083		
	Community Service Worker		Indian Rocks Beach, City of	\$31,200	\$37,612	\$34,406	100%	100%		\$34,543		
	Parks Maintenance Worker I		Belleair, City of	\$28,468	\$42,191	\$34,324	100%	100%		\$34,465		
	Beach Maintenance Worker I		St. Pete Beach, City of	\$26,322	\$39,822	\$33,072	100%	100%		\$33,165		
Current Salary Range:				0								
Range Nearest Market:				38								
												Prevailing Rate: <b>\$35,319</b>
<b>Planning &amp; Zoning Director</b>												
	Community Development Director			\$82,000	\$110,240	\$96,120			\$96,120	\$94,110	\$2,010	2.09%
	Community Improvement Director		Treasure Island, City of	\$79,842	\$119,762	\$99,802	100%	100%		\$100,130		
	Planning & Development Services Dir.		Pinellas Park, City of	\$77,006	\$117,174	\$97,090	100%	100%		\$97,462		
	Director Of Community Development		Seminole, City of	\$76,499	\$110,924	\$93,712	100%	100%		\$94,058		
	Community Development Director		St. Pete Beach, City of	\$71,880	\$108,725	\$90,303	100%	100%		\$90,612		
	Community Improvement Director		South Pasadena, City of	\$69,313	\$106,636	\$87,975	100%	100%		\$88,288		
Current Salary Range:				0								
Range Nearest Market:				77								
												Prevailing Rate: <b>\$94,110</b>
<b>Planning and Zoning Coordinator</b>												
	Planning and Zoning Coordinator			\$49,920	\$70,720	\$60,320			\$60,320	\$73,487	-\$13,167	-21.83%
	Assistant Planning & Zoning Director		Pinellas Park, City of	\$63,202	\$96,170	\$79,686	100%	100%		\$79,992		
	City Planner		Treasure Island, City of	\$58,090	\$87,135	\$72,613	100%	100%		\$72,851		
	Senior Planner		St. Pete Beach, City of	\$53,639	\$81,132	\$67,386	100%	100%		\$67,617		
Current Salary Range:				0								
Range Nearest Market:				67								
												Prevailing Rate: <b>\$73,487</b>

# Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Tool)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
<b>Public Information Specialist</b>	<b>Public Information Specialist</b>			\$35,360	\$56,160	\$45,760			\$45,760	\$53,855	-\$8,095	-17.59%
	Public Information Officer		Treasure Island, City of	\$45,831	\$68,745	\$57,288	100%	100%		\$57,476		
	Management Analyst I And II		Belleair, City of	\$37,211	\$70,447	\$53,829	100%	100%		\$54,051		
	Communications & Marketing Specialist		Pinellas Park, City of	\$39,535	\$60,157	\$49,846	100%	100%		\$50,037		
Current Salary Range:		0								<b>Prevaling Rate: \$53,855</b>		
Range Nearest Market:		55										
<b>Public Works Technician I</b>	<b>Public Works Technician</b>			\$19,760	\$26,000	\$22,880			\$22,880	\$35,758	-\$12,878	-56.29%
	Community Services Technician		Pinellas Park, City of	\$33,259	\$50,607	\$41,933	100%	100%		\$42,094		
	Municipal Maint. I		South Pasadena, City of	\$30,398	\$42,572	\$36,485	100%	100%		\$36,615		
	Stormwater Maintenance I		Belleair, City of	\$27,768	\$44,301	\$36,034	100%	100%		\$36,182		
	Service Worker II		Treasure Island, City of	\$27,082	\$41,330	\$34,206	100%	100%		\$34,318		
	Stormwater Maintenance Worker I		St. Pete Beach, City of	\$26,322	\$39,822	\$33,072	100%	100%		\$33,185		
	Maintenance I		Seminole, City of	\$26,151	\$37,919	\$32,035	100%	100%		\$32,154		
Current Salary Range:		0								<b>Prevaling Rate: \$35,758</b>		
Range Nearest Market:		38										
<b>Division Supervisor</b>	<b>Records Supervisor</b>			\$35,360	\$56,160	\$45,760			\$45,760	\$47,248	-\$1,488	-3.25%
	Records Center Supervisor		Pinellas Park, City of	\$42,574	\$64,782	\$53,678	100%	100%		\$53,884		
	Records Coordinator		Treasure Island, City of	\$37,066	\$54,163	\$45,614	100%	100%		\$45,764		
	Lead Records Center Technician		Pinellas Park, City of	\$33,259	\$50,607	\$41,933	100%	100%		\$42,094		
Current Salary Range:		0								<b>Prevaling Rate: \$47,248</b>		
Range Nearest Market:		50										

# Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Total)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
Recreation Leader II	Recreation Leader II			\$23,920	\$42,540	\$33,280			\$33,280	\$33,931	-\$651	-1.96%
	Recreation Assistant		Pinellas Park, City of	\$27,980	\$42,574	\$35,277	100%	100%	\$35,413			
	Recreation Aide		Treasure Island, City of	\$27,082	\$41,330	\$34,206	100%	100%	\$34,318			
	Recreation Leader I		St. Pete Beach, City of	\$28,322	\$39,822	\$33,072	100%	100%	\$33,185			
	Recreation Leader I		Belleair, City of	\$25,168	\$40,181	\$32,675	100%	100%	\$32,809			
Current Salary Range:	0								Prevailing Rate: <b>\$33,931</b>			
Range Nearest Market:	36											
Recreation Leader III	Recreation Leader III			\$35,360	\$56,160	\$45,760			\$45,760	\$45,259	\$501	1.10%
	Recreation Coordinator		Pinellas Park, City of	\$40,523	\$61,661	\$51,092	100%	100%	\$51,288			
	Recreation Program Coordinator		Seminole, City of	\$38,637	\$56,024	\$47,331	100%	100%	\$47,508			
	Recreation Leader II		St. Pete Beach, City of	\$33,594	\$50,816	\$42,206	100%	100%	\$42,350			
	Recreation Programmer II		Belleair, City of	\$30,618	\$48,840	\$39,729	100%	100%	\$39,892			
Current Salary Range:	0								Prevailing Rate: <b>\$45,259</b>			
Range Nearest Market:	48											
Division Supervisor	Recreation Supervisor			\$35,360	\$56,160	\$45,760			\$45,760	\$56,176	-\$10,416	-22.76%
	Recreation & Aquatics Supervisor		Pinellas Park, City of	\$46,994	\$71,508	\$59,251	100%	100%	\$59,478			
	Recreation Supervisor		Belleair, City of	\$38,083	\$75,595	\$57,339	100%	100%	\$57,575			
	Recreation Program Coordinator		St. Pete Beach, City of	\$40,835	\$61,761	\$51,298	100%	100%	\$51,474			
Current Salary Range:	0								Prevailing Rate: <b>\$56,176</b>			
Range Nearest Market:	57											

# Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (From Matching Test)	Aging Factor (From Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%
<b>Division Supervisor</b>	<b>Sanitation Supervisor</b>			\$35,350	\$56,160	\$45,760			\$45,760	\$58,040	-\$12,280	-26.84%
	Public Works Supervisor		Treasure Island, City of	\$52,025	\$78,038	\$65,032	100%	100%		\$65,245		
	Solid Waste Supervisor		Belleair, City of	\$37,211	\$64,043	\$50,627	100%	100%		\$50,835		
	Current Salary Range:	0								Prevailing Rate:	\$58,040	
	Range Nearest Market:	58										
<b>Administrative Assistant II</b>	<b>Senior Administrative Assistant</b>			\$35,350	\$56,160	\$45,760			\$45,760	\$41,423	\$4,337	9.48%
	Administrative Assistant		Pinellas Park, City of	\$37,630	\$57,258	\$47,444	100%	100%		\$47,626		
	Office Manager		Treasure Island, City of	\$35,256	\$51,605	\$43,430	100%	100%		\$43,573		
	Administrative Secretary		South Pasadena, City of	\$36,502	\$51,122	\$43,312	100%	100%		\$43,466		
	Administrative Assistant		Indian Rocks Beach, City of	\$34,565	\$51,849	\$43,207	100%	100%		\$43,379		
	Administrative Assistant II		Seminole, City of	\$31,787	\$46,091	\$38,939	100%	100%		\$39,083		
	Administrative Assistant		Belleair, City of	\$28,162	\$46,514	\$37,838	100%	100%		\$37,993		
	Library Assistant II		SL Pete Beach, City of	\$27,639	\$41,800	\$34,719	100%	100%		\$34,838		
	Current Salary Range:	0								Prevailing Rate:	\$41,423	
	Range Nearest Market:	44										
<b>Building Maintenance Worker II</b>	<b>Senior Building Maintenance Worker</b>			\$23,920	\$42,640	\$33,280			\$33,280	\$41,841	-\$8,561	-25.72%
	Building Maintenance Technician II		Seminole, City of	\$36,797	\$53,356	\$45,077	100%	100%		\$45,244		
	Facility Maint. Technician		Treasure Island, City of	\$33,675	\$49,213	\$41,444	100%	100%		\$41,580		
	Facilities Maintenance Worker III		St. Pete Beach, City of	\$31,995	\$48,385	\$40,190	100%	100%		\$40,327		
	Municipal Maintenance Tech II		South Pasadena, City of	\$33,385	\$46,755	\$40,070	100%	100%		\$40,213		
	Current Salary Range:	0								Prevailing Rate:	\$41,841	
	Range Nearest Market:	45										

# Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations							
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary		Match Strength (From Matching Tool)	Aging Factor (From Survey Source Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint				\$	%
<b>Parking Enforcement Officer II</b>	<b>Senior Parking Enforcement Officer</b>		Treasure Island, City of	\$23,920	\$42,640	\$33,280		\$33,280	\$34,318	-\$1,038	-3.12%
	Parking Enforcement Specialist		Treasure Island, City of	\$27,082	\$41,330	\$34,206	100%		\$34,318		
Current Salary Range:	0						100%				
Range Nearest Market:	37										Prevailing Rate: <b>\$34,318</b>
<b>Division Supervisor</b>	<b>Stormwater Supervisor</b>			\$35,360	\$56,160	\$45,760		\$45,760	\$56,823	-\$11,063	-24.18%
	Public Works Supervisor		Treasure Island, City of	\$52,025	\$78,038	\$65,032	100%		\$65,245		
	Stormwater Supervisor		Pinellas Park, City of	\$45,848	\$69,783	\$57,806	100%		\$58,028		
	Public Works Supervisor		Seminole, City of	\$44,728	\$64,859	\$54,793	100%		\$54,986		
	Crew Chief		St. Pete Beach, City of	\$38,890	\$58,824	\$48,857	100%		\$49,024		
Current Salary Range:	0										Prevailing Rate: <b>\$56,823</b>
Range Nearest Market:	57										
<b>Mechanic</b>	<b>Mechanic</b>			\$35,360	\$56,160	\$45,760		\$45,760	\$45,167	\$593	1.30%
	City Mechanic		Seminole, City of	\$36,797	\$53,356	\$45,077	100%		\$45,244		
	Mechanic		St. Pete Beach, City of	\$37,036	\$56,010	\$46,523	100%		\$46,683		
	Mechanic		Treasure Island, City of	\$35,256	\$51,605	\$43,430	100%		\$43,573		
Current Salary Range:	0										Prevailing Rate: <b>\$45,167</b>
Range Nearest Market:	48										

# Madeira Beach 2019 Salary Survey

Classification Details				Base Salary Calculations								
Current Job Class Title	Proposed Job Class Title	Survey Job Class	Survey Organization	Base Annual Salary			Match Strength (from Matching Tool)	Aging Factor (from Survey Sources Tab)	Base Comp Midpoint	Market Base Comp Midpoint	Variance	
				Min	Max	Midpoint					\$	%

0	Permit Technician			\$35,360	\$56,160	\$45,760		100%	\$45,760	\$36,308	\$9,452	20.66%
	Permit/Licensing Technician II		Seminole, City of	\$33,376	\$48,396	\$40,886	100%	100%	\$41,037	\$41,037	\$0	0%
	ASSISTANT PERMIT LICENSING TECH		South Pasadena, City of	\$28,259	\$42,121	\$35,190	100%	100%	\$35,315	\$35,315	\$0	0%
	Code Enforcement Clerk (P/T)		St. Pete Beach, City of	\$21,655	\$32,756	\$27,205	100%	100%	\$27,299	\$27,299	\$0	0%
	Permit/Licensing Technician		Treasure Island, City of	\$33,675	\$49,213	\$41,444	100%	100%	\$41,580	\$41,580	\$0	0%
	Current Salary Range:	39							Prevailing Rate:	\$36,308		
	Range Nearest Market:											

