Segal Waters Consulting

City of Fort Lauderdale, FL

2018 TOTAL COMPENSATION SURVEY RESULTS – GENERAL EMPLOYEES – DEFINED BENEFIT

September 2018

Final Report

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September 2018

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Background

The City of Fort Lauderdale engaged Segal Waters Consulting to evaluate the competitiveness of both pay and benefits for general employee positions. To gather this information, Segal Waters, in consultation with the City's Human Resources team, developed a customized survey instrument that was distributed to public sector employers found to be representative of its competitive labor market. Additionally, Segal Waters referenced published market data to represent the private sector. All data is effective as of February 1, 2017 and has been aged to April 1, 2018. Data is shown at the 75th percentile of market per the request of the City of Fort Lauderdale.

The thirty (30) peer employers selected for participation in the study are shown in **Table 1**. Of the thirty (30) surveyed employers, eleven (11) employers submitted both the pay and benefits sections of the survey, one (1) employer responded only to the benefits portion of the survey, and two (2) employers responded only to the pay portion of the survey. Segal Waters completed the pay portion of the survey for five (5) additional comparables, including the comparable mentioned previously who only submitted the benefits portion of the survey, based on job descriptions and pay data provided on the comparables' websites. As a result, Broward County, the City of Boca Raton, the City of Coral Springs, the City of Sunrise, the City of West Palm Beach, and Miami-Dade County will not be included in **Table 12** through **Table 49,** as they did not complete the benefits portion of the survey. Overall, eighteen (18) employers participated in at least one portion of the survey providing a 60% response rate.

TABLE 1
SURVEYED EMPLOYERS

Peer Employers Surveyed	
Cities	
City of Boca Raton	√ (Segal matched pay data)
City of Coral Springs	√ (Submitted pay portion only)
City of Delray Beach	√ (Segal matched pay data, comparable submitted only benefit data)
City of Hialeah	
City of Hollywood	√
City of Miami	√
City of Miami Beach	√
City of Miami Gardens	
City of Miramar	√
City of Pembroke Pines	
City of Pompano Beach	√
City of Sunrise	√ (Segal matched pay data)
City of West Palm Beach	√ (Segal matched pay data)
Counties	
Broward County	√ (Segal matched pay data)
Miami-Dade County	√ (Submitted pay portion only)
Palm Beach County	
School Districts	
Broward County School District	
Miami-Dade County School District	
Palm Beach County School District	√
Transportation	
Florida Department of Transportation	
Greater Orlando Aviation Authority	√
Miami Executive Airport	√
South Florida Regional Transportation Authority	√
Universities	
Barry University	
Florida International University	
Miami-Dade College	√
University of Miami	
Utilities	
South Florida Water Management District	
Orange County Utilities	
Toho Water Authority	√

√ = Responded to Survey

The study covers ninety-two (92) benchmark jobs, representing approximately 50%[1] of the City of Fort Lauderdale's workforce shown in **Table 2**. The benchmark jobs are listed by department in **Table 3** and by occupational category in **Table 5**. To assist survey respondents in making job matches based on duties and qualifications rather than title, the survey instrument contained job summaries. The job summaries for each benchmark job are detailed in **Appendix A**.

TABLE 2
BENCHMARK JOB TITLES BY DEPARTMENT – COMPOSITION OF WORKFORCE

	BENCHMARK TITLES			TOTAL WORKFORCE
Department	**Benchmark Titles Being Evaluated in Study**	**Number of Employees within Benchmark Titles Being Evaluated**	**Employees in Benchmark Titles Evaluated As a Percent of the Total Workforce**	**Percentage of Workforce by Department**
City Attorney's Office	2	16	0.5%	0.9%
City Auditor's Office	1	1	0.0%	0.1%
City Clerk's Office	1	6	0.2%	0.3%
City Commission's Office	1	4	0.1%	0.2%
City Manager's Office	7	19	0.6%	1.7%
Finance	12	42	1.4%	2.1%
Fire Rescue	9	183	6.1%	18.5%
Human Resources Department	8	17	0.6%	1.2%
Information Technology Services	14	36	1.2%	2.4%
Public Works / Building Services	24	202	6.7%	13.1%
Parks and Recreation	24	675	22.3%	26.2%
Police	13	110	3.6%	23.0%
Sustainable Development	16	107	3.5%	5.4%
Transportation and Mobility	17	86	2.8%	4.6%
Other[1]	0[2]	0	0.0%	0.3%
Total:	**92[3]**	**1,504**	**49.7%[4]**	**100%**

[1] 'Other' includes positions in Pension and Community Redevelopment Agency departments as noted in the 12.09.17 census file.
[2] No benchmark titles were selected from the Pension and Community Redevelopment Agency departments.
[3] The column 'Titles Being Evaluated' does not add to the 92 benchmark positions as 18 positions cross multiple departments, encompassing 467 employees.
[4] The percentage of total workforce value is based upon the 12.09.16 census provided by the client, which included a total of 3,024 job incumbents. These values are subject to change with workforce fluctuations.

TABLE 3
BENCHMARK JOB TITLES BY DEPARTMENT

City Attorney's Office (2)	
➢ Assistant City Attorney III	➢ Legal Assistant III
City Clerk's Office (1)	
➢ Assistant City Clerk II	
City Commission's Office (1)	
➢ Commission Assistant IV	
City Manager's Office (3)	
➢ Assistant City Manager ➢ Construction Review Specialist	➢ Senior Financial Management Analyst
Crosses Multiple Departments (19)	
➢ Accounting Clerk ➢ Administrative Aide ➢ Administrative Assistant II ➢ Clerk III ➢ Code Compliance Officer ➢ Construction Worker II ➢ Customer Service Representative I ➢ Deputy Director ➢ Electrician ➢ Event Worker	➢ Heavy Equipment Operator ➢ Municipal Maintenance Worker II ➢ Planner III ➢ Principal Planner ➢ Project Manager II ➢ Secretary I ➢ Senior Accounting Clerk ➢ Senior Project Manager ➢ Service Clerk
Finance (6)	
➢ Accountant II ➢ Manager - Procurement & Contracts ➢ Procurement Specialist II	➢ Senior Accountant ➢ Senior Procurement Specialist ➢ Treasurer
Fire Rescue (3)	
➢ Battalion Chief ➢ Beach Lifeguard	➢ Beach Patrol Lieutenant
Human Resources Department (5)	
➢ Claims Adjuster ➢ Human Resources Assistant ➢ Insurance Benefits Specialist	➢ Risk Manager ➢ Senior Claims Adjuster
Information Technology Services (10)	
➢ Application Developer ➢ Assistant Database Administrator ➢ Computer Operator II ➢ Data Warehouse Analyst ➢ Geographic Information System Analyst	➢ Network Support Analyst ➢ Senior Tech Support Analyst ➢ Systems Administrator ➢ Technical Support Analyst ➢ Technology Strategist
Parks and Recreation (12)	
➢ Apprentice Municipal Maintenance Worker ➢ Community Program Supervisor ➢ Field Operating Technician (Level IV) ➢ Head Groundskeeper ➢ Municipal Maintenance Worker III (Parks/Facilities) ➢ Parks Foreman	➢ Pool Equipment Mechanic ➢ Pool Lifeguard I ➢ Recreation Instructor II ➢ Recreation Program Coordinator ➢ Recreation Programmer I ➢ Recreation Worker

TABLE 3
BENCHMARK JOB TITLES BY DEPARTMENT

Police (6)	
➢ Accident Investigator II	➢ Police Records Clerk
➢ Crime Analyst II	➢ Public Safety Aide
➢ Police Aide II	➢ Senior Police Records Clerk
Public Works / Building Services (12)	
➢ Distribution & Collection Chief	➢ Municipal Maintenance Worker III (Public Services)
➢ Electro Technician	➢ Public Service Maintenance Chief
➢ Engineering Aide II	➢ Utilities Mechanic I
➢ Engineering Technician II	➢ Utilities Service Worker
➢ Environmental Lab Technician	➢ Utility Field Representative
➢ Industrial Electrician	➢ Water Treatment Plant Operator II
Sustainable Development (7)	
➢ Building Inspector	➢ Plumbing Inspector
➢ Chief Building Inspector	➢ Senior Code Compliance Officer
➢ Economic and Business Development Manager	➢ Structural Plans Examiner
➢ Electrical Inspector	
Transportation and Mobility (5)	
➢ Airport Operations Aide	➢ Parking Meter Technician
➢ Parking Enforcement Shift Coordinator	➢ Parking Operations Supervisor
➢ Parking Enforcement Specialist	

TABLE 4
BENCHMARK JOB TITLES BY OCCUPATIONAL CATEGORY – COMPOSITION OF WORKFORCE

Occupational Category	Benchmark Titles Being Evaluated in Study	Number of Employees within Benchmark Titles Being Evaluated	Employees in Benchmark Titles Evaluated As a Percent of the Total Workforce
Administrative & Support Services	11	201	6.6%
Managerial & Supervisory	6	19	0.6%
Paraprofessional	8	92	3.0%
Professional	31	274	9.1%
Service Maintenance	13	646	21.4%
Skilled Crafts	10	189	6.3%
Technical	13	83	2.7%
Total:	**92**	**1,504**	**49.7%**[5]

[5] The percentage of total workforce value is based upon the 12-09-16 census provided by the client, which included a total of 3,024 job incumbents. These values are subject to change with workforce fluctuations.

TABLE 5
BENCHMARK JOB TITLES BY OCCUPATIONAL CATEGORY

Administrative and Support Services (11)	
➢ Administrative Aide	➢ Police Aide II
➢ Administrative Assistant II	➢ Police Records Clerk
➢ Assistant City Clerk II	➢ Secretary I
➢ Clerk III	➢ Senior Police Records Clerk
➢ Customer Service Representative I	➢ Service Clerk
➢ Parking Enforcement Specialist	
Managerial and Supervisory (6)	
➢ Beach Patrol Lieutenant	➢ Manager - Procurement & Contracts
➢ Deputy Director	➢ Risk Manager
➢ Economic and Business Development Manager	➢ Treasurer
Paraprofessional (8)	
➢ Accident Investigator II	➢ Legal Assistant III
➢ Accounting Clerk	➢ Public Safety Aide
➢ Airport Operations Aide	➢ Recreation Programmer I
➢ Insurance Benefits Specialist	➢ Senior Accounting Clerk
Professional (31)	
➢ Accountant II	➢ Planner III
➢ Application Developer	➢ Principal Planner
➢ Assistant City Attorney III	➢ Procurement Specialist II
➢ Assistant City Manager	➢ Project Manager II
➢ Assistant Database Administrator	➢ Recreation Instructor II
➢ Battalion Chief	➢ Recreation Program Coordinator
➢ Claims Adjuster	➢ Senior Accountant
➢ Commission Assistant IV	➢ Senior Claims Adjuster
➢ Community Program Supervisor	➢ Senior Financial Management Analyst
➢ Crime Analyst II	➢ Senior Procurement Specialist
➢ Data Warehouse Analyst	➢ Senior Project Manager
➢ Environmental Lab Technician	➢ Senior Tech Support Analyst
➢ Geographic Information System Analyst	➢ Systems Administrator
➢ Human Resources Assistant	➢ Technical Support Analyst
➢ Network Support Analyst	➢ Technology Strategist
➢ Parking Operations Supervisor	
Service Maintenance (13)	
➢ Apprentice Municipal Maintenance Worker	➢ Municipal Maintenance Worker III (Public Services)
➢ Construction Worker II	➢ Pool Equipment Mechanic
➢ Event Worker	➢ Pool Lifeguard I
➢ Field Operating Technician (Level IV)	➢ Recreation Worker
➢ Head Groundskeeper	➢ Utilities Service Worker
➢ Municipal Maintenance Worker II	➢ Utility Field Representative
➢ Municipal Maintenance Worker III (Parks/Facilities)	
Skilled Craft (10)	
➢ Beach Lifeguard	➢ Parking Meter Technician
➢ Distribution & Collection Chief	➢ Parks Foreman
➢ Electrician	➢ Public Service Maintenance Chief
➢ Heavy Equipment Operator	➢ Utilities Mechanic I
➢ Industrial Electrician	➢ Water Treatment Plant Operator II

TABLE 5
BENCHMARK JOB TITLES BY OCCUPATIONAL CATEGORY

Technical (13)	
➢ Building Inspector	➢ Engineering Aide II
➢ Chief Building Inspector	➢ Engineering Technician II
➢ Code Compliance Officer	➢ Parking Enforcement Specialist
➢ Computer Operator II	➢ Plumbing Inspector
➢ Construction Review Specialist	➢ Senior Code Compliance Officer
➢ Electrical Inspector	➢ Structural Plans Examiner
➢ Electro Technician	

Summary of Findings

This analysis is based on market data covering both the public sector, encompassing cities, counties, school districts, transportation entities, universities, and utilities, and the private sector. Public sector information was gathered through a custom market survey. Private sector information was derived from published data sources. The City of Fort Lauderdale's overall market position is based on an equal weighting of the two market sector averages and is relative to the 75th percentile of market.

Based on overall market data, including custom survey peer employers and published data representative of the private sector, the City of Fort Lauderdale's pay structure is at the market average at the pay range midpoint and maximum and below market at the pay range minimum. The City of Fort Lauderdale's market position is shown below in **Table 6A** as an overall to market, in **Table 6B** by department, and in **Table 6C** by occupational group.

We define market competitiveness as being between 95% and 105% of the market average at the minimum, midpoint, and maximum. Market comparisons that fall within this competitive corridor are noted in black, below 95% are noted in red, and above 105% are noted in blue.

TABLE 6A
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE OVERALL – PAY ONLY[6]

	City of Fort Lauderdale as a Percent of the 75th Percentile of the Market Average		
	Pay Range Minimum	**Pay Range Midpoint**	**Pay Range Maximum**
Overall	**100%**	**96%**	**93%**

Figures shown in **red** are below market (less than 95% of the market average)
Figures shown in **black** within the market range (95% to 105% of the market average)
Figures shown in **blue** are above market (more than 105% of the market average)

[6] Base pay rates have been adjusted for geographic differences in the cost-of-labor

TABLE 6B
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE BY DEPARTMENT – PAY ONLY[7]

	City of Fort Lauderdale as a Percent of the 75th Percentile of the Market Average		
	Pay Range Minimum	**Pay Range Midpoint**	**Pay Range Maximum**
City Attorney's Office	108%	106%	106%
City Clerk's Office	113%	121%	110%
City Commission's Office	116%	112%	110%
City Manager's Office	90%	89%	87%
Crosses Multiple Departments	100%	96%	93%
Finance Department	111%	104%	100%
Fire Department	95%	97%	95%
Human Resources Department	97%	96%	95%
Information Technology Department	103%	96%	90%
Parks and Recreation Department	97%	95%	93%
Police	93%	86%	81%
Public Works / Building Services Department	99%	94%	90%
Sustainable Development Department	90%	87%	86%
Transportation and Mobility Department	108%	100%	94%
Overall	**100%**	**96%**	**93%**

Figures shown in **red** are below market (less than 95% of the market average)
Figures shown in **black** within the market range (95% to 105% of the market average)
Figures shown in **blue** are above market (more than 105% of the market average)

[7] Base pay rates have been adjusted for geographic differences in the cost-of-labor

TABLE 6C
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE BY OCCUPATIONAL GROUP– PAY ONLY[8]

	City of Fort Lauderdale as a Percent of the 75th Percentile of the Market Average		
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Administrative & Support Services	105%	98%	93%
Managerial & Supervisory	101%	98%	95%
Paraprofessional	97%	91%	87%
Professional	102%	99%	96%
Service Maintenance	95%	95%	94%
Skilled Crafts	103%	97%	93%
Technical	91%	86%	82%
Overall	**100%**	**96%**	**93%**

Figures shown in **red** are below market (less than 95% of the market average)
Figures shown in **black** within the market range (95% to 105% of the market average)
Figures shown in **blue** are above market (more than 105% of the market average)

[8] Base pay rates have been adjusted for geographic differences in the cost-of-labor

We did find variation in the competitiveness of individual benchmark job titles (see **Table 11)**.

Overall, at the midpoint of the pay range:

- 39 benchmark job titles are below market (less than 95% at the midpoint)
- 34 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 17 benchmark job titles are above market (above 105% at the midpoint)
- 2 benchmark job titles did not garner sufficient matches to be statistically significant

On a total compensation basis, taking into consideration base pay, employer health benefit costs, and retirement plan contributions, the City's market position relative to the base pay improves slightly from 96% to 98%, as shown below in **Table 7**.

