

DANIA BEACH COMMUNITY REDEVELOPMENT AGENCY BOARD
SPECIAL MEETING
AUGUST 21, 2020 at 6:00 PM
VIRTUAL MEETING AND PUBLIC COMMENTS PROCEDURE

The Dania Beach Community Redevelopment Agency (CRA) will be conducting a “Virtual” CRA Board Special meeting utilizing communications media technology (“CMT”), in accordance with Governor Ron DeSantis’ Executive Order No. 20-69, dated March 20, 2020, related to conducting local government public meetings while under the public health emergency related to the spread of Novel Coronavirus Disease 2019 (COVID-19). City Hall building is closed to the public.

Visit <https://www.ringcentral.com/apps/rc-meetings> to download and install the software on your device

Use this meeting link to join as an attendee: <https://meetings.ringcentral.com/j/1491840392>

Using your telephone – for higher quality, dial a number based on your current US location:

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+1(469)4450100 (US South)
+1(470)8692200 (US East)
+1(623)4049000 (US West)

Enter the meeting ID: 149-184-0392

NOTICE: This meeting is open to the public. In accordance with the Americans with Disabilities Act of 1990, all persons who are disabled and who need special accommodations to participate in this meeting because of that disability should contact the Office of the City Clerk, 954-924-6800 ext. 3624, no later than two days prior to such proceeding. Anyone wishing to appeal any decision made by the Dania Beach Community Redevelopment Agency Board with respect to any matter considered at such meeting or hearing will need a record of the proceedings and, for such purpose, may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Agenda items may be viewed online at www.daniabeachfl.gov.

AGENDA
COMMUNITY REDEVELOPMENT AGENCY
SPECIAL MEETING
FRIDAY, AUGUST 21, 2020 - 6:00 PM

ANY PERSON WHO DECIDES TO APPEAL ANY DECISION MADE WITH REGARD TO ANY MATTER CONSIDERED AT THIS MEETING OR HEARING WILL NEED A RECORD OF THE PROCEEDING, AND FOR SUCH PURPOSE MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDING IS MADE WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

LOBBYIST REGISTRATION IS REQUIRED. PRIOR TO ENGAGING IN ANY LOBBYING ACTIVITIES, WHETHER OR NOT COMPENSATION IS PAID OR RECEIVED IN CONNECTION WITH THOSE ACTIVITIES, EACH LOBBYIST SHALL FILE WITH THE CITY CLERK AN ANNUAL REGISTRATION STATEMENT AND PAY AN ANNUAL TWO HUNDRED FIFTY DOLLARS (\$250.00) REGISTRATION FEE FOR EACH PRINCIPAL OR EMPLOYER. REGISTRATION FORMS ARE AVAILABLE ON THE CITY WEBSITE: WWW.DANIABEACHFL.GOV. (ORDINANCE #2012-019; AMENDED BY ORDINANCE #2019-019)

IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT, PERSONS NEEDING ASSISTANCE TO PARTICIPATE IN ANY OF THESE PROCEEDINGS SHOULD CONTACT THE CITY CLERK'S OFFICE, 100 W. DANIA BEACH BOULEVARD, DANIA BEACH, FL 33004, (954) 924-6800 EXTENSION 3624, AT LEAST 48 HOURS PRIOR TO THE MEETING.

**DECORUM POLICY FOR MEETINGS OF THE BOARD OF DIRECTORS OF THE DANIA BEACH COMMUNITY
REDEVELOPMENT AGENCY OF THE CITY OF DANIA BEACH, FLORIDA:**

INDIVIDUALS WHO WISH TO MAKE ANY "CITIZEN'S COMMENTS" UNDER THAT PORTION OF THE CRA BOARD AGENDA, OR WHO OTHERWISE WANT TO ADDRESS THE CRA BOARD, MUST FIRST BE REGISTERED WITH THE CRA SECRETARY (CLERK) (FORMS ARE AVAILABLE OUTSIDE OF THE CITY COMMISSION CHAMBER AND MUST BE GIVEN TO THE CLERK BEFORE THE MEETING). OTHERS WHO WANT TO ADDRESS THE CRA BOARD ON ANY MATTERS MUST FIRST BE RECOGNIZED BY THE CHAIR. ALL SUCH PERSONS MUST USE THE PODIUM IN THE COMMISSION CHAMBER. NO MORE THAN ONE PERSON AT A TIME MAY ADDRESS THE CRA BOARD FROM THE PODIUM. COMMENTS ARE ONLY TO BE MADE TO THE CRA BOARD AND ARE NOT TO BE DIRECTED TO THE AUDIENCE OR CRA STAFF.

NO INDIVIDUAL SHALL MAKE ANY SLANDEROUS OR UNDULY REPETITIVE REMARKS, OR ENGAGE IN ANY OTHER FORM OF BEHAVIOR THAT DISRUPTS OR IMPEDES THE ORDERLY CONDUCT OF THE MEETING, AS DETERMINED BY THE CHAIR. NO INDIVIDUAL MAY SPEAK DIRECTLY TO OR ADDRESS THE CHAIR, BOARD MEMBER OR CRA STAFF: COMMENTS ARE TO BE ONLY DIRECTED TO THE CRA BOARD AS A WHOLE. NO CLAPPING, APPLAUDING, HECKLING OR VERBAL OUTBURSTS IN SUPPORT OF OR OPPOSITION TO A SPEAKER OR HIS OR HER REMARKS SHALL BE PERMITTED. NO SIGNS OR PLACARDS SHALL BE PERMITTED IN THE COMMISSION CHAMBER.

IF ANY PERSON'S CONDUCT AS DETERMINED BY THE CHAIR IS FOUND TO BE DISRUPTIVE OR INTERFERES WITH THE ORDERLY CONDUCT OF THE MEETING, THE PERSON MAY BE ASKED BY THE CHAIR TO LEAVE THE COMMISSION CHAMBER; IF THE PERSON DOES NOT LEAVE AND THE CONDUCT PERSISTS, THE CITY POLICE DEPARTMENT WILL BE REQUESTED TO ESCORT THE INDIVIDUAL FROM THE COMMISSION CHAMBER.

ALL CELLULAR TELEPHONES ARE TO BE SILENCED DURING THE MEETING. ALL PERSONS EXITING THE COMMISSION CHAMBER SHALL DO SO QUIETLY. (RESOLUTION #2020-CRA-006)

- 1. CALL TO ORDER/ROLL CALL**
- 2. CRA BUDGET FISCAL YEAR 2020-2021**
 1. CRA Budget Fiscal Year 2020-2021
- 3. EXECUTIVE DIRECTOR POSITION**
 1. Executive Director Position
- 4. ADJOURNMENT**



DANIA BEACH
COMMUNITY REDEVELOPMENT AGENCY

PROPOSED BUDGET

FY2021

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BOARD MEMBERS & STAFF

COMMUNITY REDEVELOPMENT AGENCY

FY 2021



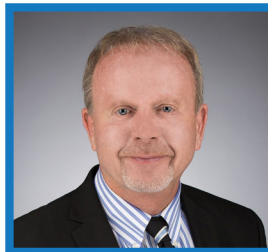
CHAIR
LORI LEWELLEN



VICE CHAIR
LAUREN ODMAN



BOARD MEMBER
CHICKIE BRANDIMARTE



BOARD MEMBER
BILL HARRIS



BOARD MEMBER
TAMARA JAMES

EXECUTIVE DIRECTOR
RICKELLE WILLAMS

CRA TREASURER
FRANK DIPAOLO

CRA MANAGER
KATHLEEN WEEKES

BUDGET MESSAGE

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

August 10, 2020

Chair Lori Lewellen
 Vice-Chair Lauren Odman
 Board Member Chickie Brandimarte
 Board Member Bill Harris
 Board Member Tamara James

Dear Chair, Vice-Chair and Board of Directors of the Dania Beach Community Redevelopment Agency:

In accordance with Florida Statutes Chapter 189.016, the governing body of the Dania Beach Community Redevelopment Agency (CRA), operating as a special district, shall adopt a budget by resolution each fiscal year. As such, I am pleased to present for your consideration the Executive Director's Annual Budget Proposal for the Fiscal Year commencing October 1, 2020. The recommended budget is a reflection of existing economic conditions as well as priorities and policies set by the CRA Board of Directors within the guidelines of the adopted Redevelopment Plan. The budget proposal herein outlines the resources needed to strategically approach recovery and resiliency through strengthening businesses, eliminating slum and blight, improving quality of life, promoting housing opportunity, place-making and increasing the tax base in the Redevelopment Area.

Fiscal Year 2020 brought many challenges for the Redevelopment Area and the CRA budget. The COVID-19 pandemic has exacerbated and highlighted the preexisting structural and social inequality surrounding the intersectionality of public health, housing, transportation, education, jobs and income. Areas designated as Redevelopment Areas are and will continue to be the hardest hit because of the pandemic. Therefore, investment in these areas should continue with the goal of promoting stability, sustainability and growth with positive effects spanning beyond the boundaries of the Area.

The COVID-19 pandemic has affected the revenues of the City and the CRA. As a result, the CRA has made every effort to mitigate loss of revenue in FY2020 and reduce expenditures during FY2021. The economic fallout from COVID-19 has guided the focus of the proposed FY2021 Budget with an increased investment in business attraction and retention through new and existing business-related grants and programs.

The combined proposed budget for Funds 106 and 112 for Fiscal Year 2021 totals \$ 2,307,141 including operations, transfers, and re-appropriations. About 46 percent of the proposed revenue stems from contributions from the City of Dania Beach General Fund. The City Manager has proposed \$1,073,926 in General Fund contributions to the CRA, reflecting a 25.66 percent decrease from the FY2020 amended budget General Fund contribution of \$1,444,548.

The General Fund contribution is itemized as follows: \$840,137 in operating resources and \$233,789 for the administrative cost allocation back to the City. Other revenue sources include interest earnings, grants, and At Home Dania Beach program revenue. The remaining revenue sources are re-appropriations of CRA appropriated fund balance from FY2020. About 23 percent of revenue stems from re-appropriations of CRA appropriated fund balance.

Over time, the Redevelopment Area has seen steady growth as shown by the incremental increase to the tax base. While most CRAs receive tax increment financing (TIF) from both the governing City and County, the Dania Beach CRA receives neither. The Dania Beach City Commission adopted Ordinance No. 2011-002 on January 11, 2011, providing for a covenant to budget and appropriate legally available funds to pay an amount equal to the City's annual contribution to the tax increment financing (TIF) of the CRA for the term of the CRA. Alternative to the adopted Ordinance, the City has and continues to provide the CRA with a General Fund contribution in lieu of City TIF.

BUDGET MESSAGE

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

Based on the incremental increase to the tax base in the Redevelopment Area, the City's TIF contribution to the CRA for FY2021 would be \$3,000,000. As the proposed General Fund Contribution for FY2021 is \$1,073,926, the CRA is only receiving 35 percent of the would-be City TIF amount. In comparison, in FY2020, the CRA received 55 percent of the would-be City TIF amount of \$2,600,000 as a General Fund contribution. This 20 percent reduction from FY2020 to FY2021 demonstrates the CRA's efforts to assist the City with meeting financial obligations and maintaining service levels in consideration of the reported negative economic impact of COVID-19 on the City's Finances.

The proposed budget includes ongoing and new projects, programs, initiatives and investments related to business attraction and retention incentives, commercial and residential grants, housing development, sustainability and marketing.

Mission

The mission of the Dania Beach Community Redevelopment Agency is to create and implement economically sound redevelopment and revitalization activities in the City of Dania Beach, improve the unique quality of life while simultaneously facilitating investment, commercial development, innovation and growth for our diverse population.

Redevelopment Goals: 2015 Adopted CRA Plan

1. Enhance and Reinforce the CRA Sub Areas
2. Eliminate Substandard Housing and Provide Affordable Housing
3. Redevelop the CRA in a manner that is Energy Efficient and Sustainable
4. Attract Targeted New Industries and Retain and Expand Core Industries
5. Enhance Redevelopment Activities through an Active Marketing Strategy that Supports Redevelopment Initiatives

Notable Budget Items

There are several notable budget items that reflect the focus on core areas including business assistance and attraction, commercial and residential revitalization programs. These include the following:

Administrative Cost Allocation (back to City)	\$233,789
Business Attraction Incentive Program	\$100,000 (New)
Business Retention: Business Development Programs	\$ 75,000 (New)
Business Retention: Small Business Grant	\$ 25,000 (New)
Commercial Property Improvement Grants	\$100,000 (increased by 66 % over FY2020)
CRA Board member Training/Travel	\$ 7,400 (Travel Policy permits \$6,000 per Board member)
CRA Plan Update	\$ 50,000
Dania After Dark	\$ 65,000 (reduced by 13% over FY2020)
Debt Service (Broward County RCP)	\$ 59,600
Home Buyer Education Courses/Income Certification	\$ 6,000 (reduced by 50% over FY2020)
Project Management Consultant (Trion)	\$ 8,000
Residential Beautification Grants	\$ 60,000 (reduced by 25% over FY2020)
Trion Development Incentive (BRP Grant)	\$333,333

BUDGET MESSAGE

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

Notably missing from the budget this year are revenues and expenditures related to the Arts and Seafood Celebration. The 8th Annual Arts and Seafood Celebration was cancelled in 2020 just two weeks before the event date due to COVID-19. The 7th Annual event was patronized by 19,000 people. Staff cannot recommend planning and executing such a large-scale event given the unknown public health conditions and restrictions that may be in place. Staff also anticipates challenges with securing sponsorship revenue to offset the expenses for this event. This budget also excludes the annual \$5,000 sponsorship of the Vintage Motorcycle Show, which is the second largest event in the City. Instead, the CRA has repositioned these resources to fund business assistance and development programs. In addition, in advance of the FY2021 budget, the CRA Board approved a FY2020 budget amendment to transition the Coordinator position from fulltime to part-time with an estimated cost savings of \$59,300. This reclassification occurred based on the current needs of the CRA.

Accomplishments

During Fiscal Year 2020, the Dania Beach Community Redevelopment Agency (CRA) has had several accomplishments including:

Economic Development: Business Attraction, Retention, and Commercial Revitalization

1. In addition to collaborating with the Florida Department of Economic Opportunity, Enterprise Florida, and Broward County on a high impact qualified targeted industry incentive package for the relocation of Spirit Airlines to Dania Beach in FY2019, the CRA worked with Broward County to match its Direct Cash Job Creation Incentive Program valuing \$225,000 in FY2020. This incentive added to the CRA's previous \$135,000 commitment and collectively served as a business attraction incentive for the project, which has a construction value of \$250 million. The match also incentivizes the creation of 225 new high-wage jobs.
2. Following a selection process for the City Center Redevelopment public-private-partnership (P3) project entitled *The First at Dania Beach*, the CRA participated with City Management in the City Center development negotiations with selected developer Armada Hoffer. Negotiations were halted for various reasons including the projected economic impact of COVID-19.
3. Entered into an interlocal agreement with Broward County to receive \$1,000,000 in Broward Redevelopment Program grant funds to incentivize the development of the Trion at Dania Beach, a mixed-use development project valuing \$80 million and featuring 340 housing units and 13,000 square feet of ground floor retail. The project will also create 40 new jobs.
4. Entered into a development agreement with 4 N Federal LLC to develop the Trion at Dania Beach. The CRA's contribution of grant funds will provide for public improvements and amenities such as streetscape improvements and a public park in the heart of downtown Dania Beach.
5. Worked on behalf of the CRA and the City to amend the tri-party Loan Agreement with Broward County relating to the debt associated with the municipal parking garage infrastructure project at City Hall. This amendment officially reduces the outstanding loan balance to \$621,876 and stems from the CRA's successful loan conversion request to Broward County during FY2019.
6. Four (4) Commercial Property Improvement Grant projects were completed including Barbee Jo Collectibles, Associates MD medical offices, Fish Grill restaurant and Alex's Flamingo Plaza (1 and 2). Together these projects reflect an investment of over \$90,000 by the CRA and over \$300,000 by the property owners and tenants. The property improvements correlate with increased property value assessments and the associated increase in property tax revenue for the City.

BUDGET MESSAGE

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

7. Participated in over forty (40) economic development-related meetings, webinars or events hosted by the Greater Fort Lauderdale Alliance, Florida League of Cities, Broward County Office of Small Business and Economic Development, Florida Housing Coalition, Dania Beach Chamber of Commerce, Greater Fort Lauderdale Convention and Visitors Bureau, Smart Cities Connect and the Urban Land Institute.
8. Corresponded with eighteen (18) real estate brokers, developers or potential business owners and investors inquiring about Dania Beach zoning code, Opportunity Zones, development incentives, CRA incentive programs, development site locations, and available commercial property and associated lease rates.
- 9.. Facilitated workforce development training sessions in collaboration with OIC South Florida and the Dania Beach Clergy Alliance.
10. Conducted business retention and outreach efforts by visiting or corresponding with over six hundred (600) existing Dania Beach business owners. These visits were used to provide information on CRA, City and County programs and services as well as to understand the needs of the businesses through direct contact with the proprietor.
11. Made direct contact with and provided over three hundred (300) business owners with information on available resources related to COVID-19 relief. The CRA connected many business owners directly with staff at the Small Business Administration local office in Miami to receive guidance on resources including the Paycheck Protection Program and the Emergency Injury Disaster Loan (Advance) programs.
12. Conducted an online business survey to gather feedback from businesses impacted by COVID-19.
13. Provided information about business resources via the CRAs email newsletter on a recurring basis.
14. Launched Small Business Resiliency Reimbursement Grant program in response to COVID-19. The grant promotes public health and safety, consumer confidence and business marketing efforts by providing up to \$1,000 in funding to small businesses for eligible expenses.

Residential Revitalization

15. Completed construction of six (6) single-family homes through the Affordable Housing Development program through development agreement with Affordable Housing Development Solutions in partnership with Redevelopment Area contractor, Decota Construction.
16. Secured a \$21,000 in-kind sponsorship for six (6) sets of home appliances from non-profit partner Rebuilding Together Broward County to increase housing affordability for homebuyers.
17. Provided information to over one hundred (100) individuals who inquired about the CRA's First-time Homebuyer program.
18. Identified six (6) eligible first-time homebuyers qualified to purchase the six (6) homes developed through the At Home Dania Beach Program. Through the CRAs engagement with Housing Foundation of America, a HUD-approved housing counseling agency, all prospective homebuyers were offered in-person or virtual opportunities to complete homebuyer education.

BUDGET MESSAGE

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

19. Secured \$38,000 donation from the Milton Family Foundation to provide down-payment assistance to first-time homebuyers, offsetting the cost to the CRA
20. Engaged an architect and began design work for the workforce housing project on JA Ely Boulevard for site previously known as the Smith Store. Completed preliminary work including appraisals and surveys.
21. Implemented Residential Beautification program through partnership with Rebuilding Together Broward County. The program has provided exterior painting and landscaping for eleven (11) homes to date during FY2020. The program services income eligible households in the Redevelopment Area and serves to enhance curb appeal in clusters experiencing blighted conditions. The CRA worked with Dania Beach Code Enforcement to identify potential candidates. Although COVID-19 temporarily paused this program, efforts have since resumed. Thirty-three (33) households are on the current waiting list, for a total of forty-five (45) households. .
22. Participated in project management team meetings for the CRA Multimodal Enhancement project partially funded through the FDOT TAP Grant secured by the CRA in 2014. Funding was used to enhance and provide ADA compliant sidewalks and crosswalks in the Sun Garden Isles/NW Byrd Pointe residential neighborhood.

Marketing

23. After developing a Request for Proposal to provide holiday lighting and decorations at City Hall, the CRA coordinated the design and implementation of holiday lighting and decorations including lighting and décor for all palm trees, a wreath (Christmas), menorah (Hanukkah) and kinara (Kwanza). The holiday lighting provided a welcoming and attractive atmosphere in the City Center area.
24. Developed and planned the production of the 8th Annual Arts and Seafood Celebration, the largest annual event in Dania Beach. The planning process included marketing and press, sponsorship solicitation, signage creation, entertainment selection and booking, artist selection, volunteer recruitment, concession planning, décor, equipment, sanitation, public safety, procurement, risk management and insurance. The event was cancelled two weeks before the scheduled start date of March 28, 2020 as a result of public health and safety precautions related to the COVID-19 global pandemic.
25. Managed five (5) successful installments of Dania After Dark before the monthly event was shut down because of COVID-19. Two enhanced installments were special events at the request of the CRA Board.
 - The City's 115th Birthday Anniversary was observed on November 9, 2019 at Dania After Dark. A commemorative logo, new banners and special art piece were developed for the event. Distribution of authentic Danish treats and a performance by a Bahamian Junkanoo band paid homage to the cultural roots of the City.
 - In February 2020, in honor of the National Football League's Super Bowl LIV, the CRA staged Touchdown Dania Beach an ultimate tailgate experience in Dania Beach to promote the City. The celebration was part of a joint marketing and event collaboration which included the Casino at Dania Beach, Dania Pointe, and the City's Parks and Recreation department. A drumline performance and special appearance by five (5) NFL players were the highlight of the event.
26. Co-hosted five (5) installations of Art in the Hall with Creative Arts Council Advisory Board members during Dania After Dark. Art in the Hall showcased over 40 artists including an artist as young as 10 years old. Coordinated logistics for Art in the Hall receptions for Atrium Gallery installations.

BUDGET MESSAGE

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

27. Completion of a signal box public art installation at the corner of Federal Highway and NE 1st Street in collaboration with the Creative Arts Council Advisory Board through a call-to-artist and selection process. The CRA managed the lengthy permitting process with the Florida Department of Transportation (FDOT) as well as the installation.
28. Developed advertising focused on Dania Beach redevelopment opportunities and happenings through active social media engagement and placed ads in The Greater Fort Lauderdale Alliance Source Book, Travel Host, and local publications Dania Beach Press and Cahoots.
29. Coordinated, facilitated, hosted or participated in ribbon cutting ceremonies, grand openings or other marketing events to support and promote local business activity.

Sustainability and Community Place-making

30. Obtained the PATCH mobile market custom trailer through a grant from the Frederick A. Deluca Foundation to support the mobile market initiative. The custom trailer enhances the PATCH's ability to provide affordable and nutritious produce in underserved areas in Broward County.
31. Launched the PATCH online ordering system during the ongoing pandemic. This initiative promotes public health and safety as well as food access. The online ordering program has garnered regular retail customers who purchase vegetables on a weekly basis.
32. Hosted various educational workshops, wellness events and demonstrations at the PATCH.
33. Completed retrofit of PATCH market and developed safety procedures to promote public health and safety for customers and staff during the pandemic.
34. Obtained \$5,000 in sponsorships to support PATCH produce distributions to elderly residents participating in senior programs or residing in senior housing facilities.
35. Collaborated with Feeding South Florida to deliver 120 food or meal boxes to 60 seniors in Dania Beach. This effort served seniors who may have transportation challenges preventing their participation in traditional drive-through food distributions.
36. Distributed over 200 servings of produce to local organizations including churches, American Legion Posts, and the Dania Beach Lions Club.
37. Obtained \$3,000 in sponsorships to support construction of new shade structures.
38. Secured \$1,100 in funding from Saratoga Crossings developer for new trees due to development impacts.
39. Completed PATCH facility maintenance projects including a 220v electrical receptacle upgrade and rust removal, scaling and painting of the pavilion to maintain structural integrity.

BUDGET MESSAGE

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

Rebranding Initiative

40. As part of the promotion of the City's new brand, the CRA managed the City's participation in the 48th Annual Winterfest Boat parade in December 2019. The CRA worked with co-sponsor Dania Pointe to promote the brand through involvement in all Pre-Winterfest events, and co-hosted the Santa Sleigh Boat during the parade. Over one million spectators viewed the event live and one and a half million through electronic broadcast.
41. Managed advertising/marketing consultant agreement to advertise the new brand. The project included developing a media campaign and executing advertising on buses, billboards, bus shelters, in magazines, newspapers, digitally and on social media. In addition, advertising/marketing consultant Mad4Marketing completed work on the City's website related to search engine optimization (SEO). The City's social media followers and engagement increased significantly over the course of this engagement. The successful advertising campaign won the coveted ADDY award (American Advertising Award), from the American Advertising Federation.
42. Coordinated with the South Florida Regional Transportation Authority on the installation of two (2) new parking garage signs at the Fort Lauderdale Airport Tri-Rail station on Griffin Road.
43. Completed installation of fifteen (15) park/facility monument signs and thirteen (13) neighborhood signs including three solar-lit signs at community center facilities. Participated in planning meetings and site visits with Public Services department for the implementation of a landscaping plan.
44. Completed lengthy permitting process with Florida Department of Transportation (FDOT) and other agencies for five (5) entryway signs and scheduled installation for these signs in August 2020.

Administrative Reports and Transparency

45. Annual Report: The CRA developed, advertised and published the required Annual Report and submitted the report to the governing body and Broward County utilizing the new criteria required under Florida Statutes.
46. Audit: The CRA was audited based on inclusion in the City of Dania Beach audit as a fully-blended component unit.
47. Special District Reporting: The CRA filed with the Florida Department of Economic Opportunity to maintain special district status.
48. As required, the CRA maintains access to the Redevelopment Plan, Redevelopment Area map and Budget via the CRA's website. The CRA also provides access to meeting agendas and procurement opportunities via links from the CRA's website to the appropriate City of Dania Beach webpages.

Goals: Ongoing and New Projects

The CRA anticipates the continuation of existing and start of new projects and programs in FY2021. These include: Economic Development: Business Attraction, Retention, and Commercial Revitalization

1. Develop competitive business attraction incentive program to include relocation assistance.

BUDGET MESSAGE

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

2. Develop and provide business development opportunities and assistance focused on business retention. Programs may include Business Guide, Small Business Training, grants, etc.
3. Administer Small Business Resiliency Reimbursement Program.
4. Monitor Spirit Airlines development progress and ensure adherence to deliverables for State and Broward County incentive programs the CRA is collaborating on.
5. Monitor Trion at Dania Beach progress and ensure adherence to development agreement.
6. Administer terms of the Interlocal Agreement with Broward County for the Trion at Dania Beach project.
7. Advertise Commercial Property Improvement Grant program and secure new applicants.
8. Continue business outreach efforts including business visits.
9. Continue to provide information to developers, real estate brokers, potential business owners and investors.
10. Host Annual Business Luncheon and Awards Ceremony.
11. Prepare and submit third loan conversion request to Broward County under the Redevelopment Capital Program to reduce loan balance of \$621,876.
12. Continue participation in economic development related meetings, forums, workshops and events with strategic partners and industry groups.

Residential Revitalization

13. Participate in any remaining closings for the six (6) homes under the First-Time Homebuyer Program.
14. Finalize design and seek permit approvals for workforce housing development project on JA Ely Boulevard (Smith Store).
15. Pursue public notice of disposition process for sale and transfer to selected developer(s) for workforce housing project.
16. Continue implementation of Residential Beautification Program.
17. Begin architectural design for Phippen-Waiters housing project (potential townhomes).

Marketing

18. Resume Dania After Dark and Art in the Hall.

BUDGET MESSAGE

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

- 19. Partner with community stakeholders to promote and facilitate marketing events.
- 20. Continue active social media engagement to promote businesses, redevelopment news, opportunities and local happenings.
- 21. Continue strategic digital and print advertising.

Sustainability and Community Place-making

- 22. Resume and continue PATCH activities and the administration of USDA and Deluca Foundation grants to include Mobile Markets, partnerships, workshops and small events.
- 23. Continue online ordering system and the creation of a comprehensive reset plan to include growing, activities.
- 24. Continue partnerships to assist elderly residents experiencing food insecurity.
- 25. Assist with planning and coordination of Martin Luther King Jr. Day parade and events.
- 26. Complete installation of artistic markers and mural through the Art of Community Grant from the Community Foundation of Broward County.
- 27. Complete installation of any remaining park and neighborhood signs.

Administrative Reports and Transparency

- 28. Engage with a consultant to assist with a comprehensive CRA Plan update involving community engagement and the incorporation of new Census data.
- 29. Continue development and submittal of the appropriate reports as required by law.
- 30. Continue to provide public information on CRA matters in an easily accessible manner.

As the outgoing Executive Director, I am proud to have served this community alongside dedicated staff. The FY2021 Proposed Budget acknowledges the current economic climate with a core emphasis on business assistance and redevelopment incentives. I am thankful to CRA Board members, the CRA Manager, and the CRA Treasurer for efforts to develop a budget that meets the needs of the community we serve.

Respectfully submitted,

Rickelle Williams, MPA, LEED AP ND, PMP, FRA-RA
Executive Director

ORGANIZATIONAL CHART

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

CRA BOARD

EXECUTIVE DIRECTOR

MANAGER II,
CRA

COORDINATOR II,
CRA

0.5 FTE**

MANAGER, II
ECONOMIC
DEVELOPMENT

LEAD
COORDINATOR,
FARM & MARKET

0.5 FTE
(PT: CRA PATCH FUND)

ADMINISTRATIVE
SPECIALIST I

0.5 FTE

COORDINATOR,
FARM & MARKET

0.5 FTE
(PT: CRA PATCH FUND)

COORDINATOR,
FARM & MARKET

0.5 FTE
(PT: CRA PATCH FUND)

FY2019/2020 FTE=5.5

FY2020/2021 FTE=5.5

**Reclassified to Part-Time in FY2020

PROGRAM MODIFICATION

COMMUNITY REDEVELOPMENT AGENCY

FY 2021

Department Information:

Department: 5201 CRA
 Fund 1: CRA % 100
 Fund 2: _____ % _____

Total Impact

\$ **200,000**

Detailed Description of Operations/Level of Service Being Affected
Request:

1) **Business Attraction Program: Financial Incentives Program for New Businesses** (CRA Plan, page 82) – “Attracting new businesses will be critical to the success of the redevelopment and revitalization of the commercial portions of the community redevelopment area. The ability to offer financial incentives increases the potential for success in attracting the numbers and types of businesses needed and desired to create a sustainable business community. The CRA is empowered to pay incentives to new businesses that locate in or established businesses to relocate to the community redevelopment area. The CRA will prepare and adopt guidelines as to the type of businesses that will be eligible and the amount of the financial incentive.” (\$100,000.00)

2) **Business Retention Program: Small Business Resiliency Reimbursement Grant** (CRA Plan, page 24 & 82)

“The CRA, in cooperation with the Broward Sheriffs Office, Dania Beach Fire Department, and Code Enforcement Division, shall work to create a safe, quality environment for residents and businesses.”

“There will be an ongoing need to ensure awareness of investment, development, business, and residential opportunities within the redevelopment area. In addition, there will also be a need to provide promotional support for area businesses and to create an identity (branding).”

On July 28, 2020, the CRA Board approved the grant program for businesses with five (5) or fewer employees. The Board also sought to provide additional funds and/or higher funding levels. (\$25,000.00)

3) **Business Retention: Business Development** (CRA Plan, page 88)

“Local economic gardening is a practice that supports existing businesses and begins to build growing industries from the bottom up. Of primary importance to this Plan is the CRA’s ability to provide programming and assistance to existing businesses. Programs include guest speaker/trainings; financial and technical assistance, business visitations, marketing and ancillary activities supported by the CRA that draw visitors and new residents to the City of Dania Beach. As the CRA pursues its redevelopment projects, program funding should continue to be allocated for these activities and the CRA should have the fluidity to change the types and processes for providing business assistance that will respond to emerging industries and trends.” (\$75,000.00)

Personnel:
Description of Personnel Change:

Salary	FICA	Medicare	Pension	Insurance	W/Comp	Salary Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Expenditure:

Line Item	Description of Request	Cost
1)	Business Attraction Program: Financial Incentives Program for New Businesses	\$ 100,000
2)	Business Retention Program: Small Business Resiliency Reimbursement Grant	\$ 25,000
3)	Business Retention Program(s): Business Development (various)	\$ 75,000
		\$ -
		\$ -
	Total:	\$ 200,000

Revenue:

Line Item	Description of Funding	Amount
		\$ -
		\$ -
		\$ -
		\$ -
		\$ -
	Total:	\$ -

Background

The COVID-19 pandemic combined with various emergency orders and restrictions have put a financial strain on the business community in Dania Beach. Many businesses have or are on the verge of closing down. Businesses that will recover will likely have significant debt and operate in a long-term state of fragility. While we have yet to see the true economic fallout from the pandemic, it is widely understood that a surge in commercial vacancies is forthcoming. This presents a challenge as vacancy rates can affect property assessments and values and the revenue generated for the City through property taxes. However, this challenge also presents an opportunity for new businesses to emerge and occupy newly vacated spaces.

Current Situation

The CRA would like to focus on business recovery and stability by investing in a two-pronged approach to business assistance in terms of 1) attraction and 2) retention. Based on the CRA Plan, one of the five overarching Redevelopment Goals is to attract and retain businesses. Most CRAs use incentives as a major part of the economic development toolkit. While the Dania Beach CRA already offers a Commercial Property Improvement Grant, this only benefits property owners and tenants with matching funds to invest in their property. With economic conditions currently in a bad state and possibly worsening, most cities are escalating their business outreach programs to attract those firms that have the resources to seek new and/or expansion locations. The Dania Beach CRA must act strategically in this competitive market to mitigate the devastation to the local business community and make every attempt to attract new businesses.

