

Compensation, Classification, and Benefits Study for the City of Foley

FINAL REPORT



Evergreen Solutions, LLC

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Chapter 1 – Introduction

In February 2018, Evergreen Solutions was retained by the City of Foley to conduct a Compensation, Classification, and Benefits Study. The study was primarily designed to focus on internal and external equity of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the organization.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position, it can be determined whether similar positions are being compensated in a similar manner within the City. The classification component of this study is aimed at resolving any inconsistencies related to job requirements and providing some clarity to the plan in place.

External equity deals with the differences between what the City is paying for each classification and what compensation is available in the market place for the same skills, capabilities, and duties.

As part of the study, Evergreen Solutions was tasked with:

- collecting and reviewing current environmental data present in the City of Foley;
- reviewing job descriptions and obtaining job analysis questionnaires from employees;
- conducting a market survey and providing feedback to the City of Foley regarding current market competitiveness;
- reviewing benefits offered by the City and comparing these benefits to those offered by peer organizations;
- conducting a classification analysis to assess internal equity and the efficiency of the current classification plan;
- developing strategic positioning recommendations using market data and best practices;
- developing a compensation structure and implementation cost plan for the City of Foley;
- developing and submitting draft and final reports summarizing findings and recommendations; and



- updating job descriptions that reflect recommended classification changes and employee responses to the JAT, and Fair Labor Standards Act (FLSA) recommendations.

1.1 STUDY METHODOLOGY

Evergreen Solutions combined qualitative as well as quantitative data analysis to produce an equitable solution in order to maximize the fairness and competitiveness of the City's compensation structure and practices. Project activities included:

- conducting a project kick-off meeting;
- conducting orientation sessions with employees;
- facilitating employee focus group sessions;
- conducting salary and benefits surveys;
- developing recommendations for compensation management;
- developing detailed implementation plans; and
- creating the draft and final reports.

Kickoff Meeting

The Kickoff Meeting provided an opportunity to discuss the history of the organization, finalize the work plan, and begin the data collection process. Data collection of relevant background material (including existing pay plans, organization charts, policies, procedures, job descriptions, and other pertinent material) is part of this process.

Employee Outreach

Employee Outreach consisted of orientation sessions and focus group meetings. Orientation sessions provided an opportunity for employees and supervisors to learn more information about the purpose of the study, and receive specific information related to their participation in the study process—especially the use of the Job Assessment Tool (JAT). The focus group sessions allowed employees, supervisors, and senior managers to identify practices that are working well and to suggest areas for improvement with regard to compensation and classification. The collective feedback received during these sessions is summarized in **Chapter 2** of this report.

Classification Analysis

To perform an analysis of the classification system, all employees were asked to complete a JAT in which they have the opportunity to describe the work they performed in their own words. Supervisors then reviewed the employee JATs and provided additional information as needed.



The information provided in the completed JATs was then used in the classification analysis in two ways:

- First, the work described was reviewed to ensure that classification titles were appropriate.
- Second, the JATs were evaluated to quantify each classification within the organization.

Each classification's score is based on the employee and supervisor responses to the JAT. The scores allowed for a comparison of classifications in the City.

Analysis of Current Conditions

This analysis provided an overall assessment of the existing pay plans and related data for City employees at the time the study began. The existing pay plans, the progression of employee salaries through pay grades, employee tenure, and the distribution of employees in the City were all examined during this process. The findings of this analysis is summarized in **Chapter 3** of this report.

Salary and Benefits Surveys

The external market is defined as identified peers that have similar characteristics, demographics, and service offerings as the target organization. Benchmark positions were identified from each area and level of the organization and included a large cross-section of positions in the City. These are listed in **Chapter 4**. Once the target and benchmark information were finalized, a survey tool was created to solicit salary information from each of the peer organizations. A second instrument was created to solicit information on benefits in the same peer organizations. When the results were received, the data were analyzed and entered to provide aggregate findings. The results of the salary and benefits surveys are provided in **Chapters 4 and 5**.

Recommendations

During the recommendation phase of the study, Evergreen developed a market-based pay plan and slotted classifications into the plan based on internal and external equity. Next, implementation options were developed to transition employee salaries into the new pay plans, and the associated costs of adjusting employee salaries were estimated.

Information was then provided to the City of Foley on how to execute the recommended salary adjustments, as well as how to maintain the recommended compensation and classification system over time. A summary of the findings and the associated recommendations in the study can be found in **Chapter 6**.



1.2 REPORT ORGANIZATION

This report includes the following six chapters:

- Chapter 1 – Introduction
- Chapter 2 – Summary of Employee Feedback
- Chapter 3 - Assessment of Current Conditions
- Chapter 4 – Salary Survey Results
- Chapter 5 – Benefits Survey Results
- Chapter 6 – Recommendations



Chapter 2 – Summary of Employee Feedback

The Evergreen Solutions Team conducted a series of 11 employee orientations and 12 focus group sessions at the City Hall Complex on March 19 and 20, 2018. Orientation sessions were mandatory for all employees and generally lasted 45-50 minutes. These sessions included a brief overview of the study and a detailed walk-through of the Job Assessment Tool (JAT) process—which all employees included in the study were asked to complete online. Approximately 270 individuals, representing employees from throughout the City, attended Evergreen’s orientation sessions.

The Team also conducted focus groups as part of the onsite visit. Approximately 170 employees attended one of 12 focus groups sessions held over a two-day period. The objective of the focus groups was to collect feedback on strengths and weaknesses of the current compensation and classification plan directly from the employees. Focus groups, like orientation sessions, lasted for approximately 45-50 minutes.

The remainder of this chapter summarizes the comments made by focus group participants. It is important to note that the views shared in this summary are not necessarily supported by Evergreen Solutions nor the City of Foley. Evergreen, however, used much of the information as a basis for further investigation throughout the course of the study. In all instances, Evergreen has removed any information that may identify the commenter.

Comments and feedback have been organized into the following five sections:

- 2.1 General Feedback
- 2.2 Compensation
- 2.3 Classification
- 2.4 Benefits
- 2.5 Summary

2.1 GENERAL FEEDBACK

Although the purpose of the focus group sessions was to discuss compensation and classification, the first two questions asked by Evergreen consultants generally requested feedback related to issues beyond these two topics. In some cases, even questions related specifically to compensation and classification yielded feedback outside of these domains. This section provides feedback received unrelated to compensation and classification, per se, but important to framing the context in which this study is occurring.

Important factors frequently shared by employees as reasons for coming to work for and/or remaining with the City of Foley included:

- **Challenging and Rewarding Work** – The satisfaction of working in an organization where they are challenged to learn and grow was a major reason given by many people for staying with the City of Foley. Supervisors are supportive of employees that aspire to higher levels of education or certification. A number of employees stated that they felt the work they were doing was important, and knowing that gave them a sense of pride. The City also had a great reputation.
- **Family Work Environment** – Many employees said they felt their fellow employees were like family. They said they felt they were making a difference for the Foley community in general, and find it a pleasure to work with other employees who share their desire to give back to the community.
- **Supportive Leaders, Managers and Supervisors** – A substantial number of employees pointed to the fact that the City’s leaders valued employees; listened to their concerns; and took care of them in terms of salary, benefits and general working conditions. Many pointed to their immediate bosses as a major reason for staying with the City. Some indicated that management changed a few years ago, and that has made a lot of difference. The current management trusts people to do their job. There is ‘Team Foley’ atmosphere in the City.
- **Total Benefit Package** – Employees in nearly every focus group stated that the benefit offerings (including health, retirement and fringe benefits) are what enticed them to seek employment with City. Most employees said that keeping these benefits was a major reason for staying with the City. Several newer employees said they took a cut in pay to come to the City, but because the amount they had to pay out for insurance coverages was so low, they actually received more in their take-home pay than they had at the former place of employment. The health insurance costs are incredibly low.
- **Security and Stability** – Some employees noted that they had worked in the private sector or had owned their own businesses, but had come to work for the City because the City offered a level of security and stability not available in the private sector.
- **Close to Home** – A large number of employees indicated that they came to work for the City because Foley was their home. Working with the City meant they could be close to family and friends while working at a rewarding job. Some said they left Foley and came back or simply relocated to Foley, but once they relocated they said they fell in love with the City, the weather, and the people, and now consider Foley to be their home.
- **Work Schedules and Time with Family** – Several employees indicated that their work schedules allowed them more time with family. In addition, the City is supportive of employees when taking holidays, vacation and sick leave to be with and/or handle family matters.



