

**CITY OF MIRAMAR
PROPOSED CITY COMMISSION AGENDA ITEM**

First Reading Date: November 16, 2020

Presenter's Name and Title: Randy Cross, Human Resources Director

Prepared By: Randy Cross, Human Resources Director

Temp. Reso. Number: R7310

Item Description: A RESOLUTION OF THE CITY OF MIRAMAR AMENDING THE CURRENT COLLECTIVE BARGAINING BETWEEN THE CITY OF MIRAMAR AND THE BROWARD COUNTY POLICE BENEVOLENT ASSOCIATION, INC. TO INCREASE THE STARTING SALARY OF POLICE OFFICERS TO THE CURRENT STEP 5, INCREASING THE SALARY OF OFFICERS CURRENTLY IN STEPS 5, 6 AND 7 BY 2.185%, AND PROVIDING FOR AN EFFECTIVE DATE. (Randy Cross, Human Resources Director).

Consent ☐ Resolution ☒ Ordinance ☐ Quasi-Judicial ☐ Public Hearing ☐

Instructions for the Office of the City Clerk:

Public Notice – As required by the Sec. ____ of the City Code and/or Sec. ____, Florida Statutes, public notice for this item was provided as follows: on _____ in a _____ ad in the _____; by the posting the property on _____ and/or by sending mailed notice to property owners within ____ feet of the property on _____ (fill in all that apply)

Special Voting Requirement – As required by Sec. _____, of the City Code and/or Sec. _____, Florida Statutes, approval of this item requires a _____ (unanimous, 4/5ths etc.) vote by the City Commission.

Fiscal Impact: Yes ☒ No ☐

REMARKS: Funding of \$510,800 was approved as part of the FY2021 Budget for the Police Department and is available in the corresponding salaries account (Object Code 601200) for the specific program where each eligible Police Officer is budgeted.


Content:

- **Agenda Item Memo from the City Manager to City Commission**
- **Attachment(s)**
 - **Exhibit “A”: Amendment to the Current Collective Bargaining Agreement between the City and the PBA**
 - **Exhibit “B”: Contract Amendment Costs**



**CITY OF MIRAMAR
INTEROFFICE MEMORANDUM**

TO: Mayor, Vice Mayor, & City Commissioners

FROM: Vernon E. Hargray, City Manager 

BY: Randy Cross, Human Resources Director

DATE: November 10, 2020

RE: Temp. Reso. No. R7310 amending the current Collective Bargaining Agreement between the City and the Police Benevolent Association of Broward County, Inc. ("PBA")

RECOMMENDATION: The City Manager recommends approval of Temp. Resolution No. R7310, amending the current Collective Bargaining Agreement ("CBA") between the City and the Police Benevolent Association of Broward County, Inc. ("PBA").