BUDGET HISTORY

HISTORICAL BUDGETS/ACTUALS

FY 2021



COMMUNITY REVELOPMENT AGENCY FUND 106

	Executive Director Proposal FY 2021	Amended Budget FY 2020	Actuals FY 2019	Actuals FY 2018
REVENUE				
Department 00 - Revenues				
361-10-01 Interest and Other Earnings Interest Operating Interest	\$ 13,000.00	\$ 16,500.00	\$ 16,409.36	\$ 10,771.00
369-90-00 Miscellaneous Revenues Miscellaneous Seafood Festival	-	125,000.00	94,473.83	62,295.31
369-90-01 Miscellaneous Revenues Miscellaneous All	483,333.00	142,000.00	85,089.17	1,188.50
369-90-06 Miscellaneous Revenues Miscellaneous Community Foundation Grant	-	-	-	32,000.00
369-90-08 Miscellaneous Revenues Miscellaneous Dania After Dark	8,000.00	-	700.00	-
381-00-01 Other Sources: Non-Operating Transfer from General Fund	1,073,926.00	1,444,548.00	1,381,007.00	1,364,331.00
389-90-01 Other Sources: Non-Operating Re-Appropriations Appropriated Fund Balance	482,330.00	535,703.00	-	-
TOTAL REVENUE	\$ 2,060,589.00	\$ 2,263,751.00	\$ 1,577,679.36	\$ 1,470,585.81
EXPENSE				
Department 52 - CRA				
12-10 Salaries and Wages Full-Time	\$ 327,396.00	344,372.80	311,362.42	262,754.18
12-11 Salaries and Wages Part-Time (FRS Eligible)	26,660.00	25,953.96	16,472.87	11,542.00
12-13 Salaries and Wages Expense Allowance	6,001.00	6,000.02	6,016.50	5,225.30
12-14 Salaries and Wages Cell Phone Stipend	960.00	959.92	962.55	899.27
14-10 Overtime Regular	-	4,000.00	2,965.81	547.93
15-15 Special Pay Accrued Leave Buyback	2,996.00	1,929.64	172.54	17,928.56
21-10 FICA Taxes	21,903.00	22,797.90	19,566.89	17,168.97
21-20 FICA Medicare	5,351.00	5,575.04	4,576.08	4,015.32
22-20 Retirement Contributions FRS Pension	60,468.00	55,261.88	45,939.17	37,494.21
22-30 Retirement Contributions Deferred Compensation Match	6,019.00	6,324.22	5,777.76	4,537.95
23-10 Life and Health Insurance Insurance	56,110.00	70,729.88	62,003.90	54,622.08
24-10 Workers' Compensation Premium	390.00	758.39	503.43	582.68
31-10 Prof. Services General	225,985.00	337,061.00	158,619.69	137,001.18
31-20 Prof. Services Legal	20,000.00	35,000.00	34,904.90	3,784.00
31-41 Prof. Services CRA - Marketing/PR	32,050.00	48,050.00	45,634.48	21,945.65
31-42 Prof. Services CRA - Redevelopment Initiatives	404,000.00	365,630.00	162,739.19	23,002.79
34-10 Contractual Services General	8,000.00	30,000.00	-	-
40-10 Travel and Per Diem Training and Per Diem	15,000.00	31,080.00	21,619.03	14,903.57
41-10 Communications Services Telephone	1,500.00	2,000.00	673.35	853.85
42-10 Freight & Postage Services Freight & Postage	2,000.00	4,000.00	1,656.90	195.87
46-30 Repair & Maint. Services Vehicles	1,800.00	1,800.00	-	-
47-10 Printing and Binding General	2,000.00	2,000.00	2,157.13	16.98
48-10 Promotional Activities General	11,390.00	20,742.00	18,266.01	36,872.76
48-14 Promotional Activities Seafood Festival	-	158,000.00	166,288.92	125,378.90
48-16 Promotional Activities Community Foundation Grant	-	32,000.00	15,000.00	5,000.00
49-20 Other Current Charges/Obligations Legal & Display Advertising	2,860.00	2,860.00	1,230.84	348.50
51-10 Office Supplies General	2,600.00	3,649.00	5,689.97	6,751.00
52-10 Operating Supplies Gasoline and Diesel Fuel	750.00	1,500.00	-	-
52-20 Operating Supplies Miscellaneous	1,000.00	1,450.00	6,318.56	951.13
52-30 Operating Supplies Software	-	600.00	-	-
54-10 Books/Publications, Memberships, Subscriptions Books & Subscriptions	5,990.00	6,715.00	5,112.04	500.00
54-20 Books/Publications, Memberships, Subscriptions Memberships	4,190.00	5,690.00	4,633.00	5,000.00
63-41 Infrastructure CRA Streetscape Enhancements	-	3,243.00	38,747.00	-
63-42 Infrastructure CRA Landscaping Enhancements	-	2,000.00	-	-
63-45 Infrastructure Trion Public Improvements	333,333.00	-	-	-
64-20 M&E Vehicles	-	-	31,561.00	-
71-10 Debt Service Principal All Other Principal	41,458.00	250,000.00	41,458.40	-
72-10 Debt Service Principal All Other Interest	18,142.00	-	84,852.22	-
91-00 Intragovernmental Transfers Out General Fund	233,789.00	247,098.00	233,080.00	224,331.00
91-11 Intragovernmental Transfers Out CRA Community Gardens PATCH	138,498.00	102,336.00	154,318.00	55,000.00
99-80 Other Uses Reserve for CRA	40,000.00	25,263.00	-	-
TOTAL EXPENSE	\$ 2,060,589.00	\$ 2,264,430.65	\$ 1,710,880.55	\$ 1,079,155.63

Fund 106 - Community Redevelopment Agency Totals

REVENUE	\$ 2,060,589.00	\$ 2,263,751.00	\$ 1,577,679.36	\$ 1,470,585.81
EXPENSE	\$ 2,060,589.00	\$ 2,264,430.65	\$ 1,710,880.55	\$ 1,079,155.63
SURPLUS/(DEFICIT)	\$ -	\$ (679.65)	\$ (133,201.19)	\$ 391,430.18

BUDGET HISTORY

HISTORICAL BUDGETS/ACTUALS

FY 2021



CRA COMMUNITY GARDENS PATCH FUND 112

	Executive Director Proposal FY 2021	Amended Budget FY 2020	Actuals FY 2019	Actuals FY 2018
REVENUE				
Department 00 - Revenues				
369-90-01 Miscellaneous Revenues Miscellaneous All	\$ 72,487.00	\$ -	\$ 80,186.39	\$ 28,111.04
369-90-03 Miscellaneous Revenues Miscellaneous Florida Organic Growers	-	-	78.72	-
369-90-05 Miscellaneous Revenues Miscellaneous Community Garden Patch Sales	22,000.00	25,000.00	20,153.97	19,672.17
369-90-07 Miscellaneous Revenues Miscellaneous DeLuca Grant	-	-	59,500.00	-
381-01-06 Other Sources: Non-Operating Transfer from CRA	138,498.00	102,336.00	154,318.00	55,000.00
389-90-01 Other Sources: Non-Operating Re-Appropriations Appropriated Fund Balance	13,567.00	100,724.00	-	-
389-90-17 Other Sources: Non-Operating Re-Appropriations USDA Grant	-	121,859.00	-	-
TOTAL REVENUE	\$ 246,552.00	\$ 349,919.00	\$ 314,237.08	\$ 102,783.21
EXPENSE				
Department 52 - CRA				
12-11 Salaries and Wages Part-Time (FRS Eligible)	\$ 67,774.00	\$ 67,093.34	\$ 57,013.48	\$ 50,710.23
14-10 Overtime Regular	-	-	1,159.33	398.97
15-15 Special Pay Accrued Leave Buyback	370.00	-	934.45	-
21-10 FICA Taxes	4,225.00	4,159.79	3,555.37	3,073.71
21-20 FICA Medicare	989.00	972.85	831.49	718.87
22-20 Retirement Contributions FRS Pension	6,815.00	5,682.84	4,882.06	4,096.76
24-10 Workers' Compensation Premium	1,891.00	1,778.07	1,342.54	1,107.08
31-10 Prof. Services General	69,154.00	57,252.00	80,375.93	72,795.46
31-42 Redevelopment Initiatives	-	-	3,793.79	-
34-10 Contractual Services General	15,000.00	60,500.00	-	-
34-20 Contractual Services Merchant Card Processing Fees	1,600.00	1,400.00	1,168.04	878.61
40-10 Travel and Per Diem Training and Per Diem	1,100.00	4,926.00	889.61	-
41-10 Communications Services Telephone	100.00	300.00	-	216.42
43-10 Utility Services Water	7,600.00	7,300.00	6,667.03	5,965.06
43-20 Utility Services Electricity	1,236.00	1,200.00	1,143.31	902.82
44-10 Rentals and Leases Equipment	5,000.00	5,000.00	4,358.76	4,442.30
44-20 Rentals and Leases Trailers	-	24,443.00	-	-
46-10 Repair & Maint. Services Equipment	2,000.00	2,000.00	578.67	477.19
46-30 Repair & Maint. Services Vehicles	5,900.00	4,700.00	-	-
46-50 Repair & Maint. Services Grounds	9,348.00	10,000.00	9,347.28	10,040.32
46-70 Repair & Maint. Services Utilities	-	-	-	1,800.00
47-10 Printing and Binding General	-	2,000.00	137.50	122.00
48-10 Promotional Activities General	12,000.00	14,000.00	14,764.77	12,000.00
49-30 Other Current Charges/Obligations Permits & Licenses	600.00	900.00	35.00	-
51-10 Office Supplies General	350.00	350.00	313.91	-
52-06 Operating Supplies Cost of Goods Sold (Patch)	10,000.00	12,500.00	8,228.83	9,933.86
52-10 Operating Supplies Gasoline and Diesel Fuel	3,500.00	3,894.00	105.70	-
52-20 Operating Supplies Miscellaneous	20,000.00	32,568.00	12,021.33	19,348.66
62-10 Buildings Buildings	-	-	-	-
64-20 M&E Vehicles	-	25,000.00	-	-
99-10 Other Uses Contingency	-	-	-	-
TOTAL EXPENSE	\$ 246,552.00	\$ 349,919.89	\$ 213,648.18	\$ 199,028.32
Fund 112 - CRA Community Gardens PATCH Totals				
REVENUE	\$ 246,552.00	\$ 349,919.00	\$ 314,237.08	\$ 102,783.21
EXPENSE	\$ 246,552.00	\$ 349,919.89	\$ 213,648.18	\$ 199,028.32
SURPLUS/(DEFICIT)	\$ -	\$ (0.89)	\$ 100,588.90	\$ (96,245.11)

COST ALLOCATION

DANIA BEACH COST ALLOCATION PLAN

FY 2021



COMMUNITY REVELOPMENT AGENCY FULL COST - CRA ALLOCATION

City Departments		Claimable Cost Totals	CRA Cost Allocation			CRA Cost Allocation FY 2021
			106-01-52 CRA Admin	106-02-52 CRA City Center	106-08-52 CRA Citywide	
001-01-11	City Commission	\$ 466,590	\$ 107,447	\$ -	\$ -	\$ 107,447
001-01-12	City Manager	690,170	-	-	-	-
001-01-13	Human Resources/Risk Management	496,387	18,360	-	-	18,360
001-01-14	Legal Counsel	823,840	9,401	-	-	9,401
001-01-16	City Clerk	375,371	11,239	-	-	11,239
001-01-17	Finance	1,350,881	29,449	3,265	1,323	34,037
001-04-17	Finance Information Systems	569,395	36,344	-	-	36,344
001-03-39	Public Services - Fleet Management	254,189	1,829	-	-	1,829
001-00-18	General Government	1,301,837	15,133	-	-	15,133
TOTAL		\$ 6,328,662	\$ 229,201	\$ 3,265	\$ 1,323	\$ 233,789



PERSONNEL COST ANALYSIS

COMMUNITY REDEVELOPMENT AGENCY

FY 2021



CRA PERSONNEL COST ANALYSIS

EXPENSE	Executive Director Proposal FY 2021	Historical Activity									
		Amended Budget FY 2020	Actuals FY 2019	Actuals FY 2018	Actuals FY 2017	Actuals FY 2016	Actuals FY 2015	Actuals FY 2014	Actuals FY 2013	Actuals FY 2012	Actuals FY 2011
10 Personal Services											
(1),(3) 12-10 Salaries and Wages Full-Time	\$ 327,396.00	\$ 344,372.80	\$ 311,362.42	\$ 262,754.18	\$ 184,119.34	\$ 176,960.33	\$ 237,457.12	\$ 241,047.56	\$ 219,503.38	\$ 217,971.92	\$ 177,968.00
(2),(3) 12-11 Salaries and Wages Part-Time (FRS Eligible)	26,660.00	25,953.96	16,472.87	11,542.00	614.59	836.49	-	-	-	-	-
12-13 Salaries and Wages Expense Allowance	6,001.00	6,000.02	6,016.50	5,225.30	-	-	3,626.39	6,065.95	-	-	-
12-14 Salaries and Wages Cell Phone Stipend	960.00	959.92	962.55	899.27	481.28	482.60	154.27	-	-	-	-
14-10 Overtime Regular	-	4,000.00	2,965.81	547.93	4,920.64	9,463.63	2,379.19	6,439.97	1,942.72	126.82	-
15-15 Special Pay Accrued Leave Buyback	2,996.00	1,929.64	172.54	17,928.56	354.20	297.85	30,670.93	375.75	5,222.37	-	154.00
21-10 FICA Taxes	21,903.00	22,797.90	19,566.89	17,168.97	11,011.32	10,959.04	16,256.45	15,414.48	13,605.17	13,892.93	11,195.00
21-20 FICA Medicare	5,351.00	5,575.04	4,576.08	4,015.32	2,575.25	2,562.99	3,835.30	3,629.43	3,278.88	3,268.53	2,717.00
22-20 Retirement Contributions FRS Pension	60,468.00	55,261.88	45,939.17	37,494.21	12,522.29	10,788.30	25,151.96	25,955.61	15,057.41	12,269.00	-
Retirement Contributions City Pension	-	-	-	-	-	-	-	-	-	-	19,889.00
22-30 Retirement Contributions Deferred Comp Match	6,019.00	6,324.22	5,777.76	4,537.95	7,755.39	8,781.32	9,778.00	9,568.82	6,069.79	3,555.00	933.00
23-10 Life and Health Insurance	56,110.00	70,729.88	62,003.90	54,622.08	47,352.05	50,386.07	57,960.31	52,180.04	58,303.20	59,282.00	66,832.00
24-10 Workers' Compensation Premium	390.00	758.39	503.43	582.68	1,434.93	1,286.39	-	702.93	672.29	732.64	930.44
TOTAL PERSONNEL SERVICES EXPENSE	\$ 514,254.00	\$ 544,663.65	\$ 476,319.92	\$ 417,318.45	\$ 273,141.28	\$ 272,805.01	\$ 387,269.92	\$ 361,380.54	\$ 323,655.21	\$ 311,098.84	\$ 280,618.44

Notes:

- (1) FY 2015 = Full-time Administrative Assistant was added, FY 2016-2017 = Administrative Assistant was promoted to CRA Coordinator and Executive Director position was contracted.
 (2) FY 2018 = Part-time Administrative Assistant was added and contracted staff supported eliminated, FY 2020 = Part-time Administrative Assistant weekly hours increased from 20 to 28.
 (3) FY 2020 = Fulltime Coordinator reclassified to Part-time Coordinator.

NET GROWTH IN PERSONNEL COSTS SINCE 2014	
FY 2021 Proposed Personnel Costs	\$ 514,254.00
FY 2014 Actual Personnel Costs	361,380.54
Personnel Increase 2014-2021	\$ 152,873.46
Less Previous Increase in Annual Funding for Admin. Assistant	(57,850.00)
DIFFERENTIAL	\$ 95,023.46



TAX INCREMENT FINANCING

TAXABLE VALUES AND TIF GENERATION SCENARIOS



DANIA BEACH COMMUNITY REDEVELOPMENT AGENCY

ORIGINAL BOUNDARIES

City of Dania Beach

	Final FY 2010	Final FY 2011	Final FY 2012	Final FY 2013	Final FY 2014	Final FY 2015	Final FY 2016	Final FY 2017	Final FY 2018
Actual/Forecasted Growth	-5.9%	-8.8%	-12.7%	-0.4%	2.8%	9.0%	4.0%	6.2%	26.0%
Existing Value:	\$ 276,714,880	\$ 252,370,700	\$ 220,323,790	\$ 219,469,440	\$ 225,663,520	\$ 245,913,760	\$ 255,671,150	\$ 271,631,690	\$ 342,126,380
New Construction:	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>
Taxable Value	\$ 276,714,880	\$ 252,370,700	\$ 220,323,790	\$ 219,469,440	\$ 225,663,520	\$ 245,913,760	\$ 255,671,150	\$ 271,631,690	\$ 342,126,380
Base Year Value	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440
Tax Increment	\$ 103,999,440	\$ 79,655,260	\$ 47,608,350	\$ 46,754,000	\$ 52,948,080	\$ 73,198,320	\$ 82,955,710	\$ 98,916,250	\$ 169,410,940
Millage Rate	5.8579	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998
Gross Incremental Revenue	\$ 609,218	\$ 477,916	\$ 285,641	\$ 280,515	\$ 317,678	\$ 439,175	\$ 497,718	\$ 593,478	\$ 1,016,432
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Incremental Revenue	\$ 578,757	\$ 454,020	\$ 271,359	\$ 266,489	\$ 301,794	\$ 417,217	\$ 472,832	\$ 563,804	\$ 965,610

Broward County

	-5.8%	-8.8%	-12.7%	-0.4%	2.8%	8.9%	4.0%	6.3%	25.9%
Actual/Forecasted Growth									
Existing Value:	\$ 276,857,530	\$ 252,582,250	\$ 220,521,270	\$ 219,642,710	\$ 225,837,090	\$ 245,997,810	\$ 255,784,870	\$ 271,783,350	\$ 342,144,680
New Construction:	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>
Taxable Value	\$ 276,857,530	\$ 252,582,250	\$ 220,521,270	\$ 219,642,710	\$ 225,837,090	\$ 245,997,810	\$ 255,784,870	\$ 271,783,350	\$ 342,144,680
Base Year Value	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440
Tax Increment	\$ 104,142,090	\$ 79,866,810	\$ 47,805,830	\$ 46,927,270	\$ 53,121,650	\$ 73,282,370	\$ 83,069,430	\$ 99,067,910	\$ 169,429,240
Millage Rate	4.8889	5.1021	5.1860	5.2576	5.4400	5.4584	5.4741	5.4474	5.4623
Gross Incremental Revenue	\$ 509,140	\$ 407,488	\$ 247,921	\$ 246,725	\$ 288,982	\$ 400,004	\$ 454,730	\$ 539,663	\$ 925,473
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Incremental Revenue	\$ 483,683	\$ 387,114	\$ 235,525	\$ 234,389	\$ 274,533	\$ 380,004	\$ 431,994	\$ 512,679	\$ 879,200

Total Incremental Revenue (Combined)	\$ 1,062,440	\$ 841,134	\$ 506,884	\$ 500,878	\$ 576,327	\$ 797,221	\$ 904,826	\$ 1,076,483	\$ 1,844,810
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TAX INCREMENT FINANCING

TAXABLE VALUES AND TIF GENERATION SCENARIOS



DANIA BEACH COMMUNITY REDEVELOPMENT AGENCY

EXPANDED BOUNDARIES

City of Dania Beach

	Final FY 2010	Final FY 2011	Final FY 2012	Final FY 2013	Final FY 2014	Final FY 2015	Final FY 2016	Final FY 2017	Final FY 2018
Actual/Forecasted Growth		-19.4%	-2.2%	-5.1%	2.8%	7.3%	10.9%	10.1%	8.3%
Existing Value:	\$ 383,273,470	\$ 308,808,290	\$ 302,087,340	\$ 286,578,780	\$ 294,529,160	\$ 316,080,540	\$ 350,496,240	\$ 386,044,250	\$ 418,193,930
New Construction:	incl. above	incl. above	incl. above	incl. above	incl. above	incl. above	incl. above	incl. above	incl. above
Taxable Value	\$ 383,273,470	\$ 308,808,290	\$ 302,087,340	\$ 286,578,780	\$ 294,529,160	\$ 316,080,540	\$ 350,496,240	\$ 386,044,250	\$ 418,193,930
Base Year Value	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470
Tax Increment	\$ -	\$ (74,465,180)	\$ (81,186,130)	\$ (96,694,690)	\$ (88,744,310)	\$ (67,192,930)	\$ (32,777,230)	\$ 2,770,780	\$ 34,920,460
Millage Rate	5.8579	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998
Gross Incremental Revenue	\$ -	\$ (446,776)	\$ (487,101)	\$ (580,149)	\$ (532,448)	\$ (403,144)	\$ (196,657)	\$ 16,624	\$ 209,516
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Incremental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,793	\$ 199,040

Broward County

	Final FY 2010	Final FY 2011	Final FY 2012	Final FY 2013	Final FY 2014	Final FY 2015	Final FY 2016	Final FY 2017	Final FY 2018
Actual/Forecasted Growth		-19.4%	-2.1%	-5.1%	2.8%	7.3%	10.9%	10.1%	8.3%
Existing Value:	\$ 383,273,470	\$ 308,808,290	\$ 302,277,000	\$ 286,833,470	\$ 294,767,770	\$ 316,285,380	\$ 350,774,210	\$ 386,276,600	\$ 418,193,930
New Construction:	incl. above	incl. above	incl. above	incl. above	incl. above	incl. above	incl. above	incl. above	incl. above
Taxable Value	\$ 383,273,470	\$ 308,808,290	\$ 302,277,000	\$ 286,833,470	\$ 294,767,770	\$ 316,285,380	\$ 350,774,210	\$ 386,276,600	\$ 418,193,930
Base Year Value	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470
Tax Increment	\$ -	\$ (74,465,180)	\$ (80,996,470)	\$ (96,440,000)	\$ (88,505,700)	\$ (66,988,090)	\$ (32,499,260)	\$ 3,003,130	\$ 34,920,460
Millage Rate	4.8889	5.1021	5.1860	5.2576	5.4400	5.4584	5.4741	5.4474	5.4623
Gross Incremental Revenue	\$ -	\$ (379,929)	\$ (420,048)	\$ (507,043)	\$ (481,471)	\$ (365,648)	\$ (177,904)	\$ 16,359	\$ 190,746
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Incremental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,541	\$ 181,209
Total Incremental Revenue (Combined)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,334	\$ 380,249

Notes:

(1) Assumes that the City's millage rate will remain at FY 2021 levels throughout the forecast period.



TAX INCREMENT FINANCING

TAXABLE VALUES AND TIF GENERATION SCENARIOS



DANIA BEACH COMMUNITY REDEVELOPMENT AGENCY

	Final FY 2019	Final FY 2020	Certified FY 2021	Forecasted FY 2022	Forecasted FY 2023	Forecasted FY 2024	Forecasted FY 2025	Forecasted FY 2026
ORIGINAL BOUNDARIES								
City of Dania Beach								
Actual/Forecasted Growth	13.4%	18.0%	2.5%	-8.0%	-3.0%	1.5%	2.0%	3.0%
Existing Value:	\$ 388,054,400	\$ 457,822,300	\$ 469,219,840	\$ 431,682,253	\$ 418,731,785	\$ 425,012,762	\$ 433,513,017	\$ 446,518,408
New Construction:	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	TBD	TBD	TBD	TBD	TBD
Taxable Value	\$ 388,054,400	\$ 457,822,300	\$ 469,219,840	\$ 431,682,253	\$ 418,731,785	\$ 425,012,762	\$ 433,513,017	\$ 446,518,408
Base Year Value	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440
Tax Increment	\$ 215,338,960	\$ 285,106,860	\$ 296,504,400	\$ 258,966,813	\$ 246,016,345	\$ 252,297,322	\$ 260,797,577	\$ 273,802,968
Millage Rate	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998
Gross Incremental Revenue	\$ 1,291,991	\$ 1,710,584	\$ 1,778,967	\$ 1,553,749	\$ 1,476,049	\$ 1,513,733	\$ 1,564,733	\$ 1,642,763
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Incremental Revenue	\$ 1,227,391	\$ 1,625,055	\$ 1,690,019	\$ 1,476,062	\$ 1,402,246	\$ 1,438,047	\$ 1,486,497	\$ 1,560,625
Broward County								
Actual/Forecasted Growth	13.4%	18.0%	2.5%	-8.0%	-3.0%	1.5%	2.0%	3.0%
Existing Value:	\$ 388,054,400	\$ 457,822,300	\$ 469,219,840	\$ 431,682,253	\$ 418,731,785	\$ 425,012,762	\$ 433,513,017	\$ 446,518,408
New Construction:	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	TBD	TBD	TBD	TBD	TBD
Taxable Value	\$ 388,054,400	\$ 457,822,300	\$ 469,219,840	\$ 431,682,253	\$ 418,731,785	\$ 425,012,762	\$ 433,513,017	\$ 446,518,408
Base Year Value	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440	172,715,440
Tax Increment	\$ 215,338,960	\$ 285,106,860	\$ 296,504,400	\$ 258,966,813	\$ 246,016,345	\$ 252,297,322	\$ 260,797,577	\$ 273,802,968
Millage Rate	5.4792	5.4878	5.4999	5.4999	5.4999	5.4999	5.4999	5.4999
Gross Incremental Revenue	\$ 1,179,885	\$ 1,564,609	\$ 1,630,745	\$ 1,424,292	\$ 1,353,065	\$ 1,387,610	\$ 1,434,361	\$ 1,505,889
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Incremental Revenue	\$ 1,120,891	\$ 1,486,379	\$ 1,549,207	\$ 1,353,077	\$ 1,285,412	\$ 1,318,230	\$ 1,362,643	\$ 1,430,594
Total Incremental Revenue (Combined)	\$ 2,348,282	\$ 3,111,434	\$ 3,239,226	\$ 2,829,139	\$ 2,687,658	\$ 2,756,277	\$ 2,849,140	\$ 2,991,219



TAX INCREMENT FINANCING

TAXABLE VALUES AND TIF GENERATION SCENARIOS



DANIA BEACH COMMUNITY REDEVELOPMENT AGENCY

EXPANDED BOUNDARIES

City of Dania Beach

	Final FY 2019	Final FY 2020	Certified FY 2021	Forecasted FY 2022	Forecasted FY 2023	Forecasted FY 2024	Forecasted FY 2025	Forecasted FY 2026
Actual/Forecasted Growth	8.1%	23.8%	9.9%	-7.0%	-1.5%	2.0%	2.0%	3.0%
Existing Value:	\$ 452,211,440	\$ 559,719,900	\$ 615,074,380	\$ 572,019,173	\$ 563,438,885	\$ 574,707,663	\$ 586,201,816	\$ 603,787,870
New Construction:	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	TBD	TBD	TBD	TBD	TBD
Taxable Value	\$ 452,211,440	\$ 559,719,900	\$ 615,074,380	\$ 572,019,173	\$ 563,438,885	\$ 574,707,663	\$ 586,201,816	\$ 603,787,870
Base Year Value	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470
Tax Increment	\$ 68,937,970	\$ 176,446,430	\$ 231,800,910	\$ 188,745,703	\$ 180,165,415	\$ 191,434,193	\$ 202,928,346	\$ 220,514,400
Millage Rate	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998	5.9998
Gross Incremental Revenue	\$ 413,614	\$ 1,058,643	\$ 1,390,759	\$ 1,132,436	\$ 1,080,956	\$ 1,148,567	\$ 1,217,529	\$ 1,323,042
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Incremental Revenue	\$ 392,933	\$ 1,005,711	\$ 1,321,221	\$ 1,075,815	\$ 1,026,909	\$ 1,091,139	\$ 1,156,653	\$ 1,256,890

Broward County

Actual/Forecasted Growth	8.1%	23.8%	9.9%	-7.0%	-1.5%	2.0%	2.0%	3.0%
Existing Value:	\$ 452,225,280	\$ 559,735,900	\$ 615,074,380	\$ 572,019,173	\$ 563,438,885	\$ 574,707,663	\$ 586,201,816	\$ 603,787,870
New Construction:	<i>incl. above</i>	<i>incl. above</i>	<i>incl. above</i>	TBD	TBD	TBD	TBD	TBD
Taxable Value	\$ 452,225,280	\$ 559,735,900	\$ 615,074,380	\$ 572,019,173	\$ 563,438,885	\$ 574,707,663	\$ 586,201,816	\$ 603,787,870
Base Year Value	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470	383,273,470
Tax Increment	\$ 68,951,810	\$ 176,462,430	\$ 231,800,910	\$ 188,745,703	\$ 180,165,415	\$ 191,434,193	\$ 202,928,346	\$ 220,514,400
Millage Rate	5.4792	5.4878	5.4999	5.4999	5.4999	5.4999	5.4999	5.4999
Gross Incremental Revenue	\$ 377,801	\$ 968,391	\$ 1,274,882	\$ 1,038,082	\$ 990,892	\$ 1,052,869	\$ 1,116,086	\$ 1,212,807
Statutory Reduction	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Incremental Revenue	\$ 358,911	\$ 919,971	\$ 1,211,138	\$ 986,178	\$ 941,347	\$ 1,000,225	\$ 1,060,281	\$ 1,152,167

Total Incremental Revenue (Combined)	\$ 751,844	\$ 1,925,682	\$ 2,532,359	\$ 2,061,993	\$ 1,968,256	\$ 2,091,364	\$ 2,216,934	\$ 2,409,057
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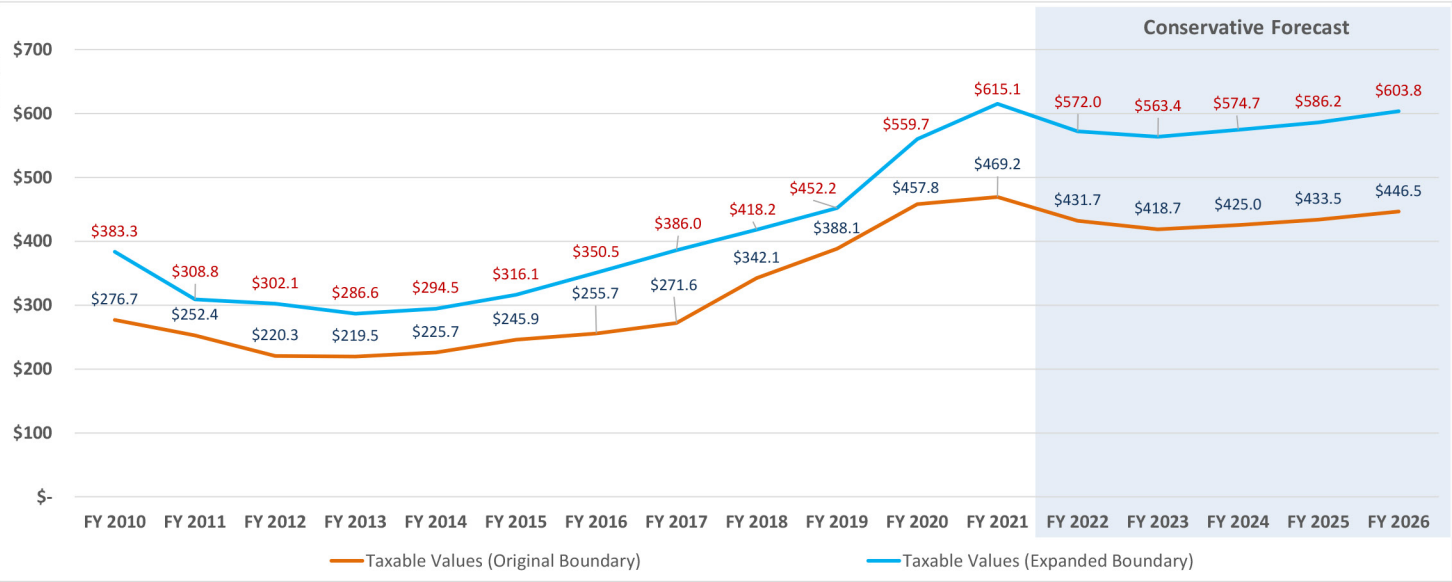


TAX INCREMENT FINANCING

TAXABLE VALUES HISTORY FORECAST



DANIA BEACH COMMUNITY REVELOPMENT AGENCY



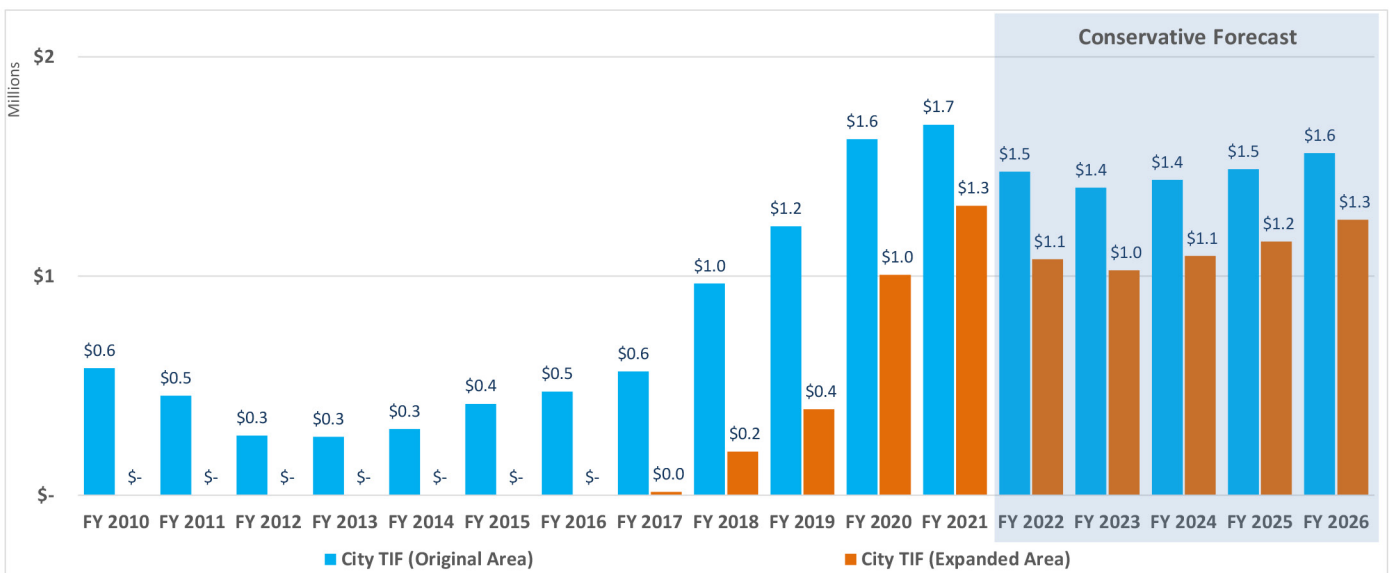
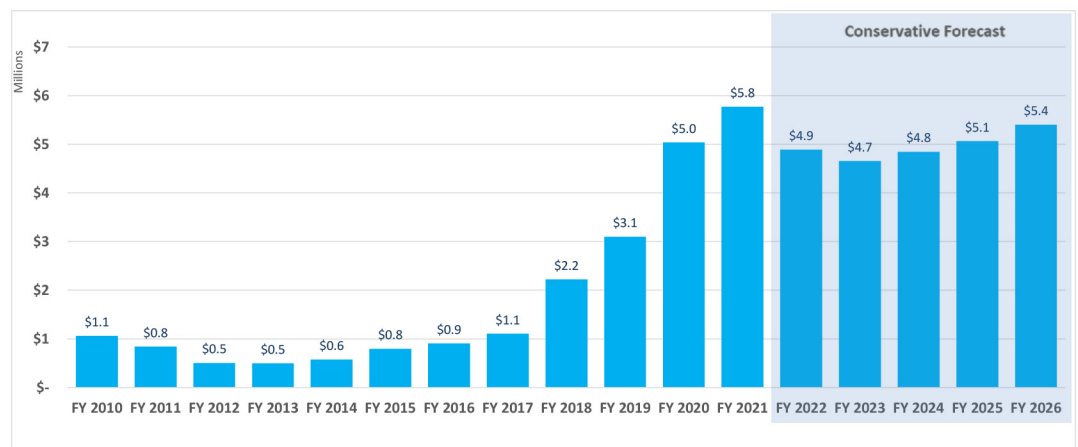
TAX INCREMENT FINANCING

