



MINUTES OF THE CITY OF MIRAMAR CITY COMMISSION WORKSHOP

September 10, 2020

4:30 P.M.

A virtual Workshop of the Miramar City Commission was called to order by Mayor Messam at 4:36 p.m. to discuss the Compensation and Classification Study.

Upon call of the roll, the following members of the City Commission were present:

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

The following members of staff were present:

City Manager Vernon Hargray (Remotely)
City Attorney Burnadette Norris-Weeks (Remotely)
City Attorney Michelle Austin Pamies (Remotely)
City Clerk Denise A. Gibbs (Commission Chambers)

MAYOR MESSAM: Pursuant to Executive Order No. 20-69, and extended by Executive Order 20-179 issued by the Office Governor Ron DeSantis on March 20, 2020, and July 29th, respectively; municipalities may conduct meeting of their governing boards without having a quorum of its members present physically or in any specific location, and utilizing communications media technology, such as telephonic or videoconferencing, as provided by Section 120.54 5(b)(2) Florida Statute. The members of the City Commission appearing remotely for the meeting are: Commissioners Barnes, Vice Mayor Chambers, Commissioner Colbourne, Commissioner Davis and I, Mayor Messam. The purpose of this workshop meeting is to discuss the compensation and classification study; and, Madam Clerk, at this time, you may now call the roll.

CITY CLERK GIBBS: Mayor Messam. Mayor?

MAYOR MESSAM: Here.

CITY CLERK GIBBS: Commissioner Barnes.

COMMISSIONER BARNES: Here.

CITY CLERK GIBBS: Vice Mayor Chambers. Vice Mayor? Commissioner Colbourne.

COMMISSIONER COLBOURNE: Here.

CITY CLERK GIBBS: Commissioner Davis. Commissioner Davis?

CITY CLERK GIBBS: City Attorney Norris-Weeks. City Attorney Pamies.

CITY CLERK GIBBS: City Manager Hargray. Mr. Mayor, I believe those individuals are still having difficulty --

CITY MANAGER HARGRAY: Here.

CITY CLERK GIBBS: -- connecting.

MAYOR MESSAM: Okay. Yeah. I -- I see City Manager Hargray just maybe a little delayed, so he just -- I just heard City Manager Hargray. He's unmuted now.

CITY CLERK GIBBS: Okay. Vice Mayor Chambers?

MAYOR MESSAM: I don't see Vice Mayor's icon on the screen at all. I see Commissioner Davis, I see Commissioner Colbourne, and I see Commissioner Barnes, so I'm not sure if Vice Mayor is actually on the Webex.

CITY CLERK GIBBS: Okay. What about City Attorney -- I know City Attorney Norris-Weeks and Pamies, they were trying to connect.\

MAYOR MESSAM: They're not -- they're not on.

CITY CLERK GIBBS: Okay.

MAYOR MESSAM: But I see staff; I just don't see the attorneys, and I don't see Vice Mayor Chambers. If they join in from their calendar invites by selecting the green "join meeting" button, that seems to allow individuals to come in without any issues. IT says they're working with the attorneys now.

CITY CLERK GIBBS: Okay.

MAYOR MESSAM: I'm hearing -- I don't know if it's a television or a conversation; I'm not sure. I don't see anyone with their light on but mine. Is it coming from City Hall?

- **Compensation and Classification Study**

MAYOR MESSAM: The attorney is on, so at this time, I'll turn it over to City Manager Vernon Hargray to present staff and the workshop presentation. Mr. City Manager, the floor is yours.

CITY MANAGER HARGRAY: Thank you, Mayor, Vice Mayor and Commissioners. I'm pleased have Mr. Cross present paying class schedule. It's been a lot of work involved with this here for many years in here, and I hope that we all will be on one accord to see how we can align everything up. Thank you, Mr. Cross.