HR/Financial Coordinator	HR/Financial Coordinator			\$49,920	\$70,720	\$60,320		100%	\$60,320	\$53,952	\$6,368	10.56%
	HR & Risk Management Coordinator		Belleair, City of	\$37,211	\$70,447	\$53,829	100%	100%	\$54,051	\$54,051	\$0	0%
	Human Resources Management Analyst		Pinellas Park, City of	\$53,170	\$80,904	\$67,037	100%	100%	\$67,294	\$67,294	\$0	0%
	Human Resources Director		Seminole, City of	\$54,367	\$78,832	\$66,599	100%	100%	\$66,845	\$66,845	\$0	0%
	Human Resources Administrator		St. Pete Beach, City of	\$53,639	\$81,132	\$67,386	100%	100%	\$67,617	\$67,617	\$0	0%
	Current Salary Range:	62							Prevailing Rate:	\$63,952		
	Range Nearest Market:											

Class Information		Base Salary Calculations				
Proposed Job Classification Title	Current Job Classification Title	Madeira Beach Base Salary Midpoint	Market Base Salary Midpoint	\$	%	Base Comp Relationship to Market
Building Codes Compliance Officer I	Building Codes Compliance Officer I	\$22,880	\$38,003	-\$15,123	-68.10%	More than 5% Behind Market
Public Works Technician	Public Works Technician I	\$22,880	\$35,758	-\$12,878	-58.23%	More than 5% Behind Market
Parks Maintenance Worker	Grounds Maintenance Worker I	\$22,880	\$35,319	-\$12,439	-54.37%	More than 5% Behind Market
Building Maintenance Worker	Building Maintenance Worker I	\$22,880	\$34,228	-\$11,348	-49.80%	More than 5% Behind Market
Deputy City Clerk	Deputy City Clerk	\$45,760	\$60,628	-\$14,868	-32.45%	More than 5% Behind Market
Sanitation Supervisor	Division Supervisor	\$45,760	\$68,040	-\$12,280	-28.84%	More than 5% Behind Market
Senior Building Maintenance Worker	Building Maintenance Worker II	\$33,280	\$41,841	-\$8,561	-26.72%	More than 5% Behind Market
Recreation Supervisor	Division Supervisor	\$45,760	\$66,178	-\$10,418	-22.76%	More than 5% Behind Market
Public Information Specialist	Public Information Specialist	\$45,760	\$63,855	-\$8,095	-17.89%	More than 5% Behind Market
Building Codes Compliance Officer III	Building Codes Compliance Officer III	\$45,760	\$60,826	-\$5,066	-11.07%	More than 5% Behind Market
Fire Chief	Fire Chief	\$68,120	\$104,451	-\$36,331	-6.67%	More than 5% Behind Market
Lieutenant / Paramedic	Lieutenant / Paramedic	\$63,623	\$70,384	-\$6,761	-10.80%	More than 5% Behind Market
Finance Director	Finance Director	\$68,120	\$102,475	-\$34,355	-8.81%	More than 5% Behind Market
Administrative Assistant	Administrative Assistant I	\$33,280	\$35,444	-\$2,164	-6.50%	More than 5% Behind Market
City Clerk	City Clerk	\$74,880	\$79,154	-\$4,274	-5.71%	More than 5% Behind Market
Firefighter / Paramedic	Firefighter / Paramedic	\$55,440	\$58,646	-\$3,206	-5.79%	More than 5% Behind Market
Records Supervisor	Division Supervisor	\$45,760	\$47,248	-\$1,488	-3.25%	At Market
Senior Parking Enforcement Officer	Parking Enforcement Officer II	\$33,280	\$34,318	-\$1,038	-3.12%	At Market
Recreation Leader II	Recreation Leader II	\$33,280	\$33,931	-\$651	-1.89%	At Market
Driver/Paramedic	Driver/Paramedic	\$58,888	\$61,365	-\$2,477	-4.00%	At Market
Public Works / Marina Director	Marina & Public Works Director	\$68,120	\$68,462	-\$342	-0.39%	At Market
Recreation Leader III	Recreation Leader III	\$45,760	\$45,259	\$501	1.10%	At Market
Planning and Zoning Coordinator	Planning and Zoning Coordinator	\$60,320	\$73,467	-\$13,167	-21.53%	More than 5% Behind Market
Community Development Director	Planning & Zoning Director	\$68,120	\$2,010	\$2,010	2.09%	At Market
Parks and Recreation Director	Parks and Recreation Director	\$68,120	\$69,835	\$1,715	8.43%	More than 5% Ahead of Market
Senior Administrative Assistant	Administrative Assistant II	\$45,760	\$41,423	\$4,337	8.49%	More than 5% Ahead of Market
Accounting Manager	Accounting Manager	\$74,880	\$68,613	\$6,267	10.77%	More than 5% Ahead of Market
Executive Assistant to City Manager	Executive Office Manager	\$60,320	\$51,538	\$8,782	14.55%	More than 5% Ahead of Market
Building Official	Building Official	\$68,120	\$60,887	\$7,233	18.08%	More than 5% Ahead of Market
Fire Inspector	Fire Inspector	\$65,048	\$52,475	\$12,573	20.55%	More than 5% Ahead of Market
		\$0				



# Madeira Beach 2019 Table 5 Proposed Pay Range Placements (Job Group Order)

Current Job Title	Proposed Job Title	PROPOSED				Market				Current			
		Job Change Code	Range	MIN	MID	MAX	Nearest Range to Market	Market Midpoint	Nearest Range to Current	Current Min	Current Mid	Current Max	Current Salary Range
<b>Administrative/Clerical Support</b>													
Executive Office Manager	Executive Assistant to City Manager	No Change	22	\$46,356	\$67,048	\$89,538	20	\$	61,538	23	\$49,920	\$60,320	\$70,720
Administrative Assistant II	Senior Administrative Assistant	Title Change	17	\$36,323	\$45,404	\$54,485	16	\$	41,423	17	\$35,360	\$45,760	\$56,160
Administrative Assistant I	Administrative Assistant	Title Change	12	\$28,480	\$35,075	\$42,660	12	\$	35,444	11	\$23,920	\$33,280	\$42,640
	Seasonal Employee	New Title	4	\$19,263	\$24,079	\$28,894					\$19,760	\$22,680	\$26,000
<b>Administration</b>													
City Clerk	City Clerk	No Change	26	\$62,125	\$77,666	\$93,187	26	\$	78,164	27	\$65,560	\$74,960	\$83,200
Deputy City Clerk	Deputy City Clerk	No Change	21	\$44,151	\$55,189	\$66,228	23	\$	60,628	17	\$35,360	\$45,760	\$56,160
Public Information Specialist	Public Information Specialist	No Change	21	\$44,151	\$55,189	\$66,228	20	\$	53,866	17	\$35,360	\$45,760	\$56,160
Division Supervisor	Records Supervisor	New Title	16	\$38,139	\$47,674	\$57,209	18	\$	47,248	17	\$35,360	\$45,760	\$56,160
<b>Finance</b>													
Finance Director	Finance Director	No Change	34	\$65,233	\$104,069	\$124,880	34	\$	102,475	32	\$62,000	\$96,120	\$110,240
Accounting Manager	Accounting Manager	No Change	27	\$59,166	\$73,958	\$89,750	25	\$	68,813	27	\$58,560	\$74,880	\$88,200
Fiscal Coordinator	Fiscal Coordinator	No Change	24	\$51,110	\$63,888	\$78,665	23	\$	69,720	23	\$49,920	\$60,320	\$70,720
HR/Financial Coordinator	HR/Financial Coordinator	No Change	24	\$51,110	\$63,888	\$78,665	24	\$	63,652	23	\$49,920	\$60,320	\$70,720
<b>Finance - Building Enforcement</b>													
Division Supervisor	Permitting Enforcement Supervisor	New Title	18	\$38,139	\$47,674	\$57,209				17	\$35,360	\$45,760	\$56,160
Permitting Enforcement Officer II	Senior Permitting Enforcement Officer	Title Change	11	\$27,105	\$33,881	\$40,657	11	\$	34,318	11	\$23,920	\$33,280	\$42,640
Permitting Enforcement Officer I	Permitting Enforcement Officer	Title Change	3	\$18,346	\$22,932	\$27,518	3			3	\$18,760	\$22,880	\$28,000
<b>Community Development</b>													
Planning & Zoning Director	Community Development Director	No Change	32	\$76,613	\$94,391	\$113,269	32	\$	94,110	32	\$62,000	\$96,120	\$110,240
Building Official	Building Official	No Change	32	\$76,613	\$94,391	\$113,269	29	\$	80,667	32	\$62,000	\$96,120	\$110,240
Planning and Zoning Coordinator	Planning and Zoning Coordinator	No Change	26	\$63,349	\$70,493	\$84,623	27	\$	73,487	23	\$49,920	\$60,320	\$70,720
Building Codes Compliance Officer III	Building Codes Compliance Officer III	No Change	19	\$40,046	\$50,058	\$60,069	19	\$	50,626	17	\$35,360	\$45,760	\$56,160
Building Codes Compliance Officer II	Permit Technician	New Title	17	\$39,323	\$46,404	\$54,485	12	\$	36,308	17	\$35,360	\$45,760	\$56,160
Building Codes Compliance Officer I	Building Codes Compliance Officer II	No Change	16	\$34,593	\$43,242	\$51,890	12	\$	36,308	11	\$23,920	\$33,280	\$42,640
Assistant Building Official	Building Codes Compliance Officer I	No Change	13	\$29,683	\$37,364	\$44,626	13	\$	38,003	3	\$19,760	\$22,880	\$26,000
	Merge W Administrative Assistant	Merge									\$33,280	\$42,640	
<b>Community Development - Code Enforcement</b>													
Code Enforcement Specialist	Code Enforcement Specialist	No Change	13	\$29,683	\$37,364	\$44,626	3			3	\$19,760	\$22,880	\$28,000

\* Survey Data May Have Been Rerun/Revised  
BPC

# Madeira Beach 2019 Table 5 Proposed Pay Range Placements (Job Group Order)

Current Job Title	Proposed Job Title	PROPOSED				Market			Current				
		Job Change Code	Range	MIN	MID	MAX	Nearest Range to Market	Market Midpoint	Nearest Range to Current	Current Min	Current Mid	Current Max	
<b>Public Works - Stormwater</b>													
Division Supervisor	Stormwater Supervisor		21	\$44,151	\$55,189	\$68,228	22	\$	58,823	17	\$35,360	\$45,760	\$55,160
Public Works Technician II	Senior Public Works Technician		16	\$34,593	\$43,242	\$51,600				11	\$23,920	\$33,280	\$42,640
Public Works Technician I	Public Works Technician		12	\$28,480	\$35,575	\$42,660	12	\$	35,758	3	\$18,760	\$22,880	\$28,000
Building Maintenance Worker II	Senior Building Maintenance Worker		16	\$32,048	\$41,183	\$49,419	15	\$	41,841	11	\$23,920	\$33,280	\$42,640
Building Maintenance Worker I	Building Maintenance Worker		11	\$27,105	\$33,881	\$40,857	11	\$	34,228	3	\$18,760	\$22,880	\$28,000
<b>Public Works - Sanitation</b>													
Division Supervisor	Sanitation Supervisor		21	\$44,151	\$55,189	\$68,228	22	\$	58,040	17	\$35,360	\$45,760	\$55,160
Sanitation Worker II	Senior Sanitation Worker		13	\$29,883	\$37,354	\$44,825				11	\$23,920	\$33,280	\$42,640
Sanitation Worker I	Sanitation Worker		9	\$24,585	\$30,731	\$38,877	3			3	\$18,760	\$22,880	\$28,000
<b>Public Works - Marina</b>													
Marina & Public Works Director	Public Works / Marina Director		32	\$75,513	\$94,391	\$113,269	32	\$	98,482	32	\$62,000	\$88,120	\$110,240
Division Supervisor	Marina Supervisor		21	\$44,151	\$55,189	\$68,228				17	\$35,360	\$45,760	\$55,160
Marina Assistant II	Senior Marina Worker		13	\$29,883	\$37,354	\$44,825				11	\$23,920	\$33,280	\$42,640
Marina Assistant I	Marina Worker		9	\$24,585	\$30,731	\$38,877	3			3	\$18,760	\$22,880	\$28,000
<b>Parks and Recreation</b>													
Parks and Recreation Director	Parks and Recreation Director		32	\$75,513	\$94,391	\$113,269	31	\$	89,835	32	\$62,000	\$88,120	\$110,240
Childcare Director	Childcare Director		21	\$44,151	\$55,189	\$68,228				17	\$35,360	\$45,760	\$55,160
Division Supervisor	Parks Supervisor		21	\$44,151	\$55,189	\$68,228				17	\$35,360	\$45,760	\$55,160
Division Supervisor	Recreation Supervisor		21	\$44,151	\$55,189	\$68,228	21	\$	66,176	17	\$35,360	\$45,760	\$55,160
Recreation Leader III	Recreation Leader III		17	\$36,323	\$45,404	\$54,485	17	\$	45,259	17	\$35,360	\$45,760	\$55,160
Recreation Leader II	Recreation Leader II		11	\$27,105	\$33,881	\$40,857	11	\$	33,681	11	\$23,920	\$33,280	\$42,640
Recreation Leader I	Recreation Leader I		6	\$21,237	\$28,547	\$33,858				3	\$18,760	\$22,880	\$28,000
Mechanic	Mechanic		17	\$35,323	\$45,404	\$54,485	17	\$	45,157	11	\$23,920	\$33,280	\$42,640
Grounds Maintenance Worker II	Senior Parks Maintenance Worker		13	\$29,883	\$37,354	\$44,825				11	\$23,920	\$33,280	\$42,640
Grounds Maintenance Worker I	Parks Maintenance Worker		9	\$24,585	\$30,731	\$38,877	12	\$	35,319	3	\$18,760	\$22,880	\$28,000
<b>Fire</b>													
Fire Chief	Fire Chief		34	\$83,253	\$104,083	\$124,880	34	\$	104,481	32	\$62,000	\$88,120	\$110,240
Fire Inspector	Fire Inspector		20	\$52,475	\$63,556	\$74,637	20	\$	63,556	25	\$38,877	\$49,958	\$61,039
Lieutenant / Paramedic	Lieutenant / Paramedic		26	\$61,039	\$74,637	\$88,235	26	\$	70,384	24	\$44,825	\$56,906	\$68,987
Driver/Paramedic	Driver/Paramedic		23	\$56,906	\$68,987	\$81,068	23	\$	61,365	22	\$40,857	\$52,938	\$65,019
Freightier / Paramedic	Freightier / Paramedic		22	\$52,938	\$65,019	\$77,100	22	\$	58,646	21	\$40,857	\$52,938	\$65,019