Overall, a total compensation analysis indicates:

- 33 benchmark job titles are below market (less than 95% at the midpoint)
- 37 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 20 benchmark job titles are above market (above 105% at the midpoint)
- 2 benchmark job titles did not garner sufficient matches to be statistically significant

Health and retirement benefits used in the total compensation analysis reflect the Public Sector peer employers only.

TABLE 7
CITY OF FORT LAUDERDALE, FL
75TH PERCENTILE MARKET POSITION ACROSS ALL BENCHMARKS AND PEER EMPLOYERS - TOTAL COMPENSATION

	Base Pay[9] (Range Midpoint)	Employer Cost of Benefits		Employer Total Compensation Costs (Pay and Benefits)
		Weighted Total Health Costs (Medical, Dental, & Vision)	Total Retirement Benefits (Defined Benefit & Deferred Compensation)	
Overall Average	***96%***	***71%***	***137%***	***98%***

[9] Base pay rates have been adjusted for geographic differences in the cost-of-labor

Methodology

Peer Employers

Table 8 shows the demographic characteristics of the 18 comparable employers participating in the study, a combination of cities, counties, school districts, transportation entities, universities, and utilities identified by the City as representative of its competitive labor market.

TABLE 8
PEER EMPLOYER CHARACTERISTICS

Peer Employers	Population Change Since 2010	Median Household Income as of 2014
Cities		
City of Boca Raton	10.5%	$354,800
City of Coral Springs	6.9%	$269,600
City of Delray Beach	9.5%	$176,900
City of Hollywood	6.4%	$172,800
City of Miami	10.4%	$211,400
City of Miami Beach	5.2%	$341,000
City of Miramar	12.4%	$194,000
City of Pompano Beach	7.9%	$154,900
City of Sunrise	9.8%	$137,300
City of West Palm Beach	6.9%	$173,000
Counties		
Broward County	8.5%	$177,300
Miami-Dade County	7.9%	$194,100
School Districts		
Palm Beach County School District	7.8%	$194,600
Transportation		
Greater Orlando Aviation Authority / Orlando Executive Airport	13.7%	$158,600
Miami Executive Airport	10.4%	$211,400
South Florida Regional Transportation Authority	8.0%	$188,666[10]
Universities		
Miami-Dade College	10.4%	$30,858
Utilities		
Toho Water Authority	20.6%	$44,551
City of Fort Lauderdale	**7.9%**	**$243,600**

[10] Average of Broward, Miami-Dade and Palm Beach Counties 2014 Median Household Value data.

Published Data Sources

Additionally, Segal Waters referenced three (3) published data sources to reflect private sector pay levels. The sources are:

Economic Research Institute (ERI)

The ERI Salary Assessor compiles pay data from hundreds of published data sources for thousands of job titles. The database is updated quarterly and provides salary information for nearly any geographic area in the United States. The information in this database reflects base salaries at the 10th and 90th percentiles, applicable to data sources and locations near Fort Lauderdale, Florida. The midpoint was calculated from the 10th and 90th percentiles. The geographic data cut used was Fort Lauderdale, Florida and the data was effective as of July 1, 2016.

Towers Watson Data Services, Compensation Surveys

Towers Watson Data Services publishes multiple compensation surveys throughout the year. We compiled data from Towers Watson's General Industry compensation surveys. This report reflects the 10^{th} and 90^{th} percentiles of base salaries and the midpoint was calculated from these percentiles. The geographic cut used was the Southeast Region. Due to general proximity, data was not geographically adjusted. The data was effective as of February 1, 2015.

Mercer US Benchmark Database Survey 2015

The 2015 Mercer Compensation Survey Report complies pay data from over 3,000 organizations across a variety of industries throughout the United States. The information in this report reflects base salary and pay range data for all responding organizations in the Southeast region. This report reflects the 25^{th} and 75^{th} percentiles of base salaries and the midpoint was calculated from these percentiles. The data was effective as of March 1, 2015.

Data from the three published data sources above were aged to the data effective date of April 1, 2018.

Geographic Adjustments

To adjust for geographic difference in the cost-of-labor between the City of Fort Lauderdale and peer locations, we used the cost-of-labor differentials report by the Economic Research Institute (ERI) for each peer location.

It is important to note that the cost-of-labor differentials do not necessarily reflect cost-of-living differences. ERI has found that cost-of-living differences (which reflect the supply and demand for goods and services) are not a good predictor of salary levels. In other words, while the cost of housing (or other goods and services) in the City of Fort Lauderdale may differ from the cost of housing in another peer location by a certain percentage, the prevailing salaries may not differ by the same percentage. ERI emphasizes that – for adjusting salaries in a market study such as this one – the cost-of-labor differentials provide a more accurate method of determining whether employers are paying a competitive wage appropriate to a given geographic area.

The geographic adjustments applied are shown in **Table 9**. A **negative** adjustment means that the cost-of-labor in a comparator location is higher than in the City of Fort Lauderdale. For example, the cost of labor in the City of Boca Raton is higher than in the City of Fort Lauderdale, shown as -1.1%. Conversely, a **positive** adjustment means that the cost-of-labor in a comparator location is lower than in the City of Fort Lauderdale. For example, the cost of labor in the City of Miami is lower than in the City of Fort Lauderdale, shown as an adjustment of 0.1%.

TABLE 9
GEOGRAPHIC ADJUSTMENTS

Peer Employer	Geographic Adjustment
Broward County	0.0%
City of Boca Raton	-1.1%
City of Coral Springs	0.3%
City of Delray Beach	-0.8%
City of Hollywood	0.2%
City of Miami	0.1%
City of Miami Beach	-0.3%
City of Miramar	0.3%
City of Pompano Beach	0.4%
City of Sunrise	1.1%
City of West Palm Beach	-1.4%
Greater Orlando Aviation Authority / Orlando Executive Airport	5.0%
Miami Executive Airport	0.1%
Miami-Dade College	0.1%
Miami-Dade County	0.1%
Palm Beach County School District	-1.4%
South Florida Regional Transportation Authority	0.1%
Toho Water Authority	5.4%

Workweek Adjustments

Since workweeks sometimes vary across peer employers, we typically adjust Non-Exempt positions based on the reported pay ranges to be consistent with the City of Fort Lauderdale's standard workweeks for employees; as shown below in **Table 10**, there were some differences in workweeks for the peer employers.

TABLE 10
WORKWEEK ADJUSTMENTS

	40 HOUR WORKWEEK		48 HOUR WORKWEEK	
Peer Employer	**Hours Worked by Employees in Comparable Positions**	**Workweek Adjustment by Employees in Comparable Positions**	**Hours Worked by Employees in Comparable Positions**	**Workweek Adjustment by Employees in Comparable Positions**
Broward County	40.0	0.0%	48.0	0.0%
City of Boca Raton	40.0	0.0%	40.0	20.0%
City of Coral Springs	40.0	0.0%	48.0	0.0%
City of Delray Beach	40.0	0.0%	40.0	20.0%
City of Hollywood	40.0	0.0%	40.0	20.0%
City of Miami	40.0 29.5	0.0% 35.6%	40.0	20.0%
City of Miami Beach	40.0	0.0%	40.0	20.0%
City of Miramar	40.0	0.0%	40.0	20.0%
City of Pompano Beach	40.0	0.0%	48.0	0.0%
City of Sunrise	40.0	0.0%	40.0	20.0%
City of West Palm Beach	40.0	0.0%	48.0	0.0%
Greater Orlando Aviation Authority / Orlando Executive Airport	40.0	0.0%	40.0	20.0%
Miami Executive Airport	40.0	0.0%	40.0	20.0%
Miami-Dade College	37.5 25.0	6.7% 60.0%	40.0	20.0%
Miami-Dade County	40.0	0.0%	40.0	20.0%
Palm Beach County School District	40.0	0.0%	40.0	20.0%
South Florida Regional Transportation Authority	40.0	0.0%	40.0	20.0%
Toho Water Authority	40.0	0.0%	40.0	20.0%
City of Fort Lauderdale	**40.0**	**0.0%**	**48.0**	**0.0%**

Study Findings – Base Pay

Pay Ranges - Overall

Based on overall market data the City of Fort Lauderdale's pay structure is at the market average midpoint. We define market competitiveness as being between 95% and 105% of the market average. We did find variation in the competitiveness of individual benchmark job titles.

Specifically:

- 39 benchmark job titles are below market (less than 95% at the midpoint)
- 34 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 17 benchmark job titles are above market (above 105% at the midpoint)
- 2 benchmark job titles did not garner sufficient matches to be statistically significant

Table 11 shows all benchmark jobs and their respective pay range market competitiveness based on the market data. "Insufficient Data" indicates that a specific benchmark job did not have three or more matches, as noted in the second column of the table. Segal Waters requires three or more matches for the data to be statistically significant; if a benchmark job does not garner enough matches Segal Waters will remove the position from analysis.

TABLE 11
CITY OF FORT LAUDERDALE, FL
OVERALL MARKET POSITION – 75TH PERCENTILE – PAY ONLY BY DEPARTMENT

		City of Fort Lauderdale Pay Ranges as a Percent of the 75th Percentile		
Benchmark Title	**# of Matches**	**Pay Range Minimum**	**Pay Range Midpoint**	**Pay Range Maximum**
City Attorney's Office (2)				
Assistant City Attorney III	10	112%	107%	105%
Legal Assistant III	10	99%	105%	106%
City Attorney's Office Average		**108%**	**106%**	**106%**
City Clerk's Office (1)				
Assistant City Clerk II	6	113%	121%	110%
City Clerk's Office Average		**113%**	**121%**	**110%**
City Commission's Office (1)				
Commission Assistant IV	5	116%	112%	110%
City Commission's Office Average		**116%**	**112%**	**110%**
City Manager's Office (3)				
Assistant City Manager	11	87%	90%	88%
Construction Review Specialist	4	103%	95%	89%
Senior Financial Management Analyst	12	88%	85%	86%
City Manager's Office Average		**90%**	**89%**	**87%**
Crosses Multiple Departments (19)				
Accounting Clerk	16	100%	90%	86%
Administrative Aide	13	105%	95%	89%
Administrative Assistant II	9	104%	100%	95%
Clerk III	12	119%	113%	110%
Code Compliance Officer	11	97%	92%	87%
Construction Worker II	12	110%	106%	101%
Customer Service Representative I	13	97%	88%	82%
Deputy Director	12	96%	97%	94%
Electrician	18	102%	97%	94%
Event Worker	3	64%	118%	154%
Heavy Equipment Operator	14	101%	95%	92%
Municipal Maintenance Worker II	15	100%	95%	93%
Planner III	11	100%	95%	90%
Principal Planner	9	102%	97%	94%
Project Manager II	12	92%	89%	84%
Secretary I	12	104%	94%	89%
Senior Accounting Clerk	9	96%	92%	89%
Senior Project Manager	9	99%	97%	94%
Service Clerk	5	105%	97%	93%
Crosses Multiple Departments Average		**100%**	**96%**	**93%**
Finance Department (6)				
Accountant II	17	117%	108%	102%
Manager, Procurement And Contracts	13	104%	97%	92%

TABLE 11
CITY OF FORT LAUDERDALE, FL
OVERALL MARKET POSITION – 75TH PERCENTILE – PAY ONLY BY DEPARTMENT

		City of Fort Lauderdale Pay Ranges as a Percent of the 75th Percentile		
Benchmark Title	**# of Matches**	**Pay Range Minimum**	**Pay Range Midpoint**	**Pay Range Maximum**
Procurement Specialist II	13	123%	112%	105%
Senior Accountant	17	118%	110%	109%
Senior Procurement Specialist	10	122%	117%	112%
Treasurer	10	94%	90%	87%
Finance Department Average		**111%**	**104%**	**100%**
Fire Department (3)				
Battalion Chief	12	85%	98%	102%
Beach Lifeguard	7	98%	90%	85%
Beach Patrol Lieutenant	7	113%	101%	92%
Fire Department Average		**95%**	**97%**	**95%**
Human Resources Department (5)				
Claims Adjuster	11	87%	89%	87%
Human Resources Assistant	6	112%	109%	111%
Insurance Benefits Specialist	8	99%	92%	88%
Risk Manager	8	100%	100%	100%
Senior Claims Adjuster	10	92%	93%	91%
Human Resources Department Average		**97%**	**96%**	**95%**
Information Technology Department (10)				
Application Developer	10	108%	107%	102%
Assistant Database Administrator	10	100%	96%	90%
Computer Operator II	6	94%	80%	71%
Data Warehouse Analyst	4	104%	102%	95%
Geographic Information Systems Analyst	6	111%	101%	93%
Network Support Analyst	9	100%	96%	90%
Senior Tech Support Analyst	9	111%	101%	97%
Systems Administrator	13	112%	103%	97%
Technical Support Analyst	11	103%	96%	91%
Technology Strategist	6	87%	80%	75%
Information Technology Department Average		**103%**	**96%**	**90%**
Parks and Recreation Department (12)				
Apprentice Municipal Maintenance Worker	9	90%	83%	80%
Community Program Supervisor	7	92%	94%	95%
Field Operations Technician - Level IV	4	108%	98%	91%
Head Groundskeeper	4	98%	94%	91%
Municipal Maintenance Worker III (Parks/Facilities)	10	92%	89%	85%
Parks Foreman	7	112%	105%	102%
Pool Equipment Mechanic	4	110%	108%	107%
Pool Lifeguard I	11	98%	91%	85%
Recreation Instructor II	5	64%	82%	94%

TABLE 11
CITY OF FORT LAUDERDALE, FL
OVERALL MARKET POSITION – 75TH PERCENTILE – PAY ONLY BY DEPARTMENT

		City of Fort Lauderdale Pay Ranges as a Percent of the 75th Percentile		
Benchmark Title	**# of Matches**	**Pay Range Minimum**	**Pay Range Midpoint**	**Pay Range Maximum**
Recreation Program Coordinator	7	116%	113%	108%
Recreation Programmer I	7	96%	87%	81%
Recreation Worker	7	62%	75%	84%
Parks and Recreation Department Average		**97%**	**95%**	**93%**
Police Department (6)				
Accident Investigator II	2	Insufficient Data		
Crime Analyst II	8	103%	93%	86%
Police Aide II	1	Insufficient Data		
Police Records Clerk	8	98%	91%	86%
Public Safety Aide	6	86%	84%	78%
Senior Police Records Clerk	4	91%	82%	76%
Police Department Average		**93%**	**86%**	**81%**
Public Works / Building Services Department (12)				
Distribution And Collection Chief	6	97%	94%	92%
Electro Technician	7	101%	96%	92%
Engineering Aide II	6	85%	83%	75%
Engineering Technician II	6	106%	100%	93%
Environmental Laboratory Technician	6	99%	95%	93%
Industrial Electrician	18	102%	97%	93%
Municipal Maintenance Worker III (Public Services)	4	95%	88%	83%
Public Service Maintenance Chief	9	100%	96%	92%
Utilities Mechanic I	10	105%	98%	90%
Utilities Service Worker	8	83%	88%	91%
Utility Field Representative	3	105%	99%	94%
Water Treatment Plant Operator II	8	103%	95%	90%
Public Works / Building Services Department Average		**99%**	**94%**	**90%**
Sustainable Development Department (7)				
Building Inspector	10	80%	82%	85%
Chief Building Inspector	10	87%	85%	86%
Economic And Business Development Manager	10	106%	106%	106%
Electrical Inspector	8	87%	83%	80%
Plumbing Inspector	9	88%	83%	80%
Senior Code Compliance Officer	10	88%	80%	75%
Structural Plans Examiner	8	89%	83%	80%
Sustainable Development Department Average		**90%**	**87%**	**86%**
Transportation and Mobility Department (5)				
Airport Operations Aide	3	100%	88%	81%
Parking Enforcement Shift Coordinator	3	114%	106%	99%

TABLE 11
CITY OF FORT LAUDERDALE, FL
OVERALL MARKET POSITION – 75TH PERCENTILE – PAY ONLY BY DEPARTMENT

Benchmark Title	# of Matches	City of Fort Lauderdale Pay Ranges as a Percent of the 75th Percentile		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Parking Enforcement Specialist	5	95%	85%	80%
Parking Meter Technician	5	107%	100%	95%
Parking Operations Supervisor	5	120%	118%	117%
Transportation and Mobility Department Average		**108%**	**100%**	**94%**
Overall		**100%**	**96%**	**93%**

Figures shown in **red** are below market (less than 95% of the market average)
Figures shown in **black** within the market range (95% to 105% of the market average)
Figures shown in **blue** are above market (more than 105% of the market average)

Study Findings – Pay Practices

Pay Schedule Design & Increases

Tables 12 through **49** detail characteristics of peer employer pay plans for general employee positions including:

- Pay Schedule Design
- Pay Progression
- Pay Increase Amounts
- Type of Base Pay Increases
- Pay Progression and Pay Increase Policies

Questions to which a comparable employer provided no response display an 'NR' in the associated field, and questions where an answer was not applicable display an 'NA' in the associated field.