MR. CROSS: Good evening, Mr. Mayor, Mr. Vice Mayor, members of the Commission, Randy Cross, Human Sources Director. So this presentation is to provide an update to the workshop that -- that was -- that we attended last year. This time last year, the City Commission was presented with the results of a study that we conducted in Human Resources regarding the compensation and classification for non-represented employees. So over the past year, staff -- once that workshop -- the Commission gave us the thumbs up to move forward, staff began implementing the results of that study (inaudible). So this presentation this evening is to show you what was done, the results of that study, and brief you on that to see if there's any input from the Commission before we attach this to the Comprehensive Pay Plan that will be coming forward at one of the budget workshops. So a little brief review, classification system; that's what we use in Human Resources; it's our guidelines, it's our framework for how we design new jobs, how we evaluate performance within the jobs, how we evaluate positions against each other internally to make sure that there's equity between the positions. We also use that to test the market to make sure that our salaries and our compensation is competitive in the market. In 2019, we did a studied exam in the non-represented employees; so those are the employees within the organization that their job classes are not placed within a bargaining unit. They're not represented by a union. It makes up about 20 percent of the City's full-time workforce; it's mostly the professional and management and executive staff of the City. So the study consisted of an internal equity, where we compared -- we benchmarked around 50 positions to compare internally to make sure that those positions were balanced against each other. We did market analysis to see what the salary ranges were in the market. We decided to look at a broadband model, which I'll go over in detail in a couple of minutes to consolidate the -- the various salary grades that we had into a more consolidated, easy to follow grade system. And we retooled the point factor system that we used to score and rank jobs. So this first slide, this -- this present -- this chart is showing four buckets. So we categorized positions in the non-rep group within four different categories: entry level or administrative support, professional or management, leadership, and executive. So when we benchmarked in the study, we benchmarked around 50 positions; we looked at various positions that were directors, social workers, planners, chemists, management staff, professionals in budget and human resources, and various others around the organization. We compared those using something called the P.E.P.I.E. survey, which is a survey that a large number of organizations in South Florida, government organizations, municipalities participate in. We also looked at the

Florida League of Cities and some other benchmark indicators to get a good gauge of how our salaries stacked up against the market. When we did that, the way you do that is you use the midlevel, the midpoint, because some organizations might have a salary range that goes from 50 to 100 grand, where another city might use 60 to 80, so how do you compare the two. You find the midpoint; that's your gauge to compare apples to apples (unintelligible 11:46) a per capita rate, so that you can compare the ranges. So we -- what this chart is representing is the midpoint that we found for our salaries against the market. And then, without getting too deep into it, we used the standard deviation, which is a way that captured the average distance between the midpoint and the other salary ranges to come up with our bucket or range, so that we know that the market and the salaries we were looking are consistent and in line and are competitive with the market. So this chart is really -- not to get into the numbers, but to just demonstrate -- this is the grades and salary ranges of our current grade system. So for a little background, our grade system was set up in 1999 by a company called DMG. Since then, there have been several attempts to get the project and the ranges updated; that was never successfully done. So HR has been maintaining the system with these job descriptions, and as we update job descriptions, and do reclass studies, trying to keep some type of internal equity in place between these positions, and market analysis, but we don't really have a strong framework that's in place that's consistent. And one of the examples on this chart that I'd like to draw your attention to is towards the middle right. You'll see some of the columns, the top of the columns are higher than the next column next to it. What's that showing is that the top of the salary range for that grade is actually higher than the top of the salary range for the next grade. It's just demonstrating that over the years, the salary ranges have really come -- have come out of proportion with each other, and it just demonstrates some of the struggle that we have with maintaining the system without a refresh. The other thing that we looked at when we did the study was broad banding. So broad banding is when you take that other example of all of those grades; there are 48 grades that were on that prior slide, and you consolidate those grades into a smaller number of grades with a wider salary range. And the intent in doing that is that you provide enough room and movement for a growth within the salary band, but you make more concise salary levels that flatten the organization and make more sense. So what -- like I was saying, why would we do the broad banding, is it streamlines the hierarchy, so it reduces the number of layers within the organization. It collapses some of the levels, so that -- it was very difficult. You look at a grade 38 and a grade 39, and you look at the job description and the salary, and really not be able to clearly articulate why one was a 38 and one was a 39, for example. So this provides more of a flatter organization with less levels. It's make clearer understanding of the levels, and it also helps with lateral career development, so employees understand that if they're in a job series, or if they want to work up the ladder, so to speak, there's clear delineation between the levels, and what the expectations are and requirements are for jobs that are in one grade versus another. So this is an example of what the salary levels look like. So there's ten salary levels; that's on the top left. And what we did is we looked at those four -- if you remember from the slide a couple of charts earlier, I said there were four buckets that we, basically, broke positions into: executive, leadership, management/professional, and entry level/admin or professional support. So what we