\* Survey Data May Have Been Referenced

**DRAFT****Madeira Beach 2019**

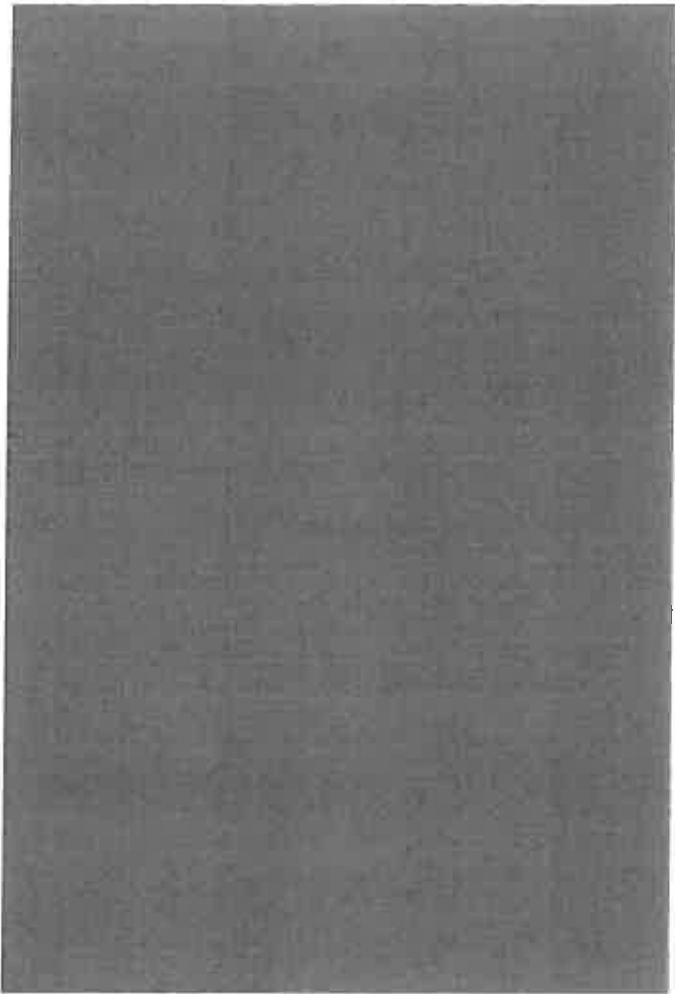
# Classification Summary Position Classification Plan

## Index of Current to Recommended Job Class

Job ID	Current Job Title	Recommended Job Class	Job Change Code
203	Division Supervisor	Records Supervisor	New Title
401	Division Supervisor	Parking Enforcement Supervisor	New Title
601	Division Supervisor	Stormwater Supervisor	New Title
701	Division Supervisor	Sanitation Supervisor	New Title
802	Division Supervisor	Marina Supervisor	New Title
903	Division Supervisor	Recreation Supervisor	New Title
302	Accounting Manager	Accounting Manager	No Change
506	Building Codes Compliance Officer I	Building Codes Compliance Officer I	No Change
505	Building Codes Compliance Officer II	Building Codes Compliance Officer II	No Change
504	Building Codes Compliance Officer III	Building Codes Compliance Officer III	No Change
502	Building Official	Building Official	No Change
902	Childcare Director	Childcare Director	No Change
201	City Clerk	City Clerk	No Change
507	Code Enforcement Specialist	Code Enforcement Specialist	No Change
202	Deputy City Clerk	Deputy City Clerk	No Change
1004	Driver/Paramedic	Driver/Paramedic	No Change
101	Executive Office Manager	Executive Assistant to City Manager	No Change
301	Finance Director	Finance Director	No Change
1001	Fire Chief	Fire Chief	No Change
1002	Fire Inspector	Fire Inspector	No Change
1005	Firefighter / Paramedic	Firefighter / Paramedic	No Change
303	Fiscal Coordinator	Fiscal Coordinator	No Change
304	HR/Financial Coordinator	HR/Financial Coordinator	No Change
1003	Lieutenant / Paramedic	Lieutenant / Paramedic	No Change
801	Marina & Public Works Director	Public Works / Marina Director	No Change
901	Parks and Recreation Director	Parks and Recreation Director	No Change
501	Planning & Zoning Director	Community Development Director	No Change
503	Planning and Zoning Coordinator	Planning and Zoning Coordinator	No Change
204	Public Information Specialist	Public Information Specialist	No Change
906	Recreation Leader I	Recreation Leader I	No Change
905	Recreation Leader II	Recreation Leader II	No Change
904	Recreation Leader III	Recreation Leader III	No Change
103	Administrative Assistant I	Administrative Assistant	Title Change
102	Administrative Assistant II	Senior Administrative Assistant	Title Change
605	Building Maintenance Worker I	Building Maintenance Worker	Title Change
604	Building Maintenance Worker II	Senior Building Maintenance Worker	Title Change
908	Grounds Maintenance Worker I	Parks Maintenance Worker	Title Change
907	Grounds Maintenance Worker II	Senior Parks Maintenance Worker	Title Change
804	Marina Assistant I	Marina Worker	Title Change
803	Marina Assistant II	Senior Marina Worker	Title Change
403	Parking Enforcement Officer I	Parking Enforcement Officer	Title Change
402	Parking Enforcement Officer II	Senior Parking Enforcement Officer	Title Change
603	Public Works Technician I	Public Works Technician	Title Change
602	Public Works Technician II	Senior Public Works Technician	Title Change
703	Sanitation Worker I	Sanitation Worker	Title Change
702	Sanitation Worker II	Senior Sanitation Worker	Title Change