Survey Question: What type of pay schedule design(s) covers employees?

TABLE 12
PAY SCHEDULE DESIGN – GENERAL EMPLOYEES

Peer Employer	Grade and Step	Open Ranges	Flat Rates	Other
City of Delray Beach	No	Yes	No	No
City of Hollywood	No	Yes	No	No
City of Miami	Yes	Yes	No	No
City of Miami Beach	No	Yes	No	No
City of Miramar	No	Yes	No	No
City of Pompano Beach	No	Yes	No	No
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	Yes	No	No
Miami Executive Airport	Yes	Yes	No	No
Miami-Dade College	NR	Yes	NR	No
Palm Beach County School District	No	Yes	No	No
South Florida Regional Transportation Authority	No	Yes	No	No
Toho Water Authority	Yes	No	No	No
City of Fort Lauderdale	**Yes**	**No**	**No**	**No**

NR = No Response
NA = Not Applicable

Survey Question: What determines how employees progress though the pay range (that is, moves from the minimum to the maximum of the range)?

TABLE 13
PAY PROGRESSION – GENERAL EMPLOYEES

Peer Employer	Steps (Time in Position)	Individual Performance	Other
City of Delray Beach	No	Yes	NA
City of Hollywood	No	Yes	No
City of Miami	Yes	Yes	No
City of Miami Beach	No	Yes	NA
City of Miramar	No	Yes	No
City of Pompano Beach	No	Yes	No
Greater Orlando Aviation Authority / Orlando Executive Airport	No	No	Yes – General Increase
Miami Executive Airport	Yes	Yes	NA
Miami-Dade College	Yes	NR	NA
Palm Beach County School District	No	No	Yes
South Florida Regional Transportation Authority	No	Yes	Yes
Toho Water Authority	Yes	No	NA
City of Fort Lauderdale	**Yes**	**Yes**	**NA**

NR = No Response
NA = Not Applicable

Survey Question: What type(s) / amount of base pay increases were applied in FY 2017 for employees? If other, please explain.

TABLE 14
FY 2017 TYPE OF BASE PAY INCREASES – GENERAL EMPLOYEES

Peer Employer	COLA	Amount ($ or %)	Merit/ Performance	Amount ($ or %)	Other	Amount ($ or %)	If other, please explain:
City of Delray Beach	No	NA	Yes	0.0% - 5.0%	NA	NA	NA
City of Hollywood	Yes	2.5%	Yes	1.5%	No	NA	NA
City of Miami	No	NA	Yes	5.0%	Yes	5.0%	Contract Step Increases
City of Miami Beach	Yes	3.0%	Yes	TBD	NA	NA	Merit/Performance percentage is pending Commission approval
City of Miramar	Yes	2.5%	No	NA	No	NA	NA
City of Pompano Beach	Yes	3.0%	Yes	1.0% - 3.0%	No	NA	NA
Greater Orlando Aviation Authority / Orlando Executive Airport	No	NA	No	NA	Yes	3.5%	General Increase
Miami Executive Airport	*Pending Labor Agreement Negotiations*						
Miami-Dade College	No	NA	No	NA	Yes	2.0%	As approved by the Board of Trustees, for FY 2016/2017
Palm Beach County School District	No	NA	Yes	See Comment	Yes	See Comment	PBCSD has 6 bargaining units and 6 non-bargaining units. Union negotiations determine increases.
South Florida Regional Transportation Authority	No	NA	No	NA	Yes	3.0%	Across the board increase
Toho Water Authority	Yes	1.5%	Yes	2.5%	NA	NA	NA
City of Fort Lauderdale	**Yes**	**0.5%**	**Yes**	**1.5% - 3.0%**	**NA**	**NA**	**NA**

NR = No Response
NA = Not Applicable

Survey Questions:

(A) Do adjustments to the pay schedule automatically result in increases to employees' base pay?
(B) Do you have a minimum guaranteed pay increase for promotions?
(C) Do you have a policy on hiring practices? If yes, please provide any relevant detail.

TABLE 15
PAY PROGRESSION AND PAY INCREASE POLICIES – GENERAL EMPLOYEES

Peer Employer	Question A	Question B	Question C	If Yes, please detail any relevant information.
City of Delray Beach	No	Yes	Yes	NR
City of Hollywood	Yes	Yes	Yes	Minimum of 5% for promotion
City of Miami	Yes	Yes	Yes	NR
City of Miami Beach	No	Yes	Yes	NR
City of Miramar	Yes	No	Yes	Varies by department, HR has a blanket policy on hiring polices
City of Pompano Beach	No	Yes	Yes	All newly appointed employees should be appointed at the minimum entrance salary. A department head may hire above salary with the City Manager's approval. A promoted employee's salary will be increased to the minimum of the new pay grade or 15% of their base pay, whichever is the greater.
Greater Orlando Aviation Authority / Orlando Executive Airport	No	Yes	Yes	NR
Miami Executive Airport	No	Yes	Yes	Minimum guaranteed pay increase is approximately 5% or to the minimum of the pay grade, greater of amount.
Miami-Dade College	NR	NR	NR	NR
Palm Beach County School District	No	Yes	Yes	Previous identical experience may apply for purposes of initial salary appointment, depending on the bargaining or non-bargaining unit of assignment.
South Florida Regional Transportation Authority	No	No	Yes	It is the policy of SFRTA to be an Equal Opportunity employer.
Toho Water Authority	Yes	Yes	Yes	**Question B:** Yes – A promotion to a higher salary grade is 7% or the minimum of the new pay grade. A promotion from non-supervisor to a supervisor position is 10%. **Question C:** Yes – We have a policy on recruitment and appointment, transfers, promotions and demotions, and pay for performance.
City of Fort Lauderdale	**No**	**Yes**	**Yes**	**For exam positions: Must be a job posting (Teamsters requires a two week post), examination process that will make up half of the candidates' overall score. Candidates must be ranked and placed on an eligibility list and the top 5 scores are sent to the hiring department for interviews and selection. Non-exam positions: Must be a job posting and the overall score is based on the interview panel.**

Survey Question:
(D) Do you have a minimum guaranteed pay increases for reclassification to a higher grade?

TABLE 16
PAY PROGRESSION AND PAY INCREASE POLICIES CONTINUED – GENERAL EMPLOYEES

Peer Employer	Question D	If Yes, please describe below.
City of Delray Beach	Yes	4.0% per grade
City of Hollywood	Yes	Minimum of 5.0% for reclassification
City of Miami	Yes	Minimum 10.0% increase
City of Miami Beach	Yes	5.0%
City of Miramar	No	NA
City of Pompano Beach	Yes	5.0%
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	6.0%
Miami Executive Airport	No	NA
Miami-Dade College	Yes	NR
Palm Beach County School District	Yes	5.0%
South Florida Regional Transportation Authority	Yes	Employees transferred to a job in a higher salary range will be paid at least the minimum of the new range and no greater than 10.0% above the minimum range.
Toho Water Authority	Yes	A promotion to a higher salary grade is 7.0% or the minimum of the new pay grade. A promotion from non-supervisory to supervisor is 10.0%.
City of Fort Lauderdale	**Yes**	**5.0% increase or the minimum of the pay grade, whichever is higher.**

NR = No Response
NA = Not Applicable

Survey Question: What types of pay supplements are offered to any employees (e.g. $0.10/hour for trades workers)? If you do not offer one or more of the following pay supplements, enter "Not Applicable."

TABLE 17A
PAY SUPPLEMENTS OFFERED – GENERAL EMPLOYEES

Peer Employer	Evening Shift	Amount ($ or %)	Overnight Shift Differential	Amount ($ or %)	Weekend Differential	Amount ($ or %)
City of Delray Beach	Yes	NR	Yes	NR	No	NA
City of Hollywood	Yes	$0.60/hr	Yes	$1.00/hr	No	NA
City of Miami	No	NA	Yes	$0.60/hr	No	NA
City of Miami Beach	Yes	Varies	Yes	Varies	No	NA
City of Miramar	Yes	NR	Yes	NR	No	NA
City of Pompano Beach	No	NA	No	NA	No	NA
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	$0.60/hr	Yes	$0.85/hr	No	NA
Miami Executive Airport	Yes	5.0%	Yes	5.0%	No	NA
Miami-Dade College	Yes	5.0%	Yes	10.0%	No	NA
Palm Beach County School District	Yes	$0.25/hr	No	NA	No	NA
South Florida Regional Transportation Authority	No	NA	Yes	$1.00/hr	No	NA
Toho Water Authority	Yes	1.5x for Non-Exempt Employees	Yes	1.5x for Non-Exempt Employees	No	NA
City of Fort Lauderdale	**No**	**NA**	**Yes**	**2.5% or 5.0% above pay range depending on the position.**	**Yes**	**2.5% or 5.0% above pay range depending on the position.**

NR = No Response
NA = Not Applicable

Survey Question: What types of pay supplements are offered to any employees (e.g. $0.10/hour for trades workers)? If you do not offer one or more of the following pay supplements, enter "Not Applicable."

TABLE 17B
PAY SUPPLEMENTS OFFERED – GENERAL EMPLOYEES

Peer Employer	On-Call or Stand-By Pay	Amount ($ or %)	Call-Back Pay	Amount ($ or %)
City of Delray Beach	Yes	NR	Yes	NR
City of Hollywood	No	NA	Yes	NR
City of Miami	Yes	Receive a 7.5% pay supplement added to their base rate of pay should they be continually assigned to on-call rotation.	Yes	If recalled to duty during off-duty hours, receive a minimum of three (3) hours plus one (1) hour travel time, paid at the overtime rate
City of Miami Beach	Yes	2 Hours	Yes	4 Hours Minimum
City of Miramar	No	NA	Yes	NR
City of Pompano Beach	Yes	Additional $1.00/hr	Yes	$100 monthly only for Zoning Techs
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	2/10 of one hour	Yes	4 Hrs Min
Miami Executive Airport	Yes	Amount dependent on employee's individual pay rate	Yes	Min. 4 Hrs Pay
Miami-Dade College	No	NA	No	NA
Palm Beach County School District	Yes	NR	No	NA
South Florida Regional Transportation Authority	No	NA	No	NA
Toho Water Authority	Yes	Paid overtime for the actual hours called out and a flat $140 for serving standby duty	Yes	Minimum 2 hrs. and a minimum of 15 minutes of work for responses from a remote location, at the applicable rate of pay
City of Fort Lauderdale	**Yes**	**Non-duty day employee receives 2 hr straight time, on duty day is 1 hr**	**Yes**	**Call back pay is time and one-half with a minimum of 3 hours**

NR = No Response
NA = Not Applicable

Survey Question: What types of pay supplements are offered to any employees (e.g. $0.10/hour for trades workers)? If you do not offer one or more of the following pay supplements, enter "Not Applicable."

TABLE 17C
PAY SUPPLEMENTS OFFERED – GENERAL EMPLOYEES

Peer Employer	Holiday Pay	Amount ($ or %)
City of Delray Beach	Yes	NR
City of Hollywood	Yes	NR
City of Miami	Yes	1.5x the Hourly Rate
City of Miami Beach	Yes	NR
City of Miramar	Yes	NR
City of Pompano Beach	No	NA
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	Holiday + Regular
Miami Executive Airport	Yes	One day of pay, amount dependent on employee's individual pay rate
Miami-Dade College	No	NA
Palm Beach County School District	Yes	NR
South Florida Regional Transportation Authority	Yes	8/4 hr FT/PT
Toho Water Authority	NR	NR
City of Fort Lauderdale	**Yes**	**Employees not scheduled receive 8 hours pay at straight time. If scheduled on a holiday, employee receive holiday compensatory time off calculated at 1-1/2 times the hours worked**

NR = No Response
NA = Not Applicable

Survey Question: What types of pay supplements are offered to any employees (e.g. $0.10/hour for trades workers)? If you do not offer one or more of the following pay supplements, enter "Not Applicable."

TABLE 17D
PAY SUPPLEMENTS OFFERED – GENERAL EMPLOYEES

Peer Employer	Bi-Lingual Pay	Amount ($ or %)	Special Skills	Amount ($ or %)	Sign-On Bonus	Amount ($ or %)
City of Delray Beach	Yes	NR	No	NA	No	NA
City of Hollywood	No	NA	NR	NR	No	NA
City of Miami	No	NA	No	NA	No	NA
City of Miami Beach	No	NR	Yes	NR	No	NR
City of Miramar	No	NA	No	NA	No	NA
City of Pompano Beach	No	NA	No	NA	No	NA
Greater Orlando Aviation Authority / Orlando Executive Airport	No	NA	No	NA	No	NA
Miami Executive Airport	No	NA	No	NA	No	NA
Miami-Dade College	NR	NR	NR	NR	NR	NR
Palm Beach County School District	No	NA	No	NA	No	NA
South Florida Regional Transportation Authority	No	NA	No	NA	No	NA
Toho Water Authority	No	NA	NR	NR	No	NA
City of Fort Lauderdale	**No**	**NA**	**No**	**NA**	**No**	**NA**

NR = No Response
NA = Not Applicable

Survey Question: What types of pay supplements are offered to any employees (e.g. $0.10/hour for trades workers)? If you do not offer one or more of the following pay supplements, enter "Not Applicable."

TABLE 17E
PAY SUPPLEMENTS OFFERED– GENERAL EMPLOYEES

Peer Employer	Referral Bonus	Amount ($ or %)	Profess. Edu. Diff.	Amount ($ or %)	Educational Stipend	Amount ($ or %)
City of Delray Beach	No	NA	No	NA	No	NA
City of Hollywood	No	NA	No	NA	NR	NR
City of Miami	No	NA	No	NA	No	NA
City of Miami Beach	No	NR	NR	NR	Yes	UNDERGRADUATE COURSES: 80% for courses where employee earns an A 60% for courses where employee earns a B 40% for courses where employee earns a C GRADUATE COURSES: 80% for courses where employee earns an A 60% for courses where employee earns a B
City of Miramar	No	NA	No	NA	No	NA
City of Pompano Beach	No	NA	Yes	Only for Zoning Technician	No	NA
Greater Orlando Aviation Authority / Orlando Executive Airport	No	NA	No	NA	No	NA
Miami Executive Airport	No	NA	No	NA	No	NA
Miami-Dade College	NR	NR	NR	NR	NR	NR
Palm Beach County School District	No	NA	Yes	NR	No	NA
South Florida Regional Transportation Authority	No	NA	No	NA	No	NA
Toho Water Authority	No	NA	No	NA	Yes	$4,690 per fiscal year, reimbursement of courses associated with attaining a degree in a field related to the employee's role at TWA
City of Fort Lauderdale	**No**	**NA**	**No**	**NA**	**Yes**	**Differs based on bargaining group and classification**

NR = No Response, NA = Not Applicable

Survey Question: What types of pay supplements are offered to any employees (e.g. $0.10/hour for trades workers)? If you do not offer one or more of the following pay supplements, enter "Not Applicable."

TABLE 17F1
PAY SUPPLEMENTS OFFERED– GENERAL EMPLOYEES

Peer Employer	Other	Amount ($ or %)	Comments
City of Delray Beach	NR	NR	NR
City of Hollywood	NR	NR	NR
City of Miami	Yes	See Comment	•Emergency Dispatchers who are actively assigned the duty of training new Emergency Dispatchers shall be entitled to receive a five percent (5%) per pay period pay supplement for the actual full pay period they are assigned in a training capacity by their supervisor. •All Police Emergency Dispatchers, Emergency Dispatcher Supervisors, and Police and Emergency Dispatch Assistants assigned to Police Communications shall receive a five percent (5%) pay supplement if the employee holds and maintains the Quality Assurance Proficiency (QAP) rating in accordance with Police Standards after a period of three (3) months. •Fire Garage Mechanics and Supervisors who obtain Emergency Vehicle Technicians certificates, shall receive a one percent (1%) pay supplement for every two (2) licenses that mechanics and supervisors obtain and maintain, up to a maximum of five percent (5%) for holding a minimum of ten (10) approved licenses. •All fleet employees and supervisors in the Department of General Services Administration, who obtain Automotive Service Excellence (ASE) certification, shall receive a one percent (1%) pay supplement for every two (2) licenses obtained and maintained, up to a maximum of five percent (5%) for holding a minimum of ten (10) approved licenses.
City of Miami Beach	NR	NR	NR
City of Miramar	No	NA	NR
City of Pompano Beach	No	NA	NR
Greater Orlando Aviation Authority / Orlando Executive Airport	No	NA	NR

TABLE 17F2
PAY SUPPLEMENTS OFFERED– GENERAL EMPLOYEES

Peer Employer	Other	Amount ($ or %)	Comments
Miami Executive Airport	No	NA	Lead worker is a pay supplement provided to employees that are determined to be performing extraordinary duties within their classification, such as providing direction, issuing work assignments to other employees within their same classification, performing added duties outside their classification, etc. For employees in the Purchasing or Contracting Profession there is a certification available to employees in the purchasing & contract procurement area such as Certified Public Procurement Officer (CPPO); the supplement is for attaining the certification.
Miami-Dade College	Yes	3%	Lead workers are provided a pay supplement of 3% of their base pay.
Palm Beach County School District	Yes	NR	NR
South Florida Regional Transportation Authority	No	NA	Pay differential of $1.00 per hour for hours between 10 pm and 6 am. Holiday pay is paid at rate of 8 hours for full time employees and 4 hours for part time employees.
Toho Water Authority	Yes	7%	Field Services has a Skill Based Pay program that incentivizes progression of skills and knowledge. The employee's job title advances and their pay grade increases by meeting the requirements.
City of Fort Lauderdale	**No**	**NA**	**NR**

NR = No Response
NA = Not Applicable

Survey Questions:

(A) Do you offer longevity pay to any employees?
(B) If Yes, which employee groups receive longevity pay?