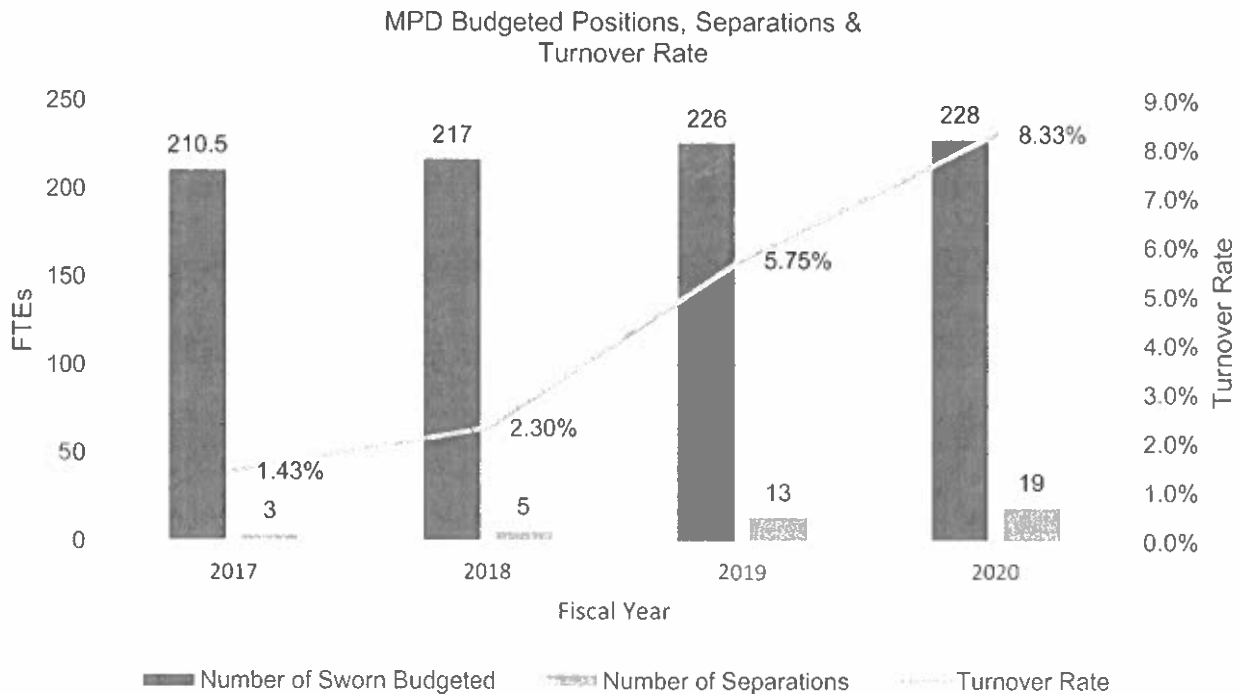
ISSUE: The City has conducted market research and analyzed other related data and determined that the salary range for Police Officers is low, when compared to the starting salary offered at many surrounding agencies, and both the City and the PBA desire to offer a salary range that is more competitive in the market. Increasing the starting salary will help to reduce the increase in Police Officer turnover and the ongoing challenges of filling vacant positions with the most qualified applicants in the market.

BACKGROUND: Over the past several years, Miramar Police Department ("MPD") has been struggling to fill vacant positions as well as retain junior officers; issues which the Police Department's leadership and the PBA have expressed concerns. The Human Resources Department ("HR") was tasked with reviewing the hiring and retention data and to work with MPD and the PBA to determine possible solutions.

DISCUSSION: MPD was authorized to fill 228 sworn police officers in the Fiscal Year 2021 Budget. MPD currently has 25 sworn vacancies. HR staff researched employee separation data, conducted a market study of comparable salaries and benefits for police officers in our local market, and gathered employee feedback from exit interviews taken by separating officers and a department-wide job satisfaction survey.

Employee Separation Data:

The following chart demonstrates the trend in increasing non-retirement, voluntary separations since Fiscal Year 2017:



The turnover rate is a comparison of the number of employees that separate, over a given period of time, against the number of authorized budgeted positions. The rate has significantly increased within the MPD over the past 4 fiscal years. The turnover rate increased from 1.43% of the sworn workforce separating during FY 2017 to over 8% in FY 2020. This is an increase of over 575% in the turnover rate.

Market Study:

HR participates in an annual salary and benefits survey that includes most of the local governmental entities within South Florida. The most recent study was conducted this past June. In addition to the data from the study, HR staff contacted counterparts from the surrounding municipalities to discuss any trends in retention and separation that they are experiencing. The following chart lists the current standing for agencies located within South Florida with 100 or more budgeted sworn officers:

Organization	Minimum	Midpoint	Maximum	Market %
City of Boca Raton	\$66,855	\$83,138	\$99,421	100%
City of Fort Lauderdale	\$64,896	\$80,101	\$95,306	95%
Town of Davie	\$60,850	\$78,727	\$96,603	89%
City of Sunrise	\$64,308	\$77,587	\$90,866	84%
City of Hollywood	\$60,029	\$76,605	\$93,181	79%
City of Coral Springs	\$60,000	\$76,143	\$92,285	74%
City of Miami Beach	\$60,954	\$75,786	\$90,618	68%
City of Pembroke Pines	\$59,779	\$75,327	\$90,875	63%
City of Plantation	\$58,822	\$74,575	\$90,328	58%
School District of Palm Beach County	\$54,275	\$73,428	\$92,581	53%
City of North Miami	\$59,155	\$73,372	\$87,589	47%
City of Miami	\$54,200	\$72,672	\$91,143	42%
City of Delray Beach	\$52,800	\$72,465	\$92,129	37%
Broward County Sheriff's Office	\$55,581	\$71,869	\$88,156	32%
City of Boynton Beach	\$56,825	\$71,492	\$86,159	26%
Palm Beach County Sherriff's Office	\$56,448	\$70,224	\$84,000	21%
City of West Palm Beach	\$49,965	\$68,588	\$87,210	16%
City of Miramar	\$49,629	\$64,918	\$80,206	11%
City of Lakeland	\$44,124	\$57,512	\$70,899	5%