Poyroll ID	First Name	Payroll Job Title	Actual Salary	Proposed Job Title	Hours Worked in Year	Fit	Time In Job	Below New Minimum?	Cost to Minimum	Suggested Salary	Suggested Salary AFTER all movement	New Hourly Rate	Cost to Implement Midpoint in 7 Years (W \$8K Cap)
1132	LOWAN, JENNIFER	Planning and Zoning Coordinator	\$ 65,001.44	Planning and Zoning Coord	2080	100%	0.971	Yes	\$1,347.51	\$63,349	\$ 58,348.95	\$ 27.08	\$ -
9242	SCHAMBER, RUSSELL	Public Works Tech I	\$ 26,000.00	Public Works Technician	2080	100%	0.804	Yes	\$2,482.05	\$28,480	\$ 28,460.05	\$ 13.68	\$ -
9831	BROWN, COLIN	Marina Asst I	\$ 9,800.00	Marina Worker	1040	60%	0.557	Yes	\$2,412.43	\$12,292	\$ 12,292.43	\$ 24.11	\$ 6,000.00
9322	CRABTREE, BRIAN	Marina Supervisor	\$ 42,171.58	Marina Supervisor	2080	100%	3.954	Yes	\$1,979.29	\$44,151	\$ 50,150.87	\$ 24.11	\$ 8,000.00
9207	PERLUCCI, STEVEN	Sanitation Supervisor	\$ 27,995.55	Senior Marina Worker	2080	100%	4.954	Yes	\$1,897.50	\$29,893	\$ 34,088.68	\$ 18.28	\$ -
9226	WACHSHELT, BRYAN	Public Works Tech II	\$ 32,760.00	Senior Public Works Technl	2080	100%	0.587	Yes	\$1,833.35	\$34,593	\$ 34,593.35	\$ 18.63	\$ -
9243	GIOVINNE, DONALD												
4242	YAHIA, JAMAL	Parking Enr Officer II	\$ 25,871.87	Senior Parking Enforcement	2080	100%	1.124	Yes	\$1,232.83	\$27,105	\$ 28,053.47	\$ 13.49	\$ 948.67
1131	SUZORSKI, CAROL	Seasonal Code Enrl Specialist	\$ 6,489.80	Building Codes Compliance	520	25%	0.833	Yes	\$ 981.16	\$7,471	\$ 7,470.78	\$ 14.37	\$ -
5160	MCCLORE, CATHERINE	Rec Ldr I	\$ 10,275.20	Recreation Leader I	1040	50%	1.680	Yes	\$ 343.45	\$10,619	\$ 10,619.65	\$ 10.57	\$ 371.65
5167	LOMBARDI, DEMI	Rec Leader I	\$ 10,400.00	Recreation Leader I	1040	50%	0.894	Yes	\$ 218.66	\$10,618	\$ 10,618.66	\$ 10.21	\$ -
5181	LAWSON, PAIGE	Seasonal Rec Ldr I	\$ 5,137.60	Recreation Leader I	520	25%	2.250	Yes	\$ 171.73	\$5,309	\$ 5,309.98	\$ 10.82	\$ 371.65
5186	WATESKA, TRAVIS	Seasonal Rec Ldr I	\$ 5,137.60	Recreation Leader I	520	25%	2.042	Yes	\$ 171.73	\$5,309	\$ 5,309.98	\$ 10.82	\$ 371.65
7019	CARRIER, COLTON	Seasonal Employee	\$ 5,137.60	Recreation Leader I	520	25%	2.752	Yes	\$ 171.73	\$5,309	\$ 5,309.98	\$ 10.82	\$ 371.65
5195	LOMBARDI, BROOKE	Seasonal Rec Ldr I	\$ 5,200.00	Recreation Leader I	520	25%	0.694	Yes	\$ 109.33	\$5,309	\$ 5,309.33	\$ 10.21	\$ -
5181	KAPUSTKA, DANIELA	Rec Leader II	\$ 27,040.00	Recreation Leader II	2080	100%	1.448	Yes	\$ 64.81	\$27,105	\$ 28,053.47	\$ 13.49	\$ 948.67
5184	GOTTEL, TYLER	Rec Leader I	\$ 10,686.21	Recreation Leader I	1040	50%	2.291	No	-	\$10,688	\$ 11,351.97	\$ 10.82	\$ 675.76
7020	MCCRAE, ALVIN	Sanitation Wrk I	\$ 28,000.00	Sanitation Worker	2080	100%	2.548	No	-	\$28,000	\$ 28,305.80	\$ 12.65	\$ 305.80
5182	MECHKO, CONNOR	Rec Leader I	\$ 10,686.21	Recreation Leader I	1040	50%	2.464	No	-	\$10,688	\$ 11,351.97	\$ 10.82	\$ 675.76
9211	MICHALSKA, MARIEFELL	Rec Leader III	\$ 38,774.40	Recreation Leader III	2080	100%	1.853	No	-	\$38,774	\$ 39,594.34	\$ 18.07	\$ 819.94
9210	DAVIS, KENNETH	Public Works Tech II	\$ 38,245.38	Senior Public Works Technl	2080	100%	4.538	No	-	\$38,245	\$ 39,436.44	\$ 18.66	\$ 1,191.06
4130	O'NEAL, DERRYL	Fire Chief	\$ 101,239.42	Fire Chief	2080	100%	7.472	No	-	\$101,239	\$ 103,650.08	\$ 48.63	\$ 2,410.63
4904	LARAMEE, DEBORAH	Perks Supervisor	\$ 58,104.80	Perks Supervisor	2080	100%	2.968	No	-	\$58,105	\$ 60,597.07	\$ 29.13	\$ 2,492.27
4910	ZANGARA, KENNETH	PW Supervisor	\$ 49,374.40	Stormwater Supervisor	2080	100%	3.778	No	-	\$49,374	\$ 54,987.94	\$ 26.43	\$ 5,613.54
1128	CADE, PATRICK	Accounting Manager	\$ 83,200.00	Accounting Manager	2080	100%	9.354	No	-	\$83,200	\$ 83,200.00	\$ 40.00	\$ -
3003	ROLIH, DONNA	Admin Asst I	\$ 43,548.05	Administrative Assistant	2080	100%	9.209	No	-	\$43,548	\$ 43,548.05	\$ 20.84	\$ -
9327	WEFFER, MEGAN	Admin Asst II	\$ 41,378.48	Senior Administrative Asstia	2080	100%	3.954	No	-	\$41,378	\$ 41,378.48	\$ 19.89	\$ -
1122	SNYFIELD, GWENDOLYN	Admin Asst II	\$ 44,846.05	Senior Administrative Asstia	2080	100%	1.952	No	-	\$44,846	\$ 43,284.00	\$ 20.80	\$ -
4231	PINKARD, HOLDEN	Bldg Codes Comp II	\$ 38,245.38	Senior Administrative Asstia	2080	100%	4.954	No	-	\$38,245	\$ 44,846.05	\$ 21.58	\$ -
1068	DESANTIS, FRANK	Building Official	\$ 97,870.24	Building Codes Compliance	2080	100%	3.163	No	-	\$98,245	\$ 98,245.38	\$ 18.98	\$ -
1070	HARVEY, TAMARA	Building Official Asst.	\$ 31,200.00	Administrative Assistant	2080	100%	6.689	No	-	\$31,200	\$ 31,200.00	\$ 15.00	\$ -
1358	VANBLANGAN, CLARA	City Clerk	\$ 78,000.00	City Clerk	2080	100%	0.549	No	-	\$78,000	\$ 78,000.00	\$ 37.50	\$ -
1180	PORTAL, LINDA	Community Development Director	\$ 91,520.82	Community Development Di	2080	100%	0.933	No	-	\$91,521	\$ 91,520.82	\$ 44.00	\$ -
1335	GAMBLE, ANDREA	Deputy Clerk	\$ 47,244.28	Deputy City Clerk	2080	100%	1.582	No	-	\$47,244	\$ 47,244.28	\$ 22.71	\$ -
5182	LAFAVE, LACY	Executive Assistant to City Manager	\$ 51,918.80	Executive Assistant to City I	2080	100%	2.045	No	-	\$51,917	\$ 51,918.80	\$ 24.98	\$ -
1129	PERCE, WALTER	Finance Director	\$ 97,344.21	Finance Director	2080	100%	3.954	No	-	\$97,344	\$ 97,344.21	\$ 48.80	\$ -
4237	TARKENTON, CHRISTOPH	Fiscal Coordinator	\$ 53,539.20	Fiscal Coordinator	2080	100%	0.952	No	-	\$53,539	\$ 53,539.20	\$ 25.74	\$ -
5179	SHAW, COLIN	Grounds Maint II	\$ 36,774.40	Senior Parks Maintenance I	2080	100%	0.893	No	-	\$36,774	\$ 36,774.40	\$ 17.88	\$ -
5008	MECKO, CHRISTOPHER	Grounds Maint II	\$ 38,935.70	Senior Parks Maintenance I	2080	100%	0.954	No	-	\$38,936	\$ 38,935.70	\$ 18.42	\$ -
1127	PAULSON, KAREN	Human Resources	\$ 60,742.68	HR/Financial Coordinator	2080	100%	0.952	No	-	\$60,743	\$ 60,742.68	\$ 29.20	\$ -
1063	BUSH, KIMDA	Marina Asst I	\$ 5,460.00	Seasonal Employee	520	25%	0.798	No	-	\$5,460	\$ 5,460.00	\$ 10.50	\$ -
3008	WALKER, LEROY	P/T Mechanic	\$ 28,000.00	Marina Worker	2080	100%	0.883	No	-	\$28,000	\$ 28,000.00	\$ 12.50	\$ -
4945	TOFHAGEN, SLIZANNE	Parking Enr Officer I	\$ 35,152.00	Mechanic	650	31%	12.601	No	-	\$35,152	\$ 35,152.00	\$ 12.50	\$ -
4244	RAU, BRIAN	Parking Supervisor	\$ 22,880.00	Parking Enforcement Office	2080	100%	0.779	No	-	\$22,880	\$ 22,880.00	\$ 11.00	\$ -
1065	KORDIS, PATRICK	Permit Technician	\$ 47,840.00	Permit Enforcement Super	2080	100%	0.927	No	-	\$47,840	\$ 47,840.00	\$ 23.00	\$ -
1084	PRESSER, CURT	Public Information Specialist	\$ 50,118.77	Public Information Specialist	2080	100%	5.746	No	-	\$50,117	\$ 50,118.77	\$ 24.08	\$ -
9333	JORDAN, CHARLES	Public Works / Marina Director	\$ 85,120.42	Public Information Specialist	2080	100%	1.238	No	-	\$85,120	\$ 85,120.42	\$ 40.87	\$ -
5198	LADANAKOS, JOHN	Rec Ldr I Bus Driver	\$ 10,916.00	Recreation Leader I	520	25%	1.066	No	-	\$10,916	\$ 10,916.00	\$ 12.00	\$ -
5194	MONTGOMERY, MADISON	Rec Leader I	\$ 38,937.60	Recreation Leader I	1040	50%	1.250	No	-	\$38,938	\$ 38,937.60	\$ 18.72	\$ 174.32
5143	KEPKS, CAROL	Rec Leader III	\$ 41,100.80	Recreation Leader III	2080	100%	1.445	No	-	\$41,101	\$ 41,100.80	\$ 18.78	\$ -
5181	HATCH, JOHN	Recreation Director	\$ 85,280.00	Parks and Recreation Direc	2080	100%	2.023	No	-	\$85,280	\$ 85,280.00	\$ 41.00	\$ -
7021	LEPERT, JOHN	Sanitation Wrk II	\$ 31,366.40	Senior Sanitation Worker	2080	100%	1.239	No	-	\$31,368	\$ 31,366.40	\$ 15.08	\$ -
7018	WILLIAMSON, JOHN	Sanitation Wrk II	\$ 39,155.58	Senior Sanitation Worker	2080	100%	6.954	No	-	\$39,156	\$ 39,155.58	\$ 18.82	\$ -
7007	OLIVER, HENRY	Sanitation Wrk II	\$ 44,285.49	Senior Sanitation Worker	2080	100%	31.974	No	-	\$44,285	\$ 44,285.49	\$ 21.29	\$ -
7008	WEISE, MARK	Sanitation Wrk I	\$ 5,200.00	Seasonal Employee	520	25%	0.587	No	-	\$5,200	\$ 5,200.00	\$ 10.00	\$ -
5188	BROSAN, VICTORIA	Seasonal Rec Ldr I	\$ 6,489.80	Recreation Leader I	520	25%	0.502	No	-	\$6,490	\$ 6,489.80	\$ 12.48	\$ -
5180	SPICA, MEGAN												

4133 BELK, CLINT	Fire Inspector	\$ 58,046.14	2080	100%	1,700	#DIV/0!
4219 HILL, GEORGE	Fire Lieutenant	\$ 61,580.75	2812	100%	1,431	#DIV/0!
4134 CHILDERS, DAVID	Fire Lieutenant / Paramedic	\$ 61,580.76	2812	100%	4,922	#DIV/0!
4102 ERMSCHER, TODD	Fire Lieutenant / Paramedic	\$ 75,735.98	2812	100%	13,582	#DIV/0!
4116 SURANYI, STEVEN	Fire Lieutenant / Paramedic	\$ 58,424.88	2812	100%	1,124	#DIV/0!
4131 ROBERTS, RYAN	Firefighter / Paramedic	\$ 60,078.02	2812	100%	4,845	#DIV/0!
4121 BUELLER, DOMINIC	Firefighter / Paramedic	\$ 63,734.38	2812	100%	4,423	#DIV/0!
4142 UBILES, ERICK	Firefighter / Paramedic	\$ 48,928.28	2812	100%	3,119	#DIV/0!
4143 MCCLAVE, THOMAS	Firefighter / Paramedic	\$ 47,504.88	2812	100%	1,527	#DIV/0!
4144 SHENOFSKY, JARED	Firefighter / Paramedic	\$ 47,504.88	2812	100%	1,468	#DIV/0!
4140 PEREZ, RAUL	Firefighter / Paramedic	\$ 50,367.06	2812	100%	4,154	#DIV/0!
4137 SLEPPY, JOHN ROBERT	Firefighter / Paramedic	\$ 53,488.36	2812	100%	5,612	#DIV/0!
4138 MCGAUGHEY, CARL	Firefighter / Paramedic	\$ 56,627.37	2812	100%	5,487	#DIV/0!



Move to 100% of Market (Not Including Fire)	Number of People Affected	Average Increase in Salary	Total Cost to Implement
Cost to Move to Minimum of New Range	18	\$1,095	\$17,365
Cost to Move to Midpoint in 10 Years (68K Cap)	15	\$1,533	\$23,001
Cost to Move to Midpoint in 10 Years (No Cap)	15	\$1,533	\$23,001
Cost to Move to Midpoint in 7 Years (68K Cap)	18	\$1,884	\$33,907
Cost to Move to Midpoint in 7 Years (No Cap)	18	\$2,076	\$37,360
<b>Move to 100% of Market (Fire)</b>			
Cost to Remain on Current Step	12	\$4,091	\$49,080
Cost to Move to Next Nearest Step	12	\$255	\$3,065

**From:** [Sandi McKamey](#)  
**To:** [Lara Hooley](#); [Powers, Megan](#)  
**Subject:** RE: Compensation Study - Reference  
**Date:** Monday, March 18, 2024 2:48:03 PM  
**Attachments:** [image004.png](#)  
[image001.png](#)

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Good Afternoon –

I apologize for the delay in response – I’m working extremely short staffed for a few weeks and my HR Manager is out on medical leave. I saw there were two emails from the same city with the same questions – so I’ve replied to both at once.

We gave Cody and Associates all our job descriptions. I was not sure if you wanted me to send all of them.

Let me know if you need anything else.



**SANDI MCKAMEY, MMC, CPM**  
 City Administrator

5343 SE Abshier Blvd., Belleview, FL 34420  
 Main: 352-245-7021 ext. 2116  
[www.belleviewfl.org](http://www.belleviewfl.org)

Office hours: Mon – Thurs, 7 am – 6 pm, Closed Fridays

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**From:** Lara Hooley <lhooley@madeirabeachfl.gov>  
**Sent:** Tuesday, March 12, 2024 11:48 AM  
**To:** rmuniz@southwesttranches.org; slucas@gulfbreezefl.gov; cityclerk@valp.org; Sandi McKamey <smckamey@belleviewfl.org>; mcannon@cityoffortmeade.com; humanresources@plantcitygov.com  
**Subject:** Compensation Study - Reference

**Caution: This email originated outside of the City of Belleview. Do not click links or open attachments unless you recognize the sender and know the content is safe.**

Good afternoon,

The City of Madeira Beach is in the process of choosing a consultant firm for a Classification & Compensation Study. The following firm has listed your city as a reference – **Cody & Associates, Inc.** Would you please answer a few questions in regard to this company?