did is create a scoring system to review the job descriptions, and then score the job descriptions, and place them independently within each one of these salary levels. The title there, the position category, that's just to give you an example of the type of position that would be within that salary level. So a senior level -- so SL5, for example, in the middle on the top left chart is a senior level professional or someone that's senior management in a mid-level management position. When you get up into the leadership ranges, that's SL6 through SL8, those are you division heads, department heads, assistant department heads, then SL9 and SL10 are executive staff, City Manager's Office staff. The other thing we had to do on the bottom right, that's a chart that's showing the same methodology, but we had to apply a little bit of a different salary range to public safety, because the public safety positions in our market are not consistent with professional or management positions. But because they're all in the non-represented group, we have to carve out a space for them, so that we can maintain competitiveness in the market, and have salaries that are consistent in the market, and that are not compressed from the union salaries that we have, and the union contracts for management positions. But we want those positions to also maintain the same hierarchy that the other positions do. So if you look on the left side on that bottom chart, you'll see that we call them public safety command staff, so PSSL5, SL6, SL7, SL8. That charts lines up with the SL5, 6, 7 and 8 on the management chart on the left; the point score is still the same, the hierarchy is still the same, so a department head is the equivalent to a chief (inaudible), for example. But the salaries have been adjusted to reflect the market for those types of positions. So the last piece; so we score the jobs. So how do we do that? So we -- we use the 13-point system, and the idea is that those -- those points are applied objectively by analyzing the job description, and rating the essential functions, the minimum qualifications, the knowledge, skills and ability that are listed on the job description against each of those factors, and then scoring it. And then each of those factors gets average together for a total score, and it places you in one of those salary levels. So if you look in the middle of either of the salary level charts, there's a column called job evaluation scores. So if your total job description falls within one of those point ranges, that's how you get placed, your job gets placed in one of the salary levels. So I'm going to walk you through that a little bit, so you get a better understanding of what that looks like. So on the left side of the screen, the -- the salary -- the document we use to assign the points, it's several pages -- the first two pages is what I want to draw our attention to. This is a copy of that first two pages. So the first factor is called education and knowledge, and the second factor, the one in the middle box on the left side is years of experience. So the job descriptions go through a final review by the department, and then by us in HR to make sure that the job description is accurate, and then we score it. So we -- if you were -- had a high school diploma, number one on that chart, you would get ten points for the job, and so on, then each factor is scored and totaled with the job. So how did we do this over the last year? What was the work that was done? So we did a combination of desk audits, questionnaires, interviews with employees, samples of employees in the job classes, we talked with management staff, we had the job descriptions reviewed by the departments and their management staff, and the department heads reviewed the job descriptions. And then those were brought over to HR and we did a review internally to make sure that we were using consistent terminology