An organization's standing in this type of analysis is based upon the midpoint of the salary range. This helps to smooth out the possible variations between wider or narrower salary ranges. The percentile determines each agency's standing when compared to the others on the list. The 50% is considered the market average, so salaries above the 50% are above market, and vice versa for those below the 50% mark. At 11%, MPD is well below the market.

Employee Survey Feedback

An employee satisfaction survey was sent to City employees in September 2020 to anonymously respond to questions relating to compensation, benefits, employee recognition, professional development, empowerment and inclusion, promotional opportunities, work environment, etc. Responses were received from 274 employees, including 60 that self-identified as members of the PBA.

An assessment of the responses from the PBA members was analyzed to gauge the climate of the workforce. The top three concerns expressed are:

- Police personnel feel severely underappreciated, which is exacerbated by compensation comparisons to other cities/agencies. Officers are leaving for better pay, and understaffing is quickly becoming an issue.

- Deep sense of distrust towards, and lacking support from, the City Commission and City leadership.
- Vehicles are an ongoing concern; they are in need repair or replacement; safety issues.

As it relates to compensation, one of the most significant results of the survey is that only 8% of the non-PBA workforce feel they are not compensated competitively. Contrast this with the 81% of the PBA workforce that feel they are not compensated competitively.

ANALYSIS:

The Police Department's unprecedented number of voluntary, non-retirement separations is a major concern. The data analyzed from employee separations, compensation market study, and employee feedback all point to a consistent theme of low pay as the primary reason for the increase in police officer turnover. Adjusting the pay for Police Officers requires several steps including determining available funding for any pay increases and negotiations with the PBA.

Negotiations with PBA:

Staff and the PBA have negotiated an amendment to the current CBA that includes raising the starting salary to Step 5, \$61,463.08. This will place the starting salary for police officers to that consistent with other municipalities in the 80th percentile in the market. Officers currently making less than Step 5 will be brought to that step. In addition, officers in Steps 5-7 will be given a 2.185% raise, the equivalent of ½ a step increase, to alleviate salary compression.

Budget Analysis:

Staff from the Office of Management and Budget was a part of the management team that negotiated this amendment. The costs associated with the amendment total \$510,768. This amount is currently available in the Police Department's budget and will be reallocated to the appropriate expense accounts to cover the salary and related increases.

Temp. Res. No.7310

10/28/20

11/10/20

**CITY OF MIRAMAR
MIRAMAR, FLORIDA**

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF MIRAMAR, FLORIDA, AMENDING THE CURRENT COLLECTIVE BARGAINING BETWEEN THE CITY OF MIRAMAR AND THE BROWARD COUNTY POLICE BENEVOLENT ASSOCIATION, INC. TO INCREASE THE STARTING SALARY OF POLICE OFFICERS TO THE CURRENT STEP 5, INCREASING THE SALARY OF OFFICERS CURRENTLY IN STEPS 5, 6 AND 7 BY 2.185%; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City has conducted market research and analyzed other related data and determined that the salary range for police officers is low, when compared to the starting salary offered at many surrounding agencies; and

WHEREAS, both the City and the Police Benevolent Association of Broward County, Inc. ("PBA") desire to offer a salary range that is more competitive in the market; and

WHEREAS, increasing the starting salary of police officers will help to reduce the increase in police officer turnover and the ongoing challenges of filling vacant positions with the most qualified applicants in the market; and

Reso. No. _____

Temp. Reso. No.7310
10/28/20
11/10/20

WHEREAS, the City and the PBA have negotiated an Amendment to the current Collective Bargaining Agreement to increase the starting salary of police officers to the current Step 5, increasing the salary of officers currently in Steps 5, 6 and 7 by 2.185%; and

WHEREAS, the PBA held a vote on the Amendment that was approved by a majority of its members; and

WHEREAS, the salary and related benefits cost increases of the Amendment total \$510,768 and will be absorbed within the Police Department's current budget.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF MIRAMAR, FLORIDA AS FOLLOWS:

Section 1: That the foregoing "**WHEREAS**" clauses are ratified and confirmed as being true and correct and are made a specific part of this Resolution.