1. When was the last study performed by this company? **The last formal study was performed in 2019.**
2. What services did the study cover? ie. Pay plan, Benefits plan, both **They looked at our pay plan.**
3. After completing the study, is there anything they might have overlooked? **They did not overlook anything that I am aware of.**
4. Do you have a copy of job descriptions and job classifications that could be shared? **We sent up job descriptions from every department – approximately 30 – 40 of them. Are there any descriptions that you are interested in or did you want them all? Just let me know.**
5. What would you do differently if you needed to complete the analysis a second time? **There is nothing that I can think of that I would have changed.**
6. Are there any experiences you want to share? **She was very good in working with me and staff to complete the study and stayed in continual contact with me. She presented the study to the Commission and was responsive to their questions. They approved the study upon presentation.**
7. Would you use this same company again? **Since then, we have sent up job description rewrites for a quick review, and if needed, and adjustment.**
8. Are you satisfied with the results? **We were satisfied with the results.**
9. Were there any unexpected expenses? **There were no unexpected expenses.**

Thank you for taking the time out of your busy day!

Regards,

Lara Hooley  
 Executive Assistant to the City Clerk  
 City of Madeira Beach, Florida  
 727-391-9951 ext. 232



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**From:** [Powers, Megan](#)  
**To:** [Lara Hooley](#)  
**Subject:** FW: City of New Port Richey HR Comp & Classification Consultant Reference Check  
**Date:** Friday, March 15, 2024 11:47:13 AM  
**Attachments:** [image001.png](#)  
[FR - COMP STUDY FOR CNPR, FLORIDA.pdf](#)  
[image002.png](#)

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*Megan Powers*

Assistant to the City Manager  
 City of Madeira Beach  
 300 Municipal Dr. | (727) 391-9951 x228  
[www.Madeirabeachfl.gov](http://www.Madeirabeachfl.gov)




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**From:** Wharran, Bernie <WharranB@CityofNewPortRichey.org>  
**Sent:** Monday, February 26, 2024 2:31 PM  
**To:** Powers, Megan <MPowers@madeirabeachfl.gov>  
**Subject:** City of New Port Richey HR Comp & Classification Consultant Reference Check

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Good afternoon Megan,

My name is Bernie Wharran and I serve as the Human Resource/Risk Manager for The City of New Port Richey. Human Resource Director, Arnal Wetzel forwarded me your message regarding consultant reference check.

Please my responses below in red and if you have any additional questions, do not hesitate to contact me directly.

Consultant:

- Evergreen Solutions

Questions:

- What kind of study did they perform for you? When? **2022 Police, 2023 General, 2024 Firefighters**

- Were you satisfied with the process and final result? **Yes**
- How long did the process take? **3 months**
- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed. **Final Report is attached**
- How much of the process was face to face/remote? **95/98% was remote**
- Did they offer a compression plan? If so was it multi-year? **Yes**
- Did they offer a maintenance program or review after a year? **Yes**
  - Was it included in the contract or offered as an hourly rate post contract?  
**No**

Thank you,

*Bernie Wharran* SHRM-CP  
Human Resources/Risk Manager



5919 Main Street  
New Port Richey, FL. 34652  
Office: 727-853-1026  
Fax: 727-853-1043

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Please consider the environment before printing **any** e-mails.

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**From:** [Powers, Megan](#)  
**To:** [Lara Hooley](#)  
**Subject:** FW: HR Comp & Classification Consultant Reference Check  
**Date:** Friday, March 15, 2024 11:45:28 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)

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*Megan Powers*

Assistant to the City Manager  
City of Madeira Beach  
300 Municipal Dr. I (727) 391-9951 x228  
[www.Madeirabeachfl.gov](http://www.Madeirabeachfl.gov)



---

**From:** Powers, Megan <MPowers@madeirabeachfl.gov>  
**Sent:** Tuesday, February 27, 2024 8:56 AM  
**To:** 'Tracy Fair' <TFair@NewberryFL.gov>  
**Subject:** RE: HR Comp & Classification Consultant Reference Check

Hi Tracy,

Thank you so much, I really appreciate it!

Regards,

*Megan Powers*

Assistant to the City Manager  
City of Madeira Beach  
300 Municipal Dr. I (727) 391-9951 x228  
[www.Madeirabeachfl.gov](http://www.Madeirabeachfl.gov)



**From:** Tracy Fair <TFair@NewberryFL.gov>  
**Sent:** Monday, February 26, 2024 4:34 PM  
**To:** Powers, Megan <MPowers@madeirabeachfl.gov>  
**Subject:** RE: HR Comp & Classification Consultant Reference Check

**CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.**

Hi Megan,

I would be more than happy to assist you with your request.

The City of Newberry used Paypoint HR to conduct a Comp and Classification study back in 2023. We had our initial kickoff meeting in April and had our final report in July of same year. We were satisfied with the results as the entire team was thorough and presented the facts based on comparable City's of our size.

I have attached the final report for you to review. Most of the project was remote. Having employees fill out their job duties and providing the job descriptions was, for me, the most time consuming. We then were able to schedule meetings for focus groups. Letting our employees know that gaining insights directly from them, who make our city run daily was a critical part of this process. We hosted a series of sessions allowing multiple opportunities for employees to share their thoughts and experiences that would significantly contribute to the recommendations of the study. It was stressed that at no point was personally identifiable information was going to be mentioned in the final report and that all participation was entirely voluntary. This was an open, safe space with the meeting moderated by Paypoint in person. Each session was packed with employees ready to voice their concerns. At the end of each session, the feedback was positive, and all felt heard.

Paypoint HR aided us in preparing content to submit for our Commission and in speaking with our leadership team to disseminate the results to our teams. They have been a constant resource for us and per our contract will be until March of 2024.

We would most definitely not only recommend but will use again in the future.

Please let me know if you should have any further questions.

Have a wonderful day,

Tracy Fair, PHR, SHRM-CP  
HR Generalist | City of Newberry  
352-722-3916



The City of Newberry is committed to maintaining high integrity. If you are aware of any incidents, issues, or concerns regarding the organization, please consider reporting them to management. Anonymous and confidential reports can be submitted online at: [www.FRAUDHL.com](http://www.FRAUDHL.com) or by calling or faxing 1-855-FRAUD-HL . Company ID: NEWBERRYFL

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**From:** Powers, Megan <[MPowers@madeirabeachfl.gov](mailto:MPowers@madeirabeachfl.gov)>  
**Sent:** Friday, February 23, 2024 1:35 PM  
**To:** Tracy Fair <[TFair@NewberryFL.gov](mailto:TFair@NewberryFL.gov)>  
**Subject:** HR Comp & Classification Consultant Reference Check

**WARNING -External Email.** Do not click links or open attachments unless verified.

Good Afternoon,

I am hoping you can help me out or point me in the right direction. We just opened some bids for our upcoming Comp and Classification study. One of the consultants listed Newberry as a reference and we hoping you could answer a few questions for us.

Consultant:

- Paypoint HR LLC

Questions:

- What kind of study did they preform for you? When?
- Were you satisfied with the process and final result?
- How long did the process take?
- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed.
- How much of the process was face to face/remote?
- Did they offer a compression plan? If so was it multi-year?
- Did they offer a maintenance program or review after a year?
  - Was it included in the contract or offered as an hourly rate post contract?

Any insight you can provide would very helpful. Have a great weekend and thank you for your time!

Regards,

*Megan Powers*

Assistant to the City Manager

City of Madeira Beach  
300 Municipal Dr. | (727) 391-9951 x228  
[www.Madeirabeachfl.gov](http://www.Madeirabeachfl.gov)



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**From:** [Powers, Megan](#)  
**To:** [Lara Hooley](#)  
**Subject:** FW: Clearwater - RE: HR Comp & Classification Consultant Reference Check  
**Date:** Friday, March 15, 2024 11:45:11 AM  
**Attachments:** [image003.png](#)  
[image005.png](#)  
[Final Report - Class & Comp Study for City of Clearwater.pdf](#)  
[Evergreen Recommendations.pdf](#)

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## *Megan Powers*

Assistant to the City Manager  
 City of Madeira Beach  
 300 Municipal Dr. I (727) 391-9951 x228  
[www.Madeirabeachfl.gov](http://www.Madeirabeachfl.gov)




---

**From:** Green, Robert <Robert.Green@MyClearwater.com>  
**Sent:** Wednesday, February 28, 2024 4:20 PM  
**To:** Powers, Megan <mpowers@madeirabeachfl.gov>  
**Cc:** Ryals, Chrystal <Chrystal.Ryals@MyClearwater.com>  
**Subject:** RE: Clearwater - RE: HR Comp & Classification Consultant Reference Check

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Good afternoon, the City of Clearwater uses the Gehring Group as a benefits broker and has not utilized them for any Compensation or Classification.  
 On the other hand, Evergreen Solutions has recently finished a Compensation & Classification study for us so the answers below are based on our work with Evergreen Solutions.

- What kind of study did they preform for you? When? **Evergreen provided a comprehensive Compensation & Classification study. Our pay ranges and current employee salaries were updated based on the market. Evergreen also made recommendations for job title changes and additional job titles. The project started near the beginning of March 2023 and ended near the beginning of December 2023 when Evergreen made its final presentation to our City Council for their approval.**
- Were you satisfied with the process and final result? **Yes, we were satisfied with the work Evergreen has done and the results.**
- How long did the process take? **The process from start, where we provided Evergreen data**

and policies from the City, to end, where they presented to our City Council their recommendations, was around 9 months.

- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed. I have attached the final report as well as the recommendations made for our job classifications.
- How much of the process was face to face/remote? At the beginning of the process, Evergreen came in person to have an orientation and focus groups with our employees. The orientation was to introduce themselves to employees and provide an overview of the project and focus groups were used to get feedback from employees regarding why they chose and continue to work for the City of Clearwater, what they like about the City, and what are things the City can improve on. Everything else was remote and our consultant from Evergreen was available to answer any questions or concerns via email or over teams.
- Did they offer a compression plan? If so was it multi-year? They provided a compression analysis, which is in their final report.
- Did they offer a maintenance program or review after a year? They did not offer a maintenance program, but they gave us a tool to help us reevaluate our job classifications next time we want to do a study internally.
  - Was it included in the contract or offered as an hourly rate post contract? The tools were included in the contract.

Let me know if you have any other questions.

Have a Great Day,

Robert Green  
 Human Resources Analyst II, SHRM-CP  
 Compensation & Classification and Labor Relations  
 City of Clearwater  
 Phone: 727-444-8105



**WE'RE HIRING**  
 The Future is Bright & Beautiful!

---

**From:** Powers, Megan <[MPowers@madeirabeachfl.gov](mailto:MPowers@madeirabeachfl.gov)>  
**Sent:** Friday, February 23, 2024 1:41 PM  
**To:** Ryals, Chrystal <[Chrystal.Ryals@MyClearwater.com](mailto:Chrystal.Ryals@MyClearwater.com)>  
**Subject:** HR Comp & Classification Consultant Reference Check

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Good Afternoon,

I am hoping you can help me out or point me in the right direction. We just opened some bids for our upcoming Comp and Classification study. A couple of the consultants listed Clearwater as a reference and we hoping you could answer a few questions for us.

Consultant:

- Gehring Group
- Evergreen Solutions

Questions:

- What kind of study did they preform for you? When?
- Were you satisfied with the process and final result?
- How long did the process take?
- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed.
- How much of the process was face to face/remote?
- Did they offer a compression plan? If so was it multi-year?
- Did they offer a maintenance program or review after a year?
  - Was it included in the contract or offered as an hourly rate post contract?

Any insight you can provide would very helpful. Have a great weekend and thank you for your time!

Regards,

*Megan Powers*

Assistant to the City Manager

City of Madeira Beach

300 Municipal Dr. | (727) 391-9951 x228

[www.Madeirabeachfl.gov](http://www.Madeirabeachfl.gov)



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**From:** [Powers, Megan](#)  
**To:** [Lara Hooley](#); [VanBlargan, Clara](#)  
**Subject:** FW: HR Comp & Classification Consultant Reference Check  
**Date:** Thursday, March 14, 2024 3:19:32 PM  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[R-Classification Compensation and Benefits Study pdf \(2\).pdf](#)

---

Here is another one

*Megan Powers*

Assistant to the City Manager  
City of Madeira Beach  
300 Municipal Dr. | (727) 391-9951 x228  
[www.Madeirabeachfl.gov](http://www.Madeirabeachfl.gov)



---

**From:** Stephanie Lucas <[slucas@gulfbreezefl.gov](mailto:slucas@gulfbreezefl.gov)>  
**Sent:** Wednesday, March 13, 2024 3:38 PM  
**To:** Powers, Megan <[MPowers@madeirabeachfl.gov](mailto:MPowers@madeirabeachfl.gov)>  
**Subject:** RE: HR Comp & Classification Consultant Reference Check

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Good afternoon, Megan. Please see my responses below in red. I am happy to answer any additional questions.