WHAT-IF SCENARIOS - INCREMENTAL REVENUE UNDER A TIF MODEL



DANIA BEACH COMMUNITY REVELOPMENT AGENCY

	Total Incremental Revenue
Final FY 2010	\$ 1,062,440
Final FY 2011	\$ 841,134
Final FY 2012	\$ 506,884
Final FY 2013	\$ 500,878
Final FY 2014	\$ 576,327
Final FY 2015	\$ 797,221
Final FY 2016	\$ 904,826
Final FY 2017	\$ 1,107,817
Final FY 2018	\$ 2,225,059
Final FY 2019	\$ 3,100,126
Final FY 2020	\$ 5,037,116
Certified FY 2021	\$ 5,771,585
Forecasted FY 2022	\$ 4,891,132
Forecasted FY 2023	\$ 4,655,914
Forecasted FY 2024	\$ 4,847,641
Forecasted FY 2025	\$ 5,066,074
Forecasted FY 2026	\$ 5,400,276



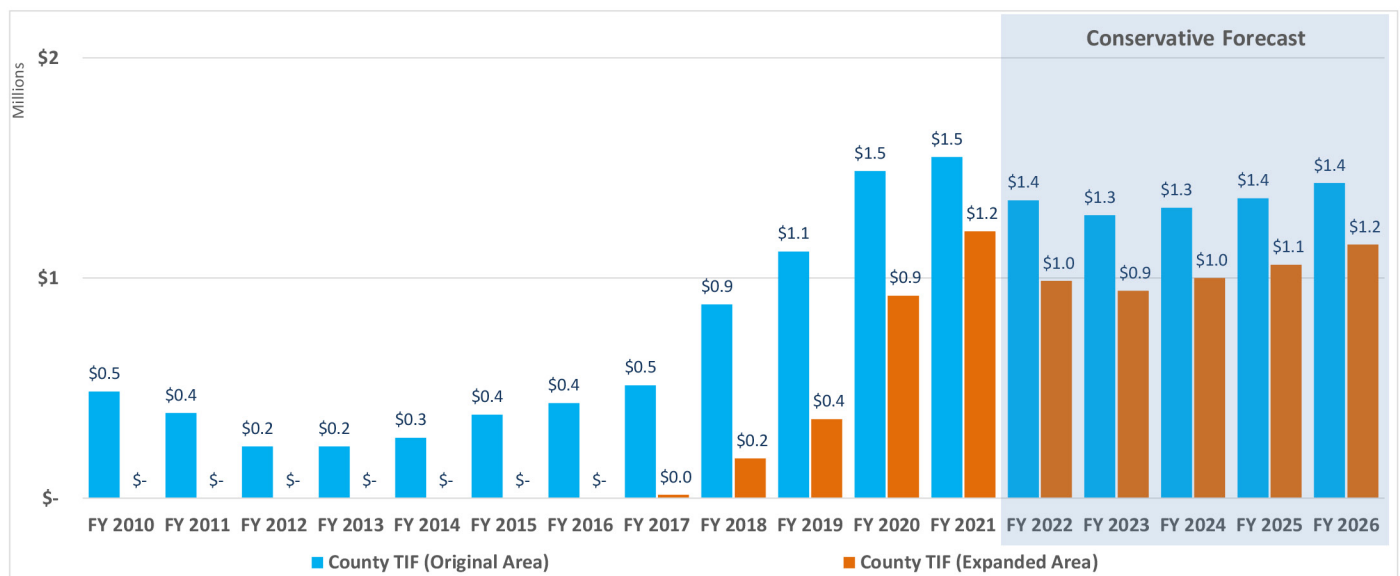
TAX INCREMENT FINANCING

WHAT-IF SCENARIOS - INCREMENTAL REVENUE UNDER A TIF MODEL

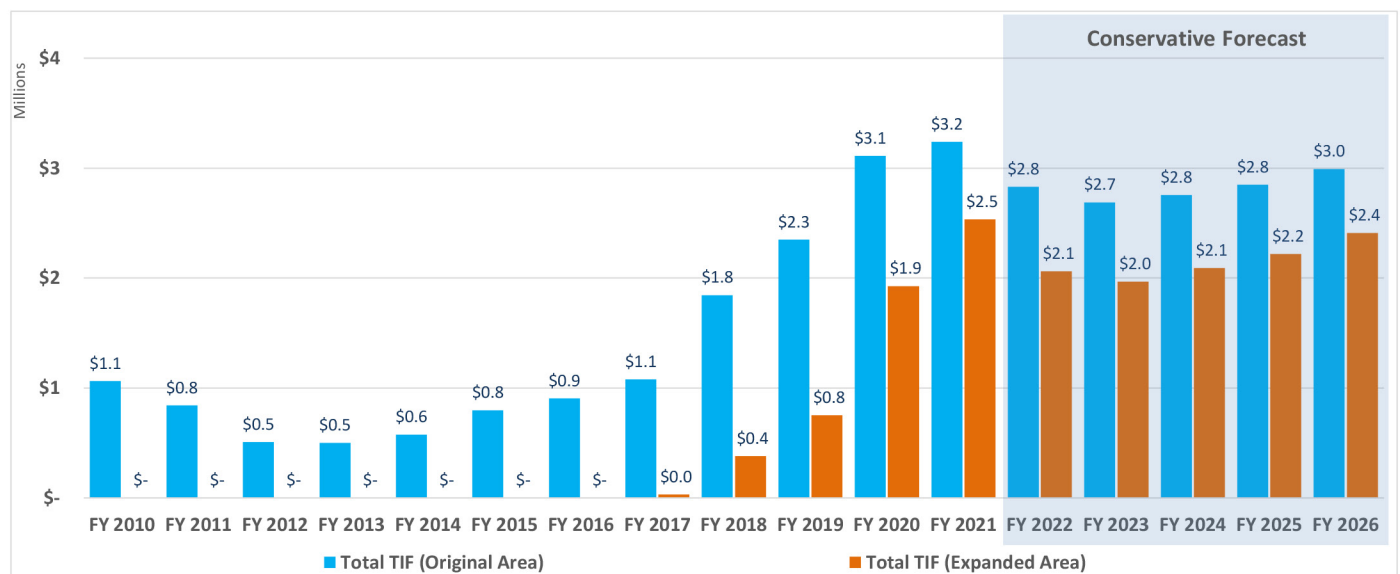


DANIA BEACH COMMUNITY REVELOPMENT AGENCY

What-If Scenario - County TIF



What-If Scenario - Total TIF



LINE ITEM BUDGET

BUDGET ROLLUP BY FUND

FY 2021



DANIA BEACH COMMUNITY REVELOPMENT AGENCY

Executive
Director
Proposal
FY 2021

REVENUE

Fund 106	Community Redevelopment Agency	\$ 2,060,589.00
Fund 112	CRA Community Gardens PATCH	246,552.00

TOTAL REVENUE		\$ 2,307,141.00
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EXPENSE

Fund 106	Community Redevelopment Agency	\$ 2,060,589.00
Fund 112	CRA Community Gardens PATCH	246,552.00

TOTAL EXPENSE		\$ 2,307,141.00
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SURPLUS/(DEFICIT)		\$ -
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LINE ITEM BUDGET

LINE-ITEM BUDGET BY DIVISION

FY 2021



COMMUNITY REVELOPMENT AGENCY FUND 106

REVENUE

Department 00 - Revenues

Division 00 - Non-Dep.

361-10-01	Interest and Other Earnings Interest	\$ 13,000.00
369-90-01	Miscellaneous Revenues Miscellaneous All	483,333.00
369-90-08	Miscellaneous Revenues Miscellaneous Dania After Dark	8,000.00
381-00-01	Other Sources: Non-Operating Transfer from General Fund	1,073,926.00
389-90-01	Other Sources: Non-Operating Re-Appropriations Appropriated Fund Balance	482,330.00

TOTAL REVENUE	\$ 2,060,589.00
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EXPENSE

Department 52 - CRA

Division 01 - Admin

Activity 552 - Industry Development

12-10	Salaries and Wages Full-Time	\$ 327,396.00
12-11	Salaries and Wages Part-Time (FRS Eligible)	26,660.00
12-13	Salaries and Wages Expense Allowance	6,001.00
12-14	Salaries and Wages Cell Phone Stipend	960.00
14-10	Overtime Regular	-
15-15	Special Pay Accrued Leave Buyback	2,996.00
21-10	FICA Taxes	21,903.00
21-20	FICA Medicare	5,351.00
22-20	Retirement Contributions FRS Pension	60,468.00
22-30	Retirement Contributions Deferred Compensation Match	6,019.00
23-10	Life and Health Insurance Insurance	56,110.00
24-10	Workers' Compensation Premium	390.00
31-10	Prof. Services General	116,900.00
31-20	Prof. Services Legal	20,000.00
34-10	Contractual Services General	8,000.00
40-10	Travel and Per Diem Training and Per Diem	15,000.00
41-10	Communications Services Telephone	1,500.00
42-10	Freight & Postage Services Freight & Postage	2,000.00
46-30	Repair & Maint. Services Vehicles	1,800.00
47-10	Printing and Binding General	2,000.00
49-20	Other Current Charges/Obligations Legal & Display Advertising	2,860.00
51-10	Office Supplies General	2,600.00
52-10	Operating Supplies Gasoline and Diesel Fuel	750.00
52-20	Operating Supplies Miscellaneous	1,000.00
54-10	Books/Publications, Memberships, Subscriptions Books & Subscriptions	5,990.00
54-20	Books/Publications, Memberships, Subscriptions Memberships	4,190.00
63-45	Infrastructure Trion Public Improvements	333,333.00
71-10	Debt Service Principal All Other Principal	41,458.00
72-10	Debt Service Principal All Other Interest	18,142.00
91-00	Intragovernmental Transfers Out General Fund	233,789.00 (1)
91-11	Intragovernmental Transfers Out CRA Community Gardens PATCH	138,498.00
99-80	Other Uses Reserve for CRA	40,000.00
Subtotal (Division 01)		\$ 1,504,064.00

LINE ITEM BUDGET

LINE-ITEM BUDGET BY DIVISION

FY 2021


COMMUNITY REVELOPMENT AGENCY FUND 106

		Executive Director Proposal FY 2021
Division	02 - City Center	
Activity	552 - Industry Development	
31-41	Prof. Services CRA - Marketing/PR	\$ 32,050.00
31-42	Prof. Services CRA - Redevelopment Initiatives	65,000.00
48-10	Promotional Activities General	11,390.00
Subtotal (Division 02)		\$ 108,440.00
Division	08 - City-Wide	
Activity	552 - Industry Development	
31-10	Prof. Services General	\$ 109,085.00
31-42	Prof. Services CRA - Redevelopment Initiatives	339,000.00
Subtotal (Division 08)		\$ 448,085.00
TOTAL EXPENSE		\$ 2,060,589.00

Fund 106 - Community Redevelopment Agency Totals

REVENUE	\$ 2,060,589.00
EXPENSE	\$ 2,060,589.00
SURPLUS/(DEFICIT)	\$ -

Notes:

(1) Please refer to the Cost Allocation section of the Budget Document for the detailed components of this allocation.



LINE ITEM BUDGET

LINE-ITEM BUDGET BY DIVISION

FY 2021


COMMUNITY REVELOPMENT AGENCY FUND 112

REVENUE

Department 00 - Revenues

Division 00 - Non-Dep.

369-90-01	Miscellaneous Revenues Miscellaneous All	\$ 72,487.00
369-90-05	Miscellaneous Revenues Miscellaneous Community Garden Patch Sales	22,000.00
381-01-06	Other Sources: Non-Operating Transfer from CRA	138,498.00
389-90-01	Other Sources: Non-Operating Re-Appropriations Appropriated Fund Balance	13,567.00

TOTAL REVENUE		\$ 246,552.00
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EXPENSE

Department 52 - CRA

Division 09 - Community Gardens PATCH

Activity 552 - Industry Development

12-11	Salaries and Wages Part-Time (FRS Eligible)	\$ 67,774.00
15-15	Special Pay Accrued Leave Buyback	370.00
21-10	FICA Taxes	4,225.00
21-20	FICA Medicare	989.00
22-20	Retirement Contributions FRS Pension	6,815.00
24-10	Workers' Compensation Premium	1,891.00
31-10	Prof. Services General	10,000.00
34-20	Contractual Services Merchant Card Processing Fees	1,600.00
40-10	Travel and Per Diem Training and Per Diem	1,100.00
41-10	Communications Services Telephone	100.00
43-10	Utility Services Water	7,600.00
43-20	Utility Services Electricity	1,236.00
44-10	Rentals and Leases Equipment	5,000.00
46-10	Repair & Maint. Services Equipment	2,000.00
46-30	Repair & Maint. Services Vehicles	4,000.00
46-50	Repair & Maint. Services Grounds	9,348.00
48-10	Promotional Activities General	12,000.00
49-30	Other Current Charges/Obligations Permits & Licenses	600.00
51-10	Office Supplies General	350.00
52-06	Operating Supplies Cost of Goods Sold (Patch)	10,000.00
52-10	Operating Supplies Gasoline and Diesel Fuel	1,500.00
52-20	Operating Supplies Miscellaneous	12,000.00

Subtotal (Division 09)
\$ 160,498.00

Division 10 - USDA Grant

Activity 552 - Industry Development

31-10	Prof. Services General	\$ 52,487.00
34-10	Contractual Services General	15,000.00
52-20	Operating Supplies Miscellaneous	5,000.00

Subtotal (Division 10)
\$ 72,487.00

LINE ITEM BUDGET

LINE-ITEM BUDGET BY DIVISION

FY 2020



CRA COMMUNITY GARDENS PATCH FUND 112

Executive
Director
Proposal
FY 2021

Division 11 - DeLuca Grant

Activity 552 - Industry Development

31-10	Prof. Services General	\$	6,667.00
46-30	Repair & Maint. Services Vehicles		1,900.00
52-10	Operating Supplies Gasoline and Diesel Fuel		2,000.00
52-20	Operating Supplies Miscellaneous		3,000.00
Subtotal (Division 11)		\$	13,567.00

TOTAL EXPENSE	\$	246,552.00
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Fund 112 - CRA Community Gardens PATCH Totals

REVENUE	\$	246,552.00
EXPENSE	\$	246,552.00
SURPLUS/(DEFICIT)	\$	-







DANIA BEACH
COMMUNITY REDEVELOPMENT AGENCY

ASSOCIATESMD



To: Chair, Vice Chair and Board of Directors

From: Rickelle Williams, Executive Director

Date: August 21, 2020

Re: **Proposed adjustment to FY2021 Proposed Budget – Program Modification (personnel reclassification of Manager II, CRA position to Manager III)**

CRA Plan

Administration and Professional Consulting Services (page 86)

Management and Administration Activities - The CRA will be empowered to pay costs associated with management and administration of the CRA, including but not limited to, salaries and benefits for staff, operating supplies, vehicles, software and equipment.

Background

During the FY2021 Budget process, CRA staff prepared budget requests for line items related to administration and operations. During this process, CRA staff, being mindful of the reported COVID-19-related financial hardship of the City of Dania Beach General Fund, prepared a very conservative budget request with a 25 percent decrease in the General Fund contribution request from the prior fiscal year. The reduction to the General Fund request from the previous year amounts to Three Hundred Seventy Thousand Six Hundred Twenty Two Dollars (\$370,622.00).

The initiation budget proposal did not include a personnel-related program modification requesting approval of the Manager II, CRA position transitioning to a Manager III, CRA position. CRA Administration (Executive Director), with the assistance of Human Resources provided through the cost allocation plan, handles the reclassification process. The CRA Board must also approve personnel reclassifications through the budget. The practice of the CRA has always been to be transparent about personnel reclassifications by seeking approval of the CRA Board through the budget or budget amendment process prior to enacting a personnel reclassification.

The reclassification process for the Manager II, CRA position has not yet been completed and finalized through CRA Administration although this is actively being pursued.

Current Situation

The CRA has two Management II positions (CRA and Economic Development) with one position focused on Economic Development and the other position focused on all areas of internal and external operations. The Manager II, CRA position has been a position within the CRA for five years and has evolved to include a high level of responsibility and skill that has not kept pace with the existing job description, title and paygrade. The needs of the CRA have necessitated an increased level of management, above and beyond the scope of the Management II, CRA position. The depth and breadth of the proposed Manager III, CRA position will provide the CRA with the tiered leadership structure necessary to manage diversified projects and programs and operations during a time of transition and beyond.

Although the potential for this reclassification had been discussed internally at the staff level, this reclassification request was not initially brought forward in the proposed budget. This does not diminish the importance of this request especially considering the recent and upcoming staffing changes the CRA is facing and the transitioning role of the CRA over the last five years. This reclassification will provide the Executive Director position with additional support so that the incoming Executive Director can have the opportunity to increase activities related to strategic planning, long-range planning, succession planning, professional development, experiential learning, investor and business recruitment, community involvement, inter-agency/intergovernmental coordination and strategic networking.

Fiscal Impact

The maximum fiscal impact being proposed is based on the initial salary increase estimated by the Executive Director, which is based on the mid-range salary for the Manager III classification. The proposed salary increase would bring the existing Manager II, CRA to the mid-point of the existing Manager III pay range. Based on a salary increase of Nine Thousand Nine Hundred Dollars (\$9,900.00), the CRA Treasurer has estimated an increase to the associated benefits for a total cost impact of Twelve Thousand Six Hundred Dollars (\$12,600.00). If approved by the CRA Board, the CRA budget would need to be balanced either through additional revenue or a reduction in other expenses in the amount of Twelve Thousand Six Hundred Dollars (\$12,600.00). There are potential budget balancing avenues that merit discussion. The final cost impact could be lower pending completion of the Administrative reclassification process.

Recommendation

Support the program modification request to reclassify the Manager II position to Manager III pending completion of the Administrative reclassification process and tentatively identify additional revenue or a reduction in expenses to support the reclassification for final approval in the adopted budget at a subsequent CRA Board meeting.

Attached

Draft Program Modification
Manager II, CRA Job Description
Evergreen Compensation and Classification Study with Pay Grades



Community Redevelopment Agency

FY 2021 Program Modification Form

Department Information:

Department: 5201 CRA
Fund 1: CRA % 100
Fund 2: %

Total Impact

\$ 12,600

Detailed Description of Operations/Level of Service Being Affected

Request:

The Executive Director is requesting a modification to the classification of the existing full-time Manager II, CRA position (Grade 116). The modification will allow for the creation of a Manager III, CRA position (Grade 119).

Background

The depth and breadth of the job duties and responsibilities of the Manager II position has been enhanced over time without acknowledgement through a reclassification and update to the job description. Officially reclassifying the position from lower-level management to mid-level management reflects the current role and capacity of the position. Development of policy recommendations, budgets, reports, resolutions, contract terms and scope of services and performing a higher level of program management, project management and operations management is indicative of the growth and capacity of the position which does not currently match the class title and grade.

Current Situation

The role of the Manager II, CRA position calls for greater involvement in activities that require a higher level of management tied to redevelopment projects, programs and grant administration. This necessitates an upgrade to the class title.

Personnel:

Description of Personnel Change: Reclassify existing Manager II, CRA position to Manager III, CRA position

Salary	FICA	Medicare	Pension	Insurance	W/Comp	Salary Total
\$ 9,900	\$ 614	\$ 144	\$ 1,942	\$ -	\$ -	\$ 12,600

Expenditure:

Line Item	Description of Request	Cost
		\$ -
Total:		\$ -

Revenue:

Line Item	Description of Funding	Amount
		\$ -
		\$ -
		\$ -
Total:		\$ -



Job Title:	Manager II, CRA
Department:	CRA
Union Eligible:	Not Eligible
Pay Grade:	116
FLSA Status:	Exempt

JOB DESCRIPTION

To perform this job successfully, an individual must be able to perform the essential job functions satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the primary job functions described herein. Since every duty associated with this position may not be described herein, employees may be required to perform duties not specifically spelled out in the job description, but which may be reasonably considered to be incidental in the performing of their duties just as though they were actually written out in this job description.

JOB SUMMARY

Manages the day to day operations of the CRA Special District and serves as a liaison to governmental agencies, community leaders, civic organizations, merchants, property owners and business owners. Administers the CRA annual operating budget, and authorizes the expenditures of agency funds in an amount established by the CRA Board of Commissioners. Coordinates assigned activities with other city department/divisions and with outside agencies, property owners, businesses and consultants. Provides assistance to the Executive Director and Community redevelopment Agency Board.

ESSENTIAL JOB FUNCTIONS

- Assists with development of plans and programs to achieve the goals and objectives relating to economic revitalization of the CRA.
- Provides day to day direction and supervision for the CRA, assigned staff and consultants.
- Assists Executive Director with projects updates to the CRA Board.
- Obtains approvals for CRA programs and implements program plans and projects.
- Serves as approved project manager for programs assigned by the Executive Director
- Develops, plans and directs CRA Major promotional events including the Dania Beach Arts and Seafood Celebration
- Coordinates redevelopment activities and projects with other governmental agencies, private sector developers and funding agencies.
- Coordinates the selection and manages consultants as may be necessary to assist the CRA with specialized redevelopment, economic development, financing and legal services.
- Assists with the preparation of annual report for the CRA as required by State law.
- Administers awarded grants and ensures compliance with grant requirements.
- Monitors project costs tracts expenditures, reviews and approves billing invoices, and maintains costs records.
- Supervises, directs, and evaluates assigned staff, processing employee concerns and problems directing work, counseling, disciplining and assists Executive Director in completing employee performance appraisals.
- Maintains comprehensive, current knowledge of applicable laws, regulations and standards reads professional literature, maintains professional affiliations, attends workshop and training sessions as appropriate.

- Performs related duties as directed when such duties are a logical and appropriate assignment to the position.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of department practices and policies.
- Skill in the use small office equipment, including copy machines or multi-line telephone systems.
- Skill in using computers for data entry.
- Skill in using computers for word processing and accounting purposes.
- Ability to organize and communicate effectively.

MINIMUM EDUCATION AND EXPERIENCE REQUIREMENTS

Bachelor's Degree; five (5) years of related work experience; or an equivalent combination of training, education, and experience.

PHYSICAL DEMANDS

This work is sedentary work and requires exerting up to 10 pounds of force occasionally and negligible amount of force constantly to move objects; work may also require fingering, hearing, mental acuity, speaking, and visual acuity.

WORK ENVIRONMENT

Work is typically performed in a dynamic environment that requires sensitivity to changing goals, priorities, and needs.

The City of Dania Beach has the right to revise this position description at any time, and does not represent in any way a contract of employment.

I have read and understand this classification description and hereby certify that I am qualified to perform this job, with or without reasonable accommodation.

Employee Signature

Date

Supervisor (or HR) Signature

Date

Classification and Compensation Study for the City of Dania Beach, FL

FINAL REPORT



Evergreen Solutions, LLC

July 16, 2019

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Chapter 1 - Introduction

Evergreen Solutions, LLC (“Evergreen”) conducted a Comprehensive Classification and Compensation Study for the City of Dania Beach, Florida (“City”) beginning in April 2018. The purpose of the study was to analyze the City’s compensation structure and classification system compared to the market and make recommendations to improve the City’s competitiveness to recruit and retain a diverse and qualified workforce. This review involved analyzing the internal equity and external competitiveness of the City’s current classification and compensation structure and making recommendations based on the findings.

Evergreen utilized a customized method of an online Job Assessment Tool (JAT) to capture the essential functions and responsibilities that are being performed by the City employees within the analyzed classifications. The results provided the data for the internal equity review of the City’s classification system. External competitiveness, referred to as the market comparison, of the City’s current overall compensation structure, was reviewed by conducting and analyzing the results of a salary survey designed specifically for the job classifications within Dania Beach. Ultimately, the results of these analyses, both internal and external, were considered when making recommendations to improve the City’s competitive market position. To achieve this goal, Evergreen Solutions was tasked with:

- Leading orientation and employee discussion group sessions for employees, supervisors and department heads;
- Evaluating the City’s current salary structure to determine its strengths and weaknesses;
- Collecting classification information through the JAT to analyze the internal equity of the City’s classifications;
- Developing recommendations for improvements to classification titles and creation of new titles, when appropriate;
- Conducting market salary surveys to assess the market competitiveness of the City’s current compensation plan;
- Developing a compensation structure and slotting classifications into that structure while ensuring internal equity and external competitiveness;
- Developing optional strategies and estimated costs for implementation of recommendations;



- Providing the City with information and strategies for compensation and classification administration;
- Developing and submitting a final report that summarized the study's findings and Evergreen's recommendations.

Evergreen Solutions used a combination of quantitative and qualitative methods to develop recommendations to improve the City's competitive position. Study activities included:

- Conducting a study kick-off meeting;
- Conducting on-site employee outreach;
- Conducting job assessments utilizing the JAT and MIT;
- Analyzing the current conditions of the City of Dania Beach's compensation system;
- Conducting a market salary survey;
- Developing classification and compensation structure recommendations;
- Developing implementation options for the proposed structure;
- Developing recommendations for maintaining the new system;
- Revising job descriptions, and
- Creating draft and final reports.

Kick-off Meeting

The kick-off meeting allowed members of the City's and Evergreen Solutions' project team to discuss different aspects of the study. During this meeting, information about the City of Dania Beach's current compensation and classification structures and philosophies were discussed. The study's work plan, City's employee data that consisted of pay plans, classification structures, current compensation, longevity, policies and all employment related contracts, objectives and timeline were identified and used as reference tools for completing the study.

Employee Outreach

Orientation sessions and employee meetings provided an opportunity for City employees to learn more information about the purpose of the study, and receive specific information related to their participation in the study process. Specific emphasis was made as to how to complete the JAT, and what role this tool had in the study. Additionally, these sessions allowed City employees to identify practices they felt were working well at the City, as well as to suggest areas of opportunities for improvement regarding compensation and classification. Through these open meeting conversations, Evergreen was provided with the opportunity to learn directly from employees their suggestions on organizations that were considered competitors for quality employees as well as which positions within the City experience retention and recruitment challenges.

Classification Analysis

To perform an analysis of the City's classification system, all employees were asked to complete a JAT in which they had the opportunity to describe the work they perform in their own words. Supervisors were then asked to review the JATs of employees they supervise and



provide additional information as needed about the classifications. The information provided in the completed JATs was utilized in the classification analysis in two ways. First, the work described was reviewed to ensure that classification titles were being utilized appropriately. Second, the JATs were evaluated to quantify, by a scoring method, each classification's relative value within the organization. Each classification's score was based on employee and supervisor responses to the JAT, and the scores allowed for a comparison of classifications across the City. MITs (Management Issue Tools) were also completed by supervisors when appropriate to provide more information in reference to specific positions that Evergreen should examine for classification and compensation concerns. All analyses were based on the essential job functions, span of control and job responsibilities for each classification and not on an individual employee basis.

Market Analysis

Peer organizations were identified consisting of competitors that provide similar services and compete with the City for employees. A number of classifications were selected as benchmarks for the survey. Benchmark positions represented a cross-section of all of the departments and levels of work at the City. After the selection of peers and benchmarks were compiled and approved by the City, a survey tool was developed for the collection of salary range data for each benchmark. The salary data collected during this survey were analyzed, and a summary of the data is provided in **Chapter 4** of this report.

Recommendations

During the recommendations phase of the study, Evergreen Solutions developed a market-based pay plan and slotted classifications into the plan based on internal equity and external competitiveness. The next step was to provide implementation options that were developed to transition employee salaries into the newly proposed pay grades, and associated costs of adjusting employee salaries were estimated. The City was provided with options to implement the recommended salary adjustments, as well as instructions on how to maintain the recommended classification and compensation system over time. A summary of Evergreen Solutions' recommendations for the City's revised classification and compensation structure is reflected in **Chapter 5** of this report.

It should be noted: All analyses and recommendations were based on the current employee data provided to Evergreen at the time of the study. Job classifications and pay grade assignments were based on the analyses of the position and not on individual incumbents within the classification. Organizations experience a lot of employee movement, i.e. hires, retirements, terminations, promotions, etc. and it is important to identify that the recommendations, job description revisions, proposed classification titles, and proposed pay grades are based on current data at the time of the study's completion. The City will be required to make edits and changes as employee movement occurs within the City.



Chapter 2 – Summary of Employee Outreach

One of the best resources to gain a better understanding of an organization's employees' perspective of its compensation and classification system and learn the perceived strengths and weaknesses is to interview current employees. To accomplish this, Evergreen Solutions carried out a series of employee focus groups. The objective of these meetings, held in April 2018, was to give all employees a unique opportunity to identify benchmark positions they feel can most benefit from an external comparison and suggest target organizations that should be included in our salary survey of the City of Dania Beach's peers. This chapter's focus is to summarize overall feedback revealed across all focus groups and interviews.

The observations in this chapter are designed to suggest a generalized summarization of opinions of the general themes and trends expressed by all employees interviewed. Comments are not intended to reflect the opinions of any given individual or group and are provided as summaries from the employee meetings in separate categories provided below.

2.1 GENERAL FEEDBACK

Employees were asked to share why they chose to work for the City, and in each respective department, and why they continue to work for the City. Additional questions included what they felt was working well when responding to questions regarding being an employee at Dania Beach. Many employees suggested several top reasons to include job stability, retirement programs. Some additional observations expressed by employees and supervisors include:

- In general, employees appreciate the working relationship between co-workers, managers and supervisors.
- The majority of employees considered employee health insurance to be good and feel that the coverage and City's contribution to the premiums is very positive.
- Employees commented on the number of holidays as an attractive benefit not afforded to private sector employees.



2.2 COMPENSATION ISSUES

Some staff and supervisors described their pay as being compensated fairly for the level and type of work they perform. Employees provided the following observations related to compensation:

- Employees stated raises and pay are not linked to performance evaluations.
- Salary increases in recent years, have not kept up with changes to cost of living and the raises do not provide a substantive way to progress through salary ranges. Increases in benefits are greater than raises and the end result is a decrease rather than an increase.
- Employees would like to see increases in pay based on a formal program, that is consistently applied, and also includes a merit structure.

2.3 CLASSIFICATION ISSUES

Many employees provided Evergreen Solutions with issues specific to individual classifications. These positions will be analyzed during the Job Assessment Tool (JAT) review and Management Issues Tool (MIT) review. Some of the issues that were highlighted are listed below:

- Job descriptions do not accurately reflect the work employees are being asked to perform and job descriptions are not evolving as job duties increase or there are no descriptions in place for their position.
- Several positions for which the titles do not accurately reflect the current type or level of work that is performed.

2.4 MARKET PEERS

Focus group participants were asked to name those organizations they considered market-peer organizations. Responses from employees are considered when selecting organizations to be surveyed in the salary market study. Participants named with some frequency the following list of organizations as the City's biggest competitors in terms of employee compensation, benefits, and other intrinsic qualities such as working conditions:

- Aventura,
- Hollywood,
- Hallandale,
- Town of Davie,
- Broward County,
- City of Pompano,
- City of Sunrise,
- City of Parkland,



- City of Fort Lauderdale,
- Pembroke Pines,
- Plantation,
- Miramar,
- N. Lauderdale,
- Oakland Park,
- Miami Beach,
- Deerfield Beach,
- Palm Beach County,
- Dade County
- Coral Springs

2.5 BENCHMARK POSITIONS

Employees were asked which positions within the City present the greatest challenges for recruitment and retention. Evergreen Solutions further emphasized this question and asked employees which positions were currently experiencing high turnover and recruitment issues. These positions were used to provide a basic framework for populating the market salary survey. Employees responded with the following areas and specific positions:

- Planner
- Fleet Mechanic
- Human Resources
- Equipment Operators I, II and III (all departments)
- Maintenance Workers (all departments)
- Code Compliance Manager
- Code Compliance Manager with parking responsibilities
- Lead Code Inspector

2.6 SUMMARY

The feedback received by Evergreen Solutions provides a great foundation for the development of recommendations for the City. Employees provided a number of reasonable observations with respect to potential compensation and classification system issues across the organization. These comments will be taken into consideration when identifying underlying challenges and formulating the best possible solutions for the City.

In general, even though there were some emphases on several potential problems, many of these issues are typically found within other publicly funded agencies.

As a whole, the employees of the City take pride in their work and strive to make distinct contributions to their organization and their overall community. The Evergreen Solutions team plans to utilize the information gathered from employees throughout the remainder of this study in order to arrive at appropriate recommendations.



Chapter 3 – Assessment of Current Conditions

The assessment of current conditions provides an overall evaluation based on Evergreen's review and analysis of the City of Dania Beach's compensation structure, employee salary progression, and employee counts in each department. The assessment is divided into the following sections:

- 3.1 Pay Plan Analysis
- 3.2 Employee Salary Placement by Grade
- 3.3 Quartile Tenure Analysis
- 3.4 Compression Analysis
- 3.5 Employee Counts by Department
- 3.6 Summary

Information contained in this chapter reflects the conditions when the study began and should be considered a snapshot in time. Conducting an overall review of the City's current compensation structure, philosophies, and employee demographics, was instrumental in providing Evergreen with a better understanding of the structures and methods in place. Additionally, this review helped identify any issues that may require further review and potential revision. The results of this evaluation were considered during the analysis of internal equity and peer market data. Subsequently, appropriate compensation related recommendations were developed for the City and are described later in this report.