Section 2: That the appropriate City officials are authorized to do all things necessary and expedient to carry out the aims of this Resolution.

Temp. Reso. No.7310
10/28/20
11/10/20

Section 3: That this Resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED this _____ day of _____, _____.

Mayor, Wayne M. Messam

Vice Mayor, Maxwell B. Chambers

ATTEST:

City Clerk, Denise A. Gibbs

I HEREBY CERTIFY that I have approved
this RESOLUTION as to form:

City Attorney,
Austin Pamies Norris Weeks Powell, PLLC

Requested by Administration

Commissioner Winston F. Barnes
Vice Mayor Maxwell B. Chambers
Commissioner Yvette Colbourne
Commissioner Alexandra P. Davis
Mayor Wayne M. Messam

Voted

**AMENDMENT TO THE CURRENT COLLECTIVE BARGAINING BETWEEN
THE CITY OF MIRAMAR AND THE BROWARD COUNTY POLICE
BENEVOLENT ASSOCIATION, INC.**

This Amendment ("Amendment") is entered into this ___ day of _____, 2020 by the City of Miramar, Florida, a Florida municipal corporation (the "City"), and the Broward County Police Benevolent Association, Inc. ("PBA") (collectively referred to as the "Parties").

WHEREAS, the City and PBA are parties to a Collective Bargaining Agreement covering the period October 1, 2018 through September 30, 2021 (the "CBA"); and

WHEREAS, Article 3, Salaries and Wages, of the CBA states that "All Bargaining Unit Members will receive their normal Step Raise either on their hire date or promotion date"; and

WHEREAS, the City has conducted a salary study and determined that the salary range for police officers and sergeants is low, when compared to the starting salary offered at many surrounding agencies, and both the City and the PBA desire to offer a salary range that is more competitive in the market.

WHEREAS, the parties have met and mutually agree to increase the starting salary for newly hired police officers to the equivalent of Step 5 in Attachment "A" of the CBA ("Step Start"); and

WHEREAS, the City and PBA both recognize that this action creates an inequity for Bargaining Unit Members currently making less than Step Start and therefore desire to agree to move all Bargaining Unit Members currently paid in a Step lower than that of Step 5 to Step Start; and

WHEREAS, the City and PBA both recognize that the increase to Step Start for Steps lower than Step 5 creates an inequity for Bargaining Unit Members currently in Step 5 and therefore desire to provide a salary increase to such Bargaining Unit Members as set forth herein; and

WHEREAS, the City and the PBA both agree to provide a ½ step increase for officers in Step 6 and Step 7 to reduce the salary compression, with these officers receiving the second ½ step increase moving them to their next respective step on their anniversary date; and

WHEREAS, the City and PBA agree to replace Attachment "A" of the CBA with the amended Attachment "A" attached hereto to reflect the new Step Start and the increases for Step 5, Step 6 and Step 7 (now new Step Start A, Steps 1 and 1A and Steps 2 and 2A); and

WHEREAS, the City and PBA both recognize that these salary changes may create a salary compression issue between Bargaining Unit Members affecting those in Steps not addressed in amended Attachment "A"; and

WHEREAS, the City and PBA desire to address the remaining salary compression issue for the remaining police officer and sergeant salary Steps to be competitive in the current labor

market; and to negotiate a fair solution in Article 3, Salaries and Wages, as one of the first items negotiated during the upcoming collective bargaining sessions to be held for the October 1, 2021 – September 30, 2023 Collective Bargaining Agreement.