Sincerely,



Stephanie D. Lucas  
Administrative Services Director  
City of Gulf Breeze  
1070 Shoreline Drive  
Gulf Breeze, Florida 32561  
850.934.5115  
850.934.5135 (direct)  
850.261.0089 (cell)

**From:** Powers, Megan <MPowers@madeirabeachfl.gov>  
**Sent:** Tuesday, March 12, 2024 4:18 PM  
**To:** Stephanie Lucas <slucas@gulfbreezeefl.gov>  
**Subject:** HR Comp & Classification Consultant Reference Check

Good Afternoon,

I am hoping you can help me out or point me in the right direction. We just opened some bids for our upcoming Comp and Classification study. One of the consultants listed you as a reference and we hoping you could answer a few questions for us.

Consultant:

- Cody & Associates

Questions:

- What kind of study did they perform for you? When? It was a Classification, Compensation and Benefits Summary. We have utilized Cody & Associates three times, 2012 and 2019 and we are in the process of conducting another study with Cody.
- Were you satisfied with the process and final result? I cannot speak to the 2012 study but assume since we used them again in 2019, the City was satisfied. As far as 2019, I was only involved in the last stages (review of the draft to final report) and was very happy. What I liked the most was being able to discuss the rationale behind certain position ranges/pay of positions, etc. In the 2019 study, Cody recommended title changes to be more "politically correct" and up to date (e.g., foreman to lead). I worked with Linda Bunting then and now and she is very responsive.
- How long did the process take? About three months, give or take. I think if you have lots of questions or changes, it obviously will make the process a little longer.
- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed. The 2019 study is attached.
- How much of the process was face to face/remote? Not much at all and it could be because this is the City's third time using them. I do recall the former Assistant City Manager having a few conference calls with Linda in the beginning. City employees were also supposed to have interviews with Cody staff but that never took place. I will add that the City was transitioning with the position that was assigned the compensation study.
- Did they offer a compression plan? If so was it multi-year? Yes, they did. It was addressed within the Implementation provision. Please look to page 11 of the study attached study.
- Did they offer a maintenance program or review after a year? The 2019 contract states that Cody will provide additional assistance for 12 months after completion of the study at no additional costs. There was an oversight with the 2024 study and a contract was not executed. I would assume that Cody would offer the City the same terms as the 2019 contract.
  - Was it included in the contract or offered as an hourly rate post contract?

See the above response.

Any insight you can provide would very helpful. Have a great weekend and thank you for your time!

Regards,

*Megan Powers*

Assistant to the City Manager

City of Madeira Beach

300 Municipal Dr. | (727) 391-9951 x228

[https://link.edgepilot.com/s/b9218f66/dKFKuzdK6UCrCmsz\\_ot32g?  
u=http://www.madeirabeachfl.gov/](https://link.edgepilot.com/s/b9218f66/dKFKuzdK6UCrCmsz_ot32g?u=http://www.madeirabeachfl.gov/)



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**From:** [Powers, Megan](#)  
**To:** [Lara Hooley](#)  
**Subject:** FW: [External] HR Comp & Classification Consultant Reference Check  
**Date:** Friday, March 15, 2024 11:46:54 AM  
**Attachments:** [image001.png](#)

---

*Megan Powers*

Assistant to the City Manager  
 City of Madeira Beach  
 300 Municipal Dr. | (727) 391-9951 x228  
[www.Madeirabeachfl.gov](http://www.Madeirabeachfl.gov)




---

**From:** Shaner, Andrea <Andrea.Shaner@lakelandgov.net>  
**Sent:** Friday, February 23, 2024 1:53 PM  
**To:** Powers, Megan <MPowers@madeirabeachfl.gov>  
**Subject:** RE: [External] HR Comp & Classification Consultant Reference Check

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Good Afternoon,

Please see the answers highlighted below in yellow.

- What kind of study did they perform for you? When? **A full wage study of all general positions & helped us create a new step-based pay plan and new pay ranges.**
- Were you satisfied with the process and final result? **Satisfied.**
- How long did the process take? **6-8ish months**
- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed. **If you put in a records request, they can send you the final compensation study.**
- How much of the process was face to face/remote? **We had meetings remotely pretty frequently. They came face to face a few times.**
- Did they offer a compression plan? If so was it multi-year? **No**
- Did they offer a maintenance program or review after a year? **Not that I'm personally aware of.**

- Was it included in the contract or offered as an hourly rate post contract?

## Andrea Shaner, SHRM-SCP

HR Analyst – Comp & Class

Human Resources

[City of Lakeland](#)

---

**From:** Powers, Megan <[MPowers@madeirabeachfl.gov](mailto:MPowers@madeirabeachfl.gov)>

**Sent:** Friday, February 23, 2024 1:47 PM

**To:** Shaner, Andrea <[Andrea.Shaner@lakelandgov.net](mailto:Andrea.Shaner@lakelandgov.net)>

**Subject:** [External] HR Comp & Classification Consultant Reference Check

Good Afternoon,

I am hoping you can help me out or point me in the right direction. We just opened some bids for our upcoming Comp and Classification study. One of the consultants listed Lakeland as a reference and we hoping you could answer a few questions for us.

Consultant:

- Bolton Partners or Bolton USA

Questions:

- What kind of study did they perform for you? When?
- Were you satisfied with the process and final result?
- How long did the process take?
- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed.
- How much of the process was face to face/remote?
- Did they offer a compression plan? If so was it multi-year?
- Did they offer a maintenance program or review after a year?
  - Was it included in the contract or offered as an hourly rate post contract?

Any insight you can provide would very helpful. Have a great weekend and thank you for your time!

Regards,

*Megan Powers*

Assistant to the City Manager

City of Madeira Beach

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**From:** [Powers, Megan](#)  
**To:** [Lara Hooley](#)  
**Subject:** FW: HR Comp Study Consultant- Reference Check  
**Date:** Friday, March 15, 2024 11:48:10 AM  
**Attachments:** [image001.png](#)  
[image003.png](#)  
[image004.png](#)  
[Outlook-buel2rr5.png](#)

---

*Megan Powers*

Assistant to the City Manager  
City of Madeira Beach  
300 Municipal Dr. I (727) 391-9951 x228  
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---

**From:** Donna Jentink <djentink@largo.com>  
**Sent:** Friday, February 23, 2024 2:46 PM  
**To:** Powers, Megan <mpowers@madeirabeachfl.gov>  
**Cc:** Kimberly Nicholls <knicholls@Largo.com>  
**Subject:** Re: HR Comp Study Consultant- Reference Check

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Hi Megan,

The City of Largo conducted a complete compensation study in 2019/2020 using PaypointHR and implemented it in FY2021. Due to the post-COVID compensation environment, the City of Largo contracted with PaypointHR again for the recalibration of the compensation plan. The recalibrated plan was implemented in FY23 and completed in FY24. Currently, PaypointHR is conducting another study to ensure that our non-represented/professional-paraprofessional positions are appropriately graded considering the current economic environment.

Thanks.

**Donna Jentink, SHRM-SCP**  
HR Compensation Supervisor

City of Largo

[djentink@largo.com](mailto:djentink@largo.com) | 727-586-7349 | [Largo.com](http://Largo.com)



**From:** Kimberly Nicholls <[knicholls@Largo.com](mailto:knicholls@Largo.com)>  
**Sent:** Friday, February 23, 2024 1:30 PM  
**To:** Powers, Megan <[mpowers@madeirabeachfl.gov](mailto:mpowers@madeirabeachfl.gov)>  
**Cc:** Donna Jentink <[djentink@largo.com](mailto:djentink@largo.com)>  
**Subject:** FW: HR Comp Study Consultant- Reference Check

Hi, Megan.

I've copied our Compensation Manager on this. She can best answer for you.

Take care,

Kim

Kimberly A. Nicholls – MPA, PHR  
Human Resources Assistant Director  
City of Largo  
727-587-6776 | [knicholls@largo.com](mailto:knicholls@largo.com) | [largo.com](http://largo.com)



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**From:** Powers, Megan <[MPowers@madeirabeachfl.gov](mailto:MPowers@madeirabeachfl.gov)>  
**Sent:** Friday, February 23, 2024 1:28 PM  
**To:** Kimberly Nicholls <[knicholls@Largo.com](mailto:knicholls@Largo.com)>  
**Subject:** HR Comp Study Consultant- Reference Check

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Hi Kim,

I am hoping you can help me out or point me in the right direction. We just opened some bids for our upcoming Comp and Classification study. A couple of the consultants listed Largo as a reference and we hoping you could answer a few questions for us.

Consultants:

- Paypoint HR LLC
- AutoSolve

Questions:

- What kind of study did they preform for you? When?
- Were you satisfied with the process and final result?
- How long did the process take?
- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed.
- How much of the process was face to face/remote?
- Did they offer a compression plan? If so was it multi-year?
- Did they offer a maintenance program or review after a year?
  - Was it included in the contract or offered as an hourly rate post contract?

Any insight you can provide would very helpful! This is something I will be bringing up at the consortium next week if anyone would like to piggy back.

Have a great weekend and thank you for your time!

*Megan Powers*

Assistant to the City Manager

City of Madeira Beach

300 Municipal Dr. | (727) 391-9951 x228

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**From:** [Powers, Megan](#)  
**To:** [Lara Hooley](#); [Lara Hooley](#)  
**Subject:** FW: HR Comp & Classification Consultant Reference Check  
**Date:** Friday, March 15, 2024 11:46:14 AM  
**Attachments:** [image001.png](#)  
[COMP AND CLASS STUDY Final.pdf](#)

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*Megan Powers*

Assistant to the City Manager  
 City of Madeira Beach  
 300 Municipal Dr. I (727) 391-9951 x228  
[www.Madeirabeachfl.gov](http://www.Madeirabeachfl.gov)




---

**From:** Kutch, Michelle <MKutch@myoldsmar.com>  
**Sent:** Friday, February 23, 2024 5:03 PM  
**To:** Powers, Megan <MPowers@madeirabeachfl.gov>  
**Subject:** RE: HR Comp & Classification Consultant Reference Check

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Hi Megan,

I'm happy to provide the information - see below. Please let me know if you have any follow up questions and we can schedule to speak.

Thank you,  
 Michelle

---

**From:** Powers, Megan <MPowers@madeirabeachfl.gov>  
**Sent:** Friday, February 23, 2024 1:52 PM  
**To:** Kutch, Michelle <MKutch@myoldsmar.com>  
**Subject:** HR Comp & Classification Consultant Reference Check

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Hi Michelle,

I am hoping you can help me out or point me in the right direction. We just opened some bids for our upcoming Comp and Classification study. A couple of the consultants listed Oldsmar as a reference and we hoping you could answer a few questions for us.

Consultant:

- Gehring Group
- Evergreen Solutions

Questions:

- What kind of study did they preform for you? When?

Gehring Group is the City's benefits consultant. I have worked with them for 5 years, here at the city of Oldsmar and another 14 years at my previous Pinellas County Municipal Employer. Evergreen Solutions conducted our Compensation and Classification Study which began 9/22-5/23.

- Were you satisfied with the process and final result?

Gehring Group – Yes, I am always satisfied with the assistance, professionalism and work product  
 Evergreen – We had struggles with Evergreen and were not always on the same page. My Finance department often had to review the compensation calculations spreadsheets with they provided to us and point out corrections that needed to be made.

- How long did the process take?

Gehring Group – ongoing

Evergreen – approximately 9 months.

- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed.

Gehring Group does our annual health insurance renewal and day to day benefits support. The Evergreen Compensation, Classification and Benefits final report is attached.

- How much of the process was face to face/remote?

Gehring Group – GG comes onsite approximately 4 x a year for benefits review.

Evergreen came on site to do employee meetings and kick off the study, then came back at the end to present to council. All other meetings were virtual or on the phone.

- Did they offer a compression plan? If so was it multi-year? Evergreen

recommended a "class parity", (chapter 6 in attachment), where we brought employees up to their new min, then gave them credit for the years they were in that specific position (not years at the City). For the most part it worked well, just a few one off's like promotions, etc. We emphasized with employees that the point of the study was to make sure they were being paid appropriately now, as it compared to today's market and that it was not to make up for the past years.

- Did they offer a maintenance program or review after a year? No

- Was it included in the contract or offered as an hourly rate post contract?

Any insight you can provide would very helpful. Have a great weekend and thank you for your time!