TABLE 18
LONGEVITY PAY – GENERAL EMPLOYEES

Peer Employer	Offered?	Employee Groups which Receive Longevity Pay
City of Delray Beach	No	NA
City of Hollywood	Yes	General, Professional, Supervisory, and Non-Represented
City of Miami	No	NA
City of Miami Beach	No	NA
City of Miramar	Yes	Employees with 15 Years of Full-time Service or More
City of Pompano Beach	No	NA
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	All Employee Groups
Miami Executive Airport	Yes	All Employee Groups
Miami-Dade College	No	NA
Palm Beach County School District	No	NA
South Florida Regional Transportation Authority	No	NA
Toho Water Authority	Yes	All Full-time and Permanent Employees
City of Fort Lauderdale	**Yes**	**Employees hired before 10/1/2004**

NR = No Response
NA = Not Applicable

Survey Question: How much longevity pay do general employees receive for each year of service?

TABLE 19A
AMOUNT OF LONGEVITY PAY BY YEARS OF SERVICE – GENERAL EMPLOYEES

Peer Employer	1 < 5 Years	5 < 10 Years	10 < 15 Years	15 < 20 Years	20 < 25 Years	25 < 30 Years	30+ Years
Annual Amount ($/hour or % of pay)							
City of Delray Beach	NA	NA	NA	NA	NA	NA	NA
City of Hollywood	0.0%	0.0%	5.0%	3.0%	2.0%	2.0%	2.0%
City of Miami	NA	NA	NA	NA	NA	NA	NA
City of Miami Beach	NA	NA	NA	NA	NA	NA	NA
City of Miramar	NR	NR	NR	NR	NR	NR	NR
City of Pompano Beach	NA	NA	NA	NA	NA	NA	NA
Greater Orlando Aviation Authority / Orlando Executive Airport	$0.00	$425.00	$825.00	$1,200.00	$1,600.00	$1,600.00	$1,600.00
Miami Executive Airport	0.0%	0.0%	0.0%	15 Yrs – 1.5% 16 Yrs – 1.6% 17 Yrs – 1.7% 18 Yrs – 1.8% 19 Yrs – 1.9%	20 Yrs – 2.0% 21 Yrs – 2.1% 22 Yrs – 2.2% 23 Yrs – 2.3% 24 Yrs – 2.4%	25 Yrs – 2.5% 26 Yrs – 2.6% 27 Yrs – 2.7% 28 Yrs – 2.8% 29 Yrs – 2.9%	30 Yr. Cap at 3.0%
Miami-Dade College	NA	NA	NA	NA	NA	NA	NA
Palm Beach County School District	NA	NA	NA	NA	NA	NA	NA
South Florida Regional Transportation Authority	NA	NA	NA	NA	NA	NA	NA
Toho Water Authority	$0.00	$0.00	$300.00 - $450.00	$450.00 - $600.00	$600.00 - $750.00	$750.00 - $900.00	$900.00 - $1,020.00
City of Fort Lauderdale	**NA**	**2.5%**	**5.0%**	**7.5%**	**10.0%**	**12.5%**	**12.5%**

NR = No Response
NA = Not Applicable

Survey Question: How much longevity pay do management employees receive for each year of service?

TABLE 19B
AMOUNT OF LONGEVITY PAY BY YEARS OF SERVICE – MANAGEMENT – GENERAL EMPLOYEES

Peer Employer	1 < 5 Years	5 < 10 Years	10 < 15 Years	15 < 20 Years	20 < 25 Years	25 < 30 Years	30+ Years
Annual Amount ($/hour or % of pay)							
City of Delray Beach	NA	NA	NA	NA	NA	NA	NA
City of Hollywood	0.0%	0.0%	5.0%	3.0%	2.0%	2.0%	2.0%
City of Miami	NA	NA	NA	NA	NA	NA	NA
City of Miami Beach	NA	NA	NA	NA	NA	NA	NA
City of Miramar	NR	NR	NR	NR	NR	NR	NR
City of Pompano Beach	NA	NA	NA	NA	NA	NA	NA
Greater Orlando Aviation Authority / Orlando Executive Airport	$0.00	$425.00	$825.00	$1,200.00	$1,600.00	$1,600.00	$1,600.00
Miami Executive Airport	0.0%	0.0%	0.0%	15 Yrs – 1.5% 16 Yrs – 1.6% 17 Yrs – 1.7% 18 Yrs – 1.8% 19 Yrs – 1.9%	20 Yrs – 2.0% 21 Yrs – 2.1% 22 Yrs – 2.2% 23 Yrs – 2.3% 24 Yrs – 2.4%	25 Yrs – 2.5% 26 Yrs – 2.6% 27 Yrs – 2.7% 28 Yrs – 2.8% 29 Yrs – 2.9%	30 Yr. Cap at 3.0%
Miami-Dade College	NA	NA	NA	NA	NA	NA	NA
Palm Beach County School District	NA	NA	NA	NA	NA	NA	NA
South Florida Regional Transportation Authority	NA	NA	NA	NA	NA	NA	NA
Toho Water Authority	$0.00	$0.00	$300.00 - $450.00	$450.00 - $600.00	$600.00 - $750.00	$750.00 - $900.00	$900.00 - $1,020.00
City of Fort Lauderdale	**$0.00**	**Starting at 5 years of service employees will earn $264 for each year of continuous service**					

NR = No Response
NA = Not Applicable

Survey Questions: What is the maximum amount of longevity pay an employee can receive? Is longevity pay included in pension calculations?

TABLE 20
MAXIMUM AMOUNT OF LONGEVITY PAY – GENERAL EMPLOYEES

Peer Employer	Maximum Amount	Included in Pension Benefit Calculations?	Use this space below for additional comments regarding longevity pay.
City of Delray Beach	NA	NA	NA
City of Hollywood	Capped at 2.0% of Pay at 20 years of Service	Yes	NR
City of Miami	NA	NA	NA
City of Miami Beach	NA	NA	NA
City of Miramar	NR	NR	NR
City of Pompano Beach	NA	NA	NA
Greater Orlando Aviation Authority / Orlando Executive Airport	Capped at $1,600.00	No	The years are slightly off compared to Greater Orlando Aviation Authority
Miami Executive Airport	Capped at 3.0% of Pay	NR	NR
Miami-Dade College	No	NA	NA
Palm Beach County School District	NA	NA	NA
South Florida Regional Transportation Authority	NA	NA	NA
Toho Water Authority	Capped at $1,020.00	Yes	NR
City of Fort Lauderdale	**12.5%**	**NR**	**Annual dollar amount for Longevity pay differs based on bargaining group. Annual rates listed for general employees are from Teamsters bargaining union. Employees must be hired prior to April 10, 1983 and must have served continuous for 5 years. For Federation employees: must be employed on or before Feb. 28, 1987. For management: must be employed on or before March 1, 1987 and 5 years of continuous serves.**

NR = No Response
NA = Not Applicable

Survey Question:
(A) Do you offer performance-based rewards?
(B) If yes, what types of performance-based rewards do you offer to any employees?

TABLE 21
PERFORMANCE-BASED REWARDS – GENERAL EMPLOYEES

Peer Employer	Offered?	Organization Wide Pay Increases	Organization Wide Lump Sum Bonuses	Department/ Team Pay Increases	Department/ Team Lump Sum Bonuses	Individual Pay Increases	Individual Lump Sum Bonuses
City of Delray Beach	Yes	No	No	No	No	Yes	Yes
City of Hollywood	No	NA	NA	NA	NA	NA	NA
City of Miami	No	NA	NA	NA	NA	NA	NA
City of Miami Beach	No	NA	NA	NA	NA	NA	NA
City of Miramar	No	NA	NA	NA	NA	NA	NA
City of Pompano Beach	Yes	No	No	No	No	Yes	No
Greater Orlando Aviation Authority / Orlando Executive Airport	No	NA	NA	NA	NA	NA	NA
Miami Executive Airport	Yes	No	No	No	No	Yes	Yes
Miami-Dade College	No	NA	NA	NA	NA	NA	NA
Palm Beach County School District	Yes	No	No	No	No	Yes	No
South Florida Regional Transportation Authority	Yes	No	No	No	No	Yes	No
Toho Water Authority	Yes	No	No	No	Yes	Yes	Yes
City of Fort Lauderdale	**Yes**	**No**	**No**	**No**	**No**	**Yes**	**No**

NR = No Response
NA = Not Applicable

Survey Question: Which employee groups are eligible for any performance-based rewards?

TABLE 22
PERFORMANCE-BASED REWARDS – GENERAL EMPLOYEES

Peer Employer	Eligible Employee Groups
City of Delray Beach	All
City of Hollywood	Only general employees currently, management just received a COLA
City of Miami	NA
City of Miami Beach	NA
City of Miramar	NR
City of Pompano Beach	Full-time employees only
Greater Orlando Aviation Authority / Orlando Executive Airport	NA
Miami Executive Airport	All non-bargaining unit employees.
Miami-Dade College	NA
Palm Beach County School District	Teachers, Principals, Assistant Principals
South Florida Regional Transportation Authority	NR
Toho Water Authority	All permanent full-time and part time employees
City of Fort Lauderdale	**NR**

NR = No Response
NA = Not Applicable

Survey Question: Do you reimburse employees for expense associated with education, such as getting a college degree, continuing education, or certifications?

TABLE 23
SUPPLEMENTAL PAY – TUITION ASSISTANCE – GENERAL EMPLOYEES

Peer Employer	Offered?	Amount (% of base or $ per hour)	Frequency (Annual or One Time)	Additional Policy Information	Additional Comments
City of Delray Beach	Yes	State Rate	Annual	12 Credits per Year	None
City of Hollywood	Yes	NR	NR	NR	None
City of Miami	Yes	$4,000 Maximum	Annual	NR	None
City of Miami Beach	Yes	Grade A: 80% reimburse. Grade B: 60% reimburse. Grade C: 40% reimburse.	Limited to 6 credit hours per semester	Tuition assistance shall be based upon and not exceed the established credit hour tuition rate in the State university system at the time of enrollment	None
City of Miramar	Yes	Undergraduate: Up to $5,000.00 Graduate: Up to $7,000.00	Annual	NR	None
City of Pompano Beach	Yes	100%	Annual	NR	None
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	$2,500.00	Annual	Grade “C” or Better Required	None
Miami Executive Airport	Yes	50%	Annual	Grade “C” or Better Required	None
Miami-Dade College	NR	NR	NR	NR	None
Palm Beach County School District	No	NA	NA	NA	NA
South Florida Regional Transportation Authority	Yes	$200 / credit hr for undergraduate $590 / credit hr for graduate	Annual	Annual Max $7,000	$200 credit hour for undergraduate. $590 credit hour for graduate. Annual max $7,000 Grade of "B" or higher = 100% reimbursement. Grade of "C" = 75% reimbursement Less than a "C" = 0% reimbursement
Toho Water Authority	Yes	$4,690.00	Annual	NR	None
City of Fort Lauderdale	**Yes**	**% Based on Grade**	**Annual**	**% of tuition cost up to a max of 24 sem hrs annually**	**Grade A = 100%; Grade B = 75%; Grade C = 50%, D or below = None**

NR = No Response
NA = Not Applicable

Survey Question: Do you have a traditional leave or paid time off (PTO) program?

TABLE 24
PTO PROGRAM OFFERING – GENERAL EMPLOYEES

Peer Employer	Type of Program
City of Delray Beach	Traditional Leave
City of Hollywood	Traditional Leave
City of Miami	Paid Time Off (PTO)
City of Miami Beach	Traditional Leave
City of Miramar	NR
City of Pompano Beach	Traditional Leave
Greater Orlando Aviation Authority / Orlando Executive Airport	Traditional Leave
Miami Executive Airport	Paid Time Off (PTO)
Miami-Dade College	Traditional Leave
Palm Beach County School District	Traditional Leave
South Florida Regional Transportation Authority	Traditional Leave
Toho Water Authority	Traditional Leave
City of Fort Lauderdale	**Traditional Leave**

NR = No Response
NA = Not Applicable

Survey Question: How many Vacation OR Paid Time Off (PTO) leave days do full-time employees accrue in a year? If you have PTO days instead of vacation days, enter the number of PTO days.

TABLE 25A
FULL-TIME EMPLOYEES
VACATION / PAID TIME OFF DAYS OFFERED – GENERAL EMPLOYEES

Employer	0-1 YOS	1 YOS	2 YOS	3 YOS	4 YOS	5 YOS	6 YOS	7 YOS	8 YOS	9 YOS	10 YOS	11 YOS	12 YOS	13 YOS	14 YOS	15 YOS	16 YOS	17 YOS	18 YOS	19 YOS	20 YOS	21 YOS	22 YOS	23 YOS	24 YOS	25+ YOS
City of Delray Beach	0	12	12	12	14	14	14	14	16	16	16	16	18	18	18	18	18	18	18	18	18	18	18	18	18	18
City of Hollywood	0	10	10	10	10	10	10	10	14	14	18	18	18	18	18	20	20	20	20	20	25	25	25	25	25	25
City of Miami (PTO)[11]	0	12	12	12	12	12	14	14	14	14	14	17	17	17	17	17	22	22	22	22	22	22	22	22	22	22
City of Miami Beach	12	12	12	12	12	12	12	12	12	12	17	17	17	17	17	17	17	17	17	17	22	22	22	22	22	22
City of Miramar	10	10	10	10	15	15	15	15	15	15	20	20	20	20	20	20	20	20	20	20	25	25	25	25	25	25
City of Pompano Beach	0	10	10	10	10	10	15	15	15	15	15	15	15	15	20	20	20	20	20	20	20	20	20	20	20	20
Greater Orlando Aviation Authority / Orlando Executive Airport	10	10	10	10	10	12	12	12	12	12	15	15	15	15	15	15	15	15	15	15	20	20	20	20	20	25
Miami Executive Airport (PTO)[11]	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Miami-Dade College	12	12	12	12	12	12	15	15	15	15	15	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18
Palm Beach County School District	0	12	12	12	12	12	15	15	15	15	15	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18
South Florida Regional Transportation Authority	10	10	10	10	10	15	15	15	15	15	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Toho Water Authority	10	10	10	10	10	12	12	12	12	12	15	15	15	15	15	17	17	17	17	17	20	20	20	20	20	20
Market Average	***6***	***11***	***11***	***11***	***11***	***12***	***13***	***13***	***14***	***14***	***16***	***17***	***17***	***17***	***17***	***17***	***18***	***18***	***18***	***18***	***20***	***20***	***20***	***20***	***20***	***20***
City of Fort Lauderdale	**15**	**15**	**15**	**15**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**	**25**
Difference between Fort Lauderdale and the Market Average	***9***	***4***	***4***	***4***	***4***	***4***	***4***	***5***	***5***	***6***	***5***	***5***	***6***	***7***	***8***	***8***	***7***	***7***	***7***	***7***	***5***	***5***	***5***	***5***	***5***	***5***

[11] The City of Miami and Miami Executive Airport offer a paid time off (PTO) program while all other comparable surveyed offer Traditional Leave.

Survey Question: How many Vacation OR Paid Time Off (PTO) leave days do part-time employees accrue in a year? If you have PTO days instead of vacation days, enter the number of PTO days.