NOW, THEREFORE, in light of the foregoing recitals, the Parties intending to be legally bound, do hereby stipulate and agree as follows:

1. The above recitals are true and correct and incorporated herein by reference.
2. The starting salary for newly hired police officers will be Step Start, effective the first full pay period following the effective date of this Amendment.
3. The current members of the Bargaining Unit with less than five (5) years of service will also have their salaries adjusted to Step Start, officers in Step 5 will be moved to Step Start A, those in Step 6 and Step 7 will receive a salary increase equivalent to ½ of the difference of their next respective Step (new Steps 1A and 2A) and receive the remainder of the increase to their next Step (new Steps 1 and 2) on their anniversary date, all as set forth in the revised "Attachment A" to the CBA attached hereto, effective the first full pay period following the effective date of this Amendment.
4. The Parties further agree that this Amendment represents the Parties' entire agreement and it cannot be amended or modified without the express written consent of the Parties.
5. This Amendment is based upon the unique facts and circumstances of this particular matter and does not establish any precedent, pattern or evidence of past practice for the resolution, disposition or determination of any other matter.
6. This Amendment shall become effective upon ratification and approval by the Parties.

The Parties signify their agreement with this Amendment by affixing their signatures below.

Broward County Police Benevolent Assc, Inc.

City of Miramar, Florida

By: _____

By: _____

Title: _____

Title: _____

Dated: _____

Dated: _____

Police Officer *		
Step#	Increase Between Steps	10/1/20 (2.5%)
Start	4.37%	\$ 49,629.04
1	4.37%	\$ 51,797.83
2	4.37%	\$ 54,061.40
3	4.37%	\$ 56,423.88
4	4.37%	\$ 58,889.60
5	4.37%	\$ 61,463.08
6	4.37%	\$ 64,149.02
7	4.37%	\$ 66,952.33
8	4.37%	\$ 69,878.15
9	4.37%	\$ 72,931.83
10	4.37%	\$ 76,118.21
11	5.37%	\$ 80,206.53

*current PBA Agreement effective 10/1/2020

Police Officer **		
Step#	Increase Between Steps	11/25/20
Start	4.37%	\$ 49,629.04
1	4.37%	\$ 51,797.83
2	4.37%	\$ 54,061.40
3	4.37%	\$ 56,423.88
4	4.37%	\$ 58,889.60
Start***	4.37%	\$ 61,463.08
1	4.37%	\$ 64,149.02
2	4.37%	\$ 66,952.33
3	4.37%	\$ 69,878.15
4	4.37%	\$ 72,931.83
5	4.37%	\$ 76,118.21
6	5.37%	\$ 80,206.53

Step#	Increase	11/25/20
Start A*****	2.185%	\$ 62,806.05
1A****	2.185%	\$ 65,550.68
2A****	2.185%	\$ 68,415.24

** amended PBA Agreement effective 11/1/2020

*** Bargaining Unit Members currently paid in a Step lower than that of Step 5, to the salary identified in Step 5 ("Step Start")

**** ½ step increase for officers currently paid currently in Steps 5 ("Step Start A"), 6 ("Step 1A") and 7 ("Step 2A") to reduce the salary compression

City of Miramar
Police Negotiations
3 year Impact Analysis
Cumulative Full-cost Method
10/28/2020

Cost of Bumping All Steps 0 Through 4 to Step 5

<u>Basic Salary Information</u>	First YEAR
	FY 2021
BASE PAYROLL 2/1/2020: \$15,198,154	
<u>COST CALCULATION</u>	First Year
SALARY - New Step Plan / COLA - Year 1 - 0%	450,986
SALARY -New Step Plan & Cola Percent Increase from Payroll	3.0%
SALARY - One-time Payment - Year 1 - 0%	-
Pensionable Amount	450,986
Sub-total	450,986
Sub-total - Percent Increase from Payroll	3.0%
FRINGE BENEFITS (not including health and dental)	
FICA/MICA - 7.65%	34,510
Longevity	126
Life 0.23%	1,052
Disability 0.56%	2,502
Workers' Comp Ins. 4.79%	21,593
Sub-total	59,783
Sub-total - Percent Increase from Payroll	0.3%
Total Costs	510,768
Total Costs - Percentage Increase from Payroll	3.3%