Employees cited only minimal factors other than compensation, classification and benefits that they felt impacted/undermined the employee morale and contributed to higher turnover rates. The few concerns voiced included the following:

- **Credit for Education and Certifications above the Minimum** – Employees questioned the rationale behind the City’s practice of not rewarding employees for obtaining higher levels of education and credentialing when it is clearly work-related.
- **Caps on Compensatory Time Earned** – Employees said that they understood that the amount of official compensatory time that can be accumulated varies from department to department. Some stated that supervisors would allow employees to take the lost time if the schedule permitted, but it was not tracked.
- **Growth** – The City’s growth has resulted in increased workloads in many of the departments. In the absence of new positions, the existing employees are being asked to handle the increased load and, in some instances, to take on greater responsibilities which can be stressful.

2.2 COMPENSATION

Specific comments shared by employees related to the City’s compensation practices, policies, and procedures included the following:

- One or more employees in most focus group sessions said they had reached or will reach the cap in their pay range and therefore were no longer getting merit raises that other employees were given.
- Starting pay levels are beginning to have an impact on the number of candidates applying for open positions. Many said that the lower number of applicants could impact the City’s ability to recruit top applicants. For example, Police stated that they used to get hundreds of applicants for open positions, but the number has declined—the starting pay was felt to be a contributing factor. Several employees said they knew of instances where good candidates walked out of an interview when they heard the starting salary.
- Merit pay was appreciated, but some employees indicated that the amount of the increase is dependent on evaluation scores; some supervisors score higher or lower than others, which either helps or hurts the employees who work for those supervisors. Some employees suggested annual training for supervisors, and at least formal training for new supervisors on the evaluation process. Other employees were confused about the merit system and not sure what level of performance constituents a 1, 3, or 5 percent increase.
- Time and a half overtime is paid. If employees are called in after hours or during the night for a need, the City only pays actual time worked (i.e., this could be 15 minutes; there is no minimum one or two-hour minimum designation).



- Employees stated that the City has noticeable recruitment and retention issues in the following areas/positions:
 - Certified Police Officers
 - Lower-level Information Technology positions (e.g., Technicians)
 - Building Inspector
 - Sanitation Supervisor
 - Payroll Clerk
 - Building Inspectors
 - Communication Officer
 - GIS positions
 - Environmental Assistant
 - Corrections Officers
 - Dispatchers
 - Administrative positions (i.e., secretaries, clerks, receptionists)
 - Gardner

- Employees identified the biggest competitors for positions in the area are:
 - Orange Beach
 - Baldwin County
 - Gulf Shores
 - Mobile
 - City of Pensacola (FL)
 - Riviera Utilities
 - Daphne
 - Baldwin County
 - Baldwin County Schools
 - City of Fairhope
 - Private companies/contractors
 - Fire Departments of similar size

2.3 CLASSIFICATION

General comments provided by employees related to classification included the following:

- **Job Descriptions** – Employees said the current job descriptions do not, in some cases, reflect what they actually do. Many stated that the additional duties they are now performing are more complex and require higher levels of training and skills due to changes in technology. Others mentioned that the City’s growth has impacted the workloads and the type of work they are now being asked to perform.

- **Classification Consistency** – Employees stated that the City’s use of generic classifications has led to inconsistencies within classifications. For example, the “operator” title is used in multiple departments, but the actual work being performed varies considerably. Levels of responsibility, types of work performed, and complexity of the tasks assigned are different yet they are all classified the same. On the other



hand, there are a number of titles that perform similar jobs and have similar levels of responsibility, but are classified and paid differently. Staff provided examples of administrative/clerical positions that were classified differently, but performed the same core functions with some differences in the level of responsibility.

- **Part-time Permanent Employees** – In the previous pay and classification study, these employees were excluded, but they are part of the current study.

In addition to the general comments, employees identified specific positions and titles needing attention during the study:

- **Senior Police Officer** is a courtesy title given to officers with longevity, The individuals in these positions, however, are asked to routinely perform additional tasks or take on additional responsibility with no additional pay.
- **Police Sergeants** have varying levels of responsibility. Some have nine people that report to them, while others have no direct reports. Since they frequently rotate positions, it may be difficult to appropriately compensate those that have greater responsibility.
- **Fire Drivers** are classified as firefighters. In other organizations they are classified as drivers or apparatus operators, and are classified at a higher level.
- **The Fire Lieutenant** is a position that performs many of the duties carried out by Battalion Chiefs in other organizations.
- **The Fire Inspector** in other municipalities is often referred to as a Fire Marshall; there may be a need to change this title accordingly.
- As a result of the evolution of the department from a volunteer organization to a City department, **the overall hierarchy of the Fire Department** does not include titles and positions common in many fire organizations; a more traditional hierarchy would position the department for additional growth in the future.
- **Operator** positions are found in multiple departments, but have significantly different levels of responsibility and workloads—Parks Operators cut grass and take care of parks, while Sanitation drivers are classified the same, operate a large truck, and there is considerable danger. Some differentiation in classification may be required.
- **Operator I and II** positions are differentiated by having a Commercial Driver’s License (CDL), yet there are Operator I and II positions that are performing more complex/high risk tasks, some of which may not need a CDL while others may require a higher level of CDL. An additional tier in this series may be needed.
- **Mechanics** are all classified the same, but one is acting as second in command when the Foreman is not available and may need to be classified at a higher level.



- **Building Inspectors** are all classified the same, which means that there is no place for an Inspector to go once they reach the top of their pay grade. Because of the credentialing requirements, the positions are hard to fill and, when filled, not all Inspectors are able to immediately perform all of the required inspections—creating a tier of inspector positions would allow for training and growth.
- **Library Aides** may be mistitled as they regularly troubleshoot computers and perform other technical tasks.
- **The Librarian** is mistitled as the position does not require a degree in the Library Science or ALA certification—the titles may better be changed to an Administrator position.

2.4 BENEFITS

General comments provided by employees related to benefits included the following:

- Employees are happy with their health and retirement benefits. Benefits were cited by most as the primary reason they came to the City of Foley and is one of the top reasons many employees gave for staying with the City.
- Fringe benefits—such as personal, sick and annual leave, as well as holidays and work schedules—were all shared as reasons why many employees came to work for the City and have stayed.

Healthcare

- The majority of employees said they appreciated the fact that the City paid the employee premiums for health coverage and felt the health insurance offered by the City was exceptionally good.
- The availability of the Symbol Clinic was repeatedly referred to as a tremendous benefit as there was a shorter wait time to get in, there was no co-pay, and the cost of prescription drugs was low.
- Most employees said that they hoped nothing in this study would cause the City to change the Health coverages or the rates they currently paid in any way.
- Mental health is a growing concern particularly in the emergency services area; some employees felt more emphasis should be placed on mental health and wellness programs.

Retirement

- Employees repeatedly stated that they appreciated the fact that they had retirement benefits, and many indicated that they were staying with the City because of the retirement.



- Some of the newer employees expressed concern about changes made by the State in recent years regarding the age when they might begin to receive retirement annuities.
- Employees expressed some concern that they lost their accumulated sick leave when they retired and knew of instances when retiring employees had purposefully used their sick leave as they neared retirement. Employees can donate their unused sick leave to the sick leave bank at the time of retirement. While the State allows the City the option of allowing employees to use sick leave toward retirement, the City has opted not to allow employees to use sick leave in this way. Exploring the costs and benefits of opting into this program may be warranted. Implementing this option could provide employees an incentive to accumulate leave balances in the future, but may impact the health of the current sick leave bank.

Fringe Benefits

- Nearly all employees were pleased with the amount of leave they had available to them—including sick leave, annual leave and holidays.
- Many employees appreciate the sick leave bank.
- Employees expressed appreciation that the City provided tuition assistance for employees taking college-level courses. Of concern, however, was the fact that when they received their degree, they were not rewarded for the additional level of education—even when it was directly related to the job they were doing. Some said they understood that they may be eligible to apply for jobs that required a high level of education, but for those wanting to continue doing what they are doing, the degree was of no benefit.
- Recruitment in the Police Department is enhanced by the fact that the City pays for officers to go to the Police Academy and also provides officers all of their equipment. Take-home cars are also a significant benefit which employees hoped would be retained.

2.5 SUMMARY

Employee feedback reported above represents both common issues that exist in many organizations as well as issues that are unique to the City. The feedback received by the Evergreen Team during outreach at the City was very positive. Employees believe that the City is a very good place to work—attributed to the overall benefit package, the comradery between employees, and the support employees receive from the City leaders. However, as with any organization, employees perceive weaknesses in certain areas related to the current compensation and classification system, and the need to address these concerns so as to position the City for future growth.



Chapter 3 – Assessment of Current Conditions

Chapter 3 provides an overall assessment of the classification and compensation system in place at the City of Foley for all employees. Data included here reflect the demographics in place at the time of the study and should be considered a snapshot in time. These data provide the baseline for analysis through the course of this study, but are not sufficient cause for recommendations in isolation. By reviewing employee data, Evergreen gained a better understanding of the structures and methods in place and identified issues for both further review and potential revision.