3.1 PAY PLAN ANALYSIS

The City of Dania Beach administered two (2) pay plans (Civil Service and Union) for its employees. **Exhibits 3A and 3B** illustrate the pay plans revealing the minimum, midpoint, and maximum salaries of each grade. The Civil Service pay plan consisted of 16 grades for 44 employees. Each pay grade within the plan had an average range spread (the percentage difference between the minimum and maximum of the pay grades relative to the grade's minimum) of 55 percent. The Union pay plan consisted of 17 grades for 100 employees. Each pay grade within the plan had an average range spread (the percentage difference between the minimum and maximum of the pay grades relative to the grade's minimum) of 52 percent.



EXHIBIT 3A CIVIL SERVICE PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
18	\$ 29,902	\$ 37,312	\$ 44,721	50%	1
22	\$ 36,253	\$ 45,779	\$ 55,306	53%	2
24	\$ 39,958	\$ 50,476	\$ 60,995	53%	2
26	\$ 44,192	\$ 55,769	\$ 67,346	52%	2
27	\$ 46,309	\$ 58,481	\$ 70,654	53%	1
28	\$ 48,690	\$ 62,054	\$ 75,417	55%	2
29	\$ 51,072	\$ 65,163	\$ 79,254	55%	1
30	\$ 53,718	\$ 68,471	\$ 83,223	55%	15
32	\$ 59,143	\$ 75,417	\$ 91,691	55%	3
34	\$ 65,229	\$ 83,157	\$ 101,085	55%	3
36	\$ 71,844	\$ 92,551	\$ 113,261	58%	2
38	\$ 79,254	\$ 102,077	\$ 124,901	58%	1
39	\$ 83,223	\$ 107,105	\$ 130,987	57%	3
40	\$ 87,325	\$ 112,464	\$ 137,603	58%	1
41	\$ 91,823	\$ 118,153	\$ 144,483	57%	4
42	\$ 96,322	\$ 124,041	\$ 151,760	58%	1
Average / Total				55%	44

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.

EXHIBIT 3B UNION PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range	Employees
14	\$ 24,610	\$ 30,696	\$ 36,782	49%	13
15	\$ 25,801	\$ 32,284	\$ 38,767	50%	4
16	\$ 27,124	\$ 33,871	\$ 40,619	50%	8
17	\$ 28,447	\$ 35,591	\$ 42,736	50%	0
18	\$ 29,902	\$ 37,312	\$ 44,721	50%	5
19	\$ 31,358	\$ 39,164	\$ 46,970	50%	8
20	\$ 32,945	\$ 41,545	\$ 50,146	52%	5
21	\$ 34,665	\$ 43,729	\$ 52,792	52%	1
22	\$ 36,253	\$ 45,779	\$ 55,306	53%	9
23	\$ 38,105	\$ 48,095	\$ 58,084	52%	28
24	\$ 39,958	\$ 50,476	\$ 60,995	53%	8
25	\$ 42,075	\$ 53,056	\$ 64,038	52%	8
26	\$ 44,192	\$ 55,769	\$ 67,346	52%	3
27	\$ 46,309	\$ 58,481	\$ 70,654	53%	0
28	\$ 48,690	\$ 62,054	\$ 75,417	55%	0
29	\$ 51,072	\$ 65,163	\$ 79,254	55%	0
31	\$ 56,364	\$ 71,844	\$ 87,325	55%	0
Average / Total				52%	100

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.



3.2 EMPLOYEE SALARY PLACEMENT BY GRADE

It is important to analyze where employees' salaries fell within each pay range when assessing the effectiveness of the City's pay plan and practices. It is equally important to determine where there may have been clusters of employees' salaries within the current pay plan, illuminating potential pay progression concerns. It should be noted that employees' salaries, and the progression of the salaries, are associated with an organization's compensation philosophy—specifically, the method of salary progression and the availability of resources. Therefore, the placement of employees' salaries should be viewed in this context.

Exhibit 3C illustrates the placement of employees' salaries relative to pay grade minimums and maximums. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the minimum,
- the number and percentage of employees with salaries at the minimum,
- the number and percentage of employees with salaries at the maximum, and
- the number and percentage of employees with salaries above the maximum.



EXHIBIT 3C
SALARY PLACEMENT
BELOW MINIMUM AND ABOVE MAXIMUM BY GRADE

Grade	Employees	# < Min	% < Min	# = Min	% = Min	# = Max	% = Max	# > Max	% > Max
14	13	0	0.0%	0	0.0%	0	0.0%	0	0.0%
15	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
16	8	0	0.0%	0	0.0%	0	0.0%	0	0.0%
18	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
19	8	0	0.0%	0	0.0%	0	0.0%	1	12.5%
20	5	0	0.0%	3	60.0%	0	0.0%	0	0.0%
21	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
22	11	0	0.0%	0	0.0%	0	0.0%	0	0.0%
23	28	0	0.0%	0	0.0%	1	3.6%	2	7.1%
24	10	0	0.0%	0	0.0%	0	0.0%	0	0.0%
25	8	0	0.0%	0	0.0%	0	0.0%	0	0.0%
26	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
27	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
28	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
29	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
30	15	0	0.0%	0	0.0%	0	0.0%	1	6.7%
32	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
34	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
36	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
38	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
39	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
40	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
41	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
42	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Total	144	0	0.0%	3	2.1%	1	0.7%	5	3.5%

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.

Employees with salaries at the grade minimum are typically new hires or new to the classification following a recent promotion; also, employees with salaries at the grade maximum are typically highly experienced and proficient in the classification. As **Exhibit 3C** illustrates, at the time of this study, there were no employees with a salary below their position's grade minimum. However, there were five (5) employees with a salary above their position's grade maximum.

Exhibit 3D illustrates the placement of employees' salaries relative to pay grade midpoints. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the midpoint,



- the number and percentage of employees with salaries near the midpoint (within five percent), and
- the number and percentage of employees with salaries above the midpoint of each pay grade.

EXHIBIT 3D
SALARY PLACEMENT AROUND MIDPOINT
BY GRADE

Grade	Employees	# < Mid	% < Mid	# Near Mid	% Near Mid	# > Mid	% > Mid
14	13	7	53.8%	2	15.4%	4	30.8%
15	4	0	0.0%	4	100.0%	0	0.0%
16	8	3	37.5%	2	25.0%	3	37.5%
18	6	1	16.7%	3	50.0%	2	33.3%
19	8	3	37.5%	2	25.0%	3	37.5%
20	5	3	60.0%	2	40.0%	0	0.0%
21	1	0	0.0%	0	0.0%	1	100.0%
22	11	3	27.3%	4	36.4%	4	36.4%
23	28	21	75.0%	0	0.0%	7	25.0%
24	10	5	50.0%	1	10.0%	4	40.0%
25	8	4	50.0%	2	25.0%	2	25.0%
26	5	1	20.0%	1	20.0%	3	60.0%
27	1	0	0.0%	0	0.0%	1	100.0%
28	2	1	50.0%	0	0.0%	1	50.0%
29	1	0	0.0%	1	100.0%	0	0.0%
30	15	3	20.0%	5	33.3%	7	46.7%
32	3	1	33.3%	0	0.0%	2	66.7%
34	3	1	33.3%	1	33.3%	1	33.3%
36	2	0	0.0%	1	50.0%	1	50.0%
38	1	0	0.0%	0	0.0%	1	100.0%
39	3	2	66.7%	1	33.3%	0	0.0%
40	1	0	0.0%	1	100.0%	0	0.0%
41	4	0	0.0%	0	0.0%	4	100.0%
42	1	0	0.0%	0	0.0%	1	100.0%
Total	144	59	41.0%	33	22.9%	52	36.1%

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.

Employees with salaries close to the midpoint of a pay range should be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, grade midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint. Of the 144 employees within classifications the City's pay plans, 59 employees (41.0 percent) had salaries below the midpoint of their respective range, 33



employees (22.9 percent) had salaries near the midpoint (defined as within five percent of either side of the midpoint), while 52 employees (36.1 percent) had salaries above the midpoint range.

3.3 SALARY QUARTILE ANALYSIS

This section provides an additional analysis of the distribution of employees' salaries across the pay grades at the time of this study. Examining employee salary placement by grade quartile provided insight into whether clustering of employees' salaries existed within each pay grade. For this analysis, employees' salaries were slotted within one of four equal distributions. The first quartile (0-25) represents the lowest 25 percent of the pay range. The second quartile (26-50) represents the segment of the pay range above the first quartile up to the pay range's midpoint. The third quartile (51-75) represents the part of the pay range above the midpoint up to the 75th percentile of the pay range. The fourth quartile (76-100) is the highest 25 percent of the pay range. This analytical method provided an opportunity to assess how employees' salaries are disbursed throughout each grade (pay range).

The quartile analysis is used to determine the location of employee salary clusters. Quartile analysis helps identify whether clusters exist in specific quartiles of pay grades. Additionally, the amount of time the employee has spent at the organization is also analyzed, in order to observe any relationship between organizational tenure and salary progression. This information, while not definitive alone, can shed light on any root issues within the current compensation and classification plan when combined with market data and employee feedback.

Exhibit 3E provides a breakdown of placement of employees' salaries relative to salary quartile and provides the following:

- the pay grades,
- the number of employees per pay grade,
- the counts of the employees by quartile within each grade, and
- the average total tenure by quartile within each grade.

Exhibit 3F shows the same information graphically.

The City's employees' salaries were slightly clustered below the midpoint of their pay range. In order of employee concentration, 45 employees (31.3 percent) had salaries in the first quartile of their respective pay ranges, 35 (24.3 percent) in the third quartile, 33 employees (22.9 percent) in the fourth quartile and 31 employees (21.5 percent) in the second quartile. While this distribution does not lead to a conclusion, data for average tenure do lead to determinations on the relationship between tenure and salary.

Typically, overall average tenure increases as quartile increases and this is the case for City employees; the average tenure in Quartile 1 is 4.7 years; in Quartile 2 is 4.9 years; in Quartile 3 is 8.6 years; and in Quartile 4 is 13.8 years. This would seem to indicate that employees are moved through their pay grades equitably, or at the very least a positive linear relationship exists between tenure and pay.



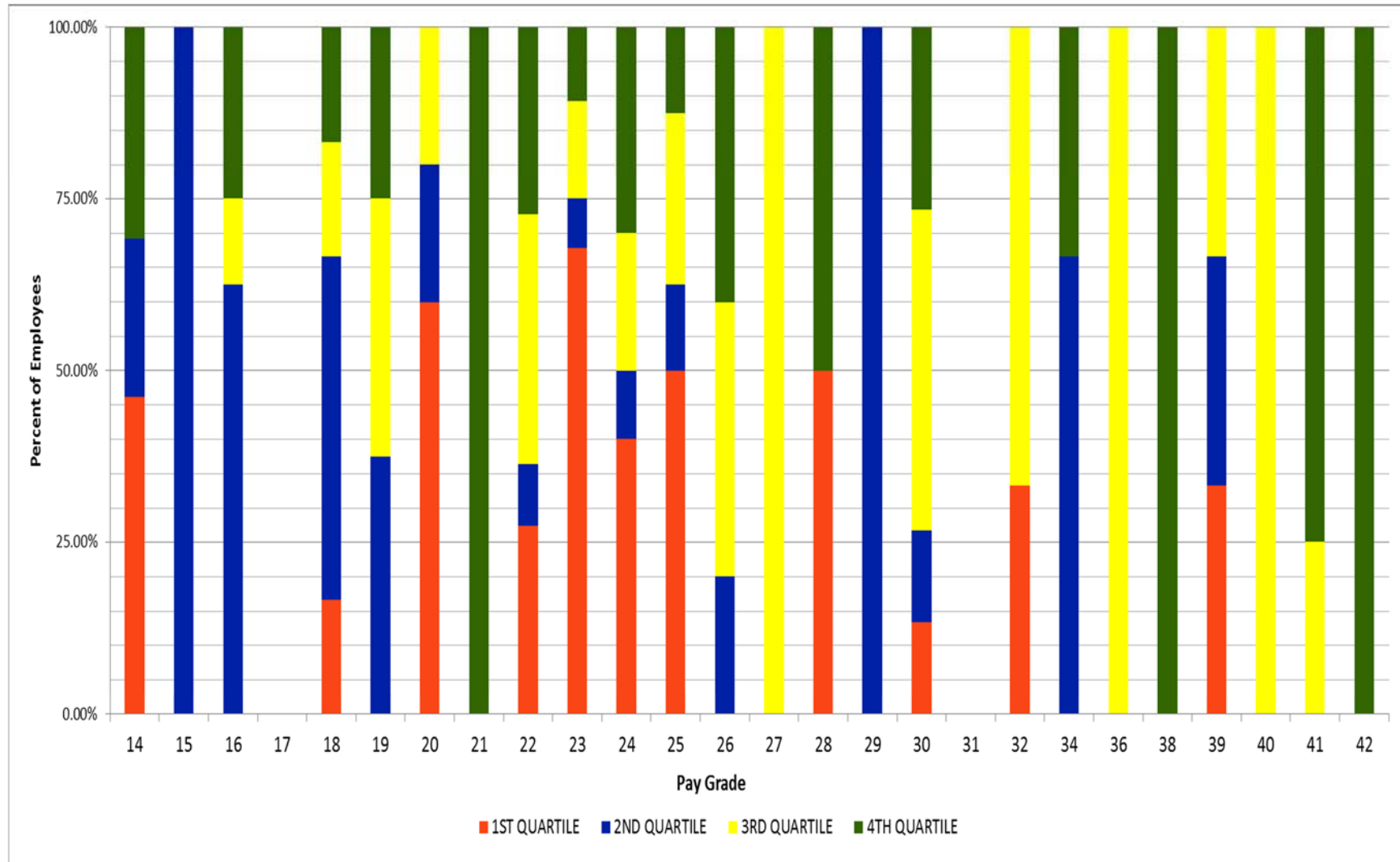
EXHIBIT 3E
QUARTILE ANALYSIS - TENURE
BY GRADE

GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
14	13	10.2	6	8.3	3	11.6	0	-	4	12.1
15	4	1.9	0	-	4	1.9	0	-	0	-
16	8	5.9	0	-	5	1.6	1	0.9	2	19.2
17	0	-	0	-	0	-	0	-	0	-
18	6	1.9	1	0.3	3	1.8	1	3.4	1	2.6
19	8	10.5	0	-	3	5.2	3	5.7	2	25.6
20	5	4.8	3	2.5	1	5.7	1	10.7	0	-
21	1	17.4	0	-	0	-	0	-	1	17.4
22	11	6.6	3	2.2	1	15.1	4	5.7	3	9.2
23	28	7.6	19	3.6	2	5.7	4	16.0	3	23.1
24	10	9.0	4	4.5	1	4.6	2	14.9	3	12.4
25	8	8.5	4	5.8	1	10.5	2	11.1	1	11.8
26	5	11.7	0	-	1	1.6	2	8.8	2	19.5
27	1	6.3	0	-	0	-	1	6.3	0	-
28	2	5.8	1	5.6	0	-	0	-	1	6.1
29	1	7.8	0	-	1	7.8	0	-	0	-
30	15	9.0	2	7.6	2	6.9	7	7.3	4	13.7
31	0	-	0	-	0	-	0	-	0	-
32	3	3.6	1	3.8	0	-	2	3.5	0	-
34	3	8.8	0	-	2	5.5	0	-	1	15.2
36	2	14.4	0	-	0	-	2	14.4	0	-
38	1	3.3	0	-	0	-	0	-	1	3.3
39	3	4.5	1	13.1	1	0.0	1	0.5	0	-
40	1	7.0	0	-	0	-	1	7.0	0	-
41	4	8.6	0	-	0	-	1	11.4	3	7.7
42	1	9.2	0	-	0	-	0	-	1	9.2
Overall	144	7.8	45	4.7	31	4.9	35	8.6	33	13.8

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.



EXHIBIT 3F
QUARTILE PLACEMENT BY PAY GRADE



3.4 COMPRESSION ANALYSIS

Pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and responsibility. Compression can be seen as a threat to internal equity and morale. Two common types of pay compression can be observed when the pay of supervisors and their subordinates are too close, or when the pay of highly tenured staff and newly hired employees in the same job are too similar.

According to the Society for Human Resources Management (SHRM), specific examples of actions that may cause pay compression include the following:

- Reorganizations change peer relationships and can create compression if jobs are not reevaluated.
- In some organizations, certain departments or divisions may be relatively liberal with salary increases, market adjustments, and promotions—while others are not.
- Some employers have overlooked their Human Resources policies designed to regulate pay, paying new hires more than incumbents for similar jobs under the mantra of “paying what it takes to get the best talent.”
- Many organizations have found it easy to hire people who had already performed the same work for another organization, eliminating the need for training. Rather than hiring individuals with high potential and developing them for the long term, the organization opted for employees who they believed could “hit the ground running”—regardless of their potential.

Exhibit 3G indicates the ratio of subordinate to supervisor salaries by grade graphically and **Exhibit 3H** displays these results numerically. Employees were grouped into categories reflecting whether their actual salary was less than 80 percent, between 80 and 95 percent, between 95 and 100 percent, and greater than 100 percent of their supervisor’s salary. For example, an employee with a salary of \$79,000.00 and a supervisor with a salary of \$100,000.00 would yield a ratio of 0.79, and be placed into the “Less than 80 percent” category.

An analysis of the data reveals that most positions in the City have employee/supervisor salary ratios less than 95 percent. Orange and blue areas on **Exhibit 3G** indicate the need for examination of supervisor vs. employee salary.

EXHIBIT 3G
POTENTIAL COMPRESSION BY PAY GRADE

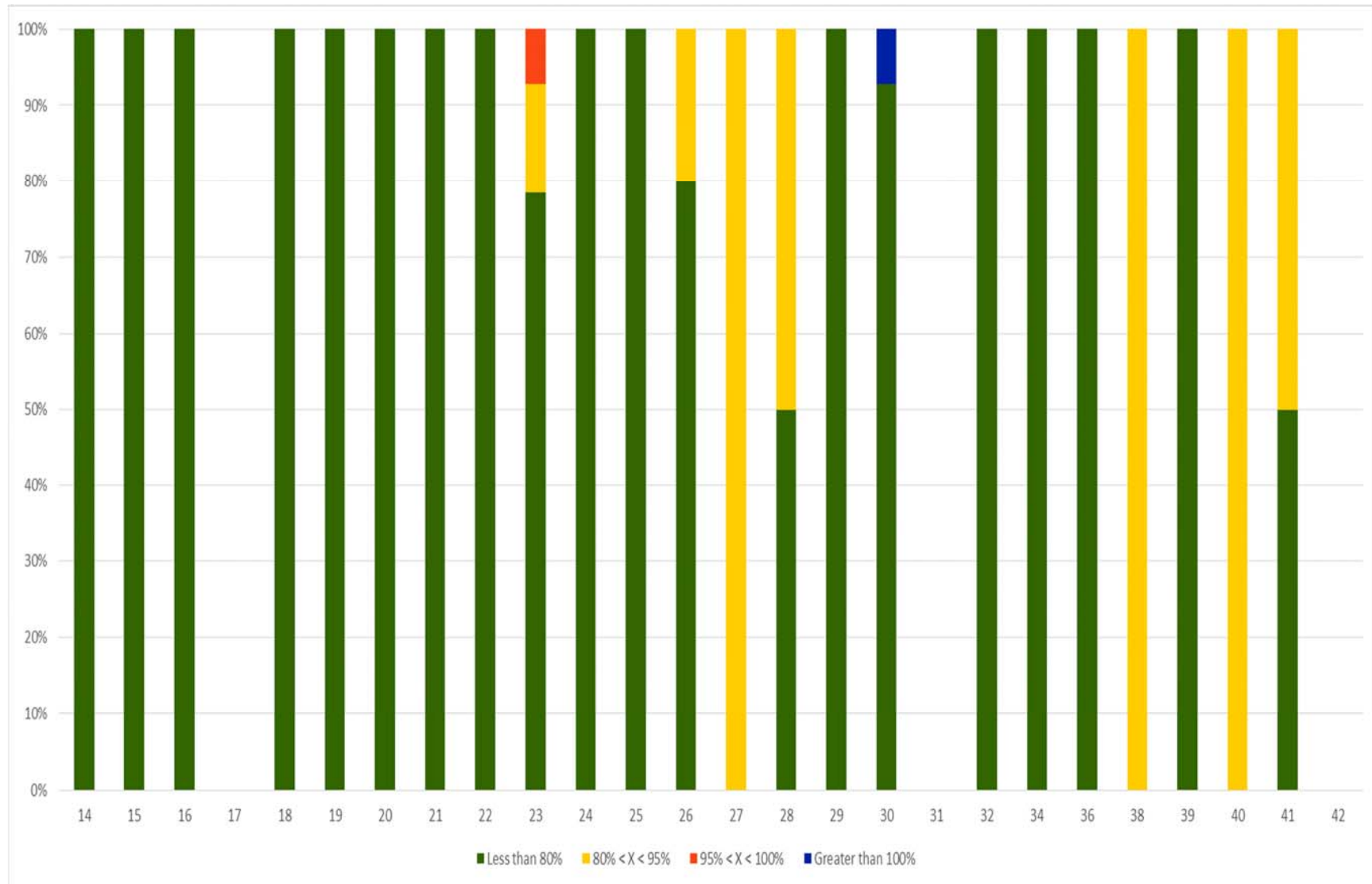


EXHIBIT 3H
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
14	13	0	0	0
15	4	0	0	0
16	8	0	0	0
17	0	0	0	0
18	6	0	0	0
19	8	0	0	0
20	5	0	0	0
21	1	0	0	0
22	11	0	0	0
23	22	4	2	0
24	10	0	0	0
25	8	0	0	0
26	4	1	0	0
27	0	1	0	0
28	1	1	0	0
29	1	0	0	0
30	13	0	0	1
31	0	0	0	0
32	3	0	0	0
34	3	0	0	0
36	2	0	0	0
38	0	1	0	0
39	2	0	0	0
40	0	1	0	0
41	2	2	0	0
42	0	0	0	0
Totals	127	11	2	1

Exhibit 3I and **Exhibit 3J** showcase the actual vs. expected salaries of City employees, sorted by pay grade. Expected salary is calculated using a thirty-year progression assumption for employees. For example, an employee who had worked at his position for fifteen years would expect to be at the grade midpoint, while an employee with thirty or more years of class years would expect to be at the grade maximum. An important distinction between this compression table and the quartile analysis: this compression table utilizes class years, while the Quartile analysis uses total tenure. Class years are differentiated from tenure by using the date that you started working in your current classification as the start date, instead of the date you first were hired by the City. To illustrate, if an employee had been an accountant for fifteen years,



and then was promoted one year ago to Accountant Supervisor that employee would have fifteen years of tenure, but only one class year.

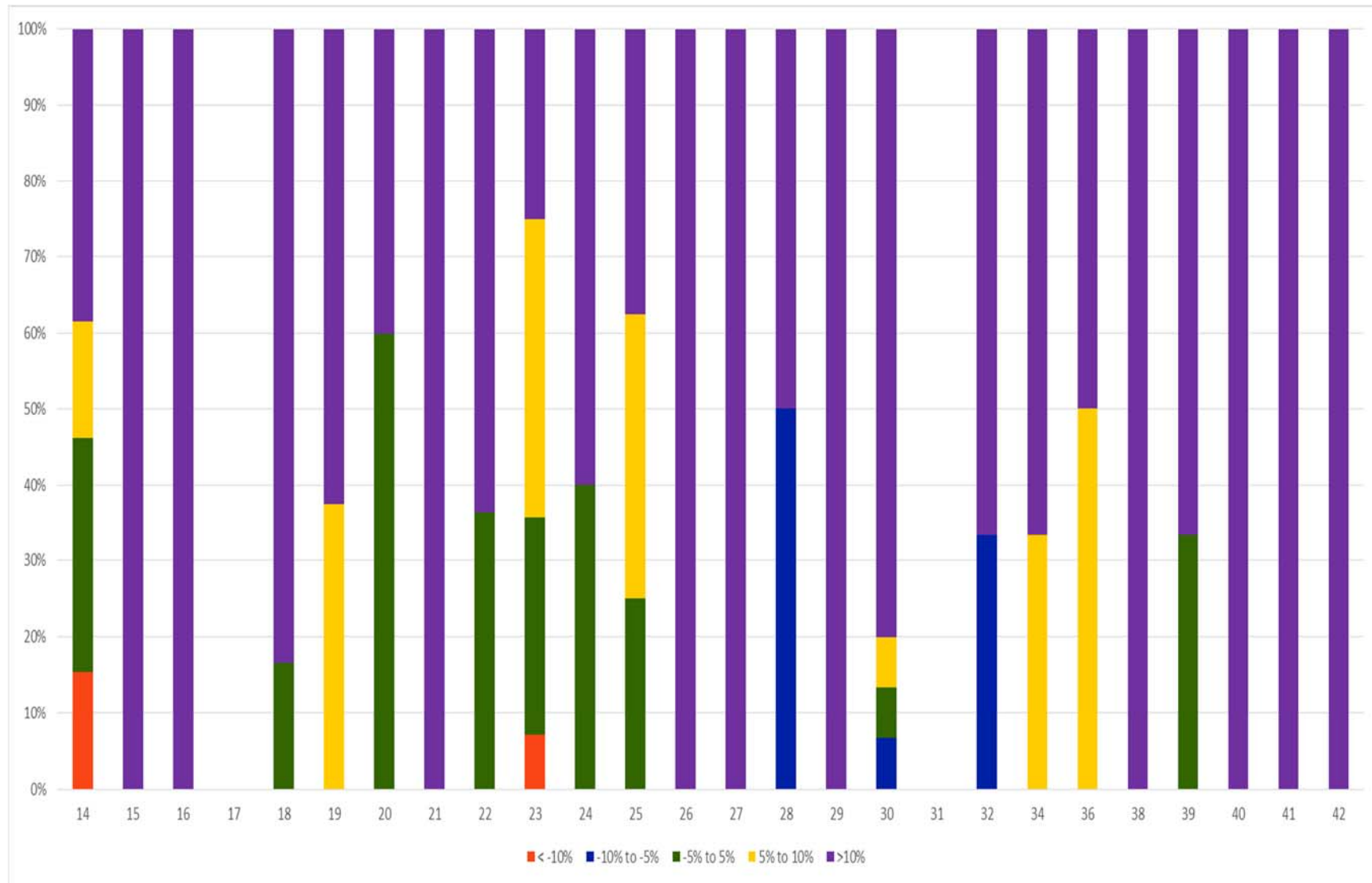
On **Exhibit 3I**, it is easy to discern that the majority of City employees are being paid wages that are more than 10 percent above what they would expect to receive, based on their class years. While this is clearly good for employees, it is not necessarily bad for the City. It could mean that the City is overpaying employees or that pay grades are too low, forcing the City to advance employees more quickly through pay grades to keep competitive with the market. However, it could just as easily be another indicator of employee promotion and advancement through the ranks. As mentioned in the description of the quartile analysis, when an employee has advanced to near the top of the pay grade and receives a promotion, they will often not start at the new pay grade minimum. An employee will not accept a pay decrease, so that employee is therefore started above the minimum of the new pay grade, placing the employee above the “expected pay” by definition. So even if an employee has zero class years, the employee pay is being paid above the minimum. Then, if the employee advances exactly at the speed expected for the rest of his/her career, the employee will always remain above the “expected” pay.

EXHIBIT 3I ACTUAL VS. EXPECTED SALARY

Grade	< -10%	-10% to -5%	-5% to 5%	5% to 10%	>10%
14	2	0	4	2	5
15	0	0	0	0	4
16	0	0	0	0	8
17	0	0	0	0	0
18	0	0	1	0	5
19	0	0	0	3	5
20	0	0	3	0	2
21	0	0	0	0	1
22	0	0	4	0	7
23	2	0	8	11	7
24	0	0	4	0	6
25	0	0	2	3	3
26	0	0	0	0	5
27	0	0	0	0	1
28	0	1	0	0	1
29	0	0	0	0	1
30	0	1	1	1	12
31	0	0	0	0	0
32	0	1	0	0	2
34	0	0	0	1	2
36	0	0	0	1	1
38	0	0	0	0	1
39	0	0	1	0	2
40	0	0	0	0	1
41	0	0	0	0	4
42	0	0	0	0	1
Totals	4	3	28	22	87



EXHIBIT 3J
ACTUAL VS. EXPECTED SALARY



3.5 EMPLOYEES BY DEPARTMENT

At the time the study commenced, the City employed 144 individuals across 11 departments. **Exhibit 3K** depicts the number of employees and the number of classifications in each department and is intended only to provide basic information regarding how employees are distributed among departments. Also provided is the percentage breakdown of employees by department. As the exhibit illustrates, the largest department is Public Services, with 47 employees representing 32.6 percent of the City's workforce.

**EXHIBIT 3K
EMPLOYEES BY DEPARTMENT**

Department	Employees	Classes	% of Total
City Attorney	1	1	0.7%
City Clerk	4	3	2.8%
City Manager	3	3	2.1%
Community Development	20	16	13.9%
CRA	8	7	5.6%
Finance	12	10	8.3%
Human Resources & Risk Management	1	1	0.7%
Information System	2	2	1.4%
Parking	4	1	2.8%
Parks & Recreation	42	8	29.2%
Public Services	47	28	32.6%
Total	144	80	100.0%

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.

3.6 SUMMARY

Overall, the City's compensation structure offered a firm foundation on which to improve. The key points of the current structure were:

- The City of Dania Beach administered two (2) open range pay plans for its 144 employees.
- Range spread, generally recommended to be between 50-70 percent, average 55 percent for the Civil Service plan and 52 percent for the Union plan.
- The majority of employees' salaries were only slightly clustered below the midpoint, with 31.3 percent of employees' salaries in the first quartile; Moreover, 22.9 percent of employees were within 10 percent of the midpoint.
- Pay Compression does not seem to be an issue based on the indicators described above.



The compensation plans provided employees with a pay structure, although it seems that some clustering of employees' salaries has occurred over time. Although pay may have progressed somewhat through the range, the grade ranges have not been updated in many years and this creates an incompatibility between actual pay and the pay structure.

The information gained from the review of current conditions was used in conjunction with the market analysis data and internal equity review to develop recommendations for a competitive compensation plan that would best align with and provide a foundation for the City's compensation philosophy moving forward. These recommendations can be found in **Chapter 5** of this report.



Chapter 4 – Market Summary

The Market Chapter provides an analysis of the City of Dania Beach's salary ranges when compared to peer organization's salary ranges. Data from targeted market peers were used to evaluate the overall compensation at Dania Beach at the time of this study. It is important to note the market comparisons contained in this report do not translate well at the individual employee level and are used only to provide an overall analysis.

Information in this chapter is not intended to evaluate salaries paid to individuals, since compensation is determined through a combination of factors, and may include other factors such as: the demand for a particular job, a candidate's prior experience, or an individual's negotiation skills during starting pay negotiations. It should also be noted that market comparisons should be considered as a snapshot of current market conditions since market conditions can change quickly. When used as an analytical tool, market surveys are useful for making updates to salary structures provided to employees, however, they must also be performed at regular intervals if the City wishes to remain current and competitive with its market peers and market salary trends.

4.1 SALARY SURVEY RESULTS

Pay range information was collected by Evergreen Solutions from target organizations that were selected by the City, by utilizing a customized salary survey tool. Benchmark classifications were selected by the City's project team that were surveyed with the desired outcome of benchmarking positions of a cross-section of the City's entire classifications. The objective of this methodology was to ensure that the surveyed positions made up a subset of all work areas and job levels in the City. Job titles, descriptions of assigned duties, and education and experience requirements were provided in the survey tool for each benchmarked classification.

Several factors were utilized when developing the peer list including geographic proximity to the City, organization size, and the relative population being served by the organization. All collected data were adjusted for cost of living using a national cost of living index factor which allowed salary dollars from organizations outside of the immediate recruiting area to be adjusted for the cost of living relative to the City. The cost of living for each peer organization is determined at the county level. Evergreen utilizes data from the Council for Community and Economic Research (C2ER) as the source for the COLI (Cost of Living Index). **Exhibit 4A** provides the list of 19 market peers from which data were collected for 41 benchmark classifications. One of the 41 positions benchmarked included the City Manager position. This City Manager is a contracted position and in the initial survey received one peer response that provided salary range information. However, supplemental survey data was collected for the City Manager and the City Attorney positions. **Exhibit 4C** will illustrate the findings for these positions, rather than **Exhibit 4B** with the remaining 40 City positions.



EXHIBIT 4A MARKET PEERS

Market Peers
Broward County, FL
City of Coconut Creek, FL
City of Cooper City, FL
City of Coral Springs
City of Deerfield Beach, FL
City of Fort Lauderdale, FL
City of Hallandale Beach, FL
City of Hollywood, FL
City of Miramar, FL
City of North Lauderdale, FL
City of Oakland Park, FL
City of Parkland, FL
City of Pembroke Pines, FL
City of Plantation, FL
City of Pompano Beach, FL
City of Sunrise, FL
Miami-Dade County, FL
Palm Beach County, FL
Town of Davie, FL

Exhibit 4B provides a summary of these results and contains the following information:

- The market salary range information for each classification reflecting the market minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The percent differentials (to the City's existing salary ranges). A positive differential indicates the City was above the market for that classification at the minimum, midpoint, or maximum. A negative differential indicates the City was below the desired market position for that classification. The final row on the exhibit provides the average percentage differentials for the minimum, midpoint, and maximum for all benchmarked classifications and represents an average of all classifications' differentials.
- Survey average range width provides the average range width for each classification surveyed and determined by the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range width for all the classifications is provided in the final row. The number of responses collected for each classification is located in the final column and the average number of responses for all the classifications is shown in the final row.