Regards,

*Megan Powers*

Assistant to the City Manager

City of Madeira Beach

300 Municipal Dr. | (727) 391-9951 x228

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**From:** [Powers, Megan](#)  
**To:** [Lara Hooley](#); [VanBlargan, Clara](#)  
**Subject:** FW: [EXTERNAL] FW: HR Comp & Classification Consultant Reference Check  
**Date:** Thursday, March 14, 2024 3:15:31 PM  
**Attachments:** [image004.png](#)  
[image005.png](#)  
[Final Report - Class JD Comp - Cody and Associates September 2023.pdf](#)  
[Proposal Reference Notes.docx](#)

---

Hi Ladies,

How would you like to do the references in the agenda? Do you want me to forward emails like this? I am also happy to add them to my notes in the HR report. I have been using this form to jot little notes.

Regards,

*Megan Powers*

Assistant to the City Manager  
City of Madeira Beach  
300 Municipal Dr. | (727) 391-9951 x228  
[www.Madeirabeachfl.gov](http://www.Madeirabeachfl.gov)



---

**From:** Russell Muniz <[rmuniz@southwestranches.org](mailto:rmuniz@southwestranches.org)>  
**Sent:** Wednesday, March 13, 2024 8:57 AM  
**To:** Powers, Megan <[MPowers@madeirabeachfl.gov](mailto:MPowers@madeirabeachfl.gov)>  
**Subject:** RE: [EXTERNAL] FW: HR Comp & Classification Consultant Reference Check

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Good Morning Megan,

See answers to your questions below in **red**.

Consultant:

- Cody & Associates

Questions:



- What kind of study did they perform for you? When?  
C&A performed a Classification, Job Description, and Compensation Study in 2023.
- Were you satisfied with the process and final result?  
Yes.
- How long did the process take?  
We initiated the process in May of 2023 and they concluded the project in September 2023. They would have been done sooner but we asked them to look into several different markets and had additional requests for them along the way.
- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed.  
Attached is their complete report.
- How much of the process was face to face/remote?  
We met with their principal Linda Bunting several times face to face but also had phone calls, and virtual meetings with her as well.
- Did they offer a compression plan? If so was it multi-year?  
No Compression Plan, but a pay plan with various options was provided (see attached).
- Did they offer a maintenance program or review after a year?
  - Was it included in the contract or offered as an hourly rate post contract?  
No.

Any insight you can provide would very helpful.

C&A performed a similar study for us in 2015 so this was almost a follow-up to a previously completed plan, but we asked them to review additional markets this time around. We are a very small municipality with only 23 employees. We found C&A to be very responsive to our needs and we are satisfied with the final report.

Regards,

Russell Muñiz, MBA, MPA

Town Administrator

Town of Southwest Ranches

13400 Griffin Road

Southwest Ranches, FL 33330

Phone: (954) 434-0008

Fax: (954) 434-1490

E-mail: [rmuniz@southwestranches.org](mailto:rmuniz@southwestranches.org)

Website: [www.southwestranches.org](http://www.southwestranches.org)



**From:** Powers, Megan <[MPowers@madeirabeachfl.gov](mailto:MPowers@madeirabeachfl.gov)>  
**Sent:** Tuesday, March 12, 2024 5:17 PM  
**To:** Russell Muniz <[rmuniz@southwestranches.org](mailto:rmuniz@southwestranches.org)>  
**Subject:** [EXTERNAL] FW: HR Comp & Classification Consultant Reference Check

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Good Afternoon,

I am hoping you can help me out or point me in the right direction. We just opened some bids for our upcoming Comp and Classification study. One of the consultants listed you as a reference and we hoping you could answer a few questions for us.

Consultant:

- Cody & Associates

Questions:

- What kind of study did they perform for you? When?
- Were you satisfied with the process and final result?
- How long did the process take?
- Can you provide a sample of the completed project? We don't need job descriptions if that is all they performed.
- How much of the process was face to face/remote?
- Did they offer a compression plan? If so was it multi-year?
- Did they offer a maintenance program or review after a year?
  - Was it included in the contract or offered as an hourly rate post contract?

Any insight you can provide would very helpful. Have a great weekend and thank you for your time!

Regards,

*Megan Powers*

Assistant to the City Manager  
City of Madeira Beach  
300 Municipal Dr. I (727) 391-9951 x228  
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**From:** [Ola Terrell-Jordan](#)  
**To:** [Jerry Cantrell](#)  
**Cc:** [VanBlargan, Clara](#); [Lara Hooley](#)  
**Subject:** RE: Questions Regarding AutoSolve's Classification and Compensation Study  
**Date:** Monday, March 18, 2024 6:21:07 PM  
**Attachments:** [image002.png](#)  
[image003.png](#)

---

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Good Afternoon,

I wanted to take a moment to express our satisfaction with the services provided by AutoSolve for the City of Americus, particularly the exceptional work of Jeff Turner.

Jeff has been instrumental in our ongoing Comp and Class study, demonstrating a high level of professionalism, thoroughness, and expertise throughout the process. His dedication to keeping our committee informed at every step of the way has been greatly appreciated and has contributed significantly to the smooth progression of the project.

I must emphasize that while our study is not yet complete, Jeff's contributions have been invaluable thus far. At this time, I regret to inform you that I do not have any documents to share regarding the study's progress. However, I am confident that with Jeff's continued efforts, we are on track for a successful outcome.

We are thoroughly pleased with the quality of work Jeff has delivered and his proactive approach to addressing any issues that arise. Based on our experience, I would wholeheartedly recommend AutoSolve as a vendor of choice for any similar projects or initiatives.

Best regards,



**Ola O. Terrell-Jordan, MPA**

**Human Resources Director**

**Email:** [oterrell-jordan@americusga.gov](mailto:oterrell-jordan@americusga.gov)

**Phone:** 229-924-4411 ext. 248

101 W. Lamar Street  
Americus, GA 31709

[www.americusga.gov](http://www.americusga.gov)

---

**From:** Jerry Cantrell <[jcantrell@madeirabeachfl.gov](mailto:jcantrell@madeirabeachfl.gov)>

**Sent:** Thursday, March 14, 2024 3:01 PM

**To:** Ola Terrell-Jordan <oterrell-jordan@americusga.gov>  
**Cc:** VanBlargan, Clara <cvanblargan@madeirabeachfl.gov>; Lara Hooley <LHooley@madeirabeachfl.gov>  
**Subject:** RE: Questions Regarding AutoSolve's Classification and Compensation Study

Ms. Terrell-Jordan:

The City of Madeira Beach is evaluating RFP responses for classification and compensation. Based on our RFP, we believe the City of Americus is currently in the process of conducting a comprehensive classification and compensation study with AutoSolve. If the study is complete or if there are drafts, would you be able to share a copy of the classification and compensation study conducted by AutoSolve? Also, would you mind answering these questions regarding AutoSolve:

1. After completing the compensation and job description analysis, is there anything that you realize you've overlooked?
2. Do you have a copy of job descriptions and the job classification that could be shared?
3. What would you do differently if you needed to complete an analysis again?
4. Are there experiences you'd like to share?
5. Would you use this company again?
6. Are you satisfied with the results?

Any assistance you could provide would be appreciated. My cell is 770.833.7771 should you like to discuss these questions or requests.

Cheers,  
Jerry Cantrell, MS ESPG  
City of Madeira Beach  
Chair - Civil Service Commission  
727-391-9951



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contact the appropriate department/division.

**From:** [Joseph Patton](#)  
**To:** [Jerry Cantrell](#)  
**Cc:** [VanBlargan, Clara](#); [Lara Hooley](#)  
**Subject:** RE: Questions Regarding Gehring Group, Inc. Classification and Compensation Study  
**Date:** Friday, March 15, 2024 9:11:37 AM  
**Attachments:** [image001.png](#)

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Hi Jerry,

We have not completed our study as of yet. We expect to finish next week. I have answered what I could below.

1. After completing the compensation and job description analysis, is there anything that you realize you've overlooked? **Not at the moment.**
2. Do you have a copy of job descriptions and the job classification that could be shared? **We have not finalized them at this time.**
3. What would you do differently if you needed to complete an analysis again? **Staff complained about the survey tool being too long. I believe Gehring Group is reviewing their survey tool. My view, if you want to do a thorough review, a longer survey is necessary to capture as much information as possible. I personally met with all supervisors and department heads to explain the survey so they could help staff complete if necessary, however, I did not do that with staff.**
4. Are there experiences you'd like to share? Great experience so far. **They are very knowledgeable and always there to help.**
5. Would you use this company again? **Definitely.**
6. Are you satisfied with the results? **I am satisfied with the results so far. I wanted a complete independent study, so we remained out of it unless asked. I have not seen the completed report, but we are very happy with the process and the actions of John Muller's team at Gehring Group.**

**Joe Patton, Ph.D.**  
**Human Resources Director**  
**City of Apopka**  
**120 E. Main Street**  
**Apopka, Florida 32703**  
**(P) 407-703-1803**  
**<mailto:jpatton@apopka.net>**

---

**From:** Jerry Cantrell <[jcantrell@madeirabeachfl.gov](mailto:jcantrell@madeirabeachfl.gov)>  
**Sent:** Thursday, March 14, 2024 6:03 PM

**To:** Joseph Patton <JPatton@Apopka.net>

**Cc:** VanBlargan, Clara <cvanblargan@madeirabeachfl.gov>; Lara Hooley <LHooley@madeirabeachfl.gov>

**Subject:** Questions Regarding Gehring Group, Inc. Classification and Compensation Study

**CAUTION: This Email originated from a source outside the City of Apopka. Do not click on links or open attachments unless you recognize the sender and you know the content is safe.**

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Dr. Patton:

The City of Madeira Beach is evaluating RFP responses for classification and compensation. Can you share a copy of the classification and compensation study that was provided by Gehring Group, Inc.? Also, would you mind answering these questions regarding Gehring Group, Inc.:

1. After completing the compensation and job description analysis, is there anything that you realize you've overlooked?
2. Do you have a copy of job descriptions and the job classification that could be shared?
3. What would you do differently if you needed to complete an analysis again?
4. Are there experiences you'd like to share?
5. Would you use this company again?
6. Are you satisfied with the results?

Any assistance you could provide would be appreciated. My cell is 770.833.7771 should you like to discuss these questions or requests.

Cheers,  
Jerry Cantrell, MS ESG  
City of Madeira Beach  
Chair - Civil Service Commission  
727-391-9951





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**From:** [Jerry Cantrell](#)  
**To:** [Sherrian Hardman](#)  
**Cc:** [Lara Hooley](#); [VanBlargan, Clara](#)  
**Subject:** FW: Questions Regarding Gehring Group, Inc. Classification and Compensation Study  
**Date:** Friday, March 15, 2024 2:25:54 PM  
**Attachments:** [image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[Gehring Group Comp Study Report.pdf](#)  
[Employee Compensaton Consultant Services - signed.pdf](#)  
[loi 23-D-149 docs for posting.pdf](#)

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Ms. Hardman:

Thank you for this response. We appreciate the support that Ms. Reul and you have provided.

Cheers,  
Jerry Cantrell, MS ESPG  
City of Madeira Beach  
Civil Service Commission  
727-391-9951



---

**From:** Sherrian Hardman <[shardman@coralsprings.gov](mailto:shardman@coralsprings.gov)>  
**Sent:** Friday, March 15, 2024 2:20 PM  
**To:** Jerry Cantrell <[jcantrell@madeirabeachfl.gov](mailto:jcantrell@madeirabeachfl.gov)>  
**Subject:** RE: Questions Regarding Gehring Group, Inc. Classification and Compensation Study

**CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.**

Good Afternoon Jerry,  
I've attached our compensation study RFP documents and final product from Gehring Group. I've also included answers to your questions below. Please feel free to contact me if you have any questions.