3.1 ANALYSIS OF SALARY SCHEDULES

The study was conducted for all employees and they are included in one pay plan. The Foley pay plan contains a total of 145 unique job titles and 282 full-time and 14 permanent part-time employees—the pay plan also includes six vacant job titles. The part-time employees were not included in this analysis since they are not currently assigned to a pay grade. The six vacant job titles were also omitted from all employee-related analyses.

Exhibits 3A displays the City’s pay plan—summarized for comparison purposes. The exhibits provide each pay grade on the plan; the value of each pay range at minimum, midpoint and maximum; the range spread for each pay range; the midpoint progression between pay grades; the number of unique classification titles with incumbents by pay range; and the number of employees per pay range.

Comparing the summary data in **Exhibit 3A** to best practices, several observations can be made about the City’s pay plan:

- Overall, the City has one pay plan that appears to be consistently used among all classifications—allowing an ease of adjustment.
- **Range spread**—generally set between 50 to 70 percent for best practice—is consistent across the salary schedule with an average range of 40 percent. The City’s current pay plan’s range spread does not meet recommended best practice.
- **Midpoint progression**—generally set between 3 to 5 percent—is somewhat consistent with an average midpoint progression of 4.3 percent. The City’s current pay plan’s midpoint progression meets recommended best practice.
- The City does not have classifications assigned to 40 percent (20) of the pay grades in their current pay plan.



**EXHIBIT 3A
CURRENT PAY PLAN
FOR THE CITY OF FOLEY**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	# of Filled Position Titles*	Employees
1	\$15,111	\$18,134	\$21,156	40%	-	0	0
2	\$17,181	\$20,617	\$24,054	40%	13.7%	0	0
3	\$19,250	\$23,100	\$26,950	40%	12.0%	0	0
4	\$21,320	\$25,584	\$29,848	40%	10.8%	0	0
5	\$23,390	\$28,067	\$32,745	40%	9.7%	3	4
6	\$25,458	\$30,550	\$35,642	40%	8.8%	5	16
7	\$27,528	\$33,034	\$38,539	40%	8.1%	4	25
8	\$29,597	\$35,516	\$41,436	40%	7.5%	10	29
9	\$31,667	\$38,000	\$44,333	40%	7.0%	18	32
10	\$33,735	\$40,483	\$47,230	40%	6.5%	10	15
11	\$35,805	\$42,966	\$50,127	40%	6.1%	7	7
12	\$37,875	\$45,449	\$53,025	40%	5.8%	6	6
13	\$39,944	\$47,933	\$55,922	40%	5.5%	8	11
14	\$42,013	\$50,416	\$58,818	40%	5.2%	8	25
15	\$44,082	\$52,899	\$61,715	40%	4.9%	14	53
16	\$46,152	\$55,382	\$64,613	40%	4.7%	2	2
17	\$48,222	\$57,866	\$67,510	40%	4.5%	2	2
18	\$50,290	\$60,348	\$70,407	40%	4.3%	10	15
19	\$52,360	\$62,832	\$73,303	40%	4.1%	4	4
20	\$54,429	\$65,315	\$76,201	40%	4.0%	8	12
21	\$56,499	\$67,798	\$79,098	40%	3.8%	2	2
22	\$58,567	\$70,281	\$81,995	40%	3.7%	1	1
23	\$60,637	\$72,765	\$84,892	40%	3.5%	1	1
24	\$62,707	\$75,247	\$87,789	40%	3.4%	0	0
25	\$64,776	\$77,731	\$90,686	40%	3.3%	6	6
26	\$66,845	\$80,214	\$93,583	40%	3.2%	0	0
27	\$68,914	\$82,698	\$96,480	40%	3.1%	1	1
28	\$70,984	\$85,180	\$99,378	40%	3.0%	2	2
29	\$73,053	\$87,664	\$102,274	40%	2.9%	1	1
30	\$75,122	\$90,147	\$105,171	40%	2.8%	1	1
31	\$77,192	\$92,630	\$108,068	40%	2.8%	2	2
32	\$79,261	\$95,113	\$110,966	40%	2.7%	0	0
33	\$81,331	\$97,597	\$113,863	40%	2.6%	2	2
34	\$83,399	\$100,079	\$116,759	40%	2.5%	1	1
35	\$85,469	\$102,563	\$119,656	40%	2.5%	1	1
36	\$87,538	\$105,046	\$122,554	40%	2.4%	0	0
37	\$89,608	\$107,529	\$125,451	40%	2.4%	0	0
38	\$91,678	\$110,013	\$128,349	40%	2.3%	0	0
39	\$93,746	\$112,496	\$131,244	40%	2.3%	2	2
40	\$95,817	\$114,980	\$134,143	40%	2.2%	0	0
41	\$97,885	\$117,462	\$137,039	40%	2.2%	0	0
42	\$99,955	\$119,946	\$139,937	40%	2.1%	0	0
43	\$102,023	\$122,429	\$142,833	40%	2.1%	0	0
44	\$104,094	\$124,912	\$145,731	40%	2.0%	0	0
45	\$106,163	\$127,395	\$148,627	40%	2.0%	1	1
46	\$108,232	\$129,879	\$151,525	40%	1.9%	0	0
47	\$110,301	\$132,361	\$154,421	40%	1.9%	0	0
48	\$112,371	\$134,845	\$157,320	40%	1.9%	0	0
49	\$114,440	\$137,328	\$160,215	40%	1.8%	0	0
50	\$116,510	\$139,811	\$163,113	40%	1.8%	0	0
OVERALL				40%	4.3%	143	282

*Three positions are vacant and building custodians are in two pay grades.



Exhibit 3B displays all classification titles in the City's pay plan. As can be seen, there are a total of 145 unique classification titles in the pay plan.

**EXHIBIT 3B
MASTER CLASSIFICATION LIST**

Classification Title	Classification Title
Accident Investigations Officer	Corporal/Patrol K-9
Accountant/Asset Manager	Corporal/Sex Offender Compliance
Accounting Clerk	Corrections Officer
Accounts Payable Clerk	Corrections/Shift Leader
Administrative Assistant	Crew Leader/Equipment Operator III (Construction)
Administrative Assistant/Grants Coordinator	Crew Leader/Equipment Operator III (Maintenance)
Administrative Assistant/Office Coordinator	Crime Analysis Technician/Records Clerk
Assistant Children's Librarian	Deputy Chief of Police
Assistant City Administrator/HR Director	Deputy Director of Sports Tourism
Assistant City Clerk	Deputy Fire Chief
Assistant City Engineer	Detective
Assistant Training Coordinator	Director of Recreation & Sports Tourism
Athletic Coordinator	Director of Senior Services & Municipal Complex
Benefits Coordinator	Driver Operator II
Building Custodian	Engineering Administrative Assistant
Building Inspector	Environmental Assistant
Building Maintenance Technician I	Environmental Manager
Building Maintenance Technician II	Equipment Operator I
Building Maintenance Worker I	Equipment Operator II
Building Maintenance Worker II	Event Coordinator
Chief Building Inspector	Event Operations Manager
Chief Corrections Officer	Events Coordinator
Children's Librarian	Events Coordinator/Office Manager
CID Secretary	Field Maintenance Worker I
City Administrator	Field Maintenance Worker II
City Clerk	Finance Director/City Treasurer
City Engineer	Fire Chief
City Planner/Building Official	Fire Fighter
Code Enforcement Officer	Fire Inspector
Commander/Administration Division	Fire Service Lieutenant
Commander/Community Safety	Gardener
Commander/Criminal Investigations Division	GIS Specialist
Commander/Patrol Division	Graphic Designer
Communications Officer	Head of Circulation Services
Communications Supervisor	Horticulture Laborer
Communications/Shift Leader	Horticulturist
Community Relations Officer	HR Office Assistant
Construction Projects Manager	Information Systems Manager
Corporal/Accident Investigations	Infrastructure Administrator
Corporal/Detective	IT Technician I
Corporal/Patrol	IT Technician II
It Technician III	Public Works Superintendent
Library Aide I	Purchasing Agent/Airport Manager
Library Aide II	Receptionist/Administrative Assistant
Library Cataloger	Recreation Assistant - Concessions
Library Computer Lab Manager	Recreation Field Superintendent
Library Director	Recreation Office Manager
Library Technician/Genealogy Assistant	Revenue Clerk
Magistrate I	Revenue Officer
Magistrate II	Sanitation Laborer
Magistrate III	Sanitation Supervisor



EXHIBIT 3B (Continued)
MASTER CLASSIFICATION LIST

Classification Title	Classification Title
Marketing Communications Manager	Sanitation Worker I
Marketing Director	School Resource Corporal
Mechanic	School Resource Officer
Mechanic Aide	Secretary Office Assistant
Municipal Court Clerk/Administrator	Secretary/Receptionist
Office Coordinator	Senior Center Assistant
Parks Crew Leader	Senior Fire Fighter
Parks Laborer	Sergeant/Community Oriented Policing
Parks Maintenance Worker I	Sergeant/Detective
Parks Maintenance Worker II	Sergeant/Intelligence
Parks Ranger	Sergeant/Patrol
Parks Superintendent	Sergeant/Professional Development
Patrol Officer	Shop Foreman
Patrol Officer K-9	Special Services/Event Liaison
Payroll Clerk	Sports & Events Sales Manager
Permit Clerk	Sports & Sponsorship Sales Manager
Personnel Specialist	Sports Tourism Field Superintendent
Planning & Zoning Assistant	Sportsplex Technician
Planning/Zoning Coordinator	Stacks Maintenance
Police Chief	Street Supervisor
Project & Risk Manager/EMA Director	Streetscape Technician

3.2 GRADE PLACEMENT ANALYSIS

All analyses from this point forward omit pay grades with no incumbents for ease of comparison.