EXHIBIT 4B SALARY SURVEY SUMMARY

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
1	Accountant	\$49,249.09	-1.1%	\$62,614.41	-0.9%	\$75,979.72	-0.7%	54.3%	18.0
2	Accounting Assistant	\$36,291.14	-0.1%	\$45,889.62	-0.2%	\$55,488.10	-0.3%	52.9%	17.0
3	Administrative Specialist I	\$34,078.19	-14.0%	\$42,816.39	-14.8%	\$51,554.60	-15.3%	51.3%	16.0
4	Beach Lifeguard	\$32,846.94	13.8%	\$40,959.62	14.8%	\$49,072.29	15.5%	49.4%	12.0
5	Billing & Collection Accounting Manager	\$57,437.27	2.9%	\$74,089.05	1.8%	\$90,740.83	1.0%	58.0%	14.0
6	Code Compliance Coordinator	\$39,185.17	1.9%	\$50,014.81	0.9%	\$60,844.45	0.2%	55.3%	12.0
7	Code Compliance Inspector	\$44,505.73	-5.8%	\$56,179.30	-5.9%	\$67,852.86	-6.0%	52.5%	15.0
8	Code Compliance Manager	\$59,158.72	-10.1%	\$76,273.77	-11.4%	\$93,388.82	-12.2%	57.9%	17.0
9	Controller	\$70,811.22	-8.6%	\$91,323.71	-9.8%	\$111,836.20	-10.6%	57.9%	16.0
10	Deputy City Clerk	\$56,625.06	-28.1%	\$72,867.06	-30.7%	\$89,109.06	-32.3%	57.4%	15.0
11	Deputy Public Service Director	\$85,641.05	1.9%	\$111,594.05	0.8%	\$137,547.05	0.0%	60.7%	12.0
12	Economic Development Manager	\$65,418.90	-0.3%	\$85,483.80	-2.8%	\$105,548.70	-4.4%	61.4%	11.0
13	Facilities Maintenance Technician	\$36,247.11	0.0%	\$46,256.38	-1.0%	\$56,265.66	-1.7%	55.2%	17.0
14	Fleet Mechanic	\$40,458.81	-1.3%	\$51,098.62	-1.2%	\$61,738.43	-1.2%	52.6%	13.0
15	Human Resources & Risk Management Director	\$86,122.95	-3.5%	\$116,681.31	-8.9%	\$147,239.67	-12.4%	71.0%	18.0
16	Human Resources Assistant	\$38,066.77	4.7%	\$48,509.77	3.9%	\$58,952.77	3.3%	54.9%	15.0
17	Human Resources Generalist	\$52,225.25	11.7%	\$67,064.25	11.1%	\$81,903.25	10.7%	56.8%	17.0
18	Information System Manager	\$69,964.16	2.6%	\$90,297.97	2.4%	\$110,631.79	2.3%	58.1%	16.0
19	Inspection Coordinator	\$39,333.05	1.6%	\$49,508.55	1.9%	\$59,684.05	2.1%	51.7%	8.0
20	IT Systems Technician	\$42,152.07	-5.5%	\$53,923.46	-6.8%	\$65,694.86	-7.7%	55.9%	15.0
21	Landscape Grounds Technician I	\$30,202.60	-11.4%	\$38,073.16	-12.4%	\$45,943.72	-13.1%	52.1%	16.0
22	Landscape/Grounds Technician III	\$36,979.06	-6.7%	\$46,702.46	-6.8%	\$56,425.86	-6.9%	52.6%	16.0
23	Legal Office Manager	\$51,480.07	4.2%	\$66,179.80	3.3%	\$80,879.53	2.8%	57.1%	8.0
24	Maintenance Worker/Equipment Operator I	\$30,152.64	-11.2%	\$37,718.82	-11.4%	\$45,285.01	-11.5%	50.2%	12.0
25	Maintenance Worker/Equipment Operator II	\$33,431.07	-6.6%	\$42,127.42	-7.6%	\$50,823.78	-8.2%	52.1%	14.0
26	Maintenance Worker/Equipment Operator III	\$40,296.47	4.2%	\$50,825.15	4.2%	\$61,353.83	4.2%	52.3%	14.0
27	Public Services Office Manager	\$49,764.95	7.4%	\$63,832.71	6.8%	\$77,900.46	6.4%	56.5%	13.0
28	Parking Enforcement Officer	\$32,008.06	-7.0%	\$40,212.07	-7.8%	\$48,416.08	-8.3%	51.3%	7.0
29	Permit Coordinator	\$40,154.16	-0.5%	\$51,234.41	-1.5%	\$62,314.66	-2.2%	55.2%	14.0
30	Permit Service Specialist	\$34,569.79	4.6%	\$44,049.50	3.5%	\$53,529.21	2.7%	54.9%	16.0
31	Planner	\$51,626.14	3.9%	\$66,113.20	3.4%	\$80,600.26	3.2%	56.1%	17.0
32	Public Works & Utilities Manager	\$64,038.76	-19.2%	\$82,286.97	-20.2%	\$100,535.19	-20.8%	57.0%	15.0
33	Recreation Assistant	\$26,802.47	-8.9%	\$33,750.92	-10.0%	\$40,699.36	-10.6%	51.8%	16.0
34	Recreation Program Manager	\$49,028.95	8.7%	\$62,983.89	8.0%	\$76,938.83	7.6%	56.9%	16.0
35	Solid Waste Manager	\$63,251.65	-17.7%	\$81,557.03	-19.1%	\$99,862.41	-20.0%	57.9%	10.0
36	Streets Manager	\$56,130.31	-4.5%	\$71,787.28	-4.8%	\$87,444.25	-5.1%	55.8%	15.0
37	Treatment Operator-A	\$45,830.51	1.0%	\$58,026.09	0.8%	\$70,221.67	0.6%	53.2%	13.0
38	Utilities Mechanic II-Distribution	\$41,228.31	-8.2%	\$51,999.96	-8.1%	\$62,771.61	-8.1%	52.3%	14.0
39	Utilities Mechanic III-Sewer	\$42,725.32	3.3%	\$53,514.32	4.1%	\$64,303.32	4.6%	50.5%	14.0
40	Utility Customer Service Technician	\$33,779.01	-2.5%	\$42,185.45	-1.5%	\$50,591.88	-0.9%	49.8%	13.0
Outliers Removed*			-2.6%		-3.3%		-3.8%		

Market Minimums

A starting point of the analysis was to compare the peer's market minimum for each classification to the City's range minimums. Market minimums are generally considered as an entry level salary for employees who meet the minimum qualifications of a classification. Employees with salaries at or near the range minimums generally have not mastered the job and have not acquired the skills and experience necessary to be fully proficient in their classification.

As **Exhibit 4B** illustrates benchmarked classifications in the City that was, on average, approximately 2.6 percent below market at the minimum of the respective salary ranges. The following observations can be made based on the collected data:



- The surveyed position differentials ranged from 28.1 percent below market minimum in the case of the Deputy City Clerk classification, to 13.8 percent above market for the Beach Lifeguard classification.
- Of the 40 classifications surveyed with differentials, 24 classifications (58.5 percent) had differentials below market at the minimum.

Market Midpoints

Salaries for proficient employees performing satisfactorily their work are generally at the market midpoint. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect their salary to be placed.

Exhibit 4B illustrates the City was on average, 3.3 percent below market at the midpoint of the respective salary ranges. Based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 30.7 percent below market midpoint in the case of Deputy City Clerk classification, to 14.8 percent above market for the Beach Lifeguard classification.
- Of the 40 classifications surveyed with differentials, 24 classifications (61.0 percent) had differentials below market at the midpoint.

Market Maximums

The average of the peer salary range maximums was compared to the City's range maximums for each benchmarked classification. This comparison is significant as it represents the highest salary limit that an organization may provide to retain and/or reward experienced and high performing employees. When an organization is competitive at the maximum of the ranges, it positions the organization to attract highly qualified individuals for in-demand classifications.

Exhibit 4B provides an illustration of the City's benchmarked positions on average, were 3.8 percent below market at the maximum of the respective salary ranges and based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 32.3 percent below market maximum in the case of the Deputy City Clerk classification, to 15.5 percent above market for the Beach Lifeguard classification.
- Of the 40 classifications surveyed with differentials, 25 classifications (61.0 percent) were below market at the maximum.



Actual Salaries

For this study, average actual analysis was also used to examine the overall competitiveness of the organization's classifications and should not be used as the sole criteria when comparing salary ranges for these classifications. **Exhibit 4C** shows the average actual salaries of market peers as compared to the average actual salaries within the City for the surveyed classification.



EXHIBIT 4C AVERAGE ACTUAL SALARY SUMMARY

ID	Classification	Average Actual Salary		% Difference
		CITY DANIA BEACH, FL	Peer Avg.	
1	Accountant	\$48,696.09	\$59,579.37	-22.3%
2	Accounting Assistant	\$38,600.85	\$45,174.36	-17.0%
3	Administrative Specialist I	\$44,049.41	\$48,146.50	-9.3%
4	Beach Lifeguard	\$27,778.73	\$37,053.88	-33.4%
5	Billing & Collection Accounting Manager	\$59,150.00	\$79,908.25	-35.1%
6	City Manager	\$169,820.77	\$232,767.52	-37.1%
7	Code Compliance Coordinator	\$46,831.62	\$51,512.26	-10.0%
8	Code Compliance Inspector	\$50,321.29	\$52,433.55	-4.2%
9	Code Compliance Manager	\$83,233.26	\$80,226.00	3.6%
10	Controller	\$76,063.73	\$90,359.26	-18.8%
11	Deputy City Clerk	\$55,775.41	\$72,499.66	-30.0%
12	Deputy Public Service Director	\$112,620.98	\$116,279.91	-3.2%
13	Economic Development Manager	\$79,983.28	\$74,945.39	6.3%
14	Facilities Maintenance Technician	\$54,631.20	\$42,625.58	22.0%
15	Fleet Mechanic	\$53,826.86	\$51,657.44	4.0%
16	Human Resources & Risk Management Director	\$100,000.00	\$134,572.04	-34.6%
17	Human Resources Assistant	\$0.00	\$45,331.99	-
18	Human Resources Generalist	\$0.00	\$57,005.31	-
19	Information System Manager	\$94,508.75	\$83,210.88	12.0%
20	Inspection Coordinator	\$60,994.75	\$62,046.40	-1.7%
21	IT Systems Technician	\$44,054.61	\$52,213.52	-18.5%
22	Landscape Grounds Technician I	\$31,600.40	\$39,153.00	-23.9%
23	Landscape/Grounds Technician III	\$51,886.22	\$44,709.67	13.8%
24	Legal Office Manager	\$68,478.80	\$67,909.04	0.8%
25	Maintenance Worker/Equipment Operator I	\$35,441.57	\$34,787.21	1.8%
26	Maintenance Worker/Equipment Operator II	\$44,928.94	\$40,002.02	11.0%
27	Maintenance Worker/Equipment Operator III	\$51,672.68	\$48,180.94	6.8%
28	Public Services Office Manager	\$73,181.06	\$57,801.20	21.0%
29	Parking Enforcement Officer	\$23,319.30	\$35,041.19	-50.3%
30	Permit Coordinator	\$58,218.58	\$50,639.79	13.0%
31	Permit Service Specialist	\$45,516.22	\$38,197.23	16.1%
32	Planner	\$58,000.18	\$53,875.11	7.1%
33	Public Works & Utilities Manager	\$78,744.64	\$92,130.65	-17.0%
34	Recreation Assistant	\$19,046.87	\$35,235.57	-85.0%
35	Recreation Program Manager	\$60,847.75	\$63,012.24	-3.6%
36	Solid Waste Manager	\$68,479.01	\$114,889.93	-67.8%
37	Streets Manager	\$68,479.01	\$64,096.55	6.4%
38	Treatment Operator-A	\$61,700.91	\$54,022.09	12.4%
39	Utilities Mechanic II-Distribution	\$51,298.89	\$48,651.54	5.2%
40	Utilities Mechanic III-Sewer	\$64,604.80	\$47,461.64	26.5%
41	Utility Customer Service Technician	\$32,945.25	\$41,459.03	-25.8%
Overall Average				-9.2%



4.2 MARKET SUMMARY

It should be noted that the positioning of a classification's pay range compared to the market is not a definitive assessment of an individual employee's salary being equally above or below market. A salary range does, however, speak to the City's general ability to recruit and retain talent over time. If a range minimum is significantly lower than the market would offer, the City may lose out to its market peers when recruiting to fill positions. It is equally true that range maximums that are lower than the market maximums may serve as a disincentive for experienced employees to remain at the City. From the analysis of the data gathered in the external assessment and discussed above, the benchmark classifications' ranges were generally found to be below the City's desired position at the market minimum, midpoint and maximum.



Chapter 5 – Recommendations

Evergreen Solutions reviewed the information provided in the preceding chapters of this report and developed recommendations to improve the City's current classification and compensation system. The recommendations, as well as the findings that led to each recommendation, are discussed in detail in this chapter. The recommendations, job description revisions, proposed classification titles, and proposed pay grades are based on current data at the time of the study completion. The recommendations are organized into three sections: classification, compensation, and administration of the system.

5.1 CLASSIFICATION SYSTEM

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately depict the work being performed by employees in the classifications in order to ensure equity within the organization and to enable comparisons with positions at peer organizations. The purpose of a classification analysis is to identify such issues as incorrect titles, outdated job descriptions, and inconsistent titles across departments. Recommendations are then made to remedy the identified concerns based on human resources best practices.

In the analysis of the City's classification system, Evergreen Solutions collected classification data through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. The JATs, which were completed by employees and reviewed by their immediate supervisors, provided information about the type and level of work being performed for each of the City's classifications. The MIT process provided supervisors an opportunity to offer specific recommendations regarding compensation/grade and classification/job title issues that positions in their respective areas faced. Evergreen Solutions reviewed and utilized the data provided in the JATs and MITs as a basis for the classification recommendations below.

FINDING

Overall, the classification system utilized by the City was generally accurate and well organized. There were instances, however, of titles that could be modified to better reflect the tasks assigned to the position.

RECOMMENDATION 1: Revise the titles of some classifications, establish unique titles for some positions, and establish new titles for new positions.

Exhibit 5A provides a list of the recommended changes to the classification system. The foundation for these recommendations are based on the work performed by employees in



these classifications as described in their JATs, suggestions made by supervisors on MITs, and feedback received during Employee Outreach. Not listed are minor changes e.g., spelling out abbreviated words; however, listed are modifications to entire classifications. New classification titles (levels) were developed for Coordinator, Mechanic, and Manager positions. These new titles will provide consistency for positions performing the same essential functions across the City. These new levels are included in **Exhibit 5A**.

EXHIBIT 5A PROPOSED CLASSIFICATION CHANGES

Current Class Title	Recommended Class Title
Accounting Assistant	Assistant, Accounting
Administrative Coordinator	Coordinator II, Community Development Administration
Administrative Coordinator	Coordinator II, Parks & Rec. Administration
Administrative Specialist	Administrative Specialist I
Assistant Finance Director	Deputy Director, Finance
Athletic Director	Director, Athletics
Beach Lifeguard	Lifeguard, Beach
Beach Lifeguard (OC)	Lifeguard, Beach
Beach Lifeguard (PT)	Lifeguard, Beach
Bill & Collection Accounting Manager	Manager II, Billing & Collection Accounting
Cemetery Caretaker	Caretaker, Cemetery
Chief Ocean Lifeguard	Chief Lifeguard, Beach
Chief Treatment Plant Operator	Manager II, Treatment Plant
Code Compliance Coordinator	Coordinator II, Code Compliance
Code Compliance Inspector	Officer, Code Compliance
Code Compliance Manager	Manager I, Code Compliance & Parking Enforcement
Community Development Director	Director, Community Development
Community Development Operations Manager	Manager III, Community Development Operations
CRA Coordinator	Coordinator II, CRA
CRA Director	Executive Director, CRA
CRA Manager	Manager II, CRA
Deputy Public Service Director	Deputy Director, Public Service
Economic Development Manager	Manager II, Economic Development
Facilities Maintenance Technician	Technician, Facilities Maintenance
Finance Director	Director, Finance
Fleet Manager	Manager I, Fleet
Fleet Mechanic	Mechanic II, Fleet
HR & Risk Management Director	Director, HR & Risk Management
Information System Manager	Manager III, Information System
Inspection Coordinator	Coordinator I, Inspection
Irrigation Mechanic	Mechanic I, Irrigation
IT Systems Technician	Technician, IT Systems



EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES

Current Class Title	Recommended Class Title
Landscape Maintenance Manager	Manager II, Landscape Maintenance
Landscape/Grounds Technician II	Maintenance Worker II, Landscape
Landscape/Grounds Technician III	Crew Leader, Landscape
Landscape/Grounds Technician I-Parks	Maintenance Worker I, Landscape
Lead Code Compliance Inspector	Supervisor, Code Compliance & Parking Enforcement
Legal Office Manager	Manager II, Legal
Maintenance Worker/Equipment Operator I	Equipment Operator I
Maintenance Worker/Equipment Operator II	Equipment Operator II
Maintenance Worker/Equipment Operator III	Equipment Operator III
Market Manager	Coordinator, Farm and Market
Parking Enforcement Officer	Enforcement Officer, Parking
Parks & Grounds Technician	Maintenance Worker, Parks
Parks & Recreation Director	Director, Parks & Recreation
Permit Service Specialist	Specialist, Permit Services
Permitting Coordinator	Coordinator II, Permitting
Permitting Office Supervisor	Supervisor, Permitting Office
Planner	Senior Planner
Planning & Zoning Manager	Manager III, Planning & Zoning
Planning Associate	Associate, Planning
Public Information Officer	Information Officer, Public
Public Services Director	Director, Public Services
Public Services Office Manager	Manager I, Public Services Office
Public Works & Utilities Manager	Manager III, Public Works & Utilities
Records Specialist	Specialist, Records
Recreation Assistant	Assistant, Recreation
Recreation Program Manager	Manager I, Recreation Program
Revenue Coordinator	Coordinator III, Revenue
Solid Waste Manager	Manager I, Solid Waste
Special Permitting Office Coordinator	Coordinator III, Special Permitting
Streets Manager	Manager II, Streets
Treatment Operator-A	Lead Operator, Treatment Plant
Treatment Operator-B	Operator-B, Treatment Plant
Treatment Operator-C	Operator-C, Treatment Plant
Treatment Plant Operator-OC	Operator-C, Treatment Plant
Urban Farm Coordinator	Coordinator, Farm and Market
Utilities Mechanic II-Distribution	Service Worker II, Utilities
Utilities Mechanic II-Sewer	Service Worker II, Utilities
Utilities Mechanic III-Sewer	Service Worker III, Utilities
Utility Billing Specialist	Specialist, Utility Billing
Utility Customer Service Technician	Technician, Utility Customer Service



FINDING

When comparing the City's current job descriptions to the work described by employees in the JATs, Evergreen Solutions noted some tasks that were either missing from the job descriptions or were inappropriate to the current title. It is common for the tasks outlined in job descriptions to be reassigned to different classifications over time. As such, it is necessary for an organization to update its job descriptions regularly to ensure each job description accurately reflects the work performed.

RECOMMENDATION 2: Revise all job descriptions to include updated classification information provided in the JAT, and review job descriptions annually for accuracy.

The process of reviewing and updating the City's job descriptions as well as comments received from employees and supervisors during outreach revealed they did not, in some cases, accurately reflect current work performed. To minimize this becoming a concern again in the future, Evergreen Solutions recommends a regular review of these descriptions, and FLSA status determinations. To the extent possible, a review of the employee's assigned job classification (description) should occur concurrent with the employee's annual performance evaluation.

This would be an appropriate time to review the job description as it should accurately represent the work the employee has and will perform during the evaluation periods. Review of the FLSA determination as well as other aspects of the job, such as physical requirements required to perform essential functions of the job, will ensure consistent, continuous compliance with the American's with Disabilities Act (ADA). Updated, draft job descriptions will be provided to the City under separate cover.

5.2 COMPENSATION SYSTEM RECOMMENDATIONS

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the City's pay ranges for selected benchmark classifications were compared to the average of the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report. As presented in **Chapter 4**, the City's current compensation structure, when compared against the cost of living adjusted averages of its peers was, on average, below the salary ranges of the benchmarked positions.

During the internal equity assessment, consideration of the relationships between and the type of work being performed by the City's employees were reviewed and analyzed. Specifically, a composite score was assigned to each of the City's classifications that quantified the classification's level of five separate compensatory factors that are inherent in any position across an organization: Leadership, Working Conditions, Complexity, Decision Making and Relationships. The level for each factor was determined based on responses to the JAT.



FINDING

The City's salary ranges were behind the desired market position for many of the benchmarked classifications indicating a need for revisions to the City's pay plan. A new, competitive open-range plan which replaces the current open-range plan provides the City with the ability to remain competitive in the labor market with its peers.

RECOMMENDATION 3: Implement a new, competitive open-range pay plan aligned with the City's compensation philosophy that reflects the desired market position and best practices; slot all classifications into the plan based on external and internal equity; and implement the new structure by transitioning employees' salaries into the plan.

Exhibit 5B shows the new open-range pay plan developed by Evergreen Solutions which has 29 open range pay grades, numbered 101 through 129. The range spreads of the pay grades begin at 50.0 percent in grades 101 through 109, increases to 55.0 percent in grades 110 through 120, increases to a spread of 60.0 percent in grades 121 through 124, with a 70 percent range spread for grades 125 through 129. Range spreads typically increase for the higher level positions to allow for employees within these classifications to stay in the position for longer periods of time without capping out of the pay range. In addition, the higher-level classifications' range spreads are larger to allow the City the ability to hire or retain employees with years of relevant experience. Seasoned employees are hired (or promoted) significantly above the grade minimum based on their acquired knowledge and experience. A larger pay range allows for growth within the pay range as few employees at the higher ranks are hired at the minimum of the range.

EXHIBIT 5B PROPOSED OPEN RANGE PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 25,840	\$ 32,300	\$ 38,760	50%
102	\$ 27,132	\$ 33,915	\$ 40,698	50%
103	\$ 28,489	\$ 35,611	\$ 42,733	50%
104	\$ 29,913	\$ 37,392	\$ 44,870	50%
105	\$ 31,409	\$ 39,261	\$ 47,113	50%
106	\$ 32,979	\$ 41,224	\$ 49,469	50%
107	\$ 34,628	\$ 43,285	\$ 51,943	50%
108	\$ 36,360	\$ 45,450	\$ 54,540	50%
109	\$ 38,178	\$ 47,722	\$ 57,267	50%
110	\$ 40,468	\$ 51,597	\$ 62,726	55%
111	\$ 42,897	\$ 54,693	\$ 66,490	55%
112	\$ 45,470	\$ 57,975	\$ 70,479	55%
113	\$ 48,199	\$ 61,453	\$ 74,708	55%
114	\$ 51,090	\$ 65,140	\$ 79,190	55%
115	\$ 54,156	\$ 69,049	\$ 83,942	55%
116	\$ 57,405	\$ 73,192	\$ 88,978	55%
117	\$ 60,850	\$ 77,583	\$ 94,317	55%
118	\$ 64,500	\$ 82,238	\$ 99,976	55%
119	\$ 68,371	\$ 87,172	\$ 105,974	55%
120	\$ 72,473	\$ 92,403	\$ 112,333	55%
121	\$ 77,546	\$ 100,810	\$ 124,073	60%
122	\$ 82,974	\$ 107,866	\$ 132,758	60%
123	\$ 88,782	\$ 115,417	\$ 142,052	60%
124	\$ 94,997	\$ 123,496	\$ 151,995	60%
125	\$ 101,647	\$ 137,223	\$ 172,800	70%
126	\$ 108,762	\$ 146,829	\$ 184,895	70%
127	\$ 116,375	\$ 157,107	\$ 197,838	70%
128	\$ 124,522	\$ 168,104	\$ 211,687	70%
129	\$ 133,238	\$ 179,872	\$ 226,505	70%



Evergreen Solutions slotted each proposed classification into the appropriate pay grade in the recommended pay plan. Internal equity and external competitiveness were analyzed when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in **Chapter 4** were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above. The resulting recommended pay grades for each of the City's classifications are shown in **Exhibit 5C**. It should be noted that the recommended classification titles are utilized in the exhibits.

EXHIBIT 5C PROPOSED PAY GRADES

Proposed Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Technician	101	\$ 25,840	\$ 32,300	\$ 38,760
Assistant, Recreation Park Custodian	102	\$ 27,132	\$ 33,915	\$ 40,698
Equipment Operator I Maintenance Worker I, Landscape	104	\$ 29,913	\$ 37,392	\$ 44,870
Caretaker, Cemetery Maintenance Worker II, Landscape Parks Maintenance Worker	105	\$ 31,409	\$ 39,261	\$ 47,113
Coordinator, Farm and Market Enforcement Officer, Parking Equipment Operator II	106	\$ 32,979	\$ 41,224	\$ 49,469
Administrative Specialist I Lead Coordinator, Farm and Market Technician, Utility Customer Service	107	\$ 34,628	\$ 43,285	\$ 51,943
Administrative Specialist II Landscape Crew Leader Mechanic I, Irrigation Technician, Facilities Maintenance	108	\$ 36,360	\$ 45,450	\$ 54,540
Coordinator I, Inspection Lifeguard, Beach Specialist, Permit Services Specialist, Records	109	\$ 38,178	\$ 47,722	\$ 57,267
Administrative Assistant Assistant, Accounting Coordinator II, Code Compliance Coordinator II, Community Development Administration Coordinator II, CRA Coordinator II, Parks & Rec. Administration Coordinator II, Permitting Mechanic II, Fleet Operator-C, Treatment Plant Service Worker II, Utilities	110	\$ 40,468	\$ 51,597	\$ 62,726
Associate, Planning Coordinator III, Revenue Coordinator III, Special Permitting Equipment Operator III HR Assistant Officer, Code Compliance Operator-B, Treatment Plant Specialist, Utility Billing Technician, IT Systems	111	\$ 42,897	\$ 54,693	\$ 66,490



EXHIBIT 5C (CONTINUED)
PROPOSED PAY GRADES

Proposed Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Executive Assistant to the City Manager	112	\$ 45,470	\$ 57,975	\$ 70,479
Service Worker III, Utilities				
Lead Operator, Treatment Plant	113	\$ 48,199	\$ 61,453	\$ 74,708
Supervisor, Code Compliance & Parking Enforcement				
Accountant				
Deputy City Clerk	114	\$ 51,090	\$ 65,140	\$ 79,190
Supervisor, Permitting Office				
Chief Beach Lifeguard				
Director, Athletics				
Manager I, Code Compliance & Parking Enforcement				
Manager I, Fleet				
Manager I, Public Services Office	115	\$ 54,156	\$ 69,049	\$ 83,942
Manager I, Recreation Program				
Manager I, Solid Waste				
Senior Accountant				
Senior Planner				
Information Officer, Public				
Manager II, Billing & Collection Accounting				
Manager II, CRA				
Manager II, Economic Development	116	\$ 57,405	\$ 73,192	\$ 88,978
Manager II, Landscape Maintenance				
Manager II, Legal				
Manager II, Streets				
Manager II, Treatment Plant				
HR Generalist	117	\$ 60,850	\$ 77,583	\$ 94,317
Manager III, Community Development Operations				
Manager III, Information System	119	\$ 68,371	\$ 87,172	\$ 105,974
Manager III, Planning & Zoning				
Manager III, Public Works & Utilities				
Assistant Director, Community Development				
City Clerk	120	\$ 72,473	\$ 92,403	\$ 112,333
Controller				
Deputy Director, Finance	122	\$ 82,974	\$ 107,866	\$ 132,758
Deputy Director, Public Service				
Director, HR & Risk Management				
Director, Parks & Recreation	123	\$ 88,782	\$ 115,417	\$ 142,052
Executive Director, CRA				
Director, Community Development				
Director, Finance	124	\$ 94,997	\$ 123,496	\$ 151,995
Director, Public Services				
Assistant City Manager	126	\$ 108,762	\$ 146,829	\$ 184,895
City Attorney	128	\$ 124,522	\$ 168,104	\$ 211,687
City Manager	129	\$ 133,238	\$ 179,872	\$ 226,505



After assigning pay grades to classifications, the next step was to develop a method for transitioning employees' salaries into the new pay plan. This was accomplished by utilizing an equitable approach for calculating salaries in the new pay grades and determining whether adjustments were necessary to individual salaries to bring them to the correct calculated salary. Evergreen Solutions utilized the following method in calculating employees' salaries.

Bring Employees' Salaries to New Minimums:

In this option, each employee's salary was adjusted to the minimum of their classification's proposed pay grade. If the current salary was already within the proposed pay range, no adjustment was made.

Utilizing this approach, adjustments were recommended for 9 employees with an approximate annualized cost of **\$8,902**. This is the approximate cost for salary adjustments (only) and does not include the associated costs for employee benefits.

Move To Midpoint (Market) – 3 Tier (Class Tenure):

In this method, employees' salaries are moved to the market point (defined as midpoint of the proposed range) based on the total amount of tenure in the current classification. Employees with less than 2 years in current classification (and at least 1 year total tenure) are moved closer toward the market point of the proposed pay grade range, employees with between 2 and 5 years class tenure are moved even closer toward the market point, and employees with more than 5 years class tenure are moved to the midpoint of the pay grade range. For example, an employee's salary at 75% of the market point (Compa-Ratio) would be brought to 79% of the market point if class tenure were less than 2 years, but would be brought to 90% if class tenure were 2 to 5 years, and to midpoint if class tenure were greater than 5 years. This option is designed to progress employees to the grade midpoint in no more than 5 years in a classification. Employee salaries at or above the market point are unaffected. This option includes the Bring to Minimum cost.

Utilizing this approach, adjustments were recommended for 78 employees with an approximate annualized cost of **\$152,802**. This is the approximate cost for salary adjustments (only) and does not include the associated costs for employee benefits.

5.3 COMPENSATION AND CLASSIFICATION SYSTEM ADMINISTRATION

The City's compensation and classification system will need periodic maintenance to ensure competitiveness and desired market position. The recommendations provided to improve the competitiveness of the classification and compensation structure were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

RECOMMENDATION 4: Adopt the Job Assessment Tool and market data-based methodology from Evergreen to evaluate new and updated position titles.



The City should adopt the JAT and market-driven approach to be used for all future job evaluations. This process serves as an unbiased means to capture a snapshot of a position's current duties and requirements, as well as identify a reasonable level of compensation that aligns with the grade slotting established during the course of this study. Note that upon completion of this study, Evergreen will provide the City staff with training on using the study methodology and tools.

With this process in place, and continued use of the JAT and market data in making classification and compensation decisions, the City will ensure an equitable system is maintained. As noted, as part of this project, Evergreen will be providing HR staff with JAT and Job Force Manager training with access to all the tools necessary to continue this process.

RECOMMENDATION 5: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make adjustments to pay grade assignments if necessary.

While it is unlikely that the pay plan as a whole will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover, or the City is having difficulty with recruitment, the City should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). If increasing a classification's pay grade based on market data does not help with the recruitment and/or retention issues, the City may find it necessary to offer incentives to attract employees for specific positions and/or to encourage current employees to remain in the position with the City.

RECOMMENDATION 6: Conduct a comprehensive classification and compensation study every three to five years.

Small-scale salary surveys can improve the market position of specific classifications however, Evergreen recommends that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity for the City. Changes to classification and compensation occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the City in a less than desirable position for recruiting and retaining quality employees.

The two previous recommendations are intended to maintain the competitiveness over time of particular job classifications, and classification and compensation structure as a whole, it is also necessary to review, and if necessary, establish guidelines for determining equitable pay practices for the City's job classifications.

RECOMMENDATION 7: Review and revise, as appropriate, guidelines for progressing employee salaries through the pay plan, including procedures for determining salaries of newly hired employees and employees who have been promoted or transferred to a different classification or department.



The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the City to have established guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board, time based, and employee performance based. The City intends to utilize both across the board and individual performance-based methods to progress employees' salaries in the classification's assigned pay range. It is the City's desire to continue to link employee performance with eligibility for salary advancement, it will be important to continue to review this process and as appropriate and make improvements. Training staff on the purpose of performance evaluations and desired results is important in order to maintain consistency and impartiality of this method of salary progression.

New Hires

A new employee's starting salary typically depends on the amount of education and experience the employee possesses beyond the minimum requirements for the job classification. It is common for an employee that possesses the minimum education and experience requirements for a classification to be hired at or near the classification's pay grade minimum. However, for recruiting and retention purposes, the City should have the ability to offer salaries to new employees and able to consider prior related experience. It is recommended that the City maintain this flexibility when establishing new employee salaries.

Promotions

When an employee is promoted to a new classification, it is important to ensure guidelines are in place for calculating the new salary in the new classification that rewards the employee as new and added responsibilities are taken on. Reviewing the job classification holistically to ensure internal equity is maintained in the new classification. For example, a range of three to seven percent increase is a common increase when promoting an employee into a new classification. The City should also take into consideration and ensure preservation of internal equity of employees' salaries within the classification.

Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay grade as the current classification or when an employee's classification stays the same, but the department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if the current salary is not aligned with the salaries of employees in the new classification or department. Should this occur, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.



5.4 SUMMARY

The recommendations in this chapter establish a total compensation system that would place the City at its desired market position. By implementing the new competitive pay plan and supportive administration practices, the City will have a responsive compensation and classification structure for years to come. The upkeep of these recommended systems will require work, however the City will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is well worth this commitment.

As noted at the beginning of this report: All analyses and recommendations were based on the current employee data provided to Evergreen at the time of the study. Job classifications and pay grade assignments were based on the analyses of the position and not on individual incumbents within the classification. Organizations typically experience significant changes in its human resources over time, and it is important to identify that the recommendations, job description revisions, proposed classification titles, and proposed pay grades contained in this report were based on current data at the time of the study's completion. The City will be required to make edits and changes as employee movement occurs within the City.

Recommendations and analyses were completed independently by Evergreen Solutions, LLC as provided in the contract for services to complete a comprehensive Classification and Compensation Study for the City of Dania Beach.



To: Chair, Vice Chair and Board of Directors
From: Rickelle Williams, Executive Director
Date: August 21, 2020
Re: **Executive Director Position**

CRA Plan

Administration and Professional Consulting Services (page 86)

Management and Administration Activities - The CRA will be empowered to pay costs associated with management and administration of the CRA, including but not limited to, salaries and benefits for staff, operating supplies, vehicles, software and equipment.

Background

The CRA Executive Director recently resigned from the CRA after serving since 2017 as the third Executive Director in the history of the CRA. The Executive Director position is critical to the management and operations of the CRA and carries with it a high level of responsibility. The Executive Director is a contracted employee, employed by and reporting directly to the CRA Board. The CRA Board now has the opportunity to determine the process to recruit, advertise, select and hire a new Executive Director.

Previous Process

After the previous Executive Director, Rachel Bach, resigned from the CRA in 2017, Kathleen Weekes, the CRA Manager, was selected by the CRA Board as the Interim Executive Director until a new Executive Director was hired. Rachel Bach separated from the CRA after giving about two weeks' notice and was therefore unable to assist the CRA Board with the transition and recruitment process of the new Executive Director.