in the job descriptions, and that things seemed appropriate. And then we did a final review -- once that was one and we scored all the jobs, we did a final review, just to make sure that if there was an opportunity to consolidate certain jobs that, maybe -- a good example is a title called department coordinator. Many of the departments have a department coordinator, and they have slightly different job descriptions with slightly different pays. So, through this, because those jobs were consistent across multiple departments, we consolidated them into one job class, and because the salary level, which was on the chart before, is wide enough, it was broad enough to cover the range of employees that are in that job class that might have different tenure with the City, so they have different salaries, but they're still within a certain band. So let me walk you through an example. So this is my job description, Director of Human Resources; the job descriptions all follow the same format. On the right side of the screen, bottom right on your screen it shows minimum requirements to perform work. So if you blow that up, it says that for the job it requires a master's degree; if you look over on the top left, under the education requirements, master's degree is worth 50 points, so my job for that factor would be given 50 points. When you look at the next one, it's ten to 15 years' experience; that's 40 points, so the job would have 90 points. And you do that -- you follow through on all 13 of the factors to come up with a total score for the job. So the results. So we reviewed over 170 jobs. We created clear career pathing for all different job series, so I think that's very important. That's one of the things we've struggled with over the years. I know with my 18 plus years with the City, that's always been a challenge; how do you have employees that can move up in -- in professional growth as they earn degrees, and they take on more responsibility, how do you consistently apply some sort of growth for the, job growth for them. This gives us that method to do that using this system. We've consolidated the grades from 40 different grades to the ten salary levels. There are a number of positions that have been redlined as a result of this. There's around 19 positions that are redlined. That means that those positions are above salary, the maximum salary. So if this is approved with the Comprehensive Pay Plan, those employees, if there's any type of raise or merit would receive a check, a lump sum check, but their base salary would not change, because they're redlined. There are some number of employees that are what we call green lined, where they're under the -- the minimum, but there -- that was very, very few and far between; most of those employees -- there are, I think, nine on the list when we done with it. Most of them within one merit increase would probably be in line with their salary range, because they were close within a couple hundred dollars or \$1,000.00. So the recommendation for them would be to just let the year unfold, and as they get their merit increases, they'll fall within range. But, again, any type of input from the Commission is welcome on any of that. So our next steps is, this evening presenting this to the Commission, asking any questions, taking any feedback and input from the Commission, and then incorporating that into the Comprehensive Pay Plan that would be presented to the Commission at one of the upcoming budget workshops. And then once that's done, we're going to load those job descriptions, the final job descriptions onto the City's internet, so they're available and easy to find. And then we're going to begin this process, hopefully in the G.A.M.E. bargaining unit, so we'll be working with the union and reaching out to them, and begin this process for those jobs to see if there is common ground there. So that's -- that's the presentation, and any questions that -- have.

MAYOR MESSAM: Thank you, Mr. Cross, for the presentation. And, Mr. Manager, I would like to thank you and your team for responding to the Commission's desire for this exercise to take place. At this time, I'll just go down the -- the -- the roster for the Commission, and ask if there are any comments or questions, starting with Vice Mayor Chambers.

VICE MAYOR CHAMBERS: Thank you so much, Mayor. Mr. Randy Cross, as usual, you and your staff do a excellent job. I don't have a question at this time, but I want to thank you, and -- you know, maybe I could ask, and I know no system is perfect, but in terms of the -- I -- I -- I miss a portion of the meeting, but in terms of the impact when there's a change, whether it's positive or negative, how much of a impact was that going -- in changing in salary, whether it's up or down?

MR. CROSS: For the employees we identify that are under, in total it's around \$19,000.00, and the recommendation is to just let those employees reach the limit with year's merits, but if there's room in the budget, certainly, we can come up to the limit. But most of the employees are within \$1,000.00, \$2,000.00 of the minimum. We've made -- we tried to intentionally make the -- the bands wide enough and competitive enough with the market, where it wouldn't result in a significant financial impact.

VICE MAYOR CHAMBERS: What about those employees with -- above the -- the grade? Do we leave them where they are at on the redline, or do we bring them down?

MR. CROSS: Right, so the way -- the way -- what we're recommending, and what's been in place in the Comprehensive Pay Plan in the past, and what would move forward here if it's consistent and is approved by the Commission, is they would be redlined, so those employees would not be eligible for any type of increase, unless they move into a position through a promotion or something that puts them into a higher job class. In the event that there is a merit increase or a COLA, they would receive that money in a form of a check, a lump sum check, not to their base salary, so their place in the range would stay static.

VICE MAYOR CHAMBERS: And that should be a -- a minimal employees fall into that category, right?

MR. CROSS: Yes, there's 19.

VICE MAYOR CHAMBERS: Thank you. Okay. All right, great, wonderful. Thank you so much. Thank you, Mayor.

MAYOR MESSAM: All right. Thank you, Vice Mayor. Commissioner Barnes, you're recognized. Do you have a question or comments?

COMMISSIONER BARNES: I have two-part question; general answers, nothing overly specific. What kind of impact are these plans going to have on our budget eventually?

And the early retirement plan we're looking at, how, if any way, is this going to -- this plan going to affect those -- those proposals?

MR. CROSS: So the first question; in the long-term, the idea of putting a salary range in place that's competitive, but that's capped, would hopefully limit liability, future liability by expanding salaries beyond the mini -- maximum salary range, which has happened in the City in the past. This is an effort --

COMMISSIONER BARNES: Okay.