When assessing the effectiveness of a City's salary schedules and associated policies, it is helpful to analyze where employee salaries stand in comparison to their classification's pay grade range. In general, placement of an employee at a classification's grade minimum would generally indicate a newer employee or an employee that was recently promoted into a classification who has not had the opportunity or experience needed to progress through the grade. In contrast, an employee at or near the maximum of their grade is generally an employee with longer tenure who has had the opportunity or experience necessary to progress towards the top of the pay grade.

Exhibit 3C displays the percentage of employees compensated at the pay grade minimum and pay grade maximum thresholds. Employees not included on this chart are compensated somewhere between the upper and lower thresholds. The percentages presented are based on the total number of employees in that grade. As can be seen in **Exhibit 3C**, no employees are compensated at their pay grade's minimum, and 2.8 percent (8) of employees are compensated at their pay grade's maximum. Overall, these numbers do not indicate compression or range issues as it is fairly common to have some number of employees compensated at the upper or lower limits of their grade.



**EXHIBIT 3C
EMPLOYEES AT MINIMUM AND MAXIMUM BY PAY GRADE**

Grade	Employees	# at Min	% at Min	# at Max	% at Max
5	4	0	0.0%	2	50.0%
6	16	0	0.0%	0	0.0%
7	25	0	0.0%	0	0.0%
8	29	0	0.0%	1	3.4%
9	32	0	0.0%	1	3.1%
10	15	0	0.0%	1	6.7%
11	7	0	0.0%	0	0.0%
12	6	0	0.0%	0	0.0%
13	11	0	0.0%	1	9.1%
14	25	0	0.0%	1	4.0%
15	53	0	0.0%	0	0.0%
16	2	0	0.0%	0	0.0%
17	2	0	0.0%	0	0.0%
18	15	0	0.0%	0	0.0%
19	4	0	0.0%	0	0.0%
20	12	0	0.0%	1	8.3%
21	2	0	0.0%	0	0.0%
22	1	0	0.0%	0	0.0%
23	1	0	0.0%	0	0.0%
25	6	0	0.0%	0	0.0%
27	1	0	0.0%	0	0.0%
28	2	0	0.0%	0	0.0%
29	1	0	0.0%	0	0.0%
30	1	0	0.0%	0	0.0%
31	2	0	0.0%	0	0.0%
33	2	0	0.0%	0	0.0%
34	1	0	0.0%	0	0.0%
35	1	0	0.0%	0	0.0%
39	2	0	0.0%	0	0.0%
45	1	0	0.0%	0	0.0%
Total	282	0	0.0%	8*	2.8%

*This number increased as the study was conducted due to annual evaluations and employee pay increases.

In addition to assessing the number of employees at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay grade midpoint. **Exhibit 3D** displays the results of this analysis. As can be seen, a total of 190 employees are compensated below their pay grade midpoint, which is 67.4 percent of all employees. Conversely, 92 employees are compensated above midpoint of their pay grade, which is 32.6 percent of all employees. In four pay grades, there are no employees compensated above pay grade midpoint.



**EXHIBIT 3D
EMPLOYEES BELOW MIDPOINT AND ABOVE MIDPOINT
BY PAY GRADE**

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
5	4	0	0.0%	4	100.0%
6	16	11	68.8%	5	31.3%
7	25	17	68.0%	8	32.0%
8	29	22	75.9%	7	24.1%
9	32	27	84.4%	5	15.6%
10	15	9	60.0%	6	40.0%
11	7	5	71.4%	2	28.6%
12	6	2	33.3%	4	66.7%
13	11	7	63.6%	4	36.4%
14	25	19	76.0%	6	24.0%
15	53	44	83.0%	9	17.0%
16	2	1	50.0%	1	50.0%
17	2	2	100.0%	0	0.0%
18	15	7	46.7%	8	53.3%
19	4	3	75.0%	1	25.0%
20	12	3	25.0%	9	75.0%
21	2	1	50.0%	1	50.0%
22	1	1	100.0%	0	0.0%
23	1	0	0.0%	1	100.0%
25	6	3	50.0%	3	50.0%
27	1	1	100.0%	0	0.0%
28	2	1	50.0%	1	50.0%
29	1	0	0.0%	1	100.0%
30	1	0	0.0%	1	100.0%
31	2	1	50.0%	1	50.0%
33	2	2	100.0%	0	0.0%
34	1	0	0.0%	1	100.0%
35	1	0	0.0%	1	100.0%
39	2	1	50.0%	1	50.0%
45	1	0	0.0%	1	100.0%
Total	282	190	67.4%	92	32.6%



3.3 QUARTILE ANALYSIS

In a quartile analysis, each pay grade possessing at least one full-time employee is divided into four equal segments or quartiles, and employees are assigned a quartile based on which step they fall on. This analysis is used to reveal areas of compression within a compensation system when paired with tenure data. Generally, the ideal outcome is for the analysis to show a strong correlation between tenure and quartile—where higher tenure would be experienced in higher quartiles. Generally, this analysis is run using classification date tenure versus overall organizational tenure.

Exhibit 3E shows the number of employees that are in each quartile of each grade, as well as the average overall City tenure (i.e. how long an employee has been at the City) by quartile.

Overall, data show that 31.6 percent of employees fall into Quartile 1 of their respective grade; 35.8 percent fall into Quartile 2; 22.3 percent fall into Quartile 3; and 10.3 percent fall into Quartile 4. While this distribution does not lead to a conclusion, data for average tenure do lead to determinations on the relationship between tenure and salary.

Overall average tenure increases as quartile increases—the average tenure in Quartile 1 is 4.1 years; in Quartile 2 is 10.5 years; in Quartile 3 is 13.2 years; and in Quartile 4 is 19.6 years. This would seem to indicate that employees are moved through their pay grades equitably with a positive linear relationship between tenure and pay from the first to the fourth quartile.

While there is no best practice for what average tenure should be for each quartile and other factors outside of the breadth of this analysis can impact placement (e.g. promotional and hiring practices), the resulting analysis does indicate that inequities may not exist across pay grades. Ideally, average tenure increases from one quartile to the next, and average tenure is relatively equal for the same quartile across various pay grades. That is, employees progress from one quartile to the next with similar tenure regardless of pay grade. The City's average tenure for each quartile varies across pay grades.