The previous recruitment for the current Executive Director did not include a search firm/recruiter but rather advertisement of the position on the City website via Government Jobs and through professional associations. The advertisement was posted for a predetermined time period with a finite closing date. After the closing date, applications were reviewed by both Human Resources and CRA staff to identify candidates meeting the minimum qualifications. The CRA Board then appointed a Board member to short-list the candidates to be interviewed. Human Resources and CRA Staff worked together to develop interview questions and provided these questions to the CRA Board.

The CRA Board collectively interviewed each candidate, one-by-one, at a public meeting. Ultimately, the CRA Board did not utilize the prepared questions but instead, each Board member opted to ask each candidate their own unique questions.

On the same day, after completing interviews, the CRA Board discussed the candidates and voted to hire the selected candidate. The CRA Board determined the compensation amount to offer the selected candidate and the CRA Attorney facilitated contract negotiations with the selected candidate. The Board then authorized their employment agreement.

Current Situation

If the CRA Board desires to fill the Executive Director position in a timely fashion, the CRA Board should discuss the process and options for the advertisement, recruitment and timeline. If desired by the CRA Board, the current Executive Director is willing to assist in any way to facilitate a smooth transition and recruitment process.

Attached you will find a draft Job Advertisement to supplement the Job Announcement that is normally prepared by Human Resources with the assistance of CRA staff. The Job Advertisement provides information about the history, background, and structure of the CRA in addition to position requirements and desirable soft skills that traditionally are not included in the Job Announcement. The Job Advertisement provides the framework and context of the position in a manner befitting the position.

Proposed Timeline

Given the current workload of the CRA in adding a new grant program for small businesses, and the training and onboarding that will be required for the new Economic Development Manager (once filled), it is important to fill the Executive Director position as soon as possible to stabilize the CRA. I propose that the CRA Board advertise the position on August 25th and advertise for a four-week time period so as to reduce the vacancy period between the outgoing Executive Director and the new Executive Director. This should provide enough time for interested candidates to view the advertisement and apply.

Human Resources has indicated that advertisement for external positions are normally advertised for two weeks and that higher level positions are externally advertised for a longer period. Human Resources has also indicated that internal-only position advertisements are sometimes posted for a week or less, as was done for the recent Assistant Director, Community Development position. I propose that the CRA Board pursue external advertisement for the Executive Director position.

Fiscal Impact

The CRA Board negotiates the salary for the Executive Director position based on qualifications. The established annual salary range for the position is \$88,782-\$142,052.

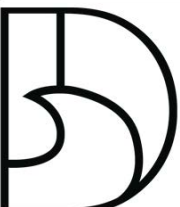
Recommendation

1. Provide advance approval to appoint Kathleen Weekes as the Interim Executive Director once the current Executive Director separates from the CRA and if a new Executive Director has yet to begin working with the CRA (Interim Executive Director is slightly different from the Acting Executive Director role performed during the maternity leave of the outgoing Executive Director. Compensation for Acting Executive Director includes a 10 percent salary increase. Compensation for the Interim Director may be the minimum of the pay grade for the position.
2. Determine if a search firm/recruiter is desired. If desired, the CRA will facilitate the procurement of a search firm with guidance from the CRA Board. If not, the CRA can work with Human Resources in an appropriate manner as specified by the CRA Board.
3. Authorize the position requisition to fill the position (with signature of the CRA Board Chair) and determine if the position will be advertised internally or externally.
4. Identify the desired recruitment and selection process.

5. Identify a time period to advertise the position and set tentative goals for the interview/selection process.
6. Authorize CRA Executive Director to work with Human Resources or Search Firm to develop and finalize the Job Announcement and Interview Questions as is customary for the hiring agency/department to do. *As a reference, the City Attorney participated in developing the solicitation for the potential new legal firm/City Attorney. Also as a reference, the previous CRA Treasurer participated in the recruitment of the new CRA Treasurer.*
7. Authorize CRA Interim Director to work with Human Resources or Search Firm to identify candidates meeting the desired qualifications. Assistance from CRA staff as the subject matter expert on CRAs is an added benefit to the CRA Board. Alternatively, select the desired process by which the CRA Board will review and select applicants for interview. This may include the CRA Board reviewing all applications and short-listing or the CRA Board viewing applications already narrowed-down by Human Resources and then short-listing. The CRA Board may also take the approach of the previous recruitment as specified above.
8. Unless marketing materials will be created by a Search Firm, authorize use of the Job Advertisement as a marketing tool for the recruitment process (on CRA and City websites and via social media).

Attached

Position Requisition
Executive Director, CRA Job Description
Evergreen Compensation and Classification Study
Job Advertisement - DRAFT

 CITY OF DANIA BEACH Personnel Requisition Form Human Resources Department 100 West Dania Beach Boulevard, Dania Beach, FL 33004 (954) 924-6800 PHONE (954) 924-6814 FAX	HR DATE STAMP:
---	-----------------------

Department Heads: Use this form to request approval to fill existing position or new positions.

POSITION INFORMATION

Title: Executive Director, CRA	Department: Community Redevelopment Agency
FLSA Status : ☒ Exempt ☐ Non-exempt	Work Schedule: ☒ Monday – Friday ☒ Varies
Pay Grade: 123	Salary Range: \$88,782-142,052/annually
Effective/Start Date: asap	GL Account Nos.: 106-52-01-552-12-10

CLASSIFICATION

Check one for each category.

Check One	☒ Regular:	Position scheduled annually and has no end date.	Establishes formal Hire Date
	☐ Pension Only	Position scheduled less than 20 hours per week; has no end date; no accruals/benefits	Establishes formal Hire Date.
	☐ Temporary:	Position scheduled for less than six months.	Position End Date
	☐ On-Call:	No schedule, no accruals or benefits	
Check One	☒ Full-time: 40 Hours per week.		
	☐ Part-time: Less than 28 Hours per week. No. of Hours per Week:		

REASON FOR REQUEST

Check One	☒ Open Position - Replacement for Whom? Rickelle Williams
	☐ New Position – Why Needed?

ADVERTISEMENT

Advertise position as follows:	☒ City Website	☐ Internally	☒ Association	☐ Newspaper
☐ Trade Publication:	☐ Other: Florida Redevelopment Association			

AUTHORIZATION

Executive Director Department Head Approval: Signature Rickelle Williams Digitally signed by Rickelle Williams DN: cn=Rickelle Williams, o=City of Dania Beach CRA, ou=Dania Beach CRA, email=rickelle@daniasb.org, c=US Date: 2023.08.14 14:20:22 -0400	☒ Yes ☐ No Date	Finance Approval: Signature Date	☐ Yes ☐ No Date
Human Resources Approval: Signature	☐ Yes ☐ No Date	CRA Board Chair Signature	☒ Yes ☐ No Date N/A

Williams, Rickelle

From: Williams, Rickelle
Sent: Monday, August 3, 2020 12:15 PM
To: March, Shannel
Cc: Gonzalez, Linda; Garcia, Ana; Weekes, Kathleen; Caseneuve, Bendra
Subject: RE: Recruitment: Executive Director, CRA

Hi Shannel,

Thanks so much for the kind words. I'm going to miss you all☺.

As with previous recruitments for the CRA Executive Director position, all decisions about recruitment for this position will be at the direction of the CRA Board (via Board action). I intend to participate in a formal discussion with the CRA Board later this month. Pending the outcome of that discussion, HR will be provided with the necessary documents and information including a position requisition, which would come before a job announcement.

Please copy Kathleen on all email communications.

Best regards,

Rickelle Williams, MPA, LEED AP ND, PMP®, FRA-RA
Executive Director
Dania Beach Community Redevelopment Agency
100 W. Dania Beach Boulevard
Dania Beach, FL
954-924-6801 Ext. 3732



Please note: Florida has a very broad public records law. Most written communications to or from CRA Officials regarding CRA business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

From: March, Shannel <smarch@daniabeachfl.gov>
Sent: Monday, August 3, 2020 10:04 AM
To: Williams, Rickelle <rwilliams@daniabeachfl.gov>
Subject: Recruitment: Executive Director, CRA

Good Morning Rickelle,

Congratulations on your new adventure with "The Beach." I know that you will do great things and I wish you well on your new journey!

As we begin to prepare for recruitment, I would like your assistance with creating a job announcement for the position. When time permits please provide the following information for the announcement/posting:

- The 5 key responsibilities of the position

- The minimum qualifications of the position
- Approximately 5-7 desired qualifications (excluding soft skills)

I have attached the most updated job description for position for your review.

In addition, besides our standard recruitment platforms (Governmentjobs.com & Indeed), are there any specialty publication platforms/sites that you would recommend posting the vacancy with?

Please call me if you have any questions or concerns.

All the best,



Shannel March
Human Resources Generalist | City of Dania Beach
smarch@daniabeachfl.gov | daniabeachfl.gov
100 W Dania Beach Blvd. | Dania Beach, FL 33004
Phone: 954-924-6800 ext. 3707

Please note: Florida has a very broad public records law. Most written communications to or from City Officials regarding City business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.



Job Title:	CRA Executive Director
Department:	CRA
Union Eligible:	Not Eligible
Pay Grade:	123
FLSA Status:	Exempt

JOB DESCRIPTION

To perform this job successfully, an individual must be able to perform the essential job functions satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the primary job functions described herein. Since every duty associated with this position may not be described herein, employees may be required to perform duties not specifically spelled out in the job description, but which may be reasonably considered to be incidental in the performing of their duties just as though they were actually written out in this job description.

JOB SUMMARY

The incumbent manages the day-to-day operations, planning, budgeting, capital acquisitions, public relations, real estate negotiations, professional service contracts and capital planning for the Community Redevelopment (CRA) area. Advanced professional work focused on the revitalization and community enhancement within the CRA districts through redevelopment, capital improvement, and branding. The incumbent serves as a liaison to businesses and property owners with the overall goal of enhancing the physical and economic character of the districts. Negotiates contracts, develops incentives, recruits compatible development activity and supervises consultants and advisors. Handles day to day operations, oversees staff and manages annual budget.

ESSENTIAL JOB FUNCTIONS

- Prepares and manages CRA budgets; identifies and accesses funding sources; maintains relationships with funding sources and administers contractual agreements with other governmental agencies.
- Prepares and manages annual CRA budget and compliance monitoring with F.S. Chapter 163 Part III.
- Provides oversight and management of Federal/State Grant programs designed to assist with redevelopment goals within the districts.
- Develops potential incentive packages, provides market assessments/impacts, and monitors development trends.
- Assists with the development of capital projects included in the Community Redevelopment Plan; tracks the economic impact of those projects on redevelopment activities within the CRA.
- Makes public presentations to the CRA Board, City Commission and other public/private organizations regarding redevelopment, and CRA business, initiatives and focus.
- Serves as a Technical advisor to the Community Redevelopment Agency Board (City Commission) and advisory boards.
- Maintains relationships and partnerships with City staff and city initiated projects within the CRA.
- Promotes and disseminates information about CRA activities to stakeholders through media, print and social media; attends and conducts various meeting and presentations.
- Supervises clerical staff, consultants, and special projects.
- Acts as a community liaison pertaining to CRA initiated projects.

- Provides comprehensive knowledge of redevelopment programs and financing.
- Acts as an ombudsman for development projects within the CRA and participates in the development review process.
- Negotiates contracts, incentives, developer agreements, and projects.
- Performs related duties as directed when such duties are a logical and appropriate assignment to the position.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of department practices and policies.
- Skill in the use small office equipment, including copy machines or multi-line telephone systems.
- Skill in using computers for word processing and accounting purposes.
- Ability to organize and communicate effectively.

MINIMUM EDUCATION AND EXPERIENCE REQUIREMENTS

Bachelor's Degree; five (5) years of related work experience; or an equivalent combination of training, education, and experience.

CERTIFICATION, LICENSE AND SPECIAL REQUIREMENTS

Possession of a valid driver's license with overall good driving record required. If driver's license is out of state, must be able to obtain a Florida driver's license within six (6) months of hire date.

PHYSICAL DEMANDS

This work is sedentary work and requires exerting up to 10 pounds of force occasionally and negligible amount of force constantly to move objects; work may also require fingering, hearing, mental acuity, speaking, standing, talking, and walking.

WORK ENVIRONMENT

Work requires decision making that could lead to major community or organizational consequences if this position fails to make the appropriate decision at the time.

The City of Dania Beach has the right to revise this position description at any time, and does not represent in any way a contract of employment.

I have read and understand this classification description and hereby certify that I am qualified to perform this job, with or without reasonable accommodation.

Employee Signature

Date

Supervisor (or HR) Signature

Date

EXECUTIVE DIRECTOR

THE DANIA BEACH COMMUNITY REDEVELOPMENT AGENCY



DANIA BEACH
COMMUNITY REDEVELOPMENT AGENCY

DANIA BEACH
SEA IT. LIVE IT. LOVE IT.

***The Dania Beach Community Redevelopment Agency
invites your interest in the position of Executive Director***

Transforming Neighborhoods



Location and Community

Dania Beach has for its entire history served as a crossroads location in South Florida. As the region has developed over the years, its location and proximity to major regional assets has only improved. Dania Beach is centrally located between the region's largest cities - a 10-minute drive into downtown Fort Lauderdale,

and a 31-minute drive to downtown Miami. It is 5 minutes from Fort Lauderdale-Hollywood International Airport, 28 minutes from Miami International Airport, and 12 minutes from the Port Everglades Cruise Port. Interstate 95, US Highway 1 (Federal Highway), and State Road 441 — the State's Main north-south roadways

all intersect Dania Beach. In addition, the State Turnpike passes just off the City's western border. The City is accessible by Tri-rail and is poised for transit oriented development at the Florida East Coast (FEC) railway.

There are approximately 9,609 people living in the Redevelopment area

The CRA Redevelopment Area encompasses 1,349 acres east of Interstate 95. The Redevelopment Area includes six (6) sub areas or neighborhoods including: City Center, College Gardens, Dania Beach Heights, East Federal Highway, Marine, Sun Garden Isles and West Bryan Road. Dania Beach is a city of 32,030 people as of July 1, 2017. Its population has grown 8.1 percent since 2010, which is more than the US, but less than the rest of Broward County.

There are approximately 9,609 people living in the Redevelopment Area which represents about 30% of all city residents. Median age for residents in the Redevelopment Area is 39.3, lower than the citywide median age of 41.9. With recently developed and approved residential and mixed-use projects in the pipeline, it is anticipated that the Redevelopment Area will experience population and commercial growth.

The segmentation of taxable values within the CRA highlights a diversified tax-base consisting of commercial, residential, and industrial use properties representing 51%, 34%, and 13% of taxable value respectively.

Background and History

The Dania Beach Community Redevelopment Agency (CRA) was created by the enactment of Broward County Resolution 2002-275 subsequent to a Finding of Necessity for Redevelopment, which was prepared in May, 2001. In 2004, the CRA Redevelopment Plan was finalized and approved by the County through County Resolution 2004-423. Resolution 2004-423 approved the CRA Redevelopment Plan and gave the

City of Dania Beach the power to implement the Plan. The resolution also confirmed that the City and County entered into an Interlocal Agreement which provided for a time certain (2034) for completion of redevelopment activities and an assurance of partnerships between the City, CRA and Broward County for redevelopment.

Resolution 2004-423 specified the County's method of funding for community redevelopment projects which would be predicated upon annual non ad valorem appropriations pursuant to the requirements of its Redevelopment Capital Program and as further defined in the Interlocal Agreement between the County and City.

The Redevelopment Capital Program was funded from 2002 through 2007. In 2013, the Broward County Board of Commissioners replaced the Redevelopment Capital Program with the Broward Redevelopment Program, which is subject to funding on a competitive basis by the Board of County Board of Commissioners.

In 2008, the CRA conducted another Finding of Necessity to expand the boundaries of the CRA and include adjacent neighborhoods in need of redevelopment. In 2009, the Redevelopment Plan was modified and expanded the boundaries by 824 acres for a total of 1,349 acres through Resolution 2009-795. The resolution reaffirmed that there would be no tax increment payments from Broward County or other taxing authorities, with the exception of the City.



Organizational Structure and Resources

The Executive Director is employed by and reports directly to the CRA Board. The CRA Board is comprised of the Commissioners of the City of Dania Beach. The CRA Board includes the Chair and four Board members, all of whom are elected at large on a non-partisan basis for four-year terms with two-term limits. The candidate with the highest number of votes serves as the Mayor for two years. The CRA Board determines policy, adopts legislation and approves the CRA's budget. The Commission appoints the City Attorney and City Manager, while the CRA Board appoints the CRA Executive Director. The staffing complement for the CRA includes 5.5 full-time equivalent employees.

The CRA functions as a fully-blended component unit of the City of Dania Beach. The CRA is audited as part of the audit for the City of Dania Beach. At the pleasure of the CRA Board, the City Attorney also serves as the CRA Attorney, with assistance from Special Counsel. The City Clerk serves as the CRA Secretary. The Finance Director serves as the CRA Treasurer. Through a cost allocation plan, the CRA receives services

from various City of Dania Beach departments. Over time, the Redevelopment Area has seen steady growth as shown by the incremental increase to the tax base. While most CRAs receive tax increment financing (TIF) from both the governing City and County, the Dania Beach CRA receives neither. The Dania Beach City Commission adopted Ordinance No. 2011-002 on January 11, 2011, providing for a covenant to budget and appropriate legally available funds to pay an amount equal to the City's annual contribution to the tax increment financing (TIF) of the CRA for the term of the CRA. Alternative to the adopted Ordinance, the City has and continues to provide the CRA with a General Fund contribution in lieu of City TIF.

The combined proposed budget for Funds 106 and 112 for Fiscal Year 2021 totals \$2,307,141 including operations, transfers, and re-appropriations. About 46 percent of the proposed revenue stems from contributions from the City of Dania Beach General Fund.

Goals

1. Enhance and reinforce the CRA Sub areas (neighborhoods).
2. Eliminate substandard housing and provide affordable housing alternatives.
3. Redevelop the CRA in a manner that is energy efficient and sustainable.
4. Attract targeted new industries and retain and expand core industries.
5. Enhance redevelopment activities through an active marketing strategy that supports redevelopment initiatives.

Challenges & Opportunities

One of the greatest opportunities that the CRA has is the ability to execute a CRA Plan update utilizing the upcoming 2020 Census data. The current CRA Plan was updated in 2015 but has several sections based on the 2009 Redevelopment Plan. With the new Census data and stakeholder involvement, the CRA can update the Plan to reflect changing needs and circumstances with a refined vision for the future.

The COVID-19 pandemic and associated economic decline presents an opportunity for the CRA to attract industries and businesses that may not have seen Dania Beach as a viable home. Vacancy rates, new construction and property values will likely have an impact that will force the CRA to think creatively and strategically about business attraction and retention tools and targets.

The Ideal Candidate Will

- Be detail-oriented and a problem-solver with outstanding analytical skills;
- Be an excellent communicator - someone who interacts with clarity both orally and in writing, but also someone who listens carefully and understands before responding;
- Be confident and thoughtful - someone who is assertive and recognizes the importance of research and planning before taking risks and making decisions;
- Be candid and straightforward - someone who provides accurate information and is unafraid of diplomatically indicating when ideas are problematic;
- Be an avid learner - someone who promotes education among staff and seeks opportunities to learn about various methods and techniques;
- Be conscientious - someone who is cognizant about policies, statutory requirements, deadlines and laws governing CRAs and public boards;
- Be an approachable relationship builder - someone who is outgoing and willing to sell the CRA/City brand to stakeholders through strategic networking and maintaining constructive relationships;
- Be creative yet realistic - someone who can envision new ideas, projects and programs yet be mindful of the environmental, budgetary, and historical context;
- Be a motivated, action-oriented self-starter - someone who identifies
- issues, opportunities and methods to accomplish goals;
- Be inspiring someone who manages staff with motivation, encouragement and mentorship;
- Be respectful - someone who embraces customer service at all levels and understands and appreciates the role of the Board as a policy-making body;
- Be flexible - someone who can make decisions in difficult situations and adjust based on environmental dynamics; and
- Be honest, ethical and accountable - someone who sets the example for staff and promotes a positive work environment;



The Position

Under the general direction of the Community Redevelopment Agency Board, incumbent is responsible for directing and overseeing the Community Redevelopment Agency. Responsibilities include coordinating and administering all redevelopment activities, directing staff, establishing programs and budget preparation. Recommends and implements strategic courses of action resulting in private sector investments, catalytic public sector improvements, elimination of slum and blight, sustainable economic development and enhanced quality of life for the Redevelopment Area. Employee will follow-up on mandates and directives of the Community Redevelopment Agency Board. In addition, the employee serves as a liaison between the Community Redevelopment Agency Board and developers working on major projects within the Redevelopment Area. Work is reviewed by completion of assignments and results obtained.

- Prepares and manages annual CRA budget in compliance with F.S. Chapter 163, Part III.
- Prepares and submits CRA Annual Report in compliance with F.S. Chapter 163, Part III.
- Reads and understands the Redevelopment Plan and ensures that activities are in alignment with the Plan.
- Identifies, grants, loans, donations, sponsorships and other resources that will aid the CRA in its redevelopment, economic development, and revitalization efforts.
- Develops and presents to the Board for its adoption, programs, policies and procedures for the operation of the CRA.
- Maintains relationships with funding partners and administers contractual agreements with other governmental agencies.
- Provides oversight and management of Federal/ State Grant programs designed to assist with redevelopment goals.
- Identifies, meets, and confirms with commercial and housing developers and financiers on an ongoing basis in order to market opportunities available within the City and encourage the creation of new developments within the City.
- Uses software tools and work with City planning staff to identify vacant parcels within the CRA which might be used for redevelopment purposes.
- Meets with City staff in order to gain a thorough understanding of the City's planning efforts.
- Meets with community groups and businesses on

a periodic and ongoing basis and solicit their input on matters of development and redevelopment within the CRA.

- Develops potential incentive packages, provides market assessments/impacts, and monitors development trends.
- Assists with the development of capital projects included in the Redevelopment Plan.
- Makes public presentations to the CRA Board, City Commission and other public/private organizations regarding redevelopment, and CRA business, initiatives and focus.
- Liaises with business and industry organizations to further redevelopment goals.
- Acts as a community liaison pertaining to CRA initiated projects.
- Informs and engages neighborhood associations, community groups and other stakeholders in the redevelopment process.
- Serves as a Technical advisor to the Community Redevelopment Agency Board (City Commission) and advisory boards.
- Maintains relationships and partnerships with City staff and stays abreast of projects within the Redevelopment Area.
- Promotes and disseminates information about CRA activities to stakeholders through media, print and social media; attends and conducts various meeting and presentations.
- Supervises management and administrative staff and consultants.
- Executes and manages special projects.
- Provides comprehensive knowledge of redevelopment programs and financing. Develops potential incentive packages, provides market assessments/impacts, and monitors development trends.
- Writes requests for proposals and policies in the interest of the CRA.
- Evaluates and drafts recommended updates and amendments to the CRA Plan.
- Acts as an ombudsman for development projects within the CRA and participates in the development review process.
- Negotiates contracts, incentives, developer agreements, and projects; administers same.

Relevant Documents

CRA Plans, Annual Reports, Maps and Budgets may be found at www.daniabeachcra.org

The Current Executive Director

The current Executive Director has served for nearly three years. She recently resigned to take a position closer to her home.

Compensation

Salary will depend on qualifications and experience. The established salary range is from 88,782 to \$142,052. Residency in the City of Dania Beach is not required. Benefits are excellent and include medical, dental, vision, EAP, life insurance, short-term disability, and supplemental insurance among other options. The Executive Director will participate in the Florida Retirement System.

How to Apply - TBD

If interested in this opportunity, applicants may apply online at <https://daniabeachfl.gov/careers>. Candidates should apply electronically no later than September 18, 2020 with resume, cover letter and references. The City of Dania Beach is an Equal Opportunity/ADA Employer. According to Florida's broad Public Records/Sunshine Law, employment applications and résumés are subject to public disclosure.

The Process - TBD

First review of applications will begin on September 19th. The CRA Board will be presented with candidates meeting the minimum requirements. The CRA Board will collectively select candidates to invite for interviews prior to October 1st. Interviews will take place with the entire CRA Board through a public process and a selection will be made shortly thereafter. A conditional employment offer will be contingent upon successful completion of a background check and all pre-employment screening.

Supplemental Information

At the Dania Beach Community Redevelopment Agency, discriminatory harassment is defined as unwelcome verbal, written or physical conduct which is directed at a person because of race; color; religion; sex; national origin; age; marital status; political affiliation; familial status, disability; sexual orientation; pregnancy; gender identity or expression; veteran or service member status; lawful source of income; genetic information; or being the victim of dating violence, domestic violence, or stalking; or any other legally recognized status entitled to protection under local, state or federal anti-discrimination laws.

Veteran's preference is available upon request. Dania Beach residents receive preference points.



100 W. Dania Beach Boulevard
Dania Beach, FL 33004

www.DaniaBeachCRA.org

Classification and Compensation Study for the City of Dania Beach, FL

FINAL REPORT



Evergreen Solutions, LLC

July 16, 2019

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Chapter 1 - Introduction

Evergreen Solutions, LLC (“Evergreen”) conducted a Comprehensive Classification and Compensation Study for the City of Dania Beach, Florida (“City”) beginning in April 2018. The purpose of the study was to analyze the City’s compensation structure and classification system compared to the market and make recommendations to improve the City’s competitiveness to recruit and retain a diverse and qualified workforce. This review involved analyzing the internal equity and external competitiveness of the City’s current classification and compensation structure and making recommendations based on the findings.

Evergreen utilized a customized method of an online Job Assessment Tool (JAT) to capture the essential functions and responsibilities that are being performed by the City employees within the analyzed classifications. The results provided the data for the internal equity review of the City’s classification system. External competitiveness, referred to as the market comparison, of the City’s current overall compensation structure, was reviewed by conducting and analyzing the results of a salary survey designed specifically for the job classifications within Dania Beach. Ultimately, the results of these analyses, both internal and external, were considered when making recommendations to improve the City’s competitive market position. To achieve this goal, Evergreen Solutions was tasked with:

- Leading orientation and employee discussion group sessions for employees, supervisors and department heads;
- Evaluating the City’s current salary structure to determine its strengths and weaknesses;
- Collecting classification information through the JAT to analyze the internal equity of the City’s classifications;
- Developing recommendations for improvements to classification titles and creation of new titles, when appropriate;
- Conducting market salary surveys to assess the market competitiveness of the City’s current compensation plan;
- Developing a compensation structure and slotting classifications into that structure while ensuring internal equity and external competitiveness;
- Developing optional strategies and estimated costs for implementation of recommendations;



- Providing the City with information and strategies for compensation and classification administration;
- Developing and submitting a final report that summarized the study's findings and Evergreen's recommendations.

Evergreen Solutions used a combination of quantitative and qualitative methods to develop recommendations to improve the City's competitive position. Study activities included:

- Conducting a study kick-off meeting;
- Conducting on-site employee outreach;
- Conducting job assessments utilizing the JAT and MIT;
- Analyzing the current conditions of the City of Dania Beach's compensation system;
- Conducting a market salary survey;
- Developing classification and compensation structure recommendations;
- Developing implementation options for the proposed structure;
- Developing recommendations for maintaining the new system;
- Revising job descriptions, and
- Creating draft and final reports.

Kick-off Meeting

The kick-off meeting allowed members of the City's and Evergreen Solutions' project team to discuss different aspects of the study. During this meeting, information about the City of Dania Beach's current compensation and classification structures and philosophies were discussed. The study's work plan, City's employee data that consisted of pay plans, classification structures, current compensation, longevity, policies and all employment related contracts, objectives and timeline were identified and used as reference tools for completing the study.

Employee Outreach

Orientation sessions and employee meetings provided an opportunity for City employees to learn more information about the purpose of the study, and receive specific information related to their participation in the study process. Specific emphasis was made as to how to complete the JAT, and what role this tool had in the study. Additionally, these sessions allowed City employees to identify practices they felt were working well at the City, as well as to suggest areas of opportunities for improvement regarding compensation and classification. Through these open meeting conversations, Evergreen was provided with the opportunity to learn directly from employees their suggestions on organizations that were considered competitors for quality employees as well as which positions within the City experience retention and recruitment challenges.

Classification Analysis

To perform an analysis of the City's classification system, all employees were asked to complete a JAT in which they had the opportunity to describe the work they perform in their own words. Supervisors were then asked to review the JATs of employees they supervise and



provide additional information as needed about the classifications. The information provided in the completed JATs was utilized in the classification analysis in two ways. First, the work described was reviewed to ensure that classification titles were being utilized appropriately. Second, the JATs were evaluated to quantify, by a scoring method, each classification's relative value within the organization. Each classification's score was based on employee and supervisor responses to the JAT, and the scores allowed for a comparison of classifications across the City. MITs (Management Issue Tools) were also completed by supervisors when appropriate to provide more information in reference to specific positions that Evergreen should examine for classification and compensation concerns. All analyses were based on the essential job functions, span of control and job responsibilities for each classification and not on an individual employee basis.

Market Analysis

Peer organizations were identified consisting of competitors that provide similar services and compete with the City for employees. A number of classifications were selected as benchmarks for the survey. Benchmark positions represented a cross-section of all of the departments and levels of work at the City. After the selection of peers and benchmarks were compiled and approved by the City, a survey tool was developed for the collection of salary range data for each benchmark. The salary data collected during this survey were analyzed, and a summary of the data is provided in **Chapter 4** of this report.

Recommendations

During the recommendations phase of the study, Evergreen Solutions developed a market-based pay plan and slotted classifications into the plan based on internal equity and external competitiveness. The next step was to provide implementation options that were developed to transition employee salaries into the newly proposed pay grades, and associated costs of adjusting employee salaries were estimated. The City was provided with options to implement the recommended salary adjustments, as well as instructions on how to maintain the recommended classification and compensation system over time. A summary of Evergreen Solutions' recommendations for the City's revised classification and compensation structure is reflected in **Chapter 5** of this report.

It should be noted: All analyses and recommendations were based on the current employee data provided to Evergreen at the time of the study. Job classifications and pay grade assignments were based on the analyses of the position and not on individual incumbents within the classification. Organizations experience a lot of employee movement, i.e. hires, retirements, terminations, promotions, etc. and it is important to identify that the recommendations, job description revisions, proposed classification titles, and proposed pay grades are based on current data at the time of the study's completion. The City will be required to make edits and changes as employee movement occurs within the City.



Chapter 2 – Summary of Employee Outreach

One of the best resources to gain a better understanding of an organization's employees' perspective of its compensation and classification system and learn the perceived strengths and weaknesses is to interview current employees. To accomplish this, Evergreen Solutions carried out a series of employee focus groups. The objective of these meetings, held in April 2018, was to give all employees a unique opportunity to identify benchmark positions they feel can most benefit from an external comparison and suggest target organizations that should be included in our salary survey of the City of Dania Beach's peers. This chapter's focus is to summarize overall feedback revealed across all focus groups and interviews.

The observations in this chapter are designed to suggest a generalized summarization of opinions of the general themes and trends expressed by all employees interviewed. Comments are not intended to reflect the opinions of any given individual or group and are provided as summaries from the employee meetings in separate categories provided below.

2.1 GENERAL FEEDBACK

Employees were asked to share why they chose to work for the City, and in each respective department, and why they continue to work for the City. Additional questions included what they felt was working well when responding to questions regarding being an employee at Dania Beach. Many employees suggested several top reasons to include job stability, retirement programs. Some additional observations expressed by employees and supervisors include:

- In general, employees appreciate the working relationship between co-workers, managers and supervisors.
- The majority of employees considered employee health insurance to be good and feel that the coverage and City's contribution to the premiums is very positive.
- Employees commented on the number of holidays as an attractive benefit not afforded to private sector employees.



2.2 COMPENSATION ISSUES

Some staff and supervisors described their pay as being compensated fairly for the level and type of work they perform. Employees provided the following observations related to compensation:

- Employees stated raises and pay are not linked to performance evaluations.
- Salary increases in recent years, have not kept up with changes to cost of living and the raises do not provide a substantive way to progress through salary ranges. Increases in benefits are greater than raises and the end result is a decrease rather than an increase.
- Employees would like to see increases in pay based on a formal program, that is consistently applied, and also includes a merit structure.

2.3 CLASSIFICATION ISSUES

Many employees provided Evergreen Solutions with issues specific to individual classifications. These positions will be analyzed during the Job Assessment Tool (JAT) review and Management Issues Tool (MIT) review. Some of the issues that were highlighted are listed below:

- Job descriptions do not accurately reflect the work employees are being asked to perform and job descriptions are not evolving as job duties increase or there are no descriptions in place for their position.
- Several positions for which the titles do not accurately reflect the current type or level of work that is performed.

2.4 MARKET PEERS

Focus group participants were asked to name those organizations they considered market-peer organizations. Responses from employees are considered when selecting organizations to be surveyed in the salary market study. Participants named with some frequency the following list of organizations as the City's biggest competitors in terms of employee compensation, benefits, and other intrinsic qualities such as working conditions:

- Aventura,
- Hollywood,
- Hallandale,
- Town of Davie,
- Broward County,
- City of Pompano,
- City of Sunrise,
- City of Parkland,



- City of Fort Lauderdale,
- Pembroke Pines,
- Plantation,
- Miramar,
- N. Lauderdale,
- Oakland Park,
- Miami Beach,
- Deerfield Beach,
- Palm Beach County,
- Dade County
- Coral Springs

2.5 BENCHMARK POSITIONS

Employees were asked which positions within the City present the greatest challenges for recruitment and retention. Evergreen Solutions further emphasized this question and asked employees which positions were currently experiencing high turnover and recruitment issues. These positions were used to provide a basic framework for populating the market salary survey. Employees responded with the following areas and specific positions:

- Planner
- Fleet Mechanic
- Human Resources
- Equipment Operators I, II and III (all departments)
- Maintenance Workers (all departments)
- Code Compliance Manager
- Code Compliance Manager with parking responsibilities
- Lead Code Inspector

2.6 SUMMARY

The feedback received by Evergreen Solutions provides a great foundation for the development of recommendations for the City. Employees provided a number of reasonable observations with respect to potential compensation and classification system issues across the organization. These comments will be taken into consideration when identifying underlying challenges and formulating the best possible solutions for the City.

In general, even though there were some emphases on several potential problems, many of these issues are typically found within other publicly funded agencies.

As a whole, the employees of the City take pride in their work and strive to make distinct contributions to their organization and their overall community. The Evergreen Solutions team plans to utilize the information gathered from employees throughout the remainder of this study in order to arrive at appropriate recommendations.