MR. CROSS: -- to make sure that that doesn't happen, and we put a system in place that prevents that from happening. So, hopefully, it would provide that type of cost control. Then the second question, it's -- this only deals with the non-represented employees, so this wouldn't --

COMMISSIONER BARNES: Oh, okay.

MR. CROSS: -- So this wouldn't include unions.

COMMISSIONER BARNES: Okay. Thanks Randy.

MAYOR MESSAM: Thank you, Commissioner Barnes. Commissioner Colbourne, do you have a question or comments?

COMMISSIONER COLBOURNE: Yes. Yes, thank you. Okay. First of all, thank -- I -- I do want to thank staff. I -- I do want to thank staff for -- for their presentation. I don't know why I have two videos, but it's -- compensation and classification for employees is very important. And I -- I know it has taken some time, and staff has put a lot of effort into this, and, you know, the presentation was -- was a good presentation. It is important for us to be able to address those areas that were really outlined, where you had some individuals, perhaps, salaries that are higher in some classification where it should have been lower than other classifications. So I really appreciate that staff has addressed those issues, and addressed the issues as far as making sure they do have opportunities for -- for mobility and -- and promotion within the classification. So I do look forward to -- I probably have more discussion with staff on it, but I -- I am pleased with what I've -- what I've seen so far, and I truly thank staff for -- for taking care of -- of these issues with compensation in this study. That's it from me.

MAYOR MESSAM: Thank you, Commissioner Colbourne. Commissioner Davis, comments or questions? Commissioner Davis?

VICE MAYOR CHAMBERS: Mr. Mayor, while we're waiting for --

MAYOR MESSAM: Okay. Go ahead, Commissioner. We cannot hear Commissioner Davis for some reason. Try muting and unmuting again. No. We still can't hear you,

Commissioner Davis. Try again. Can -- can you -- can you say something, Commissioner Davis, to see if we can hear you now? No. All right. If we can have IT just continue to check on Commissioner Davis, I'll provide a couple of comments while they work on Commissioner Davis's audio feed to see if we can get that resolved. I would just like to, again, echo the sentiments of the Commission in regards to staff's effort in evaluating our compensation categories, and putting together a transparent process, in which we classify our positions. I think, at the end of the day, what really matters the most is that the City is in a position to adequately and competitively and fairly compensate our staff, regardless of the position they may serve our community. It definitely adds transparency, at least clarity for the public to know that the City of Miramar are paying our employees and our public servants in line with what the marketplace and comparable municipalities are -- are compensating their employees as well. So, again, great job so far on the workshop, and looking forward for additional discussions as this item will come forward to the City Commission. I'm going to check back in to see if Commissioner Davis's --

COMMISSIONER DAVIS: Hello?

MAYOR MESSAM: -- audio is on. Yes, we can hear you now.

COMMISSIONER DAVIS: Hello?

MAYOR MESSAM: Go ahead, Commissioner Davis, we can hear you.

COMMISSIONER DAVIS: Yeah, I'm calling from your phone.

MAYOR MESSAM: Okay. We hear you loud and clear.

COMMISSIONER DAVIS: All right. No problem. Thank you. Just a couple of observations, I guess, questions. First, thank you to staff for all they've done with regards to this study. I know we've done several studies over the years since I've been commissioner from 2010 until now, so, hopefully, this is one that will see some streamlining, and also some savings. Question, though, in terms of just for my own curiosity, the redline, the 19 positions that were redlined, which department did they come from?

MR. CROSS: They're from a range of departments: HR, Budget, City Manager's Office.

COMMISSIONER DAVIS: The majority came from where? Because I'd just like to get an idea as to -- if there's room for improvement going forward, which I'm sure this will do, so the -- the departments, specifically, these 19 came from, please?

MR. CROSS: They're -- let me pull up the list and I can tell you that. They are -- they are from City Manager's Office, Human Resources, Management & Budget, Community Development, Utilities, and Public Works.

COMMISSIONER DAVIS: All right. So -- I'm pleased about that that, somehow, we are trying to make sure that we're not just going overboard with salaries, because I know a lot of people were transferred into different departments and kept salaries, despite, possibly, the job description changing. As far as the savings, I know somebody had mentioned that, how is this impacting our budget in terms of savings?