**EXHIBIT 3E
QUARTILE ANALYSIS – TENURE IN THE CITY OF FOLEY**

Grade	Total Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure									
5	4	19.4	0	0.0%	-	0	0.0%	-	1	25.0%	12.6	3	75.0%	21.7
6	16	7.4	5	31.3%	0.9	6	37.5%	7.9	2	12.5%	12.0	3	18.8%	14.2
7	25	7.1	7	28.0%	1.6	10	40.0%	7.9	7	28.0%	10.3	1	4.0%	14.2
8	29	5.4	14	48.3%	0.9	8	27.6%	7.6	3	10.3%	9.8	4	13.8%	13.6
9	32	6.5	13	40.6%	2.6	14	43.8%	6.9	3	9.4%	11.7	2	6.3%	20.6
10	15	7.9	5	33.3%	2.0	4	26.7%	7.0	4	26.7%	8.8	2	13.3%	22.4
11	7	9.6	0	0.0%	-	5	71.4%	7.0	1	14.3%	11.1	1	14.3%	21.4
12	6	14.2	1	16.7%	0.1	1	16.7%	16.8	3	50.0%	17.2	1	16.7%	16.8
13	11	9.7	2	18.2%	4.5	5	45.5%	6.9	3	27.3%	13.8	1	9.1%	21.9
14	25	7.6	12	48.0%	2.8	7	28.0%	7.1	4	16.0%	18.8	2	8.0%	15.5
15	53	6.3	19	35.8%	1.8	25	47.2%	7.4	8	15.1%	11.7	1	1.9%	22.2
16	2	5.9	1	50.0%	0.7	0	0.0%	-	1	50.0%	11.2	0	0.0%	-
17	2	3.5	1	50.0%	1.3	1	50.0%	5.6	0	0.0%	-	0	0.0%	-
18	15	12.9	2	13.3%	4.4	5	33.3%	11.1	6	40.0%	14.8	2	13.3%	20.5
19	4	16.8	0	0.0%	-	3	75.0%	14.7	1	25.0%	23.1	0	0.0%	-
20	12	11.7	2	16.7%	3.2	1	8.3%	6.8	8	66.7%	13.4	1	8.3%	20.2
21	2	15.0	0	0.0%	-	1	50.0%	25.9	1	50.0%	4.2	0	0.0%	-
22	1	2.7	1	100.0%	2.7	0	0.0%	-	0	0.0%	-	0	0.0%	-
23	1	4.2	0	0.0%	-	0	0.0%	-	1	100.0%	4.2	0	0.0%	-
25	6	23.0	1	16.7%	26.1	2	33.3%	20.8	2	33.3%	19.8	1	16.7%	30.6
27	1	11.9	0	0.0%	-	1	100.0%	11.9	0	0.0%	-	0	0.0%	-
28	2	22.4	0	0.0%	-	1	50.0%	15.6	0	0.0%	-	1	50.0%	29.2
29	1	21.6	0	0.0%	-	0	0.0%	-	0	0.0%	-	1	100.0%	21.6
30	1	24.5	0	0.0%	-	0	0.0%	-	1	100.0%	24.5	0	0.0%	-
31	2	7.1	1	50.0%	0.1	0	0.0%	-	0	0.0%	-	1	50.0%	14.2
33	2	13.5	2	100.0%	13.5	0	0.0%	-	0	0.0%	-	0	0.0%	-
34	1	22.1	0	0.0%	-	0	0.0%	-	1	100.0%	22.1	0	0.0%	-
35	1	9.2	0	0.0%	-	0	0.0%	-	1	100.0%	9.2	0	0.0%	-
39	2	7.5	0	0.0%	-	1	50.0%	3.7	0	0.0%	-	1	50.0%	11.2
45	1	7.1	0	0.0%	-	0	0.0%	-	1	100.0%	7.1	0	0.0%	-
Overall	282	11.5	89	31.6%	4.1	101	35.8%	10.5	63	22.3%	13.2	29	10.3%	19.6



3.4 COMPRESSION ANALYSIS

One form of 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. One common type of pay compression can be observed when the pay of highly tenured staff and newly hired employees in the same job are too similar. The following analysis attempts to determine if such compression can be observed in the City of Foley.

Exhibit 3F shows the ratio of subordinate salaries to supervisor salaries by grade for employees. Employees were grouped into their respective classification levels and actual salary data were utilized to determine if an employee's salary was either less than 80 percent, less than 95 percent, or more than 95 percent of their supervisor's salary.

**EXHIBIT 3F
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE**

Grade	< 80%	< 95%	>95%	*Employees
5	100.0%	0.0%	0.0%	4
6	100.0%	0.0%	0.0%	16
7	92.0%	8.0%	0.0%	25
8	72.4%	24.1%	3.4%	29
9	75.0%	18.8%	6.3%	32
10	93.3%	6.7%	0.0%	15
11	100.0%	0.0%	0.0%	7
12	83.3%	16.7%	0.0%	6
13	90.9%	9.1%	0.0%	11
14	56.0%	44.0%	0.0%	25
15	81.1%	17.0%	1.9%	53
16	100.0%	0.0%	0.0%	2
17	100.0%	0.0%	0.0%	2
18	26.7%	66.7%	6.7%	15
19	100.0%	0.0%	0.0%	4
20	25.0%	66.7%	8.3%	12
21	100.0%	0.0%	0.0%	2
22	100.0%	0.0%	0.0%	1
23	100.0%	0.0%	0.0%	1
25	66.7%	33.3%	0.0%	6
27	100.0%	0.0%	0.0%	1
28	50.0%	0.0%	50.0%	2
29	100.0%	0.0%	0.0%	1
30	100.0%	0.0%	0.0%	1
31	50.0%	50.0%	0.0%	2
33	100.0%	0.0%	0.0%	2
34	100.0%	0.0%	0.0%	1
35	0.0%	100.0%	0.0%	1
39	0.0%	50.0%	50.0%	2
45	0.0%	0.0%	0.0%	1
Total	75.4%	17.0%	4.2%	282

*The City Administrator classification is not included in this analysis since it does not have a supervisor.



As shown, 75.4 percent of incumbent salaries fall below 80 percent of their supervisor's salary; 17 percent of incumbent salaries fall below 95 percent of their supervisor's salary; and 4.2 percent of incumbent salaries fall above 95 percent of their supervisor's salary. While compression may present itself in other ways, the review of salaries of employees relative to the salaries of their supervisors yields no immediate concerns. Subsequent exhibits address other ways compression may present itself.

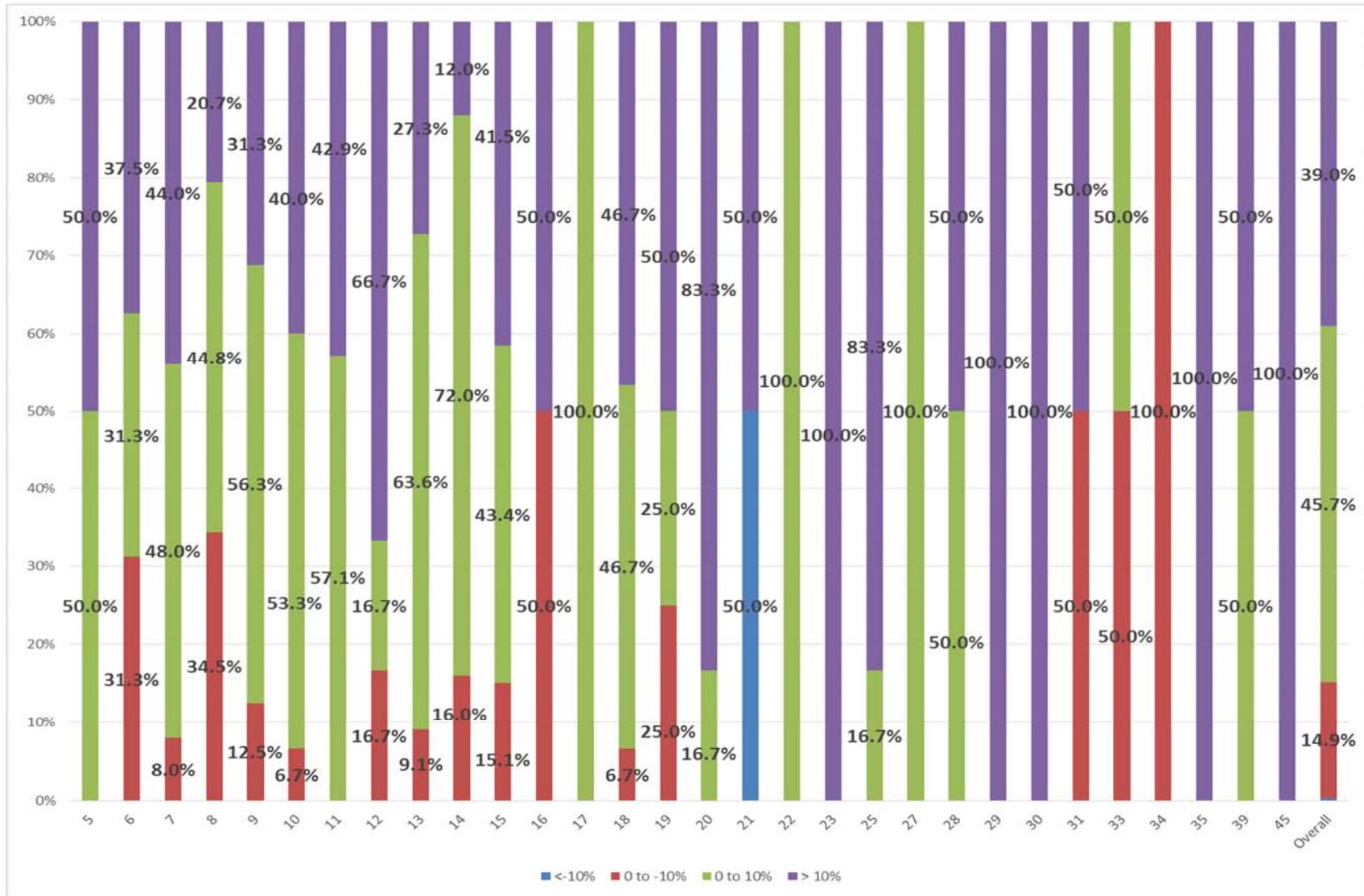
Exhibit 3G displays the average tenure of employees whose actual placement varies from their expected placement by pay grade—including those whose actual placement is **below** expected placement; those whose actual placement is **at** expected placement; and those whose actual placement is **above** expected placement. Expected salary placement was determined by dividing each employee's positions respective pay range spread by 30 years (a nominal value intended to represent the length of a full career with an organization), then multiplying that value by their years of tenure with the City. The resulting dollar amount represents an idealized compensation level given their years of service. While tenure is not the only means by which an employee's compensation is adjusted, "change-over-time" is the one common factor among almost all types of raise or incentive structures.