TABLE 25B
PART-TIME EMPLOYEES
VACATION / PAID TIME OFF DAYS OFFERED – GENERAL EMPLOYEES

Employer	0-1 YOS	1 YOS	2 YOS	3 YOS	4 YOS	5 YOS	6 YOS	7 YOS	8 YOS	9 YOS	10 YOS	11 YOS	12 YOS	13 YOS	14 YOS	15 YOS	16 YOS	17 YOS	18 YOS	19 YOS	20 YOS	21 YOS	22 YOS	23 YOS	24 YOS	25+ YOS
City of Delray Beach	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days*																									
City of Hollywood	0	5	5	5	5	5	5	5	7	7	9	9	9	9	9	10	10	10	10	10	13	13	13	13	13	13
City of Miami	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days*																									
City of Miami Beach	6	6	6	6	6	6	6	6	6	6	9	9	9	9	9	9	9	9	9	9	22	22	22	22	22	22
City of Miramar	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days*																									
City of Pompano Beach	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days*																									
Greater Orlando Aviation Authority / Orlando Executive Airport	5	5	5	5	5	6	6	6	6	6	8	8	8	8	8	8	8	8	8	8	10	10	10	10	10	13
Miami Executive Airport	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days*																									
Miami-Dade College	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days*																									
Palm Beach County School District	0	12	12	12	12	12	15	15	15	15	15	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18
South Florida Regional Transportation Authority	5	5	5	5	5	8	8	8	8	8	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Toho Water Authority	5	5	5	5	5	6	6	6	6	6	8	8	8	8	8	9	9	9	9	9	10	10	10	10	10	10
Market Average	***2***	***3***	***3***	***3***	***3***	***4***	***4***	***4***	***4***	***4***	***5***	***5***	***5***	***5***	***5***	***5***	***5***	***5***	***5***	***5***	***7***	***7***	***7***	***7***	***7***	***7***
City of Fort Lauderdale	***Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days***																									
Difference between Fort Lauderdale and the Market Average	***-2***	***-3***	***-3***	***-3***	***-3***	***-4***	***-4***	***-4***	***-4***	***-4***	***-5***	***-5***	***-5***	***-5***	***-5***	***-5***	***-5***	***-5***	***-5***	***-5***	***-7***	***-7***	***-7***	***-7***	***-7***	***-7***

Survey Question: How many of the following paid leave days are employees allowed each year? Please provide any relevant notes or comments on other paid leave days.

TABLE 26A
PAID LEAVE DAYS – GENERAL EMPLOYEES

	FULL-TIME EMPLOYEES			PART-TIME EMPLOYEES		
Employer	**Sick Leave**	**Holidays**	**Personal/Floating**	**Sick Leave**	**Holidays**	**Personal/Floating**
City of Delray Beach	12	11	1	0	0	0
City of Hollywood	12	8	0	6	5	0
City of Miami	12	11	0	0	0	0
City of Miami Beach	0	11	3	0	11	3
City of Miramar	15	10	2	0	0	0
City of Pompano Beach	12	12	2	0	0	0
Greater Orlando Aviation Authority / Orlando Executive Airport	13	9	2	6	9	2
Miami Executive Airport	12	13	2	0	0	0
Miami-Dade College	12	9	4	0	0	0
Palm Beach County School District	12	6	6	12	6	6
South Florida Regional Transportation Authority	12	10	2	6	10	2
Toho Water Authority	12	11	4	6	11	0
City of Fort Lauderdale	**12**	**9**	**0**	**0**	**0**	**0**

NR = No Response
NA = Not Applicable

Survey Question: Please provide any relevant notes or comments on other paid leave days.

TABLE 26B
PAID LEAVE DAYS – GENERAL EMPLOYEES

Peer Employer	Notes
City of Delray Beach	None
City of Hollywood	Sick accruals are the same as vacation accruals either 50% or 75% based on hours worked. Holidays are 8 for employees working 30 + hours or 5 for employees working 15 - 29 hours.
City of Miami	None
City of Miami Beach	None
City of Miramar	None
City of Pompano Beach	None
Greater Orlando Aviation Authority / Orlando Executive Airport	None
Miami Executive Airport	None
Miami-Dade College	Twelve days per year are earned. Personal days are taken from sick leave. No limit on sick leave; use when needed. Sick leave at retirement is based on a percentage; an employee must have at least 10 years of service at which point eligible for 50%. For each year above 10 years, 1.5% is added to a maximum of 100% of the average final compensation for the 3 highest years' salary.
Palm Beach County School District	None
South Florida Regional Transportation Authority	Sick leave accrual is 3.69 hours per pay period for full time and 1.845 hours per pay period for part time.
Toho Water Authority	None
City of Fort Lauderdale	**None**

NR = No Response
NA = Not Applicable

The table below details the total paid time off days allotted to full-time employees encompassing vacation days / paid time off (PTO) days, sick leave, holidays, and personal/floating days.

TABLE 27A
FULL-TIME EMPLOYEES
TOTAL VACATION / PAID TIME OFF AND PAID LEAVE DAYS ACCRUED / ALLOTTED – GENERAL EMPLOYEES

Employer	0-1 YOS	1 YOS	2 YOS	3 YOS	4 YOS	5 YOS	6 YOS	7 YOS	8 YOS	9 YOS	10 YOS	11 YOS	12 YOS	13 YOS	14 YOS	15 YOS	16 YOS	17 YOS	18 YOS	19 YOS	20 YOS	21 YOS	22 YOS	23 YOS	24 YOS	25+ YOS
City of Delray Beach	24	36	36	36	38	38	38	38	40	40	40	40	42	42	42	42	42	42	42	42	42	42	42	42	42	42
City of Hollywood	20	30	30	30	30	30	30	30	34	34	38	38	38	38	38	40	40	40	40	40	45	45	45	45	45	45
City of Miami	23	35	35	35	35	35	37	37	37	37	37	40	40	40	40	40	45	45	45	45	45	45	45	45	45	45
City of Miami Beach	26	26	26	26	26	26	26	26	26	26	31	31	31	31	31	31	31	31	31	31	36	36	36	36	36	36
City of Miramar	37	37	37	37	42	42	42	42	42	42	47	47	47	47	47	47	47	47	47	47	52	52	52	52	52	52
City of Pompano Beach	26	36	36	36	36	36	41	41	41	41	41	41	41	41	46	46	46	46	46	46	46	46	46	46	46	46
Greater Orlando Aviation Authority / Orlando Executive Airport	34	34	34	34	34	36	36	36	36	36	39	39	39	39	39	39	39	39	39	39	44	44	44	44	44	49
Miami Executive Airport	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37	37
Miami-Dade College	37	37	37	37	37	37	40	40	40	40	40	43	43	43	43	43	43	43	43	43	43	43	43	43	43	43
Palm Beach County School District	24	36	36	36	36	36	39	39	39	39	39	42	42	42	42	42	42	42	42	42	42	42	42	42	42	42
South Florida Regional Transportation Authority	34	34	34	34	34	39	39	39	39	39	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44
Toho Water Authority	37	37	37	37	37	39	39	39	39	39	42	42	42	42	42	44	44	44	44	44	47	47	47	47	47	47
Market Average	***30***	***35***	***35***	***35***	***35***	***36***	***37***	***37***	***38***	***38***	***40***	***40***	***40***	***40***	***41***	***41***	***42***	***42***	***42***	***42***	***44***	***44***	***44***	***44***	***44***	***44***
City of Fort Lauderdale	**36**	**36**	**36**	**36**	**36**	**37**	**38**	**39**	**40**	**41**	**42**	**43**	**44**	**45**	**46**	**46**	**46**	**46**	**46**	**46**	**46**	**46**	**46**	**46**	**46**	**46**
Difference between Fort Lauderdale and the Market Average	***6***	***1***	***1***	***1***	***1***	***1***	***1***	***2***	***2***	***3***	***2***	***3***	***4***	***5***	***5***	***5***	***4***	***4***	***4***	***4***	***2***	***2***	***2***	***2***	***2***	***2***

The table below details the total paid time off days allotted to part-time employees encompassing vacation days / paid time off (PTO) days, sick leave, holidays, and personal/floating days.

TABLE 27B
PART-TIME EMPLOYEES
TOTAL VACATION / PAID TIME OFF AND PAID LEAVE DAYS ACCRUED / ALLOTTED – GENERAL EMPLOYEES

Employer	0-1 YOS	1 YOS	2 YOS	3 YOS	4 YOS	5 YOS	6 YOS	7 YOS	8 YOS	9 YOS	10 YOS	11 YOS	12 YOS	13 YOS	14 YOS	15 YOS	16 YOS	17 YOS	18 YOS	19 YOS	20 YOS	21 YOS	22 YOS	23 YOS	24 YOS	25+ YOS
City of Delray Beach	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days or Offered Sick Leave, Holidays, and/or Personal/Floating Days*																									
City of Hollywood	11	16	16	16	16	16	16	16	18	18	20	20	20	20	20	21	21	21	21	21	24	24	24	24	24	24
City of Miami	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days or Offered Sick Leave, Holidays, and/or Personal/Floating Days*																									
City of Miami Beach	20	20	20	20	20	20	20	20	20	20	23	23	23	23	23	23	23	23	23	23	36	36	36	36	36	36
City of Miramar	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days or Offered Sick Leave, Holidays, and/or Personal/Floating Days*																									
City of Pompano Beach	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days or Offered Sick Leave, Holidays, and/or Personal/Floating Days*																									
Greater Orlando Aviation Authority / Orlando Executive Airport	22	22	22	22	22	23	23	23	23	23	25	25	25	25	25	25	25	25	25	25	27	27	27	27	27	30
Miami Executive Airport	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days or Offered Sick Leave, Holidays, and/or Personal/Floating Days*																									
Miami-Dade College	*Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days or Offered Sick Leave, Holidays, and/or Personal/Floating Days*																									
Palm Beach County School District	24	36	36	36	36	36	39	39	39	39	39	42	42	42	42	42	42	42	42	42	42	42	42	42	42	42
South Florida Regional Transportation Authority	23	23	23	23	23	26	26	26	26	26	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28
Toho Water Authority	22	22	22	22	22	23	23	23	23	23	25	25	25	25	25	26	26	26	26	26	27	27	27	27	27	27
Market Average	***10***	***12***	***12***	***12***	***12***	***12***	***12***	***12***	***12***	***12***	***13***	***13***	***13***	***13***	***13***	***14***	***14***	***14***	***14***	***14***	***15***	***15***	***15***	***15***	***15***	***16***
City of Fort Lauderdale	***Part-Time Employees Do Not Accrue Vacation / Paid Time (PTO) Leave Days or Offered Sick Leave, Holidays, and/or Personal/Floating Days***																									
Difference between Fort Lauderdale and the Market Average	***-10***	***-12***	***-12***	***-12***	***-12***	***-12***	***-12***	***-12***	***-12***	***-12***	***-13***	***-13***	***-13***	***-13***	***-13***	***-14***	***-14***	***-14***	***-14***	***-14***	***-15***	***-15***	***-15***	***-15***	***-15***	***-16***

Survey Questions:

(A) Can employees carry-over unused vacation/PTO days?

(B) If "Yes," enter the maximum number of days per year that an employee can "bank" into the space below. If there is no limit, please write "unlimited."

TABLE 28
VACATION/ PTO CARRY-OVER POLICIES – GENERAL EMPLOYEES

Peer Employer	Question A	Question B
City of Delray Beach	Yes	36 Days
City of Hollywood	Yes	Must be used in the following 15 months
City of Miami	Yes	500 Hours / Year
City of Miami Beach	No	NA
City of Miramar	Yes	Same as Accrued
City of Pompano Beach	Yes	40 Days
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	440 Hours / Year 220 Hours / Year
Miami Executive Airport	Yes	500 Hours
Miami-Dade College	Yes	44 Days
Palm Beach County School District	Yes	Rolls over to max 60 days
South Florida Regional Transportation Authority	Yes	480 Hours
Toho Water Authority	Yes	Up to three times their annual accrual rate
City of Fort Lauderdale	**Yes**	**Varies based on years of service, 5 years max is 240**

NR = No Response
NA = Not Applicable

Survey Questions:
(A) Can employees cash-out unused vacation/PTO leave days?
(B) If "Yes," enter the maximum number of days an employee can cash out at the events listed below. If there is no limit, please write "unlimited."

TABLE 29
VACATION / PTO CASH-OUT RATES – GENERAL EMPLOYEES

	Question A	Question B		
Peer Employer	**Yes / No**	**At Year End**	**At Termination**	**At Retirement**
City of Delray Beach	Yes	0 Days	36 Days	36 Days
City of Hollywood	Yes	0 Days	All	All
City of Miami	Yes	5 Days	All	All
City of Miami Beach	Yes	62.5 Days	77.5 Days	77.5 Days
City of Miramar	No	NA	NA	NA
City of Pompano Beach	Yes	0 Days	20 Days	40 Days
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	NR	NR	NR
Miami Executive Airport	Yes	0 Days	All	All
Miami-Dade College	Yes	0 Days	30 Days	62 Days
Palm Beach County School District	Yes	NR	60 Days	60 Days
South Florida Regional Transportation Authority	Yes	50% of Days	Unlimited	Unlimited
Toho Water Authority	Yes	Balance over three times their annual accrual rate	NR	NR
City of Fort Lauderdale	**Yes**	**NR**	**All Unused**	**All Unused**

NR = No Response
NA = Not Applicable

Survey Questions:

(A) Can employees carry-over unused sick leave days?

(B) If "Yes," enter the maximum number of days per year that an employee can "bank" into the space below. If there is no limit, please write "unlimited."

TABLE 30
UNUSED SICK LEAVE CARRY OVER – GENERAL EMPLOYEES

Peer Employer	Question A	Question B
City of Delray Beach	Yes	Unlimited
City of Hollywood	Yes	Unlimited
City of Miami	Yes	93.75 Days
City of Miami Beach	Yes	Varies
City of Miramar	Yes	NR
City of Pompano Beach	Yes	Unlimited
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	Unlimited
Miami Executive Airport	Yes	Unlimited
Miami-Dade College	No	NA
Palm Beach County School District	Yes	Unlimited
South Florida Regional Transportation Authority	Yes	Unlimited
Toho Water Authority	Yes	240 Days
City of Fort Lauderdale	**Yes**	**816 Days**

NR = No Response
NA = Not Applicable

Survey Questions:

(A) Can employees cash-out unused sick leave days?

(B) If "Yes," enter the maximum number of days an employee can cash out at the events listed below. If there is no limit, please write "unlimited."

TABLE 31
UNUSED SICK LEAVE CASH-OUT – GENERAL EMPLOYEES

	Question A	Question B		
Peer Employer	**Yes / No**	**At Year End**	**At Termination**	**At Retirement**
City of Delray Beach	Yes	5	140 Days	140 Days
City of Hollywood	Yes	A Percentage based on years of service at retirement or termination		
City of Miami	No	NA	NA	NA
City of Miami Beach	Yes	NA	75 Days	75 Days
City of Miramar	NR	NR	NR	NR
City of Pompano Beach	Yes	None	62.5 Days	125 Days
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	NR	NR	One Third the Number Accrued each calendar year
Miami Executive Airport	Yes	None	After 15 years, a percentage of sick hours will be paid at termination or retirement.	After 15 years, a percentage of sick hours will be paid at termination or retirement.
Miami-Dade College	Yes	None	0 Days	% of Days
Palm Beach County School District	Yes	None	A pro-rated share of the accumulated sick is paid based on service, with 10 YOS equaling 100% pay out.	Unlimited
South Florida Regional Transportation Authority	Yes	None	Balance Less 10 Days Prorated	Balance Less 10 Days Prorated
Toho Water Authority	Yes	NR	Unused leave above 240 Days	NR
City of Fort Lauderdale	**Yes**	**NR**	**28% of unused if in good standing**	**28% of unused if in good standing**

NR = No Response
NA = Not Applicable

Study Findings – Health Benefits

Total Health

The City's total monthly costs for all health-related benefits (medical, prescription drugs, dental, and vision plans) are higher than the survey average, as shown in **Tables 32**, however **t**he City contributes a smaller percentage in regard to cost sharing arrangements than the survey average, as shown in **Table 33**.