Chapter 3 – Assessment of Current Conditions

The assessment of current conditions provides an overall evaluation based on Evergreen's review and analysis of the City of Dania Beach's compensation structure, employee salary progression, and employee counts in each department. The assessment is divided into the following sections:

- 3.1 Pay Plan Analysis
- 3.2 Employee Salary Placement by Grade
- 3.3 Quartile Tenure Analysis
- 3.4 Compression Analysis
- 3.5 Employee Counts by Department
- 3.6 Summary

Information contained in this chapter reflects the conditions when the study began and should be considered a snapshot in time. Conducting an overall review of the City's current compensation structure, philosophies, and employee demographics, was instrumental in providing Evergreen with a better understanding of the structures and methods in place. Additionally, this review helped identify any issues that may require further review and potential revision. The results of this evaluation were considered during the analysis of internal equity and peer market data. Subsequently, appropriate compensation related recommendations were developed for the City and are described later in this report.

3.1 PAY PLAN ANALYSIS

The City of Dania Beach administered two (2) pay plans (Civil Service and Union) for its employees. **Exhibits 3A and 3B** illustrate the pay plans revealing the minimum, midpoint, and maximum salaries of each grade. The Civil Service pay plan consisted of 16 grades for 44 employees. Each pay grade within the plan had an average range spread (the percentage difference between the minimum and maximum of the pay grades relative to the grade's minimum) of 55 percent. The Union pay plan consisted of 17 grades for 100 employees. Each pay grade within the plan had an average range spread (the percentage difference between the minimum and maximum of the pay grades relative to the grade's minimum) of 52 percent.



EXHIBIT 3A CIVIL SERVICE PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
18	\$ 29,902	\$ 37,312	\$ 44,721	50%	1
22	\$ 36,253	\$ 45,779	\$ 55,306	53%	2
24	\$ 39,958	\$ 50,476	\$ 60,995	53%	2
26	\$ 44,192	\$ 55,769	\$ 67,346	52%	2
27	\$ 46,309	\$ 58,481	\$ 70,654	53%	1
28	\$ 48,690	\$ 62,054	\$ 75,417	55%	2
29	\$ 51,072	\$ 65,163	\$ 79,254	55%	1
30	\$ 53,718	\$ 68,471	\$ 83,223	55%	15
32	\$ 59,143	\$ 75,417	\$ 91,691	55%	3
34	\$ 65,229	\$ 83,157	\$ 101,085	55%	3
36	\$ 71,844	\$ 92,551	\$ 113,261	58%	2
38	\$ 79,254	\$ 102,077	\$ 124,901	58%	1
39	\$ 83,223	\$ 107,105	\$ 130,987	57%	3
40	\$ 87,325	\$ 112,464	\$ 137,603	58%	1
41	\$ 91,823	\$ 118,153	\$ 144,483	57%	4
42	\$ 96,322	\$ 124,041	\$ 151,760	58%	1
Average / Total				55%	44

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.

EXHIBIT 3B UNION PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range	Employees
14	\$ 24,610	\$ 30,696	\$ 36,782	49%	13
15	\$ 25,801	\$ 32,284	\$ 38,767	50%	4
16	\$ 27,124	\$ 33,871	\$ 40,619	50%	8
17	\$ 28,447	\$ 35,591	\$ 42,736	50%	0
18	\$ 29,902	\$ 37,312	\$ 44,721	50%	5
19	\$ 31,358	\$ 39,164	\$ 46,970	50%	8
20	\$ 32,945	\$ 41,545	\$ 50,146	52%	5
21	\$ 34,665	\$ 43,729	\$ 52,792	52%	1
22	\$ 36,253	\$ 45,779	\$ 55,306	53%	9
23	\$ 38,105	\$ 48,095	\$ 58,084	52%	28
24	\$ 39,958	\$ 50,476	\$ 60,995	53%	8
25	\$ 42,075	\$ 53,056	\$ 64,038	52%	8
26	\$ 44,192	\$ 55,769	\$ 67,346	52%	3
27	\$ 46,309	\$ 58,481	\$ 70,654	53%	0
28	\$ 48,690	\$ 62,054	\$ 75,417	55%	0
29	\$ 51,072	\$ 65,163	\$ 79,254	55%	0
31	\$ 56,364	\$ 71,844	\$ 87,325	55%	0
Average / Total				52%	100

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.



3.2 EMPLOYEE SALARY PLACEMENT BY GRADE

It is important to analyze where employees' salaries fell within each pay range when assessing the effectiveness of the City's pay plan and practices. It is equally important to determine where there may have been clusters of employees' salaries within the current pay plan, illuminating potential pay progression concerns. It should be noted that employees' salaries, and the progression of the salaries, are associated with an organization's compensation philosophy—specifically, the method of salary progression and the availability of resources. Therefore, the placement of employees' salaries should be viewed in this context.

Exhibit 3C illustrates the placement of employees' salaries relative to pay grade minimums and maximums. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the minimum,
- the number and percentage of employees with salaries at the minimum,
- the number and percentage of employees with salaries at the maximum, and
- the number and percentage of employees with salaries above the maximum.



EXHIBIT 3C
SALARY PLACEMENT
BELOW MINIMUM AND ABOVE MAXIMUM BY GRADE

Grade	Employees	# < Min	% < Min	# = Min	% = Min	# = Max	% = Max	# > Max	% > Max
14	13	0	0.0%	0	0.0%	0	0.0%	0	0.0%
15	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
16	8	0	0.0%	0	0.0%	0	0.0%	0	0.0%
18	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
19	8	0	0.0%	0	0.0%	0	0.0%	1	12.5%
20	5	0	0.0%	3	60.0%	0	0.0%	0	0.0%
21	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
22	11	0	0.0%	0	0.0%	0	0.0%	0	0.0%
23	28	0	0.0%	0	0.0%	1	3.6%	2	7.1%
24	10	0	0.0%	0	0.0%	0	0.0%	0	0.0%
25	8	0	0.0%	0	0.0%	0	0.0%	0	0.0%
26	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
27	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
28	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
29	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
30	15	0	0.0%	0	0.0%	0	0.0%	1	6.7%
32	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
34	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
36	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
38	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
39	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
40	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
41	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
42	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Total	144	0	0.0%	3	2.1%	1	0.7%	5	3.5%

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.

Employees with salaries at the grade minimum are typically new hires or new to the classification following a recent promotion; also, employees with salaries at the grade maximum are typically highly experienced and proficient in the classification. As **Exhibit 3C** illustrates, at the time of this study, there were no employees with a salary below their position's grade minimum. However, there were five (5) employees with a salary above their position's grade maximum.

Exhibit 3D illustrates the placement of employees' salaries relative to pay grade midpoints. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the midpoint,



- the number and percentage of employees with salaries near the midpoint (within five percent), and
- the number and percentage of employees with salaries above the midpoint of each pay grade.

EXHIBIT 3D
SALARY PLACEMENT AROUND MIDPOINT
BY GRADE

Grade	Employees	# < Mid	% < Mid	# Near Mid	% Near Mid	# > Mid	% > Mid
14	13	7	53.8%	2	15.4%	4	30.8%
15	4	0	0.0%	4	100.0%	0	0.0%
16	8	3	37.5%	2	25.0%	3	37.5%
18	6	1	16.7%	3	50.0%	2	33.3%
19	8	3	37.5%	2	25.0%	3	37.5%
20	5	3	60.0%	2	40.0%	0	0.0%
21	1	0	0.0%	0	0.0%	1	100.0%
22	11	3	27.3%	4	36.4%	4	36.4%
23	28	21	75.0%	0	0.0%	7	25.0%
24	10	5	50.0%	1	10.0%	4	40.0%
25	8	4	50.0%	2	25.0%	2	25.0%
26	5	1	20.0%	1	20.0%	3	60.0%
27	1	0	0.0%	0	0.0%	1	100.0%
28	2	1	50.0%	0	0.0%	1	50.0%
29	1	0	0.0%	1	100.0%	0	0.0%
30	15	3	20.0%	5	33.3%	7	46.7%
32	3	1	33.3%	0	0.0%	2	66.7%
34	3	1	33.3%	1	33.3%	1	33.3%
36	2	0	0.0%	1	50.0%	1	50.0%
38	1	0	0.0%	0	0.0%	1	100.0%
39	3	2	66.7%	1	33.3%	0	0.0%
40	1	0	0.0%	1	100.0%	0	0.0%
41	4	0	0.0%	0	0.0%	4	100.0%
42	1	0	0.0%	0	0.0%	1	100.0%
Total	144	59	41.0%	33	22.9%	52	36.1%

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.

Employees with salaries close to the midpoint of a pay range should be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, grade midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint. Of the 144 employees within classifications the City's pay plans, 59 employees (41.0 percent) had salaries below the midpoint of their respective range, 33



employees (22.9 percent) had salaries near the midpoint (defined as within five percent of either side of the midpoint), while 52 employees (36.1 percent) had salaries above the midpoint range.

3.3 SALARY QUARTILE ANALYSIS

This section provides an additional analysis of the distribution of employees' salaries across the pay grades at the time of this study. Examining employee salary placement by grade quartile provided insight into whether clustering of employees' salaries existed within each pay grade. For this analysis, employees' salaries were slotted within one of four equal distributions. The first quartile (0-25) represents the lowest 25 percent of the pay range. The second quartile (26-50) represents the segment of the pay range above the first quartile up to the pay range's midpoint. The third quartile (51-75) represents the part of the pay range above the midpoint up to the 75th percentile of the pay range. The fourth quartile (76-100) is the highest 25 percent of the pay range. This analytical method provided an opportunity to assess how employees' salaries are disbursed throughout each grade (pay range).

The quartile analysis is used to determine the location of employee salary clusters. Quartile analysis helps identify whether clusters exist in specific quartiles of pay grades. Additionally, the amount of time the employee has spent at the organization is also analyzed, in order to observe any relationship between organizational tenure and salary progression. This information, while not definitive alone, can shed light on any root issues within the current compensation and classification plan when combined with market data and employee feedback.

Exhibit 3E provides a breakdown of placement of employees' salaries relative to salary quartile and provides the following:

- the pay grades,
- the number of employees per pay grade,
- the counts of the employees by quartile within each grade, and
- the average total tenure by quartile within each grade.

Exhibit 3F shows the same information graphically.

The City's employees' salaries were slightly clustered below the midpoint of their pay range. In order of employee concentration, 45 employees (31.3 percent) had salaries in the first quartile of their respective pay ranges, 35 (24.3 percent) in the third quartile, 33 employees (22.9 percent) in the fourth quartile and 31 employees (21.5 percent) in the second quartile. While this distribution does not lead to a conclusion, data for average tenure do lead to determinations on the relationship between tenure and salary.

Typically, overall average tenure increases as quartile increases and this is the case for City employees; the average tenure in Quartile 1 is 4.7 years; in Quartile 2 is 4.9 years; in Quartile 3 is 8.6 years; and in Quartile 4 is 13.8 years. This would seem to indicate that employees are moved through their pay grades equitably, or at the very least a positive linear relationship exists between tenure and pay.



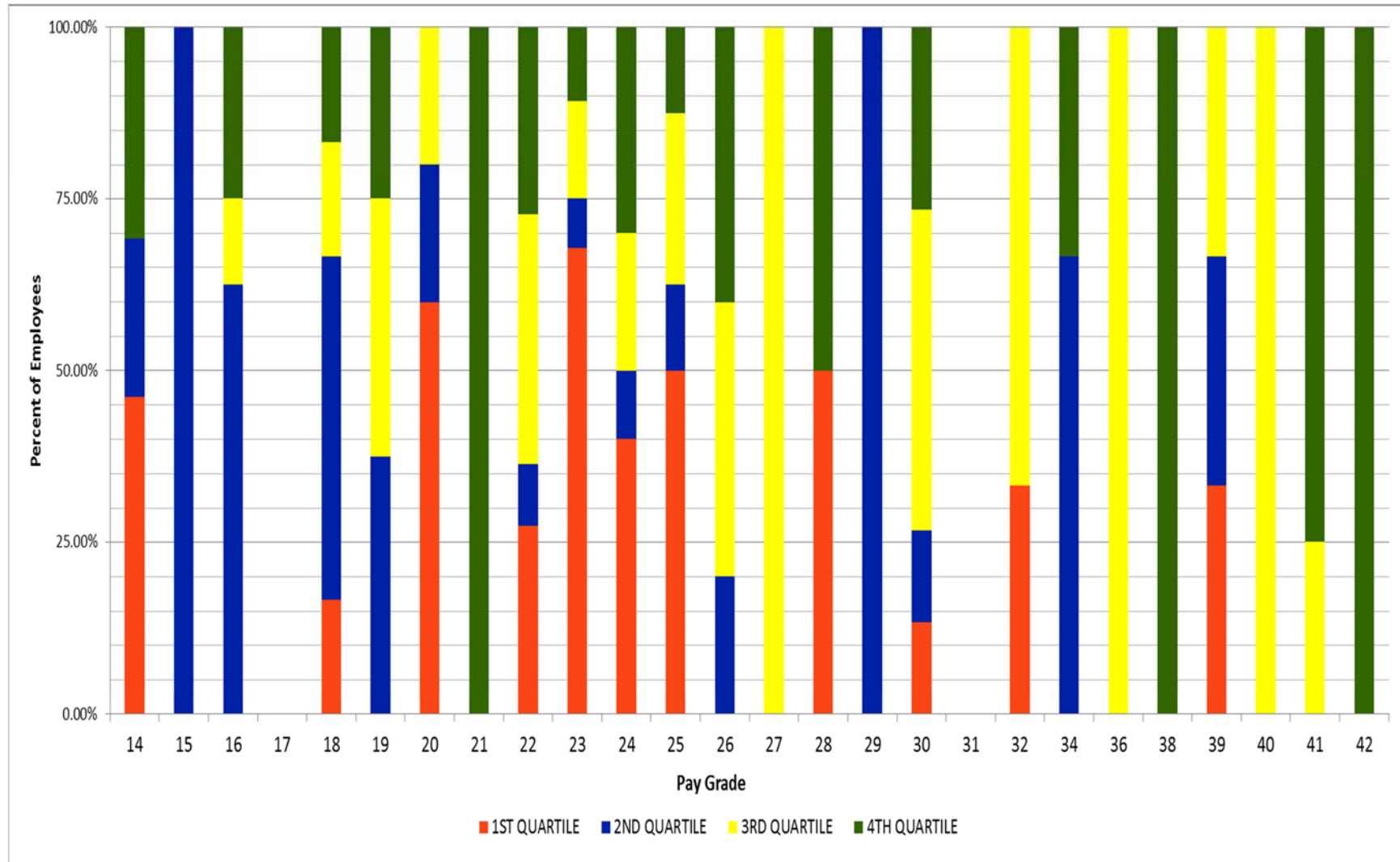
EXHIBIT 3E
QUARTILE ANALYSIS - TENURE
BY GRADE

GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
14	13	10.2	6	8.3	3	11.6	0	-	4	12.1
15	4	1.9	0	-	4	1.9	0	-	0	-
16	8	5.9	0	-	5	1.6	1	0.9	2	19.2
17	0	-	0	-	0	-	0	-	0	-
18	6	1.9	1	0.3	3	1.8	1	3.4	1	2.6
19	8	10.5	0	-	3	5.2	3	5.7	2	25.6
20	5	4.8	3	2.5	1	5.7	1	10.7	0	-
21	1	17.4	0	-	0	-	0	-	1	17.4
22	11	6.6	3	2.2	1	15.1	4	5.7	3	9.2
23	28	7.6	19	3.6	2	5.7	4	16.0	3	23.1
24	10	9.0	4	4.5	1	4.6	2	14.9	3	12.4
25	8	8.5	4	5.8	1	10.5	2	11.1	1	11.8
26	5	11.7	0	-	1	1.6	2	8.8	2	19.5
27	1	6.3	0	-	0	-	1	6.3	0	-
28	2	5.8	1	5.6	0	-	0	-	1	6.1
29	1	7.8	0	-	1	7.8	0	-	0	-
30	15	9.0	2	7.6	2	6.9	7	7.3	4	13.7
31	0	-	0	-	0	-	0	-	0	-
32	3	3.6	1	3.8	0	-	2	3.5	0	-
34	3	8.8	0	-	2	5.5	0	-	1	15.2
36	2	14.4	0	-	0	-	2	14.4	0	-
38	1	3.3	0	-	0	-	0	-	1	3.3
39	3	4.5	1	13.1	1	0.0	1	0.5	0	-
40	1	7.0	0	-	0	-	1	7.0	0	-
41	4	8.6	0	-	0	-	1	11.4	3	7.7
42	1	9.2	0	-	0	-	0	-	1	9.2
Overall	144	7.8	45	4.7	31	4.9	35	8.6	33	13.8

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.



EXHIBIT 3F
QUARTILE PLACEMENT BY PAY GRADE



3.4 COMPRESSION ANALYSIS

Pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and responsibility. Compression can be seen as a threat to internal equity and morale. Two common types of pay compression can be observed when the pay of supervisors and their subordinates are too close, or when the pay of highly tenured staff and newly hired employees in the same job are too similar.

According to the Society for Human Resources Management (SHRM), specific examples of actions that may cause pay compression include the following:

- Reorganizations change peer relationships and can create compression if jobs are not reevaluated.
- In some organizations, certain departments or divisions may be relatively liberal with salary increases, market adjustments, and promotions—while others are not.
- Some employers have overlooked their Human Resources policies designed to regulate pay, paying new hires more than incumbents for similar jobs under the mantra of “paying what it takes to get the best talent.”
- Many organizations have found it easy to hire people who had already performed the same work for another organization, eliminating the need for training. Rather than hiring individuals with high potential and developing them for the long term, the organization opted for employees who they believed could “hit the ground running”—regardless of their potential.

Exhibit 3G indicates the ratio of subordinate to supervisor salaries by grade graphically and **Exhibit 3H** displays these results numerically. Employees were grouped into categories reflecting whether their actual salary was less than 80 percent, between 80 and 95 percent, between 95 and 100 percent, and greater than 100 percent of their supervisor’s salary. For example, an employee with a salary of \$79,000.00 and a supervisor with a salary of \$100,000.00 would yield a ratio of 0.79, and be placed into the “Less than 80 percent” category.

An analysis of the data reveals that most positions in the City have employee/supervisor salary ratios less than 95 percent. Orange and blue areas on **Exhibit 3G** indicate the need for examination of supervisor vs. employee salary.

EXHIBIT 3G
POTENTIAL COMPRESSION BY PAY GRADE

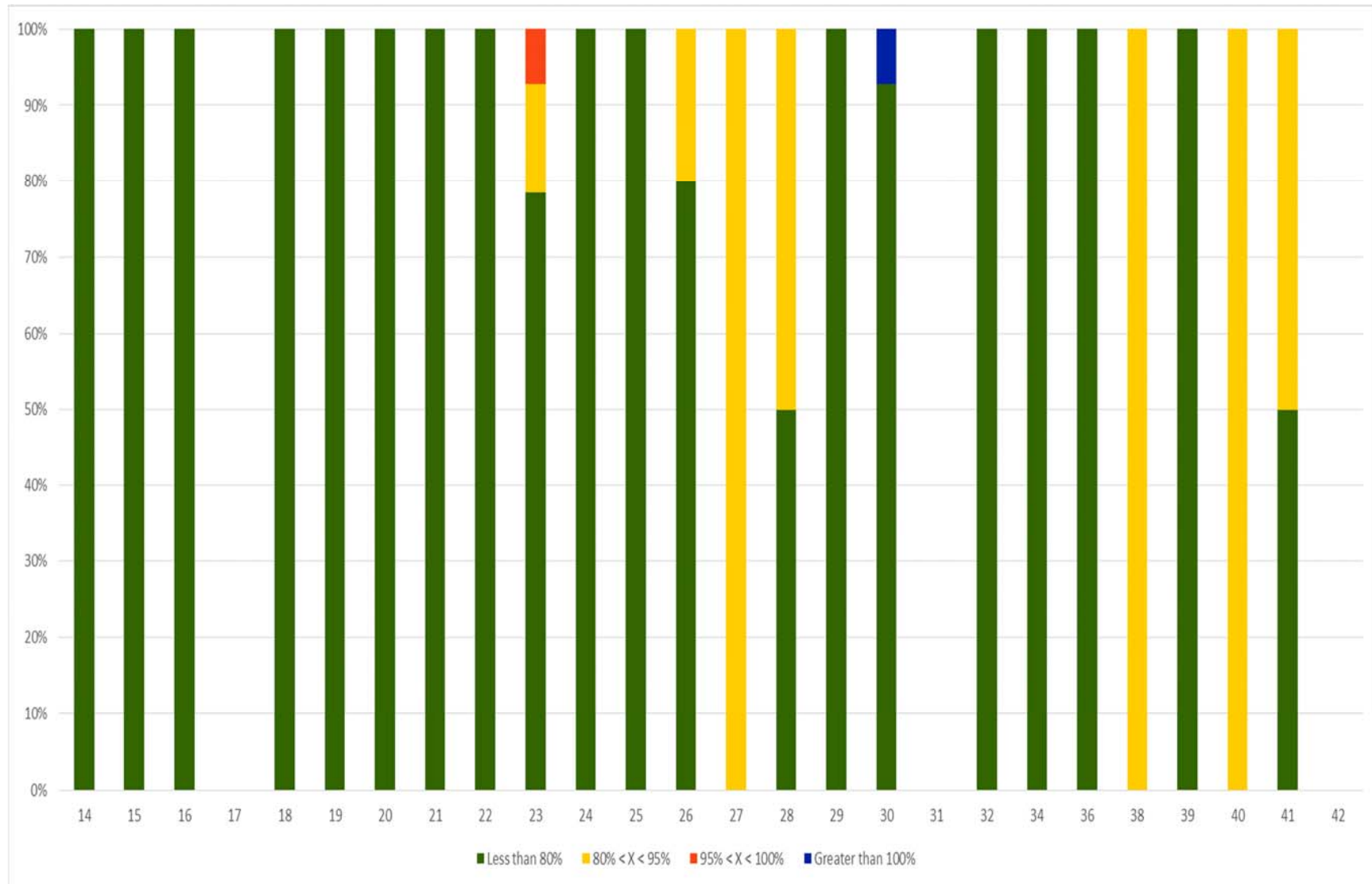


EXHIBIT 3H
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
14	13	0	0	0
15	4	0	0	0
16	8	0	0	0
17	0	0	0	0
18	6	0	0	0
19	8	0	0	0
20	5	0	0	0
21	1	0	0	0
22	11	0	0	0
23	22	4	2	0
24	10	0	0	0
25	8	0	0	0
26	4	1	0	0
27	0	1	0	0
28	1	1	0	0
29	1	0	0	0
30	13	0	0	1
31	0	0	0	0
32	3	0	0	0
34	3	0	0	0
36	2	0	0	0
38	0	1	0	0
39	2	0	0	0
40	0	1	0	0
41	2	2	0	0
42	0	0	0	0
Totals	127	11	2	1

Exhibit 3I and **Exhibit 3J** showcase the actual vs. expected salaries of City employees, sorted by pay grade. Expected salary is calculated using a thirty-year progression assumption for employees. For example, an employee who had worked at his position for fifteen years would expect to be at the grade midpoint, while an employee with thirty or more years of class years would expect to be at the grade maximum. An important distinction between this compression table and the quartile analysis: this compression table utilizes class years, while the Quartile analysis uses total tenure. Class years are differentiated from tenure by using the date that you started working in your current classification as the start date, instead of the date you first were hired by the City. To illustrate, if an employee had been an accountant for fifteen years,



and then was promoted one year ago to Accountant Supervisor that employee would have fifteen years of tenure, but only one class year.

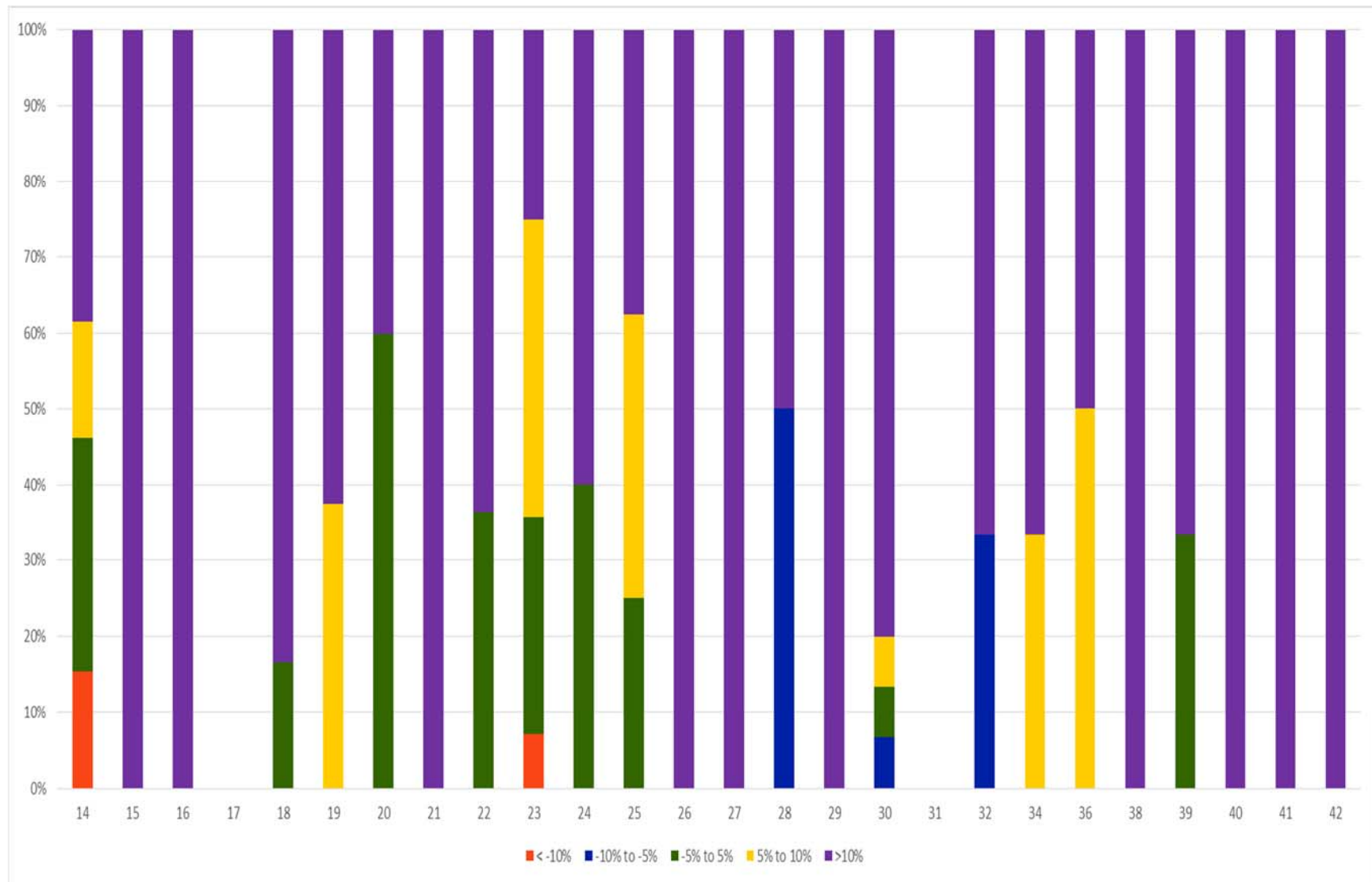
On **Exhibit 3I**, it is easy to discern that the majority of City employees are being paid wages that are more than 10 percent above what they would expect to receive, based on their class years. While this is clearly good for employees, it is not necessarily bad for the City. It could mean that the City is overpaying employees or that pay grades are too low, forcing the City to advance employees more quickly through pay grades to keep competitive with the market. However, it could just as easily be another indicator of employee promotion and advancement through the ranks. As mentioned in the description of the quartile analysis, when an employee has advanced to near the top of the pay grade and receives a promotion, they will often not start at the new pay grade minimum. An employee will not accept a pay decrease, so that employee is therefore started above the minimum of the new pay grade, placing the employee above the “expected pay” by definition. So even if an employee has zero class years, the employee pay is being paid above the minimum. Then, if the employee advances exactly at the speed expected for the rest of his/her career, the employee will always remain above the “expected” pay.

EXHIBIT 3I ACTUAL VS. EXPECTED SALARY

Grade	< -10%	-10% to -5%	-5% to 5%	5% to 10%	>10%
14	2	0	4	2	5
15	0	0	0	0	4
16	0	0	0	0	8
17	0	0	0	0	0
18	0	0	1	0	5
19	0	0	0	3	5
20	0	0	3	0	2
21	0	0	0	0	1
22	0	0	4	0	7
23	2	0	8	11	7
24	0	0	4	0	6
25	0	0	2	3	3
26	0	0	0	0	5
27	0	0	0	0	1
28	0	1	0	0	1
29	0	0	0	0	1
30	0	1	1	1	12
31	0	0	0	0	0
32	0	1	0	0	2
34	0	0	0	1	2
36	0	0	0	1	1
38	0	0	0	0	1
39	0	0	1	0	2
40	0	0	0	0	1
41	0	0	0	0	4
42	0	0	0	0	1
Totals	4	3	28	22	87



EXHIBIT 3J
ACTUAL VS. EXPECTED SALARY



3.5 EMPLOYEES BY DEPARTMENT

At the time the study commenced, the City employed 144 individuals across 11 departments. **Exhibit 3K** depicts the number of employees and the number of classifications in each department and is intended only to provide basic information regarding how employees are distributed among departments. Also provided is the percentage breakdown of employees by department. As the exhibit illustrates, the largest department is Public Services, with 47 employees representing 32.6 percent of the City's workforce.

**EXHIBIT 3K
EMPLOYEES BY DEPARTMENT**

Department	Employees	Classes	% of Total
City Attorney	1	1	0.7%
City Clerk	4	3	2.8%
City Manager	3	3	2.1%
Community Development	20	16	13.9%
CRA	8	7	5.6%
Finance	12	10	8.3%
Human Resources & Risk Management	1	1	0.7%
Information System	2	2	1.4%
Parking	4	1	2.8%
Parks & Recreation	42	8	29.2%
Public Services	47	28	32.6%
Total	144	80	100.0%

Source: Created by Evergreen Solutions from data provided by the City of Dania Beach as of April 2018.

3.6 SUMMARY

Overall, the City's compensation structure offered a firm foundation on which to improve. The key points of the current structure were:

- The City of Dania Beach administered two (2) open range pay plans for its 144 employees.
- Range spread, generally recommended to be between 50-70 percent, average 55 percent for the Civil Service plan and 52 percent for the Union plan.
- The majority of employees' salaries were only slightly clustered below the midpoint, with 31.3 percent of employees' salaries in the first quartile; Moreover, 22.9 percent of employees were within 10 percent of the midpoint.
- Pay Compression does not seem to be an issue based on the indicators described above.



The compensation plans provided employees with a pay structure, although it seems that some clustering of employees' salaries has occurred over time. Although pay may have progressed somewhat through the range, the grade ranges have not been updated in many years and this creates an incompatibility between actual pay and the pay structure.

The information gained from the review of current conditions was used in conjunction with the market analysis data and internal equity review to develop recommendations for a competitive compensation plan that would best align with and provide a foundation for the City's compensation philosophy moving forward. These recommendations can be found in **Chapter 5** of this report.



Chapter 4 – Market Summary

The Market Chapter provides an analysis of the City of Dania Beach's salary ranges when compared to peer organization's salary ranges. Data from targeted market peers were used to evaluate the overall compensation at Dania Beach at the time of this study. It is important to note the market comparisons contained in this report do not translate well at the individual employee level and are used only to provide an overall analysis.

Information in this chapter is not intended to evaluate salaries paid to individuals, since compensation is determined through a combination of factors, and may include other factors such as: the demand for a particular job, a candidate's prior experience, or an individual's negotiation skills during starting pay negotiations. It should also be noted that market comparisons should be considered as a snapshot of current market conditions since market conditions can change quickly. When used as an analytical tool, market surveys are useful for making updates to salary structures provided to employees, however, they must also be performed at regular intervals if the City wishes to remain current and competitive with its market peers and market salary trends.

4.1 SALARY SURVEY RESULTS

Pay range information was collected by Evergreen Solutions from target organizations that were selected by the City, by utilizing a customized salary survey tool. Benchmark classifications were selected by the City's project team that were surveyed with the desired outcome of benchmarking positions of a cross-section of the City's entire classifications. The objective of this methodology was to ensure that the surveyed positions made up a subset of all work areas and job levels in the City. Job titles, descriptions of assigned duties, and education and experience requirements were provided in the survey tool for each benchmarked classification.

Several factors were utilized when developing the peer list including geographic proximity to the City, organization size, and the relative population being served by the organization. All collected data were adjusted for cost of living using a national cost of living index factor which allowed salary dollars from organizations outside of the immediate recruiting area to be adjusted for the cost of living relative to the City. The cost of living for each peer organization is determined at the county level. Evergreen utilizes data from the Council for Community and Economic Research (C2ER) as the source for the COLI (Cost of Living Index). **Exhibit 4A** provides the list of 19 market peers from which data were collected for 41 benchmark classifications. One of the 41 positions benchmarked included the City Manager position. This City Manager is a contracted position and in the initial survey received one peer response that provided salary range information. However, supplemental survey data was collected for the City Manager and the City Attorney positions. **Exhibit 4C** will illustrate the findings for these positions, rather than **Exhibit 4B** with the remaining 40 City positions.



EXHIBIT 4A MARKET PEERS

Market Peers
Broward County, FL
City of Coconut Creek, FL
City of Cooper City, FL
City of Coral Springs
City of Deerfield Beach, FL
City of Fort Lauderdale, FL
City of Hallandale Beach, FL
City of Hollywood, FL
City of Miramar, FL
City of North Lauderdale, FL
City of Oakland Park, FL
City of Parkland, FL
City of Pembroke Pines, FL
City of Plantation, FL
City of Pompano Beach, FL
City of Sunrise, FL
Miami-Dade County, FL
Palm Beach County, FL
Town of Davie, FL

Exhibit 4B provides a summary of these results and contains the following information:

- The market salary range information for each classification reflecting the market minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The percent differentials (to the City's existing salary ranges). A positive differential indicates the City was above the market for that classification at the minimum, midpoint, or maximum. A negative differential indicates the City was below the desired market position for that classification. The final row on the exhibit provides the average percentage differentials for the minimum, midpoint, and maximum for all benchmarked classifications and represents an average of all classifications' differentials.
- Survey average range width provides the average range width for each classification surveyed and determined by the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range width for all the classifications is provided in the final row. The number of responses collected for each classification is located in the final column and the average number of responses for all the classifications is shown in the final row.