Employees in the salary schedules who are at or above expected placement are employees with salaries that are between 0 and 10 percent ahead of their expected salary and employees with salaries that are more than 10 percent ahead of their expected salary. Employees who are at or below expected placement are employees with salaries that are between 0 and 10 percent behind their expected salary and employees with salaries that are lower than 10 percent behind their expected salary. Generally, the only source of concern would be employees who are more than 10 percent behind expected placement. However, simply having employees in this group does not necessarily mean there are corresponding compression issues—assuming there is a reason for these placements.

As **Exhibit 3G** shows, 84.8 percent of employees are at or above expected placement, and 15.2 percent of employees are at or below expected placement. These results could indicate that the City progresses most employee salaries at a rate that will roughly get employees "to max" in 30 years.



EXHIBIT 3G ACTUAL VERSUS EXPECTED PLACEMENT



3.5 PERMANENT PART-TIME EMPLOYEES

As of March 2018, the City employed 14 permanent part-time employees who were not on the current salary schedule. **Exhibit 3H** displays the permanent part-time classifications along with the department and number of incumbents. There are a total of seven (7) unique part-time classifications. Permanent part-time employees are generally scheduled to work 29 hours or less each week depending on work requirements.

**EXHIBIT 3H
PERMANENT PART-TIME EMPLOYEES DISTRIBUTION**

Department	Classification Title	Employees
Marketing	Part-Time Assistant	1
Street	Part-Time Equipment Operator I	1
Library	Part-Time Library Aide	4
General Government	Part-Time Mail Courier/Receptionist	1
Street	Part-Time Street Laborer	2
Marketing	Part-Time Welcome Center Aide	4
Senior Center	Senior Center – Part-Time Support	1
Total		14

3.6 DEPARTMENT DISTRIBUTION

As of March 2018, the City employed 282 full-time employees across 20 different departments. The following analysis is intended to provide basic information regarding how employees are distributed among departments.

Exhibit 3I depicts the number of classifications that are present in each department, along with the number and overall percentage of total employees by department. As the exhibit illustrates, the largest department is Police, with 92 employees, representing 32.6 percent of the City's workforce.



**EXHIBIT 3I
EMPLOYEES AND CLASSES BY DEPARTMENT**

Department	Employees	*Classes	% of Total
Community Development	9	7	3.2%
Engineering	4	4	1.4%
Environmental	4	4	1.4%
Fire	32	8	11.3%
General Government	17	17	6.0%
Horticulture	5	4	1.8%
Information Technology	5	5	1.8%
Library	11	9	3.9%
Maintenance Shop	4	2	1.4%
Marketing	2	2	0.7%
Municipal Complex	8	4	2.8%
Municipal Court	6	4	2.1%
Parks	12	5	4.3%
Police	92	37	32.6%
Public Works	2	2	0.7%
Recreation	12	9	4.3%
Sanitation	14	4	5.0%
Senior Center	3	3	1.1%
Sports Tourism	12	10	4.3%
Street	28	6	9.9%
Total	282	146	100%

**There are a total of 145 unique classification titles. The total of 146 displayed here exceeds this number due to duplicate classifications for custodians.*

3.7 SUMMARY

The information contained in this chapter identifies a number of strengths and weaknesses in the City's current pay plan related to the overall structure of the compensation system as well as the administration of it at the individual employee level. Notably, the following was found:

- The City possesses one pay plan—this allows for consistent adjustments to the compensation structure.
- Range spread, generally recommended to be between 50 to 70 percent for best practice, is consistent across all ranges but does not meet recommended best practice with an average range spread of 40 percent.



- Midpoint progression, generally set between 3 to 5 percent for best practice, is 4.3 percent and meets recommended best practices.
- The majority of employees are compensated below their pay grade's midpoint.
- The City generally maintains a healthy positive linear relationship between experience and grade penetration throughout each pay grade.

This analysis acts as a starting point for development of recommendations in subsequent chapters of this report. Paired with market data, Evergreen is able to make recommendations that will ensure that the City of Foley compensation system is structurally sound in terms of best practice, competitive with the market, and treats all employees equitably moving forward.



Chapter 4 – Salary Survey Results

Chapter 4 focuses on the external market survey conducted by Evergreen. Conducting a market comparison analysis determines, among other things, the relative competitive market position of the compensation system in the City of Foley. This is accomplished by examining salary ranges and the various components within the City’s respective labor market. Data collected are used to analyze overall market competitiveness of the City as well as to develop a compensation plan that will assist Foley in recruiting and retaining talented employees. This market analysis is used to examine the overall competitiveness of Foley and not for evaluating salaries at the individual level, as individual pay is determined through a combination of factors, which can include demand for the type of job, performance, experience, negotiation, and budgetary concerns.

Market comparisons should be considered a snapshot of current market conditions, as the data collected are reflective of market information at the time of the study. Market conditions can change, and market surveys should be completed at regular intervals to ensure the organization’s salary structure remains up to date with the current market.

4.1 SURVEY DATA SOURCES

Evergreen collected pay range information from target peers in the City’s competitive market using a customized survey tool. The development of this tool included selecting benchmark classifications to be surveyed. The desired outcome of benchmarking is to select a cross-section of the City’s classifications, so that the surveyed positions include a subset of all work areas and levels of classifications in Foley. The classification title, a description of assigned duties, and the education and experience requirements were provided to each peer in the survey tool for each benchmarked classification.

Data were collected from other organizations in the region. Peers were selected based on several factors such as location, cost of living, and relative population of the organizations that Foley competes with for employees. Seventeen (17) market peers were asked to participate; fourteen (14) agreed to participate (including Foley) as shown in **Exhibit 4A**.

Data were adjusted for cost of living using cost of living index factors which allow for salary dollars from entities outside of the City’s area to be compared in spending power relevant to Foley. 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
TARGET MARKET PEERS**

Market Peers	Cost of Living Index
City of Foley, AL	97.3
Baldwin County Schools, AL	97.3
Baldwin County, AL	97.3
CHS Hospital, AL	97.3
City of Biloxi, MS	93.0
City of Daphne, AL	97.3
*City of Fairhope, AL	97.3
City of Gulf Shores, AL	97.3
City of Gulfport, MS	93.0
City of Mobile, AL	96.0
City of Orange Beach, AL	97.3
City of Pensacola, FL	102.3
*City of Spanish Fort, AL	97.3
Escambia County, FL	102.3
Mobile County, AL	96.0
Riviera Utilities, AL	97.3
Santa Rosa County, FL	101.9
*Vulcan Industries, AL	95.0

**Market peers marked with an asterisk did not participate in the market survey.*

4.2 SALARY DATA

Making use of the City’s assigned pay ranges, Evergreen was able to make direct market evaluations across classifications and benchmark groupings as well as compare the ranges of benchmarked positions to the salary ranges collected from the target organizations identified in **Exhibit 4A**. The market differentials, and the percentage difference between the City of Foley and the market, are shown for survey market range minimum, midpoint, and maximum.

A positive differential indicates Foley is above market for that classification at the range minimum, midpoint, or maximum; a negative differential indicates that Foley is below market for that classification at that range position. The differentials do not necessarily mean incumbents are overpaid or underpaid in their classifications. It simply displays the difference between the salary range and the average published salary range in the City’s market.

Exhibit 4B provides a summary of the results at the market average for each comparison point. The exhibit contains the following information:

- Each of the 50 classifications that were benchmarked are listed in the exhibit.