TABLE 32
TOTAL MONTHLY HEALTH COST
(AVERAGE OF PPO, HMO, AND HDHP MEDICAL PLAN, RX, DENTAL, AND VISION)

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	$719.68	$719.68	$719.68	$719.68	$38.73	$179.99	$261.73	$395.27
City of Hollywood	$653.14	$2,074.70	$1,292.42	$2,074.70	$75.95	$232.91	$156.67	$232.91
City of Miami	$638.45	$1,181.16	$1,404.59	$1,819.63	$121.23	$230.64	$262.02	$371.89
City of Miami Beach	$522.35	$1,093.15	$1,093.15	$1,344.99	$362.93	$758.36	$758.36	$986.48
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	$766.29	$1,333.62	$1,333.62	$1,333.62	$0.00	$566.98	$566.98	$566.98
Greater Orlando Aviation Authority / Orlando Executive Airport	$747.05	$1,161.02	$1,242.51	$1,798.54	$83.87	$292.28	$312.34	$454.90
Miami Executive Airport	$699.29	$699.29	$699.29	$699.29	$4.14	$344.33	$398.50	$594.88
Miami-Dade College	$795.03	$795.03	$795.03	$795.03	$193.82	$945.36	$1,066.72	$1,328.16
Palm Beach County School District	$400.00	$680.00	$716.50	$870.50	$76.18	$193.36	$229.48	$377.18
South Florida Regional Transportation Authority	$656.85	$1,393.61	$1,393.61	$1,393.61	$70.33	$248.75	$239.79	$271.44
Toho Water Authority	$651.82	$1,223.10	$1,223.10	$1,223.10	$6.57	$411.77	$405.89	$411.77
Market Average	**$659.09**	**$1,123.12**	**$1,083.04**	**$1,279.34**	**$93.98**	**$400.43**	**$423.50**	**$544.71**
City of Fort Lauderdale	**$675.00**	**$675.00**	**$675.00**	**$675.00**	**$148.13**	**$288.58**	**$322.39**	**$453.70**

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TABLE 33
TOTAL HEALTH COST SHARING
(AVERAGE OF PPO, HMO, AND HDHP MEDICAL PLAN, RX, DENTAL, AND VISION)

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	95%	80%	73%	65%	5%	20%	27%	35%
City of Hollywood	90%	90%	89%	90%	10%	10%	11%	10%
City of Miami	84%	84%	84%	83%	16%	16%	16%	17%
City of Miami Beach	59%	59%	59%	58%	41%	41%	41%	42%
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	100%	70%	70%	70%	0%	30%	30%	30%
Greater Orlando Aviation Authority / Orlando Executive Airport	90%	80%	80%	80%	10%	20%	20%	20%
Miami Executive Airport	99%	67%	64%	54%	1%	33%	36%	46%
Miami-Dade College	80%	46%	43%	37%	20%	54%	57%	63%
Palm Beach County School District	84%	78%	76%	70%	16%	22%	24%	30%
South Florida Regional Transportation Authority	90%	85%	85%	84%	10%	15%	15%	16%
Toho Water Authority	99%	75%	75%	75%	1%	25%	25%	25%
Market Average	**88%**	**74%**	**72%**	**70%**	**12%**	**26%**	**28%**	**30%**
City of Fort Lauderdale	**82%**	**70%**	**68%**	**60%**	**18%**	**30%**	**32%**	**40%**

We collected data regarding most populous medical plan coverage, as well as prescription drug, dental, and vision benefits. Most of the peer employers offer a PPO medical plan. While all peers also offer other health-related benefits, the dental and vision programs are typically provided as a separate benefit election.

Survey Question: Please provide the following information for your most populous HMO, PPO, and HDHP health plan.

Medical

TABLE 34
MOST POPULOUS PPO MEDICAL PLAN MONTHLY COST

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	*The City of Delray Beach Does Not Have a PPO Plan Offering*							
City of Hollywood	$612.86	$2,158.29	$1,301.55	$2,158.29	$119.17	$184.17	$162.50	$184.17
City of Miami	$638.45	$1,181.16	$1,404.59	$1,819.63	$87.86	$162.52	$193.29	$250.38
City of Miami Beach	$534.28	$1,122.00	$1,122.00	$1,311.18	$534.28	$1,122.00	$1,122.00	$1,311.18
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	$906.30	$1,506.11	$1,506.11	$1,506.11	$0.00	$599.82	$599.82	$599.82
Greater Orlando Aviation Authority / Orlando Executive Airport	*Greater Orlando Aviation Authority Does Not Have a PPO Plan Offering*							
Miami Executive Airport	*Miami Executive Airport Does Not Have a PPO Plan Offering*							
Miami-Dade College	$766.21	$766.21	$766.21	$766.21	$348.16	$1,156.34	$1,300.25	$1,610.25
Palm Beach County School District	*Palm Beach County School District Does Not Have a PPO Plan Offering*							
South Florida Regional Transportation Authority	$642.84	$1,379.60	$1,379.60	$1,379.60	$50.00	$180.00	$180.00	$180.00
Toho Water Authority	*Toho Water Authority Does Not Have a PPO Plan Offering*							
Market Average	**$683.49**	**$1,352.23**	**$1,246.68**	**$1,490.17**	**$189.91**	**$567.48**	**$592.98**	**$689.30**
City of Fort Lauderdale	**$675.00**	**$675.00**	**$675.00**	**$675.00**	**$154.37**	**$300.54**	**$337.08**	**$476.40**

TABLE 35
MOST POPULOUS PPO MEDICAL PLAN MONTHLY COST – COST SHARING

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	*The City of Delray Beach Does Not Have a PPO Plan Offering*							
City of Hollywood	84%	92%	89%	92%	16%	8%	11%	8%
City of Miami	88%	88%	88%	88%	12%	12%	12%	12%
City of Miami Beach	50%	50%	50%	50%	50%	50%	50%	50%
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	100%	72%	72%	72%	0%	28%	28%	28%
Greater Orlando Aviation Authority / Orlando Executive Airport	*Greater Orlando Aviation Authority Does Not Have a PPO Plan Offering*							
Miami Executive Airport	*Miami Executive Airport Does Not Have a PPO Plan Offering*							
Miami-Dade College	69%	40%	37%	32%	31%	60%	63%	68%
Palm Beach County School District	*Palm Beach County School District Does Not Have a PPO Plan Offering*							
South Florida Regional Transportation Authority	93%	88%	88%	88%	7%	12%	12%	12%
Toho Water Authority	*Toho Water Authority Does Not Have a PPO Plan Offering*							
Market Average	**78%**	**70%**	**68%**	**68%**	**22%**	**30%**	**32%**	**32%**
City of Fort Lauderdale	**76%**	**63%**	**61%**	**53%**	**24%**	**37%**	**39%**	**47%**

TABLE 36
MOST POPULOUS HMO MEDICAL PLAN MONTHLY COST

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	$719.68	$719.68	$719.68	$719.68	$0.00	$166.01	$207.31	$351.74
City of Hollywood	$655.41	$1,953.11	$1,245.28	$1,953.11	$0.00	$144.19	$65.54	$144.19
City of Miami	*City of Miami Does Not Have a HMO Plan Offering*							
City of Miami Beach	$466.54	$979.74	$979.74	$1,249.16	$147.70	$310.16	$310.16	$532.14
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	$626.27	$1,161.12	$1,161.12	$1,161.12	$0.00	$534.14	$534.14	$534.14
Greater Orlando Aviation Authority / Orlando Executive Airport	$796.41	$1,233.44	$1,325.82	$1,915.62	$88.49	$308.36	$331.45	$478.91
Miami Executive Airport	$668.07	$668.07	$668.07	$668.07	$0.00	$305.50	$359.67	$511.33
Miami-Dade College	$766.21	$766.21	$766.21	$766.21	$0.00	$554.75	$653.56	$866.45
Palm Beach County School District	$430.00	$730.00	$763.00	$931.00	$50.00	$136.00	$178.00	$308.00
South Florida Regional Transportation Authority	$642.84	$1,379.60	$1,379.60	$1,379.60	$50.00	$180.00	$180.00	$180.00
Toho Water Authority	$625.12	$1,191.53	$1,191.53	$1,191.53	$0.00	$340.00	$340.00	$340.00
Market Average	**$639.66**	**$1,078.25**	**$1,020.01**	**$1,193.51**	**$33.62**	**$297.91**	**$315.98**	**$424.69**
City of Fort Lauderdale	**$675.00**	**$675.00**	**$675.00**	**$675.00**	**$204.17**	**$390.40**	**$434.62**	**$611.55**

TABLE 37
MOST POPULOUS HMO MEDICAL PLAN MONTHLY COST – COST SHARING

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	100%	81%	78%	67%	0%	19%	22%	33%
City of Hollywood	100%	93%	95%	93%	0%	7%	5%	7%
City of Miami	*City of Miami Does Not Have a HMO Plan Offering*							
City of Miami Beach	76%	76%	76%	70%	24%	24%	24%	30%
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	100%	68%	68%	68%	0%	32%	32%	32%
Greater Orlando Aviation Authority / Orlando Executive Airport	90%	80%	80%	80%	10%	20%	20%	20%
Miami Executive Airport	100%	69%	65%	57%	0%	31%	35%	43%
Miami-Dade College	100%	58%	54%	47%	0%	42%	46%	53%
Palm Beach County School District	90%	84%	81%	75%	10%	16%	19%	25%
South Florida Regional Transportation Authority	93%	88%	88%	88%	7%	12%	12%	12%
Toho Water Authority	100%	78%	78%	78%	0%	22%	22%	22%
Market Average	**95%**	**78%**	**76%**	**74%**	**5%**	**22%**	**24%**	**26%**
City of Fort Lauderdale	**72%**	**58%**	**56%**	**48%**	**28%**	**42%**	**44%**	**52%**

TABLE 38
MOST POPULOUS HDHP MEDICAL PLAN MONTHLY COST

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	$719.68	$719.68	$719.68	$719.68	$0.00	$26.04	$154.98	$195.82
City of Hollywood	*City of Hollywood Does Not Have a HDHP Plan Offering*							
City of Miami	*City of Miami Does Not Have a HDHP Plan Offering*							
City of Miami Beach	*City of Miami Beach Does Not Have a HDHP Plan Offering*							
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	*City of Pompano Beach Does Not Have a HDHP Plan Offering*							
Greater Orlando Aviation Authority / Orlando Executive Airport	$671.44	$1,039.87	$1,117.77	$1,615.00	$74.60	$259.97	$279.44	$408.75
Miami Executive Airport	*Miami Executive Airport Does Not Have a HDHP Plan Offering*							
Miami-Dade College	*Miami-Dade College Does Not Have a HDHP Plan Offering*							
Palm Beach County School District	$370.00	$630.00	$670.00	$810.00	$60.00	$156.00	$198.00	$332.00
South Florida Regional Transportation Authority	*South Florida Regional Transportation Authority Does Not Have a HDHP Plan Offering*							
Toho Water Authority	*Toho Water Authority Does Not Have a HDHP Plan Offering*							
Market Average	**$587.04**	**$796.52**	**$835.82**	**$1,048.23**	**$44.87**	**$147.34**	**$210.81**	**$312.19**
City of Fort Lauderdale	**$675.00**	**$675.00**	**$675.00**	**$675.00**	**$154.37**	**$300.54**	**$337.08**	**$476.40**

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TABLE 39
MOST POPULOUS HDHP MEDICAL PLAN MONTHLY COST – COST SHARING

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	100%	97%	82%	79%	0%	3%	18%	21%
City of Hollywood	*City of Hollywood Does Not Have a HDHP Plan Offering*							
City of Miami	*City of Miami Does Not Have a HDHP Plan Offering*							
City of Miami Beach	*City of Miami Beach Does Not Have a HDHP Plan Offering*							
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	*City of Pompano Beach Does Not Have a HDHP Plan Offering*							
Greater Orlando Aviation Authority / Orlando Executive Airport	90%	80%	80%	80%	10%	20%	20%	20%
Miami Executive Airport	*Miami Executive Airport Does Not Have a HDHP Plan Offering*							
Miami-Dade College	*Miami-Dade College Does Not Have a HDHP Plan Offering*							
Palm Beach County School District	86%	80%	77%	71%	14%	20%	23%	29%
South Florida Regional Transportation Authority	*South Florida Regional Transportation Authority Does Not Have a HDHP Plan Offering*							
Toho Water Authority	*Toho Water Authority Does Not Have a HDHP Plan Offering*							
Market Average	**93%**	**84%**	**80%**	**77%**	**7%**	**16%**	**20%**	**23%**
City of Fort Lauderdale	**83%**	**71%**	**70%**	**62%**	**17%**	**29%**	**30%**	**38%**

Survey Questions:
(A) Are Rx benefits included in the medical premium?
(B) Are dental benefits included in the medical premium?
(C) Are vision benefits included in the medical premium?
(D) Are part-time employees eligible to participate in the medical plan?

TABLE 40
TYPE OF HEALTH PLANS OFFERED – GENERAL EMPLOYEES

	Included in Medical Premium?			PT Employees Eligible?
Peer Employer	**Rx**	**Dental**	**Vision**	
City of Delray Beach	Yes	No	No	No
City of Hollywood	Yes	No	No	Yes
City of Miami	Yes	No	Yes	No
City of Miami Beach	Yes	No	Yes	No
City of Miramar	Yes	No	No	Yes
City of Pompano Beach	Yes	Yes	Yes	No
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	No	No	Yes
Miami Executive Airport	NR	NR	NR	NR
Miami-Dade College	Yes	No	No	No
Palm Beach County School District	Yes	No	No	Yes
South Florida Regional Transportation Authority	Yes	No	No	Yes
Toho Water Authority	Yes	No	No	No
City of Fort Lauderdale	**Yes**	**Yes**	**Yes**	**Yes**

NR = No Response, NA = Not Applicable

Dental

TABLE 41
MOST POPULOUS DENTAL PLAN MONTHLY COST

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	$0.00	$0.00	$0.00	$0.00	$34.36	$75.05	$67.88	$108.79
City of Hollywood	$19.00	$19.00	$19.00	$19.00	$10.27	$49.16	$30.49	$49.16
City of Miami	$0.00	$0.00	$0.00	$0.00	$33.37	$68.12	$68.73	$121.51
City of Miami Beach	$21.94	$42.28	$42.28	$64.82	$21.94	$42.28	$42.28	$64.82
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	*Dental Benefits for City of Pompano Beach are Encompassed in the Medical Plan*							
Greater Orlando Aviation Authority / Orlando Executive Airport	$11.83	$21.91	$18.26	$30.78	$2.09	$7.30	$6.08	$10.26
Miami Executive Airport	$31.22	$31.22	$31.22	$31.22	$0.00	$30.53	$30.53	$68.32
Miami-Dade College	$14.41	$14.41	$14.41	$14.41	$0.00	$16.36	$16.36	$16.36
Palm Beach County School District	$0.00	$0.00	$0.00	$0.00	$15.72	$33.36	$27.48	$43.18
South Florida Regional Transportation Authority	$14.01	$14.01	$14.01	$14.01	$14.01	$56.41	$47.31	$72.06
Toho Water Authority	$26.70	$31.57	$31.57	$31.57	$0.00	$53.40	$53.40	$53.40
Market Average	**$13.91**	**$17.44**	**$17.08**	**$20.58**	**$13.18**	**$43.20**	**$39.05**	**$60.79**
City of Fort Lauderdale	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$48.60**	**$93.60**	**$91.06**	**$117.98**

TABLE 42
MOST POPULOUS DENTAL PLAN MONTHLY COST – COST SHARING

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	0%	0%	0%	0%	100%	100%	100%	100%
City of Hollywood	65%	28%	38%	28%	35%	72%	62%	72%
City of Miami	0%	0%	0%	0%	100%	100%	100%	100%
City of Miami Beach	50%	50%	50%	50%	50%	50%	50%	50%
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	*Dental Benefits for City of Pompano Beach are Encompassed in the Medical Plan*							
Greater Orlando Aviation Authority / Orlando Executive Airport	85%	75%	75%	75%	15%	25%	25%	25%
Miami Executive Airport	100%	51%	51%	31%	0%	49%	49%	69%
Miami-Dade College	100%	47%	47%	47%	0%	53%	53%	53%
Palm Beach County School District	0%	0%	0%	0%	100%	100%	100%	100%
South Florida Regional Transportation Authority	50%	20%	23%	16%	50%	80%	77%	84%
Toho Water Authority	100%	37%	37%	37%	0%	63%	63%	63%
Market Average	**51%**	**29%**	**30%**	**25%**	**49%**	**71%**	**70%**	**75%**
City of Fort Lauderdale	**0%**	**0%**	**0%**	**0%**	**100%**	**100%**	**100%**	**100%**