EXHIBIT 4B SALARY SURVEY SUMMARY

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
1	Accountant	\$49,249.09	-1.1%	\$62,614.41	-0.9%	\$75,979.72	-0.7%	54.3%	18.0
2	Accounting Assistant	\$36,291.14	-0.1%	\$45,889.62	-0.2%	\$55,488.10	-0.3%	52.9%	17.0
3	Administrative Specialist I	\$34,078.19	-14.0%	\$42,816.39	-14.8%	\$51,554.60	-15.3%	51.3%	16.0
4	Beach Lifeguard	\$32,846.94	13.8%	\$40,959.62	14.8%	\$49,072.29	15.5%	49.4%	12.0
5	Billing & Collection Accounting Manager	\$57,437.27	2.9%	\$74,089.05	1.8%	\$90,740.83	1.0%	58.0%	14.0
6	Code Compliance Coordinator	\$39,185.17	1.9%	\$50,014.81	0.9%	\$60,844.45	0.2%	55.3%	12.0
7	Code Compliance Inspector	\$44,505.73	-5.8%	\$56,179.30	-5.9%	\$67,852.86	-6.0%	52.5%	15.0
8	Code Compliance Manager	\$59,158.72	-10.1%	\$76,273.77	-11.4%	\$93,388.82	-12.2%	57.9%	17.0
9	Controller	\$70,811.22	-8.6%	\$91,323.71	-9.8%	\$111,836.20	-10.6%	57.9%	16.0
10	Deputy City Clerk	\$56,625.06	-28.1%	\$72,867.06	-30.7%	\$89,109.06	-32.3%	57.4%	15.0
11	Deputy Public Service Director	\$85,641.05	1.9%	\$111,594.05	0.8%	\$137,547.05	0.0%	60.7%	12.0
12	Economic Development Manager	\$65,418.90	-0.3%	\$85,483.80	-2.8%	\$105,548.70	-4.4%	61.4%	11.0
13	Facilities Maintenance Technician	\$36,247.11	0.0%	\$46,256.38	-1.0%	\$56,265.66	-1.7%	55.2%	17.0
14	Fleet Mechanic	\$40,458.81	-1.3%	\$51,098.62	-1.2%	\$61,738.43	-1.2%	52.6%	13.0
15	Human Resources & Risk Management Director	\$86,122.95	-3.5%	\$116,681.31	-8.9%	\$147,239.67	-12.4%	71.0%	18.0
16	Human Resources Assistant	\$38,066.77	4.7%	\$48,509.77	3.9%	\$58,952.77	3.3%	54.9%	15.0
17	Human Resources Generalist	\$52,225.25	11.7%	\$67,064.25	11.1%	\$81,903.25	10.7%	56.8%	17.0
18	Information System Manager	\$69,964.16	2.6%	\$90,297.97	2.4%	\$110,631.79	2.3%	58.1%	16.0
19	Inspection Coordinator	\$39,333.05	1.6%	\$49,508.55	1.9%	\$59,684.05	2.1%	51.7%	8.0
20	IT Systems Technician	\$42,152.07	-5.5%	\$53,923.46	-6.8%	\$65,694.86	-7.7%	55.9%	15.0
21	Landscape Grounds Technician I	\$30,202.60	-11.4%	\$38,073.16	-12.4%	\$45,943.72	-13.1%	52.1%	16.0
22	Landscape/Grounds Technician III	\$36,979.06	-6.7%	\$46,702.46	-6.8%	\$56,425.86	-6.9%	52.6%	16.0
23	Legal Office Manager	\$51,480.07	4.2%	\$66,179.80	3.3%	\$80,879.53	2.8%	57.1%	8.0
24	Maintenance Worker/Equipment Operator I	\$30,152.64	-11.2%	\$37,718.82	-11.4%	\$45,285.01	-11.5%	50.2%	12.0
25	Maintenance Worker/Equipment Operator II	\$33,431.07	-6.6%	\$42,127.42	-7.6%	\$50,823.78	-8.2%	52.1%	14.0
26	Maintenance Worker/Equipment Operator III	\$40,296.47	4.2%	\$50,825.15	4.2%	\$61,353.83	4.2%	52.3%	14.0
27	Public Services Office Manager	\$49,764.95	7.4%	\$63,832.71	6.8%	\$77,900.46	6.4%	56.5%	13.0
28	Parking Enforcement Officer	\$32,008.06	-7.0%	\$40,212.07	-7.8%	\$48,416.08	-8.3%	51.3%	7.0
29	Permit Coordinator	\$40,154.16	-0.5%	\$51,234.41	-1.5%	\$62,314.66	-2.2%	55.2%	14.0
30	Permit Service Specialist	\$34,569.79	4.6%	\$44,049.50	3.5%	\$53,529.21	2.7%	54.9%	16.0
31	Planner	\$51,626.14	3.9%	\$66,113.20	3.4%	\$80,600.26	3.2%	56.1%	17.0
32	Public Works & Utilities Manager	\$64,038.76	-19.2%	\$82,286.97	-20.2%	\$100,535.19	-20.8%	57.0%	15.0
33	Recreation Assistant	\$26,802.47	-8.9%	\$33,750.92	-10.0%	\$40,699.36	-10.6%	51.8%	16.0
34	Recreation Program Manager	\$49,028.95	8.7%	\$62,983.89	8.0%	\$76,938.83	7.6%	56.9%	16.0
35	Solid Waste Manager	\$63,251.65	-17.7%	\$81,557.03	-19.1%	\$99,862.41	-20.0%	57.9%	10.0
36	Streets Manager	\$56,130.31	-4.5%	\$71,787.28	-4.8%	\$87,444.25	-5.1%	55.8%	15.0
37	Treatment Operator-A	\$45,830.51	1.0%	\$58,026.09	0.8%	\$70,221.67	0.6%	53.2%	13.0
38	Utilities Mechanic II-Distribution	\$41,228.31	-8.2%	\$51,999.96	-8.1%	\$62,771.61	-8.1%	52.3%	14.0
39	Utilities Mechanic III-Sewer	\$42,725.32	3.3%	\$53,514.32	4.1%	\$64,303.32	4.6%	50.5%	14.0
40	Utility Customer Service Technician	\$33,779.01	-2.5%	\$42,185.45	-1.5%	\$50,591.88	-0.9%	49.8%	13.0
Outliers Removed*			-2.6%		-3.3%		-3.8%		

Market Minimums

A starting point of the analysis was to compare the peer's market minimum for each classification to the City's range minimums. Market minimums are generally considered as an entry level salary for employees who meet the minimum qualifications of a classification. Employees with salaries at or near the range minimums generally have not mastered the job and have not acquired the skills and experience necessary to be fully proficient in their classification.

As **Exhibit 4B** illustrates benchmarked classifications in the City that was, on average, approximately 2.6 percent below market at the minimum of the respective salary ranges. The following observations can be made based on the collected data:



- The surveyed position differentials ranged from 28.1 percent below market minimum in the case of the Deputy City Clerk classification, to 13.8 percent above market for the Beach Lifeguard classification.
- Of the 40 classifications surveyed with differentials, 24 classifications (58.5 percent) had differentials below market at the minimum.

Market Midpoints

Salaries for proficient employees performing satisfactorily their work are generally at the market midpoint. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect their salary to be placed.

Exhibit 4B illustrates the City was on average, 3.3 percent below market at the midpoint of the respective salary ranges. Based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 30.7 percent below market midpoint in the case of Deputy City Clerk classification, to 14.8 percent above market for the Beach Lifeguard classification.
- Of the 40 classifications surveyed with differentials, 24 classifications (61.0 percent) had differentials below market at the midpoint.

Market Maximums

The average of the peer salary range maximums was compared to the City's range maximums for each benchmarked classification. This comparison is significant as it represents the highest salary limit that an organization may provide to retain and/or reward experienced and high performing employees. When an organization is competitive at the maximum of the ranges, it positions the organization to attract highly qualified individuals for in-demand classifications.

Exhibit 4B provides an illustration of the City's benchmarked positions on average, were 3.8 percent below market at the maximum of the respective salary ranges and based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 32.3 percent below market maximum in the case of the Deputy City Clerk classification, to 15.5 percent above market for the Beach Lifeguard classification.
- Of the 40 classifications surveyed with differentials, 25 classifications (61.0 percent) were below market at the maximum.



Actual Salaries

For this study, average actual analysis was also used to examine the overall competitiveness of the organization's classifications and should not be used as the sole criteria when comparing salary ranges for these classifications. **Exhibit 4C** shows the average actual salaries of market peers as compared to the average actual salaries within the City for the surveyed classification.



EXHIBIT 4C AVERAGE ACTUAL SALARY SUMMARY

ID	Classification	Average Actual Salary		% Difference
		CITY DANIA BEACH, FL	Peer Avg.	
1	Accountant	\$48,696.09	\$59,579.37	-22.3%
2	Accounting Assistant	\$38,600.85	\$45,174.36	-17.0%
3	Administrative Specialist I	\$44,049.41	\$48,146.50	-9.3%
4	Beach Lifeguard	\$27,778.73	\$37,053.88	-33.4%
5	Billing & Collection Accounting Manager	\$59,150.00	\$79,908.25	-35.1%
6	City Manager	\$169,820.77	\$232,767.52	-37.1%
7	Code Compliance Coordinator	\$46,831.62	\$51,512.26	-10.0%
8	Code Compliance Inspector	\$50,321.29	\$52,433.55	-4.2%
9	Code Compliance Manager	\$83,233.26	\$80,226.00	3.6%
10	Controller	\$76,063.73	\$90,359.26	-18.8%
11	Deputy City Clerk	\$55,775.41	\$72,499.66	-30.0%
12	Deputy Public Service Director	\$112,620.98	\$116,279.91	-3.2%
13	Economic Development Manager	\$79,983.28	\$74,945.39	6.3%
14	Facilities Maintenance Technician	\$54,631.20	\$42,625.58	22.0%
15	Fleet Mechanic	\$53,826.86	\$51,657.44	4.0%
16	Human Resources & Risk Management Director	\$100,000.00	\$134,572.04	-34.6%
17	Human Resources Assistant	\$0.00	\$45,331.99	-
18	Human Resources Generalist	\$0.00	\$57,005.31	-
19	Information System Manager	\$94,508.75	\$83,210.88	12.0%
20	Inspection Coordinator	\$60,994.75	\$62,046.40	-1.7%
21	IT Systems Technician	\$44,054.61	\$52,213.52	-18.5%
22	Landscape Grounds Technician I	\$31,600.40	\$39,153.00	-23.9%
23	Landscape/Grounds Technician III	\$51,886.22	\$44,709.67	13.8%
24	Legal Office Manager	\$68,478.80	\$67,909.04	0.8%
25	Maintenance Worker/Equipment Operator I	\$35,441.57	\$34,787.21	1.8%
26	Maintenance Worker/Equipment Operator II	\$44,928.94	\$40,002.02	11.0%
27	Maintenance Worker/Equipment Operator III	\$51,672.68	\$48,180.94	6.8%
28	Public Services Office Manager	\$73,181.06	\$57,801.20	21.0%
29	Parking Enforcement Officer	\$23,319.30	\$35,041.19	-50.3%
30	Permit Coordinator	\$58,218.58	\$50,639.79	13.0%
31	Permit Service Specialist	\$45,516.22	\$38,197.23	16.1%
32	Planner	\$58,000.18	\$53,875.11	7.1%
33	Public Works & Utilities Manager	\$78,744.64	\$92,130.65	-17.0%
34	Recreation Assistant	\$19,046.87	\$35,235.57	-85.0%
35	Recreation Program Manager	\$60,847.75	\$63,012.24	-3.6%
36	Solid Waste Manager	\$68,479.01	\$114,889.93	-67.8%
37	Streets Manager	\$68,479.01	\$64,096.55	6.4%
38	Treatment Operator-A	\$61,700.91	\$54,022.09	12.4%
39	Utilities Mechanic II-Distribution	\$51,298.89	\$48,651.54	5.2%
40	Utilities Mechanic III-Sewer	\$64,604.80	\$47,461.64	26.5%
41	Utility Customer Service Technician	\$32,945.25	\$41,459.03	-25.8%
Overall Average				-9.2%



4.2 MARKET SUMMARY

It should be noted that the positioning of a classification's pay range compared to the market is not a definitive assessment of an individual employee's salary being equally above or below market. A salary range does, however, speak to the City's general ability to recruit and retain talent over time. If a range minimum is significantly lower than the market would offer, the City may lose out to its market peers when recruiting to fill positions. It is equally true that range maximums that are lower than the market maximums may serve as a disincentive for experienced employees to remain at the City. From the analysis of the data gathered in the external assessment and discussed above, the benchmark classifications' ranges were generally found to be below the City's desired position at the market minimum, midpoint and maximum.



Chapter 5 – Recommendations

Evergreen Solutions reviewed the information provided in the preceding chapters of this report and developed recommendations to improve the City's current classification and compensation system. The recommendations, as well as the findings that led to each recommendation, are discussed in detail in this chapter. The recommendations, job description revisions, proposed classification titles, and proposed pay grades are based on current data at the time of the study completion. The recommendations are organized into three sections: classification, compensation, and administration of the system.

5.1 CLASSIFICATION SYSTEM

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately depict the work being performed by employees in the classifications in order to ensure equity within the organization and to enable comparisons with positions at peer organizations. The purpose of a classification analysis is to identify such issues as incorrect titles, outdated job descriptions, and inconsistent titles across departments. Recommendations are then made to remedy the identified concerns based on human resources best practices.

In the analysis of the City's classification system, Evergreen Solutions collected classification data through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. The JATs, which were completed by employees and reviewed by their immediate supervisors, provided information about the type and level of work being performed for each of the City's classifications. The MIT process provided supervisors an opportunity to offer specific recommendations regarding compensation/grade and classification/job title issues that positions in their respective areas faced. Evergreen Solutions reviewed and utilized the data provided in the JATs and MITs as a basis for the classification recommendations below.

FINDING

Overall, the classification system utilized by the City was generally accurate and well organized. There were instances, however, of titles that could be modified to better reflect the tasks assigned to the position.

RECOMMENDATION 1: Revise the titles of some classifications, establish unique titles for some positions, and establish new titles for new positions.

Exhibit 5A provides a list of the recommended changes to the classification system. The foundation for these recommendations are based on the work performed by employees in



these classifications as described in their JATs, suggestions made by supervisors on MITs, and feedback received during Employee Outreach. Not listed are minor changes e.g., spelling out abbreviated words; however, listed are modifications to entire classifications. New classification titles (levels) were developed for Coordinator, Mechanic, and Manager positions. These new titles will provide consistency for positions performing the same essential functions across the City. These new levels are included in **Exhibit 5A**.

EXHIBIT 5A PROPOSED CLASSIFICATION CHANGES

Current Class Title	Recommended Class Title
Accounting Assistant	Assistant, Accounting
Administrative Coordinator	Coordinator II, Community Development Administration
Administrative Coordinator	Coordinator II, Parks & Rec. Administration
Administrative Specialist	Administrative Specialist I
Assistant Finance Director	Deputy Director, Finance
Athletic Director	Director, Athletics
Beach Lifeguard	Lifeguard, Beach
Beach Lifeguard (OC)	Lifeguard, Beach
Beach Lifeguard (PT)	Lifeguard, Beach
Bill & Collection Accounting Manager	Manager II, Billing & Collection Accounting
Cemetery Caretaker	Caretaker, Cemetery
Chief Ocean Lifeguard	Chief Lifeguard, Beach
Chief Treatment Plant Operator	Manager II, Treatment Plant
Code Compliance Coordinator	Coordinator II, Code Compliance
Code Compliance Inspector	Officer, Code Compliance
Code Compliance Manager	Manager I, Code Compliance & Parking Enforcement
Community Development Director	Director, Community Development
Community Development Operations Manager	Manager III, Community Development Operations
CRA Coordinator	Coordinator II, CRA
CRA Director	Executive Director, CRA
CRA Manager	Manager II, CRA
Deputy Public Service Director	Deputy Director, Public Service
Economic Development Manager	Manager II, Economic Development
Facilities Maintenance Technician	Technician, Facilities Maintenance
Finance Director	Director, Finance
Fleet Manager	Manager I, Fleet
Fleet Mechanic	Mechanic II, Fleet
HR & Risk Management Director	Director, HR & Risk Management
Information System Manager	Manager III, Information System
Inspection Coordinator	Coordinator I, Inspection
Irrigation Mechanic	Mechanic I, Irrigation
IT Systems Technician	Technician, IT Systems



EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES

Current Class Title	Recommended Class Title
Landscape Maintenance Manager	Manager II, Landscape Maintenance
Landscape/Grounds Technician II	Maintenance Worker II, Landscape
Landscape/Grounds Technician III	Crew Leader, Landscape
Landscape/Grounds Technician I-Parks	Maintenance Worker I, Landscape
Lead Code Compliance Inspector	Supervisor, Code Compliance & Parking Enforcement
Legal Office Manager	Manager II, Legal
Maintenance Worker/Equipment Operator I	Equipment Operator I
Maintenance Worker/Equipment Operator II	Equipment Operator II
Maintenance Worker/Equipment Operator III	Equipment Operator III
Market Manager	Coordinator, Farm and Market
Parking Enforcement Officer	Enforcement Officer, Parking
Parks & Grounds Technician	Maintenance Worker, Parks
Parks & Recreation Director	Director, Parks & Recreation
Permit Service Specialist	Specialist, Permit Services
Permitting Coordinator	Coordinator II, Permitting
Permitting Office Supervisor	Supervisor, Permitting Office
Planner	Senior Planner
Planning & Zoning Manager	Manager III, Planning & Zoning
Planning Associate	Associate, Planning
Public Information Officer	Information Officer, Public
Public Services Director	Director, Public Services
Public Services Office Manager	Manager I, Public Services Office
Public Works & Utilities Manager	Manager III, Public Works & Utilities
Records Specialist	Specialist, Records
Recreation Assistant	Assistant, Recreation
Recreation Program Manager	Manager I, Recreation Program
Revenue Coordinator	Coordinator III, Revenue
Solid Waste Manager	Manager I, Solid Waste
Special Permitting Office Coordinator	Coordinator III, Special Permitting
Streets Manager	Manager II, Streets
Treatment Operator-A	Lead Operator, Treatment Plant
Treatment Operator-B	Operator-B, Treatment Plant
Treatment Operator-C	Operator-C, Treatment Plant
Treatment Plant Operator-OC	Operator-C, Treatment Plant
Urban Farm Coordinator	Coordinator, Farm and Market
Utilities Mechanic II-Distribution	Service Worker II, Utilities
Utilities Mechanic II-Sewer	Service Worker II, Utilities
Utilities Mechanic III-Sewer	Service Worker III, Utilities
Utility Billing Specialist	Specialist, Utility Billing
Utility Customer Service Technician	Technician, Utility Customer Service



FINDING

When comparing the City's current job descriptions to the work described by employees in the JATs, Evergreen Solutions noted some tasks that were either missing from the job descriptions or were inappropriate to the current title. It is common for the tasks outlined in job descriptions to be reassigned to different classifications over time. As such, it is necessary for an organization to update its job descriptions regularly to ensure each job description accurately reflects the work performed.

RECOMMENDATION 2: Revise all job descriptions to include updated classification information provided in the JAT, and review job descriptions annually for accuracy.

The process of reviewing and updating the City's job descriptions as well as comments received from employees and supervisors during outreach revealed they did not, in some cases, accurately reflect current work performed. To minimize this becoming a concern again in the future, Evergreen Solutions recommends a regular review of these descriptions, and FLSA status determinations. To the extent possible, a review of the employee's assigned job classification (description) should occur concurrent with the employee's annual performance evaluation.

This would be an appropriate time to review the job description as it should accurately represent the work the employee has and will perform during the evaluation periods. Review of the FLSA determination as well as other aspects of the job, such as physical requirements required to perform essential functions of the job, will ensure consistent, continuous compliance with the American's with Disabilities Act (ADA). Updated, draft job descriptions will be provided to the City under separate cover.

5.2 COMPENSATION SYSTEM RECOMMENDATIONS

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the City's pay ranges for selected benchmark classifications were compared to the average of the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report. As presented in **Chapter 4**, the City's current compensation structure, when compared against the cost of living adjusted averages of its peers was, on average, below the salary ranges of the benchmarked positions.

During the internal equity assessment, consideration of the relationships between and the type of work being performed by the City's employees were reviewed and analyzed. Specifically, a composite score was assigned to each of the City's classifications that quantified the classification's level of five separate compensatory factors that are inherent in any position across an organization: Leadership, Working Conditions, Complexity, Decision Making and Relationships. The level for each factor was determined based on responses to the JAT.



FINDING

The City's salary ranges were behind the desired market position for many of the benchmarked classifications indicating a need for revisions to the City's pay plan. A new, competitive open-range plan which replaces the current open-range plan provides the City with the ability to remain competitive in the labor market with its peers.

RECOMMENDATION 3: Implement a new, competitive open-range pay plan aligned with the City's compensation philosophy that reflects the desired market position and best practices; slot all classifications into the plan based on external and internal equity; and implement the new structure by transitioning employees' salaries into the plan.

Exhibit 5B shows the new open-range pay plan developed by Evergreen Solutions which has 29 open range pay grades, numbered 101 through 129. The range spreads of the pay grades begin at 50.0 percent in grades 101 through 109, increases to 55.0 percent in grades 110 through 120, increases to a spread of 60.0 percent in grades 121 through 124, with a 70 percent range spread for grades 125 through 129. Range spreads typically increase for the higher level positions to allow for employees within these classifications to stay in the position for longer periods of time without capping out of the pay range. In addition, the higher-level classifications' range spreads are larger to allow the City the ability to hire or retain employees with years of relevant experience. Seasoned employees are hired (or promoted) significantly above the grade minimum based on their acquired knowledge and experience. A larger pay range allows for growth within the pay range as few employees at the higher ranks are hired at the minimum of the range.

EXHIBIT 5B PROPOSED OPEN RANGE PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 25,840	\$ 32,300	\$ 38,760	50%
102	\$ 27,132	\$ 33,915	\$ 40,698	50%
103	\$ 28,489	\$ 35,611	\$ 42,733	50%
104	\$ 29,913	\$ 37,392	\$ 44,870	50%
105	\$ 31,409	\$ 39,261	\$ 47,113	50%
106	\$ 32,979	\$ 41,224	\$ 49,469	50%
107	\$ 34,628	\$ 43,285	\$ 51,943	50%
108	\$ 36,360	\$ 45,450	\$ 54,540	50%
109	\$ 38,178	\$ 47,722	\$ 57,267	50%
110	\$ 40,468	\$ 51,597	\$ 62,726	55%
111	\$ 42,897	\$ 54,693	\$ 66,490	55%
112	\$ 45,470	\$ 57,975	\$ 70,479	55%
113	\$ 48,199	\$ 61,453	\$ 74,708	55%
114	\$ 51,090	\$ 65,140	\$ 79,190	55%
115	\$ 54,156	\$ 69,049	\$ 83,942	55%
116	\$ 57,405	\$ 73,192	\$ 88,978	55%
117	\$ 60,850	\$ 77,583	\$ 94,317	55%
118	\$ 64,500	\$ 82,238	\$ 99,976	55%
119	\$ 68,371	\$ 87,172	\$ 105,974	55%
120	\$ 72,473	\$ 92,403	\$ 112,333	55%
121	\$ 77,546	\$ 100,810	\$ 124,073	60%
122	\$ 82,974	\$ 107,866	\$ 132,758	60%
123	\$ 88,782	\$ 115,417	\$ 142,052	60%
124	\$ 94,997	\$ 123,496	\$ 151,995	60%
125	\$ 101,647	\$ 137,223	\$ 172,800	70%
126	\$ 108,762	\$ 146,829	\$ 184,895	70%
127	\$ 116,375	\$ 157,107	\$ 197,838	70%
128	\$ 124,522	\$ 168,104	\$ 211,687	70%
129	\$ 133,238	\$ 179,872	\$ 226,505	70%



Evergreen Solutions slotted each proposed classification into the appropriate pay grade in the recommended pay plan. Internal equity and external competitiveness were analyzed when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in **Chapter 4** were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above. The resulting recommended pay grades for each of the City's classifications are shown in **Exhibit 5C**. It should be noted that the recommended classification titles are utilized in the exhibits.

EXHIBIT 5C PROPOSED PAY GRADES

Proposed Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Technician	101	\$ 25,840	\$ 32,300	\$ 38,760
Assistant, Recreation Park Custodian	102	\$ 27,132	\$ 33,915	\$ 40,698
Equipment Operator I Maintenance Worker I, Landscape	104	\$ 29,913	\$ 37,392	\$ 44,870
Caretaker, Cemetery Maintenance Worker II, Landscape Parks Maintenance Worker	105	\$ 31,409	\$ 39,261	\$ 47,113
Coordinator, Farm and Market Enforcement Officer, Parking Equipment Operator II	106	\$ 32,979	\$ 41,224	\$ 49,469
Administrative Specialist I Lead Coordinator, Farm and Market Technician, Utility Customer Service	107	\$ 34,628	\$ 43,285	\$ 51,943
Administrative Specialist II Landscape Crew Leader Mechanic I, Irrigation Technician, Facilities Maintenance	108	\$ 36,360	\$ 45,450	\$ 54,540
Coordinator I, Inspection Lifeguard, Beach Specialist, Permit Services Specialist, Records	109	\$ 38,178	\$ 47,722	\$ 57,267
Administrative Assistant Assistant, Accounting Coordinator II, Code Compliance Coordinator II, Community Development Administration Coordinator II, CRA Coordinator II, Parks & Rec. Administration Coordinator II, Permitting Mechanic II, Fleet Operator-C, Treatment Plant Service Worker II, Utilities	110	\$ 40,468	\$ 51,597	\$ 62,726
Associate, Planning Coordinator III, Revenue Coordinator III, Special Permitting Equipment Operator III HR Assistant Officer, Code Compliance Operator-B, Treatment Plant Specialist, Utility Billing Technician, IT Systems	111	\$ 42,897	\$ 54,693	\$ 66,490



EXHIBIT 5C (CONTINUED)
PROPOSED PAY GRADES

Proposed Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Executive Assistant to the City Manager	112	\$ 45,470	\$ 57,975	\$ 70,479
Service Worker III, Utilities				
Lead Operator, Treatment Plant	113	\$ 48,199	\$ 61,453	\$ 74,708
Supervisor, Code Compliance & Parking Enforcement				
Accountant				
Deputy City Clerk	114	\$ 51,090	\$ 65,140	\$ 79,190
Supervisor, Permitting Office				
Chief Beach Lifeguard				
Director, Athletics				
Manager I, Code Compliance & Parking Enforcement				
Manager I, Fleet				
Manager I, Public Services Office	115	\$ 54,156	\$ 69,049	\$ 83,942
Manager I, Recreation Program				
Manager I, Solid Waste				
Senior Accountant				
Senior Planner				
Information Officer, Public				
Manager II, Billing & Collection Accounting				
Manager II, CRA				
Manager II, Economic Development	116	\$ 57,405	\$ 73,192	\$ 88,978
Manager II, Landscape Maintenance				
Manager II, Legal				
Manager II, Streets				
Manager II, Treatment Plant				
HR Generalist	117	\$ 60,850	\$ 77,583	\$ 94,317
Manager III, Community Development Operations				
Manager III, Information System	119	\$ 68,371	\$ 87,172	\$ 105,974
Manager III, Planning & Zoning				
Manager III, Public Works & Utilities				
Assistant Director, Community Development				
City Clerk	120	\$ 72,473	\$ 92,403	\$ 112,333
Controller				
Deputy Director, Finance	122	\$ 82,974	\$ 107,866	\$ 132,758
Deputy Director, Public Service				
Director, HR & Risk Management				
Director, Parks & Recreation	123	\$ 88,782	\$ 115,417	\$ 142,052
Executive Director, CRA				
Director, Community Development				
Director, Finance	124	\$ 94,997	\$ 123,496	\$ 151,995
Director, Public Services				
Assistant City Manager	126	\$ 108,762	\$ 146,829	\$ 184,895
City Attorney	128	\$ 124,522	\$ 168,104	\$ 211,687
City Manager	129	\$ 133,238	\$ 179,872	\$ 226,505



After assigning pay grades to classifications, the next step was to develop a method for transitioning employees' salaries into the new pay plan. This was accomplished by utilizing an equitable approach for calculating salaries in the new pay grades and determining whether adjustments were necessary to individual salaries to bring them to the correct calculated salary. Evergreen Solutions utilized the following method in calculating employees' salaries.

Bring Employees' Salaries to New Minimums:

In this option, each employee's salary was adjusted to the minimum of their classification's proposed pay grade. If the current salary was already within the proposed pay range, no adjustment was made.

Utilizing this approach, adjustments were recommended for 9 employees with an approximate annualized cost of **\$8,902**. This is the approximate cost for salary adjustments (only) and does not include the associated costs for employee benefits.

Move To Midpoint (Market) – 3 Tier (Class Tenure):

In this method, employees' salaries are moved to the market point (defined as midpoint of the proposed range) based on the total amount of tenure in the current classification. Employees with less than 2 years in current classification (and at least 1 year total tenure) are moved closer toward the market point of the proposed pay grade range, employees with between 2 and 5 years class tenure are moved even closer toward the market point, and employees with more than 5 years class tenure are moved to the midpoint of the pay grade range. For example, an employee's salary at 75% of the market point (Compa-Ratio) would be brought to 79% of the market point if class tenure were less than 2 years, but would be brought to 90% if class tenure were 2 to 5 years, and to midpoint if class tenure were greater than 5 years. This option is designed to progress employees to the grade midpoint in no more than 5 years in a classification. Employee salaries at or above the market point are unaffected. This option includes the Bring to Minimum cost.

Utilizing this approach, adjustments were recommended for 78 employees with an approximate annualized cost of **\$152,802**. This is the approximate cost for salary adjustments (only) and does not include the associated costs for employee benefits.

5.3 COMPENSATION AND CLASSIFICATION SYSTEM ADMINISTRATION

The City's compensation and classification system will need periodic maintenance to ensure competitiveness and desired market position. The recommendations provided to improve the competitiveness of the classification and compensation structure were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

RECOMMENDATION 4: Adopt the Job Assessment Tool and market data-based methodology from Evergreen to evaluate new and updated position titles.



The City should adopt the JAT and market-driven approach to be used for all future job evaluations. This process serves as an unbiased means to capture a snapshot of a position's current duties and requirements, as well as identify a reasonable level of compensation that aligns with the grade slotting established during the course of this study. Note that upon completion of this study, Evergreen will provide the City staff with training on using the study methodology and tools.

With this process in place, and continued use of the JAT and market data in making classification and compensation decisions, the City will ensure an equitable system is maintained. As noted, as part of this project, Evergreen will be providing HR staff with JAT and Job Force Manager training with access to all the tools necessary to continue this process.

RECOMMENDATION 5: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make adjustments to pay grade assignments if necessary.

While it is unlikely that the pay plan as a whole will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover, or the City is having difficulty with recruitment, the City should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). If increasing a classification's pay grade based on market data does not help with the recruitment and/or retention issues, the City may find it necessary to offer incentives to attract employees for specific positions and/or to encourage current employees to remain in the position with the City.

RECOMMENDATION 6: Conduct a comprehensive classification and compensation study every three to five years.

Small-scale salary surveys can improve the market position of specific classifications however, Evergreen recommends that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity for the City. Changes to classification and compensation occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the City in a less than desirable position for recruiting and retaining quality employees.

The two previous recommendations are intended to maintain the competitiveness over time of particular job classifications, and classification and compensation structure as a whole, it is also necessary to review, and if necessary, establish guidelines for determining equitable pay practices for the City's job classifications.

RECOMMENDATION 7: Review and revise, as appropriate, guidelines for progressing employee salaries through the pay plan, including procedures for determining salaries of newly hired employees and employees who have been promoted or transferred to a different classification or department.



The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the City to have established guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board, time based, and employee performance based. The City intends to utilize both across the board and individual performance-based methods to progress employees' salaries in the classification's assigned pay range. It is the City's desire to continue to link employee performance with eligibility for salary advancement, it will be important to continue to review this process and as appropriate and make improvements. Training staff on the purpose of performance evaluations and desired results is important in order to maintain consistency and impartiality of this method of salary progression.

New Hires

A new employee's starting salary typically depends on the amount of education and experience the employee possesses beyond the minimum requirements for the job classification. It is common for an employee that possesses the minimum education and experience requirements for a classification to be hired at or near the classification's pay grade minimum. However, for recruiting and retention purposes, the City should have the ability to offer salaries to new employees and able to consider prior related experience. It is recommended that the City maintain this flexibility when establishing new employee salaries.

Promotions

When an employee is promoted to a new classification, it is important to ensure guidelines are in place for calculating the new salary in the new classification that rewards the employee as new and added responsibilities are taken on. Reviewing the job classification holistically to ensure internal equity is maintained in the new classification. For example, a range of three to seven percent increase is a common increase when promoting an employee into a new classification. The City should also take into consideration and ensure preservation of internal equity of employees' salaries within the classification.

Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay grade as the current classification or when an employee's classification stays the same, but the department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if the current salary is not aligned with the salaries of employees in the new classification or department. Should this occur, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.



5.4 SUMMARY

The recommendations in this chapter establish a total compensation system that would place the City at its desired market position. By implementing the new competitive pay plan and supportive administration practices, the City will have a responsive compensation and classification structure for years to come. The upkeep of these recommended systems will require work, however the City will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is well worth this commitment.

As noted at the beginning of this report: All analyses and recommendations were based on the current employee data provided to Evergreen at the time of the study. Job classifications and pay grade assignments were based on the analyses of the position and not on individual incumbents within the classification. Organizations typically experience significant changes in its human resources over time, and it is important to identify that the recommendations, job description revisions, proposed classification titles, and proposed pay grades contained in this report were based on current data at the time of the study's completion. The City will be required to make edits and changes as employee movement occurs within the City.

Recommendations and analyses were completed independently by Evergreen Solutions, LLC as provided in the contract for services to complete a comprehensive Classification and Compensation Study for the City of Dania Beach.