- The market salary range information for each benchmarked classification—including the average of the peer responses for the salary range minimum, midpoint, and maximum—are provided in the exhibit.
- The current salary ranges of the benchmark positions in Foley were compared to the salary ranges of similar positions to determine the City’s placement within the market. A percentage differential is calculated for each classification. These columns are identified with the header ‘% Diff.’ A negative differential indicates that the salary range minimum, midpoint or maximum for the position’s range was lower than the average of minimum, midpoint or maximum for that position. A positive differential indicated that the City’s range minimum, midpoint, or maximum for that classification was higher.
- The survey average range, displayed in the second column from the right, provides the average range width for each classification surveyed. This spread was the percentage difference of the average minimum and average maximum salary ranges of respondents in terms of the surveyed average minimum salary range. This information is used to compare the range spreads in the City of Foley versus the market.
- The total number of survey responses for each classification is provided in the column on the far right, and the average number of responses for all classifications is provided in the last row. As shown, a total number of 400 market matches were made.



EXHIBIT 4B
SALARY SURVEY MARKET SUMMARY

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg. Range	Number of Responses
	Average	% Diff	Average	% Diff	Average	% Diff		
Accounts Payable Clerk	\$29,198.47	13.4%	\$36,072.21	10.9%	\$42,945.94	9.1%	47.2%	11
Benefits Coordinator	\$40,718.39	-1.9%	\$50,453.54	-5.3%	\$60,188.68	-7.6%	47.9%	9
Building Custodian	\$22,371.82	12.1%	\$28,368.92	7.1%	\$34,366.02	3.6%	53.8%	11
Building Inspector	\$37,271.89	15.4%	\$46,945.84	11.3%	\$56,619.80	8.3%	52.1%	12
Building Maintenance Technician I	\$30,022.81	5.2%	\$37,769.58	0.6%	\$45,516.35	-2.7%	51.8%	12
Building Maintenance Technician II	\$35,848.54	-6.3%	\$44,471.54	-9.9%	\$53,094.54	-12.4%	48.2%	9
Building Maintenance Worker I	\$26,378.42	4.2%	\$32,501.23	1.6%	\$38,624.05	-0.2%	46.7%	5
Building Maintenance Worker II	\$26,465.30	16.4%	\$32,981.11	13.2%	\$39,496.92	10.9%	49.6%	7
City Administrator	\$112,902.82	-6.3%	\$142,179.04	-11.6%	\$171,455.26	-15.4%	52.1%	5
City Engineer	\$82,576.34	11.9%	\$109,014.98	3.1%	\$135,453.62	-3.2%	64.5%	9
City Planner/Building Official	\$62,262.28	25.3%	\$80,926.46	19.1%	\$99,590.64	14.7%	60.4%	8
Communications Officer	\$29,782.71	-0.6%	\$38,091.47	-7.3%	\$46,400.23	-12.0%	56.0%	9
Corrections Officer	\$31,950.90	-8.0%	\$39,889.89	-12.3%	\$47,828.87	-15.4%	49.7%	6
Director of Recreation and Sports Tourism	\$64,043.99	21.3%	\$87,241.02	10.6%	\$110,438.04	3.0%	73.1%	5
Engineering Administrative Assistant	\$33,340.72	12.0%	\$41,406.40	8.9%	\$49,472.08	6.7%	48.8%	9
Equipment Operator I	\$25,582.82	7.1%	\$32,313.75	2.2%	\$39,044.68	-1.3%	52.9%	10
Equipment Operator II	\$28,517.93	9.9%	\$36,324.90	4.4%	\$44,131.88	0.5%	55.0%	10
Event Operations Manager	\$38,438.62	8.5%	\$50,114.83	0.6%	\$61,791.04	-5.1%	60.9%	5
Field Maintenance Worker I	\$26,204.95	4.8%	\$32,560.09	1.4%	\$38,915.22	-1.0%	48.8%	9
Field Maintenance Worker II	\$28,123.13	11.2%	\$34,694.57	8.7%	\$41,266.00	6.9%	47.0%	8
Finance Director	\$80,008.21	-6.5%	\$101,760.84	-12.9%	\$123,513.46	-17.4%	54.8%	10
Fire Chief	\$73,147.01	14.4%	\$98,401.30	4.1%	\$123,655.58	-3.3%	69.5%	4
Fire Inspector	\$42,457.63	3.7%	\$51,543.13	2.6%	\$60,628.62	1.8%	43.4%	7
Fire Service Lieutenant (Battalion Chief)	\$56,242.19	-11.8%	\$70,455.00	-16.7%	\$84,667.81	-20.3%	51.2%	7
Firefighter	\$34,721.71	17.4%	\$42,854.88	15.0%	\$50,988.05	13.3%	47.3%	8
Gardener	\$34,140.44	-1.2%	\$41,558.80	-2.7%	\$48,977.16	-3.7%	43.5%	5
GIS Specialist	\$40,584.87	7.9%	\$51,372.01	2.9%	\$62,159.14	-0.7%	53.5%	10

EXHIBIT 4B (Continued)
SALARY SURVEY MARKET SUMMARY

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg. Range	Number of Responses
	Average	% Diff	Average	% Diff	Average	% Diff		
Graphic Designer	\$39,271.25	1.7%	\$49,144.87	-2.5%	\$59,018.49	-5.5%	50.7%	2
Human Resources Director	\$73,225.15	5.1%	\$92,521.46	0.1%	\$111,817.76	-3.5%	53.1%	12
Information Systems Manager	\$66,596.09	-13.7%	\$84,276.99	-19.9%	\$101,957.89	-24.3%	53.4%	12
IT Technician I	\$35,479.43	-5.2%	\$44,604.56	-10.2%	\$53,729.69	-13.8%	51.5%	8
IT Technician II	\$41,470.46	-3.8%	\$52,581.68	-9.7%	\$63,692.90	-13.9%	53.7%	5
Library Director	\$67,679.71	-19.8%	\$82,681.27	-22.0%	\$97,682.83	-23.5%	44.8%	5
Marketing Director	\$47,865.69	12.1%	\$59,761.27	8.5%	\$71,656.85	6.0%	50.5%	3
Mechanic	\$35,100.36	12.1%	\$44,260.59	7.7%	\$53,420.82	4.5%	52.3%	11
Parks Maintenance Worker I	\$26,555.86	-4.3%	\$33,384.29	-9.3%	\$40,212.72	-12.8%	51.6%	11
Parks Maintenance Worker II	\$30,119.45	4.9%	\$38,151.01	-0.4%	\$46,182.57	-4.2%	53.5%	11
Parks Superintendent	\$47,029.32	27.4%	\$60,303.12	22.4%	\$73,576.92	18.9%	56.7%	7
Patrol Officer	\$37,816.15	14.2%	\$47,443.07	10.3%	\$57,069.99	7.5%	51.3%	9
Payroll Clerk	\$32,677.70	3.1%	\$41,118.01	-1.6%	\$49,558.32	-4.9%	51.8%	9
Police Chief	\$81,459.31	13.1%	\$101,357.12	9.9%	\$121,254.93	7.6%	50.2%	4
Public Works Administrative Assistant	\$36,675.33	-15.8%	\$46,061.84	-21.2%	\$55,448.36	-25.1%	51.4%	13
Public Works Superintendent	\$68,716.17	15.5%	\$90,984.68	6.8%	\$113,253.20	0.5%	65.4%	8
Purchasing Agent	\$46,707.10	-1.2%	\$60,586.65	-9.4%	\$74,466.21	-15.2%	59.9%	9
Receptionist/Administrative Assistant	\$29,771.32	6.0%	\$36,868.63	3.0%	\$43,965.94	0.8%	48.0%	11
Sanitation Supervisor	\$41,604.70	-4.2%	\$55,123.23	-15.0%	\$68,641.76	-22.7%	65.1%	4
Sanitation Worker I	\$27,670.57	-8.7%	\$35,426.74	-16.0%	\$43,182.91	-21.2%	56.3%	3
Secretary/Receptionist	\$28,741.00	2.9%	\$35,558.56	-0.1%	\$42,376.13	-2.3%	47.7%	12
Sergeant/Patrol	\$48,591.94	10.7%	\$57,396.68	12.1%	\$66,201.42	13.1%	36.5%	9
Sports and Sponsorship Sales Manager	\$27,720.73	34.0%	\$41,983.06	16.7%	\$56,245.39	4.4%	100.9%	2
Overall Average		5.3%		0.2%		-3.5%	53.7%	8.0
Total								400

Market Minimums

A starting point of the analysis is to compare the average 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 are less likely to have mastered the job and would have not acquired the skills and experience necessary to be fully proficient in their classification.

As **Exhibit 4B** illustrates that, when comparing the City using the average market data, Foley is, on average, approximately 5.3 percent above market at the minimum of its respective salary ranges for all surveyed classifications.

Based on the collected data:

- The surveyed position differentials range from 19.8 percent below market minimum in the case of the Library Director classification, to 34 percent above market for the Sports and Sponsorship Sales Manager classification.
- Of the 50 positions with market minimum percentage differentials, 17 classifications (34 percent) are below market at the minimum; the remaining 33 classifications (66 percent) were above market at the minimum of surveyed salary ranges.