Vision

TABLE 43
MOST POPULOUS VISION PLAN MONTHLY COST

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	$0.00	$0.00	$0.00	$0.00	$4.37	$8.91	$12.70	$12.70
City of Hollywood	$0.00	$0.00	$0.00	$0.00	$6.09	$19.57	$12.16	$19.57
City of Miami	*Vision Benefits for City of Miami are Encompassed in the Medical Plan*							
City of Miami Beach	*Vision Benefits for City of Miami Beach are Encompassed in the Medical Plan*							
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	*Vision Benefits for City of Pompano Beach are Encompassed in the Medical Plan*							
Greater Orlando Aviation Authority / Orlando Executive Airport	$1.29	$2.45	$2.45	$2.45	$0.23	$0.81	$0.81	$0.81
Miami Executive Airport	$0.00	$0.00	$0.00	$0.00	$4.14	$8.30	$8.30	$15.23
Miami-Dade College	$14.41	$14.41	$14.41	$14.41	$19.74	$73.45	$73.45	$73.45
Palm Beach County School District	$0.00	$0.00	$0.00	$0.00	$5.46	$14.00	$14.00	$14.00
South Florida Regional Transportation Authority	$0.00	$0.00	$0.00	$0.00	$6.32	$12.34	$12.48	$19.38
Toho Water Authority	$0.00	$0.00	$0.00	$0.00	$6.57	$18.37	$12.49	$18.37
Market Average	**$1.96**	**$2.11**	**$2.11**	**$2.11**	**$6.62**	**$19.47**	**$18.30**	**$21.69**
City of Fort Lauderdale	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$4.58**	**$9.28**	**$8.76**	**$14.36**

TABLE 44
MOST POPULOUS VISION PLAN MONTHLY COST – COST SHARING

	Employer Cost ($)				Employee Cost ($)			
Peer Employer	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**	**EE Only**	**EE + Children**	**EE + Spouse**	**Family**
City of Delray Beach	0%	0%	0%	0%	100%	100%	100%	100%
City of Hollywood	0%	0%	0%	0%	100%	100%	100%	100%
City of Miami	*Vision Benefits for City of Miami are Encompassed in the Medical Plan*							
City of Miami Beach	*Vision Benefits for City of Miami Beach are Encompassed in the Medical Plan*							
City of Miramar	*Health / Benefits Information Provided was Unable to be Validated*							
City of Pompano Beach	*Vision Benefits for City of Pompano Beach are Encompassed in the Medical Plan*							
Greater Orlando Aviation Authority / Orlando Executive Airport	85%	75%	75%	75%	15%	25%	25%	25%
Miami Executive Airport	0%	0%	0%	0%	100%	100%	100%	100%
Miami-Dade College	42%	16%	16%	16%	58%	84%	84%	84%
Palm Beach County School District	0%	0%	0%	0%	100%	100%	100%	100%
South Florida Regional Transportation Authority	0%	0%	0%	0%	100%	100%	100%	100%
Toho Water Authority	0%	0%	0%	0%	100%	100%	100%	100%
Market Average	**23%**	**10%**	**10%**	**9%**	**77%**	**90%**	**90%**	**91%**
City of Fort Lauderdale	**0%**	**0%**	**0%**	**0%**	**100%**	**100%**	**100%**	**100%**

Survey Questions:

(A) Do you reimburse employees for expenses associated with wellness activities?
(B) Do you offer lower employee medical contributions for participation in wellness programs?
(C) Are part-time employees eligible for wellness benefits?

TABLE 45 – GENERAL EMPLOYEES WELLNESS

Peer Employer	Question A	Question B	Question C
City of Delray Beach	No	No	No
City of Hollywood	NR	No	NR
City of Miami	No	No	No
City of Miami Beach	No	No	No
City of Miramar	Yes	No	Yes
City of Pompano Beach	No	No	No
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	No	Yes
Miami Executive Airport	No	No	NR
Miami-Dade College	No	No	NR
Palm Beach County School District	No	Yes	Yes
South Florida Regional Transportation Authority	No	No	No
Toho Water Authority	Yes	Yes	No
City of Fort Lauderdale	**Yes**	**No**	**Yes**

NR = No Response, NA = Not Applicable

Study Findings - Retirement Benefits

Survey Question: Do you participate in Social Security?

TABLE 46
SOCIAL SECURITY / MEDICARE PARTICIPATION – GENERAL EMPLOYEES

Peer Employer	Participate?	
	OASDI?	Medicare?
City of Delray Beach	Yes	Yes
City of Hollywood	Yes	Yes
City of Miami	Yes	Yes
City of Miami Beach	No	Yes
City of Miramar	Yes	Yes
City of Pompano Beach	Yes	Yes
Greater Orlando Aviation Authority / Orlando Executive Airport	Yes	Yes
Miami Executive Airport	Yes	Yes
Miami-Dade College	Yes	Yes
Palm Beach County School District	Yes	Yes
South Florida Regional Transportation Authority	Yes	Yes
Toho Water Authority	Yes	Yes
City of Fort Lauderdale	**Yes**	**Yes**

NR = No Response
NA = Not Applicable

Survey Question: Please answer the following questions regarding retirement plans offered to current employees.

The total employer contribution for each peer includes the defined benefit employer total cost, deferred compensation automatic employer contributions and employer match, and social security contributions as shown below.

TABLE 47
RETIREMENT BENEFITS – GENERAL EMPLOYEES

Peer Employers	Defined Benefit			Deferred Compensation 457(b)		Social Security	Total Employer Contribution
	Employer Normal Cost (% of pay)	Total Employer Contributions (% of pay)	Total Employee Contributions (% of pay)	Automatic Employer Contributions (% of pay)	Employer Match (% of pay)	Social Security Contributions (%)	*(% of pay)*
City of Delray Beach	10.65%	14.00%	3.00%	0.00%	3.00%	7.65%	***21.30%***
City of Hollywood	6.65%	66.08%	8.00%	NA	NA	7.65%	***14.30%***
City of Miami (Employer picks up the 10% Employee Contributions to Defined Benefit Plan)	2.60%	45.72%	10.00%	0.00%	0.00%	7.65%	***20.25%***
City of Miami Beach	9.00%	36.00%	10.00%	0.00%	0.00%	1.45%	***10.45%***
City of Miramar	12.21%	22.33%	7.36%	NA	3.00%	7.65%	***22.86%***
City of Pompano Beach	24.00%	24.00%	10.00%	NA	NA	7.65%	***31.65%***
Greater Orlando Aviation Authority / Orlando Executive Airport	NA	NA	NA	NA	NA	NA	***NA***
Miami Executive Airport	2.75%	8.00%	3.00%	NA	NA	7.65%	***10.40%***
Miami-Dade College (Employer picks up the 3% Employee Contributions to Defined Benefit Plan)	2.75%	8.00%	3.00%	NA	NA	7.65%	***13.40%***
Palm Beach County School District (Employer picks up the 3% Employee Contributions to Defined Benefit Plan)	2.75%	8.00%	3.00%	NA	NA	7.65%	***13.40%***
South Florida Regional Transportation Authority	2.75%	8.00%	3.00%	0.00%	0.00%	7.65%	***10.40%***
Toho Water Authority	21.50%	22.66%	16.70%	0.00%	0.00%	7.65%	***29.15%***
						Overall Market Average	***17.96%***
City of Fort Lauderdale	**18.00%**	**24.60%**	**8.60%**	**NA**	**0.00%**	**7.65%**	**25.65%**

NR = No Response
NA = Not Applicable

Survey Question: Please answer the following questions regarding retirement plans offered to current employees.

TABLE 48
RETIREMENT BENEFITS – DEFINED BENEFIT (PENSION) – GENERAL EMPLOYEES

Peer Employer	*Are employee contributions picked up by the employers?*
City of Delray Beach	No
City of Hollywood	No
City of Miami	Yes
City of Miami Beach	No
City of Miramar	No
City of Pompano Beach	No
Greater Orlando Aviation Authority / Orlando Executive Airport	NR
Miami Executive Airport	No
Miami-Dade College	Yes
Palm Beach County School District	Yes
South Florida Regional Transportation Authority	No
Toho Water Authority	NR
City of Fort Lauderdale	**No**

NR = No Response
NA = Not Applicable

Survey Question: Are part-time employees eligible to participate in any of the plans below?

TABLE 49
RETIREMENT BENEFITS – PART TIME ELIGIBILITY IN RETIREMENT BENEFITS – GENERAL EMPLOYEES

Peer Employer	Defined Benefit Retirement	Deferred Compensation 457(b) Retirement Plan
City of Delray Beach	No	No
City of Hollywood	NR	Yes
City of Miami	No	No
City of Miami Beach	No	Yes
City of Miramar	No	No
City of Pompano Beach	No	No
Greater Orlando Aviation Authority / Orlando Executive Airport	NR	Yes
Miami Executive Airport	No	No
Miami-Dade College	No	No
Palm Beach County School District	Yes	NR
South Florida Regional Transportation Authority	Yes	Yes
Toho Water Authority	No	No
City of Fort Lauderdale	**No**	**Yes**

NR = No Response, NA = Not Applicable

Study Findings – Total Compensation

The total compensation costs for each benchmark are the sum of the following:

- The calculated midpoint of the base pay range (average of the minimum and maximum base pay rates)
- Total employer costs for all health related benefits (medical, prescription drug, dental, and vision), weighted by City of Fort Lauderdale's current enrollment distribution among coverage tiers across all plans
- The current total employer contribution associated with the defined benefit retirement plan
- Maximum employer contribution to deferred compensation plans

TABLE 50
CITY OF FORT LAUDERDALE
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION

	Base Pay (Range Midpoint)	Employer Cost of Benefits		Employer Total Compensation Costs (Pay and Benefits)
		Weighted Total Health Costs (Medical, Dental, & Vision)	Total Retirement Benefits (Defined Benefit & Deferred Compensation)	
Overall Average	***96%***	***71%***	***137%***	***98%***

As previously displayed in **Table 7,** the values in **Table 50** show the City of Fort Lauderdale's market position across all benchmarks and peer employers from a total compensation standpoint. **Table 51** shows all benchmark jobs and their respective total compensation market competitiveness. "Insufficient Data" indicates that the job did not garner three or more matches. Market findings with three or more matches provide a more reliable indication of the City's market position amongst the peer employers. Job matches are defined as a peer employer having a job comparable to the benchmark job.

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
City Attorney's Office				
Assistant City Attorney III				
City of Fort Lauderdale	$139,038	$8,100	$35,663	$182,801
Market	$130,323	$11,431	$23,406	$165,160
FL as % Mkt	***107%***	***71%***	***152%***	***111%***
Legal Assistant III				
City of Fort Lauderdale	$64,043	$8,100	$16,427	$88,570
Market	$60,963	$11,431	$10,949	$83,343
FL as % Mkt	***105%***	***71%***	***150%***	***106%***
City Clerk's Office				
Assistant City Clerk II				
City of Fort Lauderdale	$52,333	$8,100	$13,423	$73,856
Market	$43,207	$11,431	$7,760	$62,398
FL as % Mkt	***121%***	***71%***	***173%***	***118%***
City Commission's Office				
Commission Assistant IV				
City of Fort Lauderdale	$71,677	$8,100	$18,385	$98,162
Market	$63,909	$11,431	$11,478	$86,818
FL as % Mkt	***112%***	***71%***	***160%***	***113%***
City Manager's Office				
Assistant City Manager				
City of Fort Lauderdale	$149,791	$8,100	$38,421	$196,312
Market	$167,149	$11,431	$30,020	$208,600
FL as % Mkt	***90%***	***71%***	***128%***	***94%***
Construction Review Specialist				
City of Fort Lauderdale	$57,200	$8,100	$14,672	$79,972
Market	$60,342	$11,431	$10,837	$82,610
FL as % Mkt	***95%***	***71%***	***135%***	***97%***
Senior Financial Management Analyst				
City of Fort Lauderdale	$73,507	$8,100	$18,855	$100,462
Market	$86,810	$11,431	$15,591	$113,832
FL as % Mkt	***85%***	***71%***	***121%***	***88%***

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Crosses Multiple Departments				
Accounting Clerk				
City of Fort Lauderdale	$40,518	$8,100	$10,393	$59,011
Market	$45,145	$11,431	$8,108	$64,684
FL as % Mkt	***90%***	***71%***	***128%***	***91%***
Administrative Aide				
City of Fort Lauderdale	$49,306	$8,100	$12,647	$70,053
Market	$51,755	$11,431	$9,295	$72,481
FL as % Mkt	***95%***	***71%***	***136%***	***97%***
Administrative Assistant II				
City of Fort Lauderdale	$74,308	$8,100	$19,060	$101,468
Market	$74,243	$11,431	$13,334	$99,008
FL as % Mkt	***100%***	***71%***	***143%***	***102%***
Clerk III				
City of Fort Lauderdale	$48,578	$8,100	$12,460	$69,138
Market	$43,107	$11,431	$7,742	$62,280
FL as % Mkt	***113%***	***71%***	***161%***	***111%***
Code Compliance Officer				
City of Fort Lauderdale	$51,802	$8,100	$13,287	$73,189
Market	$56,365	$11,431	$10,123	$77,919
FL as % Mkt	***92%***	***71%***	***131%***	***94%***
Construction Worker II				
City of Fort Lauderdale	$49,306	$8,100	$12,647	$70,053
Market	$46,505	$11,431	$8,352	$66,288
FL as % Mkt	***106%***	***71%***	***151%***	***106%***
Customer Service Representative I				
City of Fort Lauderdale	$39,530	$8,100	$10,139	$57,769
Market	$44,785	$11,431	$8,043	$64,259
FL as % Mkt	***88%***	***71%***	***126%***	***90%***
Deputy Director				
City of Fort Lauderdale	$129,137	$8,100	$33,124	$170,361
Market	$133,023	$11,431	$23,891	$168,345
FL as % Mkt	***97%***	***71%***	***139%***	***101%***

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Electrician				
City of Fort Lauderdale	$57,200	$8,100	$14,672	$79,972
Market	$58,819	$11,431	$10,564	$80,813
FL as % Mkt	***97%***	***71%***	***139%***	***99%***
Event Worker				
City of Fort Lauderdale	$36,005	$8,100	$9,235	$53,340
Market	$30,483	$11,431	$5,475	$47,388
FL as % Mkt	***118%***	***71%***	***169%***	***113%***
Heavy Equipment Operator				
City of Fort Lauderdale	$48,235	$8,100	$12,372	$68,707
Market	$50,878	$11,431	$9,138	$71,446
FL as % Mkt	***95%***	***71%***	***135%***	***96%***
Municipal Maintenance Worker II				
City of Fort Lauderdale	$39,530	$8,100	$10,139	$57,769
Market	$41,628	$11,431	$7,476	$60,535
FL as % Mkt	***95%***	***71%***	***136%***	***95%***
Planner III				
City of Fort Lauderdale	$78,073	$8,100	$20,026	$106,199
Market	$82,609	$11,431	$14,837	$108,876
FL as % Mkt	***95%***	***71%***	***135%***	***98%***
Principal Planner				
City of Fort Lauderdale	$89,575	$8,100	$22,976	$120,651
Market	$92,457	$11,431	$16,605	$120,493
FL as % Mkt	***97%***	***71%***	***138%***	***100%***
Project Manager II				
City of Fort Lauderdale	$86,154	$8,100	$22,099	$116,353
Market	$97,142	$11,431	$17,447	$126,019
FL as % Mkt	***89%***	***71%***	***127%***	***92%***
Secretary I				
City of Fort Lauderdale	$42,526	$8,100	$10,908	$61,534
Market	$45,152	$11,431	$8,109	$64,692
FL as % Mkt	***94%***	***71%***	***135%***	***95%***

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Senior Accounting Clerk				
City of Fort Lauderdale	$49,306	$8,100	$12,647	$70,053
Market	$53,568	$11,431	$9,621	$74,619
FL as % Mkt	***92%***	***71%***	***131%***	***94%***
Senior Project Manager				
City of Fort Lauderdale	$96,481	$8,100	$24,747	$129,328
Market	$99,026	$11,431	$17,785	$128,242
FL as % Mkt	***97%***	***71%***	***139%***	***101%***
Service Clerk				
City of Fort Lauderdale	$42,526	$8,100	$10,908	$61,534
Market	$43,644	$11,431	$7,838	$62,913
FL as % Mkt	***97%***	***71%***	***139%***	***98%***
Finance Department				
Accountant II				
City of Fort Lauderdale	$76,170	$8,100	$19,538	$103,808
Market	$70,661	$11,431	$12,691	$94,782
FL as % Mkt	***108%***	***71%***	***154%***	***110%***
Manager - Procurement & Contracts				
City of Fort Lauderdale	$105,373	$8,100	$27,028	$140,501
Market	$108,606	$11,431	$19,506	$139,542
FL as % Mkt	***97%***	***71%***	***139%***	***101%***
Procurement Specialist II				
City of Fort Lauderdale	$74,308	$8,100	$19,060	$101,468
Market	$66,260	$11,431	$11,900	$89,591
FL as % Mkt	***112%***	***71%***	***160%***	***113%***
Senior Accountant				
City of Fort Lauderdale	$89,575	$8,100	$22,976	$120,651
Market	$81,160	$11,431	$14,576	$107,167
FL as % Mkt	***110%***	***71%***	***158%***	***113%***
Senior Procurement Specialist				
City of Fort Lauderdale	$87,391	$8,100	$22,416	$117,907
Market	$74,781	$11,431	$13,431	$99,642
FL as % Mkt	***117%***	***71%***	***167%***	***118%***