Kind regards,



**SHERRIAN A. HARDMAN, MBA, PHR**

**Compensation Manager • Human Resources**

[shardman@coralsprings.gov](mailto:shardman@coralsprings.gov) • Phone 954-344-5925 • Fax 954-344-1151  
City of Coral Springs, Florida • 9500 W. Sample Rd. • Coral Springs, Florida 33065



**From:** Jerry Cantrell <[jcantrell@madeirabeachfl.gov](mailto:jcantrell@madeirabeachfl.gov)>

**Sent:** Thursday, March 14, 2024 5:59:09 PM

**To:** Kathy Reul <[kreul@coralsprings.gov](mailto:kreul@coralsprings.gov)>

**Cc:** VanBlargan, Clara <[cvanblargan@madeirabeachfl.gov](mailto:cvanblargan@madeirabeachfl.gov)>; Lara Hooley <[LHooley@madeirabeachfl.gov](mailto:LHooley@madeirabeachfl.gov)>

**Subject:** Questions Regarding Gehring Group, Inc. Classification and Compensation Study

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Ms. Reul:

The City of Madeira Beach is evaluating RFP responses for classification and compensation. Can you share a copy of the classification and compensation study that was provided by Gehring Group, Inc.? Also, would you mind answering these questions regarding Gehring Group, Inc.:

1. After completing the compensation and job description analysis, is there anything that you realize you've overlooked? **We were very thorough in our pre-compensation discussions and planning and feel we looked at all job classes, departments/divisions, pain points during the study.**
2. Do you have a copy of job descriptions and the job classification that could be shared? **Yes, please visit <https://www.governmentjobs.com/careers/coralspringsfl/classspecs> to see a full listing of our job classifications and current pay ranges.**
3. What would you do differently if you needed to complete an analysis again? **Ensure that we are on the same page with the consultants as far as ownership of the data, and files that's produced during the study.**
4. Are there experiences you'd like to share? **Gehring was able to satisfactorily complete our compensation study in a very compressed timeframe. They were professional, attentive, knowledgeable and always available to review questions, new scenarios as they presented themselves.**
5. Would you use this company again? **Yes**
6. Are you satisfied with the results? **We are.**

Any assistance you could provide would be appreciated. My cell is 770.833.7771 should you

like to discuss these questions or requests.

Cheers,  
Jerry Cantrell, MS ESPG  
City of Madeira Beach  
Chair - Civil Service Commission  
727-391-9951



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**From:** [Jerry Cantrell](#)  
**To:** [Amber Lathem](#)  
**Cc:** [VanBlargan, Clara](#); [Lara Hooley](#)  
**Subject:** FW: Questions Regarding Cody & Associates Classification and Compensation Study  
**Date:** Friday, March 15, 2024 2:17:05 PM  
**Attachments:** [Outlook-bvjvutns.png](#)  
[Outlook-1hpkolw.png](#)  
[Classification and Compensation Study Finalized Copy.pdf](#)

---

Ms. Lathem:

Thank you for your response. The information is appreciated.

Cheers,  
Jerry Cantrell, MS ESPG  
City of Madeira Beach  
Chair - Civil Service Commission  
727-391-9951



---

**From:** Amber Lathem [ALathem@jaxbchfl.net](mailto:ALathem@jaxbchfl.net)  
**Sent:** Friday, March 15, 2024 2:01 PM  
**To:** Jerry Cantrell <[jcantrell@madeirabeachfl.gov](mailto:jcantrell@madeirabeachfl.gov)>  
**Subject:** Re: Questions Regarding Cody & Associates Classification and Compensation Study

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Good afternoon,

Please see our responses below.

1. After completing the compensation and job description analysis, is there anything that you realize you've overlooked? **No.**
2. Do you have a copy of job descriptions and the job classification that could be shared? **I**

**attached our finalized pay study, our job descriptions were already finalized prior to the study.**

3. What would you do differently if you needed to complete an analysis again? **Nothing, Linda completed all task at the scheduled times and completed the study as we requested.**
4. Are there experiences you'd like to share? **Linda continued to be in contact for any support or questions we may need after the pay study was completed.**
5. Would you use this company again? **Yes.**
6. Are you satisfied with the results? **Yes.**



**AMBER LATHEM**

*Human Resources Generalist*

City of Jacksonville Beach

**PHONE:** 904-270-1687

11 N. 3<sup>rd</sup> St., Jacksonville Beach, FL 32250

**From:** Jerry Cantrell <[jcantrell@madeirabeachfl.gov](mailto:jcantrell@madeirabeachfl.gov)>

**Sent:** Thursday, March 14, 2024 5:27 PM

**To:** Kimberlee Bennett <[kbennett@jaxbchfl.net](mailto:kbennett@jaxbchfl.net)>

**Cc:** VanBlargan, Clara <[cvanblargan@madeirabeachfl.gov](mailto:cvanblargan@madeirabeachfl.gov)>; Lara Hooley <[LHooley@madeirabeachfl.gov](mailto:LHooley@madeirabeachfl.gov)>

**Subject:** RE: Questions Regarding Cody & Associates Classification and Compensation Study

You don't often get email from [jcantrell@madeirabeachfl.gov](mailto:jcantrell@madeirabeachfl.gov). [Learn why this is important](#)

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Ms. Bennett:

The City of Madeira Beach is evaluating RFP responses for classification and compensation. Can you share a copy of the classification and compensation study that was provided by Cody &

Associates? Also, would you mind answering these questions regarding Cody & Associates:

7. After completing the compensation and job description analysis, is there anything that you realize you've overlooked?
8. Do you have a copy of job descriptions and the job classification that could be shared?
9. What would you do differently if you needed to complete an analysis again?
10. Are there experiences you'd like to share?
11. Would you use this company again?
12. Are you satisfied with the results?

Any assistance you could provide would be appreciated. My cell is 770.833.7771 should you like to discuss these questions or requests.

Cheers,

Jerry Cantrell, MS ESPG

City of Madeira Beach

Chair - Civil Service Commission

727-391-9951



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do not send electronic mail to the City of Madeira Beach. Instead, contact the appropriate department/division.



**From:** [Jerry Cantrell](#)  
**To:** [Lisa Silvertooth](#)  
**Cc:** [Powers, Megan](#); [Lara Hooley](#); [VanBlargan, Clara](#)  
**Subject:** RE: Questions Regarding AutoSolve's Classification and Compensation Study  
**Date:** Friday, March 15, 2024 1:14:52 PM  
**Attachments:** [image001.png](#)

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Ms. Silvertooth:

Thank you for the response. It is appreciated. Enjoy your time off!

Cheers,  
Jerry Cantrell, MS ESPG  
City of Madeira Beach  
Chair - Civil Service Commission  
727-391-9951



---

**From:** Lisa Silvertooth <[lsilvertooth@longboatkey.org](mailto:lsilvertooth@longboatkey.org)>  
**Sent:** Friday, March 15, 2024 8:16 AM  
**To:** Jerry Cantrell <[jcantrell@madeirabeachfl.gov](mailto:jcantrell@madeirabeachfl.gov)>  
**Subject:** RE: Questions Regarding AutoSolve's Classification and Compensation Study

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Hi Jerry,

I am out on vacation this week but I wanted to respond to your email.

The Town of Longboat Key has never used AutoSolve for these services.

I believe Andrew who is affiliated with AutoSolve did prior work for us through another company.

Have a great weekend.

Lisa Silvertooth  
HR Manager

**From:** Jerry Cantrell <[jcantrell@madeirabeachfl.gov](mailto:jcantrell@madeirabeachfl.gov)>  
**Sent:** Thursday, March 14, 2024 2:50 PM  
**To:** Lisa Silvertooth <[lsilvertooth@longboatkey.org](mailto:lsilvertooth@longboatkey.org)>  
**Cc:** VanBlargan, Clara <[cvanblargan@madeirabeachfl.gov](mailto:cvanblargan@madeirabeachfl.gov)>; Lara Hooley <[LHooley@madeirabeachfl.gov](mailto:LHooley@madeirabeachfl.gov)>  
**Subject:** Questions Regarding AutoSolve's Classification and Compensation Study

Ms. Silvertooth:

The City of Madeira Beach is evaluating RFP responses for classification and compensation. Can you share a copy of the classification and compensation study that was provided by AutoSolve? Also, would you mind answering these questions regarding AutoSolve:

1. After completing the compensation and job description analysis, is there anything that you realize you've overlooked?
2. Do you have a copy of job descriptions and the job classification that could be shared?
3. What would you do differently if you needed to complete an analysis again?
4. Are there experiences you'd like to share?
5. Would you use this company again?
6. Are you satisfied with the results?

Any assistance you could provide would be appreciated. My cell is 770.833.7771 should you like to discuss these questions or requests.

Cheers,  
Jerry Cantrell, MS ESPG  
City of Madeira Beach  
Chair - Civil Service Commission  
727-391-9951



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**From:** [Wharran, Bernie](#)  
**To:** [Jerry Cantrell](#)  
**Cc:** [VanBlargan, Clara](#); [Lara Hooley](#)  
**Subject:** RE: Questions Regarding Evergreen Solutions, LLC. Classification and Compensation Study  
**Date:** Friday, March 15, 2024 10:55:55 AM  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[Pay Plan 10.1.23.pdf](#)

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Good morning Jerry,

Please see my responses below in red and attached.

Thank you,

*Bernie Wharran* SHRM-CP  
Human Resources/Risk Manager



5919 Main Street  
New Port Richey, FL. 34652  
Office: 727-853-1026  
Fax: 727-853-1043

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**From:** Jerry Cantrell <jcantrell@madeirabeachfl.gov>  
**Sent:** Thursday, March 14, 2024 6:51 PM  
**To:** Wharran, Bernie <WharranB@cityofnewportrichey.org>  
**Cc:** VanBlargan, Clara <cvanblargan@madeirabeachfl.gov>; Lara Hooley <LHooley@madeirabeachfl.gov>  
**Subject:** Questions Regarding Evergreen Solutions, LLC. Classification and Compensation Study

Ms. Warren:

The City of Madeira Beach is evaluating RFP responses for classification and compensation. Can you share a copy of the classification and compensation study that was provided by Evergreen Solutions, LLC? Also, would you mind answering these questions regarding

Evergreen Solutions, LLC:

1. After completing the compensation and job description analysis, is there anything that you realize you've overlooked? **The job description analysis isn't complete.**
2. Do you have a copy of job descriptions and the job classification that could be shared? **See attached job classification.**
3. What would you do differently if you needed to complete an analysis again? **Nothing.**
4. Are there experiences you'd like to share? **Evergreen is a responsive, professional firm.**
5. Would you use this company again? **Yes.**
6. Are you satisfied with the results? **Yes.**

Any assistance you could provide would be appreciated. My cell is 770.833.7771 should you like to discuss these questions or requests.

Cheers,  
Jerry Cantrell, MS ESPG  
City of Madeira Beach  
Chair - Civil Service Commission  
727-391-9951



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**From:** [Kutch, Michelle](#)  
**To:** [Jerry Cantrell](#)  
**Cc:** [VanBlargan, Clara](#); [Lara Hooley](#)  
**Subject:** RE: Questions Regarding Evergreen Solutions, LLC. Classification and Compensation Study  
**Date:** Friday, March 15, 2024 11:27:34 AM  
**Attachments:** [image001.png](#)  
[Position Grade Assignments.pdf](#)

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Good morning, Mr. Cantrell,  
Please see below.

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**From:** Jerry Cantrell <jcantrell@madeirabeachfl.gov>  
**Sent:** Thursday, March 14, 2024 6:44 PM  
**To:** Kutch, Michelle <MKutch@myoldsmar.com>  
**Cc:** VanBlargan, Clara <cvanblargan@madeirabeachfl.gov>; Lara Hooley <LHooley@madeirabeachfl.gov>  
**Subject:** Questions Regarding Evergreen Solutions, LLC. Classification and Compensation Study

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Ms. Kutch:

The City of Madeira Beach is evaluating RFP responses for classification and compensation. Can you share a copy of the classification and compensation study that was provided by Evergreen Solutions, LLC? Also, would you mind answering these questions regarding Evergreen Solutions, LLC:

1. After completing the compensation and job description analysis, is there anything that you realize you've overlooked? [I feel we did a thorough job outlining the scope of work desired in the RFP \(Compensation, Classification and Benefits\), however as we went through it, I wished we included a review and comparison the job descriptions.](#)
2. Do you have a copy of job descriptions and the job classification that could be shared? [Evergreen did not review the job descriptions. They made recommendations for job title changes, comp and class changes, and benefit offerings based on the market. The position grade assignment Evergreen provided is attached.](#)
3. What would you do differently if you needed to complete an analysis again? [Evergreen had the employees complete a Job Assessment Tool \(JAT\), to assist them with where the positions should be slotted in the pay plan for internal equity. If I could do it again, I would also incorporate a review of the actual job descriptions,](#)

to ensure the JAT criteria matches the job description, then have that information compared to similar positions in the market. I feel this would be a more apples to apples comparison. As a smaller City I may have 1 position that has the job duties of 3 positions in a larger organization.

4. Are there experiences you'd like to share?
5. Would you use this company again?
6. Are you satisfied with the results? Overall, yes. Our goal was ensure that employees were being paid appropriately for the current position they were in. We did not provide credit for years of service, just years in the position. Not everyone received an adjustment, but for what we were trying to accomplish, yes, we were satisfied with the results.

Any assistance you could provide would be appreciated. My cell is 770.833.7771 should you like to discuss these questions or requests.

Cheers,  
Jerry Cantrell, MS ESPG  
City of Madeira Beach  
Chair - Civil Service Commission  
727-391-9951



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