MR. CROSS: So I don't know a direct result to the immediate budget that's upcoming. In general, this type of limit on the salary levels, and having a process now that this -- that this -- if this is approved, it gives us a straightforward process on how we evaluate jobs and score jobs on the market, and it sets guaranteed maximums on the salary levels that we can't exceed. So it -- it provides a cost control. I don't know how in this fiscal year it would directly impact things, but it does put that cap that's -- will be -- will be honored and adhered to because of the way the process would move forward now as compared to the past. So it puts those safety controls -- controls in place.

COMMISSIONER DAVIS: So -- it's -- you're bringing this forward to the budget this year, correct?

MR. CROSS: Yes, this will be presented as part of the Comprehensive Pay Plan.

COMMISSIONER DAVIS: All right. So is there a way we can figure out is there any cost savings based on this year's budget with what you're doing?

MR. CROSS: I -- I --

COMMISSIONER DAVIS: And if you can work with Budget to figure it out.

MR. CROSS: I'll work with Budget to see if we can figure that out.

COMMISSIONER DAVIS: Thank you. That would be helpful. And I know you mentioned -- I'm not sure if you had mentioned police and fire, or it was just police, when you talked about the different layers for them.

MR. CROSS: Right. That's for police and fire. They're four job classes in police and three job classes in fire, if my memory serves right, that are management, not in the union that this would impact.

COMMISSIONER DAVIS: Do you know what those positions are?

MR. CROSS: Yeah. It's police captain, police major, assistant police chief, and chief; it's division chief, deputy chief, and fire chief, and I think, maybe, in fire life safety, there might be a chief position there that is impacted by it.

COMMISSIONER DAVIS: Okay. Just wanted to clarify that. I know there was some talk, but not in these particular classifications, about competitiveness in terms of recruitment,

and making sure that we have a competitive salary for our police officers, and to retain them, so I'm sure that's a different discussion, not for -- not for today.

MR. CROSS: Right. That's a different item.

COMMISSIONER DAVIS: Okay. And in terms of the senior executive staff, I do see where you had -- who -- which position is that, or positions?

MR. CROSS: So those positions at the -- the SL9 and the SL10 levels, those are officers, assistant city managers, deputy city manager.

COMMISSIONER DAVIS: Okay. Perfect. All right. Thank you. That's all I have. I appreciate the presentation, and looking forward to the actual impact on the budget based on what we're doing, since we really are looking at as -- I believe Commissioner Barnes mentioned about how this affects the -- the package that's going out, and how it affects the -- the current budget, which, of course, we know that personnel costs are the majority of our budget. Thank you.

MAYOR MESSAM: Thank you so much, Commissioner Davis. And, as we get ready to conclude this workshop, when this item comes back to the Commission, it would be great to, at least have -- to ensure that staff is meeting with our -- our respective unions to inform and let them know the impacts that they may experience, so that they can have their questions addressed respectively. On that note, if there are no other comments --

VICE MAYOR CHAMBERS: Mayor, real quick.

MAYOR MESSAM: Mr. -- Yes. Yes, Vice Mayor Chambers --

VICE MAYOR CHAMBERS: Yes, sir. I just want to give compliment to Ms. Elizabeth Pinnock, because I know she was charged with the daunting process for this project, and for us to move from where we were to this point, it -- it was challenging, and I know it take some skill to get us here, so I want to give her some -- just say thank to the work to get us here.

MAYOR MESSAM: Duly -- duly noted, Vice Mayor. On that note, Mr. Manager, are there any other closing remarks that you would like to share?

CITY MANAGER HARGRAY: Well, being with the City over 23 years, it's -- it's time for us to get in the right direction. There was a time where we -- our philosophy was just adding titles I, II, III, IV, V, clerk this II, III, IV, so we're finally getting to a point where we can really evaluate folks in here, and reward the ones that are doing well in here, and be able to use some kind of gauge to make sure that we just don't throw the taxpayers' money away. So I'm -- I'm very pleased at what we're doing.

MAYOR MESSAM: All right. Thank you so much, Mr. Manager, and the team effort by all on this item. On that note, I would like to wish everyone good speed to the rest of your week, and thank you so much, and this meeting is adjourned.

ADJOURNMENT

The meeting was adjourned at 5:15 p.m.

Denise A. Gibbs, CMC
City Clerk
DG/cp