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Treasurer				
City of Fort Lauderdale	$102,804	$8,100	$26,369	$137,273
Market	$113,941	$11,431	$20,464	$145,835
FL as % Mkt	*90%*	*71%*	*129%*	*94%*
Fire Department				
Battalion Chief				
City of Fort Lauderdale	$102,804	$8,100	$26,369	$137,273
Market	$104,571	$11,431	$18,781	$134,783
FL as % Mkt	*98%*	*71%*	*140%*	*102%*
Beach Lifeguard				
City of Fort Lauderdale	$43,638	$8,100	$11,193	$62,931
Market	$48,350	$11,431	$8,684	$68,464
FL as % Mkt	*90%*	*71%*	*129%*	*92%*
Beach Patrol Lieutenant				
City of Fort Lauderdale	$61,578	$8,100	$15,795	$85,473
Market	$61,095	$11,431	$10,973	$83,498
FL as % Mkt	*101%*	*71%*	*144%*	*102%*
Human Resources Department				
Claims Adjuster				
City of Fort Lauderdale	$60,882	$8,100	$15,616	$84,598
Market	$68,693	$11,431	$12,337	$92,461
FL as % Mkt	*89%*	*71%*	*127%*	*91%*
Human Resources Assistant				
City of Fort Lauderdale	$59,374	$8,100	$15,229	$82,703
Market	$54,538	$11,431	$9,795	$75,764
FL as % Mkt	*109%*	*71%*	*155%*	*109%*
Insurance Benefits Specialist				
City of Fort Lauderdale	$54,964	$8,100	$14,098	$77,162
Market	$59,959	$11,431	$10,769	$82,158
FL as % Mkt	*92%*	*71%*	*131%*	*94%*
Risk Manager				
City of Fort Lauderdale	$102,804	$8,100	$26,369	$137,273
Market	$103,250	$11,431	$18,544	$133,224
FL as % Mkt	*100%*	*71%*	*142%*	*103%*

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Senior Claims Adjuster				
City of Fort Lauderdale	$71,677	$8,100	$18,385	$98,162
Market	$76,989	$11,431	$13,827	$102,247
FL as % Mkt	***93%***	***71%***	***133%***	***96%***
Information Technology Services Department				
Application Developer				
City of Fort Lauderdale	$90,501	$8,100	$23,214	$121,815
Market	$84,818	$11,431	$15,233	$111,482
FL as % Mkt	***107%***	***71%***	***152%***	***109%***
Assistant Database Administrator				
City of Fort Lauderdale	$86,154	$8,100	$22,099	$116,353
Market	$89,891	$11,431	$16,144	$117,466
FL as % Mkt	***96%***	***71%***	***137%***	***99%***
Computer Operator II				
City of Fort Lauderdale	$48,235	$8,100	$12,372	$68,707
Market	$60,617	$11,431	$10,887	$82,934
FL as % Mkt	***80%***	***71%***	***114%***	***83%***
Data Warehouse Analyst				
City of Fort Lauderdale	$90,501	$8,100	$23,214	$121,815
Market	$88,312	$11,431	$15,861	$115,603
FL as % Mkt	***102%***	***71%***	***146%***	***105%***
Geographic Information System Analyst				
City of Fort Lauderdale	$75,088	$8,100	$19,260	$102,448
Market	$74,381	$11,431	$13,359	$99,170
FL as % Mkt	***101%***	***71%***	***144%***	***103%***
Network Support Analyst				
City of Fort Lauderdale	$82,867	$8,100	$21,255	$112,222
Market	$86,484	$11,431	$15,533	$113,447
FL as % Mkt	***96%***	***71%***	***137%***	***99%***
Senior Tech Support Analyst				
City of Fort Lauderdale	$80,818	$8,100	$20,730	$109,648
Market	$79,863	$11,431	$14,343	$105,637
FL as % Mkt	***101%***	***71%***	***145%***	***104%***

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Systems Administrator				
City of Fort Lauderdale	$92,747	$8,100	$23,790	$124,637
Market	$89,648	$11,431	$16,101	$117,179
FL as % Mkt	***103%***	***71%***	***148%***	***106%***
Technical Support Analyst				
City of Fort Lauderdale	$71,448	$8,100	$18,326	$97,874
Market	$74,814	$11,431	$13,437	$99,681
FL as % Mkt	***96%***	***71%***	***136%***	***98%***
Technology Strategist				
City of Fort Lauderdale	$78,894	$8,100	$20,236	$107,230
Market	$98,733	$11,431	$17,732	$127,896
FL as % Mkt	***80%***	***71%***	***114%***	***84%***
Parks and Recreation Department				
Apprentice Municipal Maintenance Worker				
City of Fort Lauderdale	$32,406	$8,100	$8,312	$48,818
Market	$39,102	$11,431	$7,023	$57,555
FL as % Mkt	***83%***	***71%***	***118%***	***85%***
Community Program Supervisor				
City of Fort Lauderdale	$75,348	$8,100	$19,327	$102,775
Market	$80,378	$11,431	$14,436	$106,244
FL as % Mkt	***94%***	***71%***	***134%***	***97%***
Field Operating Technician (Level IV)				
City of Fort Lauderdale	$51,802	$8,100	$13,287	$73,189
Market	$52,621	$11,431	$9,451	$73,502
FL as % Mkt	***98%***	***71%***	***141%***	***100%***
Head Groundskeeper				
City of Fort Lauderdale	$48,235	$8,100	$12,372	$68,707
Market	$51,273	$11,431	$9,209	$71,912
FL as % Mkt	***94%***	***71%***	***134%***	***96%***
Municipal Maintenance Worker III (Parks/Facilities)				
City of Fort Lauderdale	$42,526	$8,100	$10,908	$61,534
Market	$47,905	$11,431	$8,604	$67,939
FL as % Mkt	***89%***	***71%***	***127%***	***91%***

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Parks Foreman				
City of Fort Lauderdale	$66,331	$8,100	$17,014	$91,445
Market	$63,344	$11,431	$11,377	$86,151
FL as % Mkt	***105%***	***71%***	***150%***	***106%***
Pool Equipment Mechanic				
City of Fort Lauderdale	$49,306	$8,100	$12,647	$70,053
Market	$45,458	$11,431	$8,164	$65,053
FL as % Mkt	***108%***	***71%***	***155%***	***108%***
Pool Lifeguard I				
City of Fort Lauderdale	$37,638	$8,100	$9,654	$55,392
Market	$41,571	$11,431	$7,466	$60,468
FL as % Mkt	***91%***	***71%***	***129%***	***92%***
Recreation Instructor II				
City of Fort Lauderdale	$33,322	$8,100	$8,547	$49,969
Market	$40,412	$11,431	$7,258	$59,101
FL as % Mkt	***82%***	***71%***	***118%***	***85%***
Recreation Program Coordinator				
City of Fort Lauderdale	$69,701	$8,100	$17,878	$95,679
Market	$61,491	$11,431	$11,044	$83,965
FL as % Mkt	***113%***	***71%***	***162%***	***114%***
Recreation Programmer I				
City of Fort Lauderdale	$42,526	$8,100	$10,908	$61,534
Market	$48,924	$11,431	$8,787	$69,141
FL as % Mkt	***87%***	***71%***	***124%***	***89%***
Recreation Worker				
City of Fort Lauderdale	$25,251	$8,100	$6,477	$39,828
Market	$33,675	$11,431	$6,048	$51,154
FL as % Mkt	***75%***	***71%***	***107%***	***78%***
Police Department				
Accident Investigator II				
City of Fort Lauderdale	Insufficient Data			
Market				
FL as % Mkt				
Crime Analyst II				
City of Fort Lauderdale	$54,517	$8,100	$13,984	$76,601
Market	$58,919	$11,431	$10,582	$80,931
FL as % Mkt	***93%***	***71%***	***132%***	***95%***

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Police Aide II				
City of Fort Lauderdale	Insufficient Data			
Market				
FL as % Mkt				
Police Records Clerk				
City of Fort Lauderdale	$39,530	$8,100	$10,139	$57,769
Market	$43,571	$11,431	$7,825	$62,827
FL as % Mkt	***91%***	***71%***	***130%***	***92%***
Public Safety Aide				
City of Fort Lauderdale	$42,526	$8,100	$10,908	$61,534
Market	$50,552	$11,431	$9,079	$71,062
FL as % Mkt	***84%***	***71%***	***120%***	***87%***
Senior Police Records Clerk				
City of Fort Lauderdale	$45,916	$8,100	$11,777	$65,793
Market	$56,107	$11,431	$10,077	$77,614
FL as % Mkt	***82%***	***71%***	***117%***	***85%***
Public Works / Building Services Department				
Distribution & Collection Chief				
City of Fort Lauderdale	$66,331	$8,100	$17,014	$91,445
Market	$70,590	$11,431	$12,678	$94,699
FL as % Mkt	***94%***	***71%***	***134%***	***97%***
Electro Technician				
City of Fort Lauderdale	$57,200	$8,100	$14,672	$79,972
Market	$59,381	$11,431	$10,665	$81,476
FL as % Mkt	***96%***	***71%***	***138%***	***98%***
Engineering Aide II				
City of Fort Lauderdale	$43,638	$8,100	$11,193	$62,931
Market	$52,502	$11,431	$9,429	$73,362
FL as % Mkt	***83%***	***71%***	***119%***	***86%***
Engineering Technician II				
City of Fort Lauderdale	$60,154	$8,100	$15,430	$83,684
Market	$60,207	$11,431	$10,813	$82,451
FL as % Mkt	***100%***	***71%***	***143%***	***101%***

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Environmental Lab Technician				
City of Fort Lauderdale	$54,517	$8,100	$13,984	$76,601
Market	$57,501	$11,431	$10,327	$79,259
FL as % Mkt	***95%***	***71%***	***135%***	***97%***
Industrial Electrician				
City of Fort Lauderdale	$57,200	$8,100	$14,672	$79,972
Market	$58,819	$11,431	$10,564	$80,813
FL as % Mkt	***97%***	***71%***	***139%***	***99%***
Municipal Maintenance Worker III (Public Services)				
City of Fort Lauderdale	$44,689	$8,100	$11,463	$64,252
Market	$50,877	$11,431	$9,138	$71,445
FL as % Mkt	***88%***	***71%***	***125%***	***90%***
Public Service Maintenance Chief				
City of Fort Lauderdale	$67,995	$8,100	$17,441	$93,536
Market	$70,707	$11,431	$12,699	$94,837
FL as % Mkt	***96%***	***71%***	***137%***	***99%***
Utilities Mechanic I				
City of Fort Lauderdale	$50,523	$8,100	$12,959	$71,582
Market	$51,492	$11,431	$9,248	$72,171
FL as % Mkt	***98%***	***71%***	***140%***	***99%***
Utilities Service Worker				
City of Fort Lauderdale	$40,102	$8,100	$10,286	$58,488
Market	$45,459	$11,431	$8,164	$65,054
FL as % Mkt	***88%***	***71%***	***126%***	***90%***
Utility Field Representative				
City of Fort Lauderdale	$48,235	$8,100	$12,372	$68,707
Market	$48,606	$11,431	$8,730	$68,766
FL as % Mkt	***99%***	***71%***	***142%***	***100%***
Water Treatment Plant Operator II				
City of Fort Lauderdale	$53,165	$8,100	$13,637	$74,902
Market	$56,123	$11,431	$10,080	$77,633
FL as % Mkt	***95%***	***71%***	***135%***	***96%***
Sustainable Development Department				
Building Inspector				
City of Fort Lauderdale	$64,792	$8,100	$16,619	$89,511
Market	$78,833	$11,431	$14,158	$104,422
FL as % Mkt	***82%***	***71%***	***117%***	***86%***

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Chief Building Inspector				
City of Fort Lauderdale	$77,158	$8,100	$19,791	$105,049
Market	$90,442	$11,431	$16,243	$118,116
FL as % Mkt	***85%***	***71%***	***122%***	***89%***
Economic and Business Development Manager				
City of Fort Lauderdale	$108,014	$8,100	$27,706	$143,820
Market	$101,655	$11,431	$18,257	$131,343
FL as % Mkt	***106%***	***71%***	***152%***	***109%***
Electrical Inspector				
City of Fort Lauderdale	$63,180	$8,100	$16,206	$87,486
Market	$75,882	$11,431	$13,628	$100,941
FL as % Mkt	***83%***	***71%***	***119%***	***87%***
Plumbing Inspector				
City of Fort Lauderdale	$63,180	$8,100	$16,206	$87,486
Market	$76,163	$11,431	$13,679	$101,272
FL as % Mkt	***83%***	***71%***	***118%***	***86%***
Senior Code Compliance Officer				
City of Fort Lauderdale	$54,517	$8,100	$13,984	$76,601
Market	$68,438	$11,431	$12,291	$92,160
FL as % Mkt	***80%***	***71%***	***114%***	***83%***
Structural Plans Examiner				
City of Fort Lauderdale	$71,479	$8,100	$18,334	$97,913
Market	$86,090	$11,431	$15,462	$112,982
FL as % Mkt	***83%***	***71%***	***119%***	***87%***
Transportation and Mobility Department				
Airport Operations Aide				
City of Fort Lauderdale	$50,523	$8,100	$12,959	$71,582
Market	$57,337	$11,431	$10,298	$79,065
FL as % Mkt	***88%***	***71%***	***126%***	***91%***
Parking Enforcement Shift Coordinator				
City of Fort Lauderdale	$54,517	$8,100	$13,984	$76,601
Market	$51,560	$11,431	$9,260	$72,251
FL as % Mkt	***106%***	***71%***	***151%***	***106%***
Parking Enforcement Specialist				
City of Fort Lauderdale	$40,518	$8,100	$10,393	$59,011
Market	$47,458	$11,431	$8,523	$67,412
FL as % Mkt	***85%***	***71%***	***122%***	***88%***

TABLE 51
CITY OF FORT LAUDERDALE, FL
MARKET POSITION AT THE 75TH PERCENTILE ACROSS ALL BENCHMARKS AND PEER EMPLOYERS
TOTAL COMPENSATION – GENERAL EMPLOYEES

Benchmark Title	Base Pay	Employer Cost of Benefits		Employer Total Compensation Costs
		Weighted Total Health Costs	Total Retirement Benefits	
Parking Meter Technician				
City of Fort Lauderdale	$49,306	$8,100	$12,647	$70,053
Market	$49,373	$11,431	$8,867	$69,671
FL as % Mkt	***100%***	***71%***	***143%***	***101%***
Parking Operations Supervisor				
City of Fort Lauderdale	$63,970	$8,100	$16,408	$88,478
Market	$54,042	$11,431	$9,706	$75,179
FL as % Mkt	***118%***	***71%***	***169%***	***118%***
Overall	***96%***	***71%***	***137%***	***98%***

Figures shown in **red** are below market (less than 95% of the market average)
Figures shown in **black** within the market range (95% to 105% of the market average)
Figures shown in **blue** are above market (more than 105% of the market average)

Conclusions

Our conclusions cover the following areas:

- Pay Range Competitiveness
- Total Compensation Competitiveness

Pay Range Competitiveness

This study found that across the majority of benchmark jobs, the City's pay structure is at the market average at the pay range midpoint and maximum and above market at the pay range minimum.

Overall, at the midpoint of the pay range:

- The City's overall average pay range midpoint is 96% of the overall market average.
- 39 benchmark job titles are below market (less than 95% at the midpoint)
- 34 benchmark job titles are at market (between 95% and 105% at the midpoint)
- 17 benchmark job titles are above market (above 105% at the midpoint)
- 2 benchmark job titles did not garner sufficient matches to be statistically significant

Total Compensation Competitiveness

On a total compensation basis (taking into consideration base pay, employer health benefit costs, social security participation and retirement plan contributions) the City's average total compensation costs are:

- 98% of the overall market average

While the City's contributions to health care costs compared to its peer are below the overall market average at 71%, its retirement contributions are at market at 164% of the market average. On a Total Compensation basis, the City is at 103% of the overall market average.