Market Midpoints

This section explores the comparison between average peer midpoints and the midpoints for classifications in the City of Foley. Market midpoints are important to consider as they are commonly recognized as the salary point at which employees have achieved full proficiency, and are performing satisfactorily in their classification.

As **Exhibit 4B** illustrates, Foley was on average 0.2 percent above market at the midpoint of the respective salary ranges—for all surveyed classifications.

Based on the collected data, the following observations can be made:

- The surveyed position differentials range from 22 percent below market midpoint in the case of Library Director classification, to 22.4 percent above market for Parks Superintendent classification.
- Of the 50 positions with market midpoint percentage differentials, 21 classifications (42 percent) are below market at the midpoint; the remaining 29 classifications (58 percent) were above market at the midpoint of surveyed salary ranges.
- There were two surveyed positions in the City that were over 20 percent below market. These classifications are listed below with their market midpoint differentials:
 - Library Director – 22 percent below market; and
 - Public Works Administrative Assistant – 21.2 percent below market.



Market Maximums

In this section, the peer salary range maximums are compared to the City's range maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing incumbents. Additionally, being competitive at the maximum allows organizations to retain highly qualified employees in classifications that are difficult to fill.

As **Exhibit 4B** illustrates, when using the average of cost-of-living adjusted data, Foley was on average 3.5 percent below market at the maximum of the respective salary ranges for all surveyed classifications.

Based on the collected data, the following observations can be made:

- The surveyed position differentials range from 25.1 percent below market maximum in the case of the Public Works Administrative Assistant classification, to 18.9 percent above market for the Parks Superintendent classification.
- Of the 50 positions with market maximum percentage differentials, 30 (60 percent) were below market at the maximum; the remaining 20 classifications (40 percent) were above market at the midpoint of surveyed salary ranges.
- There were six surveyed positions in the City that were over 20 percent below market. These classifications are listed below with their market maximum differentials:
 - Public Works Administrative Assistant – 25.1 percent below market;
 - Information Systems Manager – 24.3 percent below market;
 - Library Director – 23.5 percent below market;
 - Sanitation Supervisor – 22.7 percent below market;
 - Sanitation Worker I – 21.2 percent below market; and
 - Fire Service Lieutenant (Battalion Chief) – 20.3 percent below market.

Range Spreads

Range spreads (the width of salary ranges) allow for flexibility when determining hiring salaries, indicate the room for growth within a classification, and provide a metric for which the City can compare its current compensation structure to the rest of the market.

Exhibit 4B shows the average market range spreads for each of the surveyed positions. The average market range spreads across the salary ranges of all surveyed positions are 53.7 percent. The market range spreads vary between 36.5 percent for the Sergeant/Patrol classification and 100.9 percent for the Sports and Sponsorship Sales Manager classification. Overall, Foley has narrower range spreads compared to the market—with an average range spread of approximately 40 percent across the salary schedule benchmarks. Range spread is generally set between 50 to 70 percent for best practice.

4.3 MARKET SURVEY SUMMARY

From the analysis of the data gathered in the external labor market assessment, the following conclusions can be made:

- Foley, as a whole, is approximately 5.3 percent above the market minimum of salary ranges of benchmark positions.
- The City of Foley is approximately 0.2 percent above the market midpoint of salary ranges of benchmark positions.
- Foley is approximately 3.5 percent below the market maximum of salary ranges of benchmark positions.
- The average market range spreads across the salary ranges of all surveyed positions is 53.7 percent; Foley has a range spread of approximately 40 percent across the salary ranges of all surveyed positions—a narrower range spread compared to the market and substantially lower than a best practice range spread of between 50 and 70 percent.
- The negative differentials at the maximum of the salary ranges suggest a pay structure that lags in the market in range values rather than possessing structural issues.

Information gained from the market survey is used, in conjunction with current environmental factors (such as budget), to develop a recommended compensation system that places the City of Foley in a strong position to stay competitive in today's market.

A discussion of a potential pay plan and study recommendations can be found in **Chapter 6** of this report.

Chapter 5 – Benefits Survey Results

As a component of this study, Evergreen conducted a benefits market analysis. A benefits analysis, much like a salary evaluation, represents a snapshot in time of what is available in peer organizations. The Benefit Survey can provide the organization with an understanding of the total compensation (salary and benefits) offered by its peers. It is important to realize that there are intricacies involved with benefits programs that are not captured by a benefits survey alone.

This information should be used as a cursory overview, and not a line-by-line comparison, since benefits can be weighted differently depending on the importance to the organization. It should also be noted that benefits are sometimes negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis in this chapter highlights aspects of the benefits survey that provide pertinent information and had high completion rates by target peers.

Exhibit 5A provides a list of the 14 target peers from which full or partial benefits data were obtained for this analysis.

EXHIBIT 5A BENEFITS SURVEY RESPONDENTS

Target Name
City of Biloxi, MS
City of Daphne, AL
City of Fairhope, AL
City of Gulf Shores, AL
City of Gulfport, MS
City of Mobile, AL
City of Orange Beach, AL
City of Pensacola, FL
Baldwin County, AL
Escambia County, FL
Mobile County, AL
Santa Rosa County, FL
CHS Hospital, AL
Riviera Utilities, AL



5.1 EMPLOYEE INSURANCE COVERAGES AND MISCELLANEOUS BENEFITS

Exhibit 5B displays a basic overview of peer organization size, benefits as a percent of total compensation, and the average number of health plans offered. Market peers have an average of 719 full-time employees and 68 part-time employees. Comparatively, the City has 292 full-time employees and 71 part-time employees. Benefits average 26.9 percent of total compensation for market peers—compared with 45.0 percent for the City.

EXHIBIT 5B OVERALL BENEFITS INFORMATION

Organization Demographics	Peer Average		City of Foley	
Full-time Employees	719	91.4%	292	80.4%
Part-time Employees	68	8.6%	71	19.6%
Benefits as a Percentage of Total Compensation	26.9%		45.0%	
Average Number of Health Plans Offered	1.6		1.0	

Exhibit 5B also displays that the average number of health plans offered by peers (any combination of HMO, PPO, High Deductible, or other type of plan) is 1.6. The City offers only one type of health plan—a PPO plan.

5.2 HEALTH PLANS

Exhibit 5C displays data on the types of health plans offered by peers. As can be seen, 21.4 percent of peers offer an HMO plan, 89.5 percent offer a PPO plan, 18.8 percent offer a Health Savings Account plan, and 20.0 percent offer some other type of plan. The data show that the percentage of an individual employee's premium paid by the employer is, on average, 96.9 percent for HMO plans, 81.6 percent for PPO plans, 90.7 percent for HSA plans, and 97.0 percent for other plans. For employee plus child plans, employers contribute 72.5 percent for PPO plans and 75.0 percent for other plans. For employee plus spouse plans, employers contribute 72.1 percent for PPO plans and 75.0 percent for other plans. For employee plus family plans, employers contribute 77.2 percent for HMO plans, 69.4 percent for PPO plans, 67.6 percent for HSA plans, and 76.5 percent for other plans.



EXHIBIT 5C
OVERVIEW OF HEALTH PLANS OFFERED BY PEERS

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HSA Average	Other Plans Average
Plan offered? (% Yes)	21.4%	89.5%	18.8%	20.0%
DOLLAR AMOUNT (monthly) of employee premium paid by employer	\$693.90	\$434.50	\$477.36	\$575.68
PERCENTAGE (monthly) of employee premium paid by employer	96.9%	81.6%	90.7%	97.0%
DOLLAR AMOUNT (monthly) of employee premium paid by employee	\$19.34	\$86.40	\$49.01	\$17.21
PERCENTAGE (monthly) of employee premium paid by employee	3.1%	18.4%	9.3%	3.0%
Individual Maximum Deductible In Network	\$1,833.33	\$1,162.50	\$2,100.00	\$250.00
Individual Maximum Deductible Out of Network	-	\$2,481.25	-	-
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employer	-	\$694.73	-	\$918.23
PERCENTAGE (monthly) of employee plus child premium paid by employer	-	72.5%	-	75.0%
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employee	-	\$262.22	-	\$306.09
PERCENTAGE (monthly) of employee plus child premium paid by employee	-	27.5%	-	25.0%
Employee Plus Child Maximum Deductible In Network	-	\$1,240.00	-	-
Employee Plus Child Maximum Deductible Out of Network	-	\$3,666.67	-	-
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employer	-	\$799.58	-	\$918.23
PERCENTAGE (monthly) of employee plus spouse premium paid by employer	-	72.1%	-	75.0%
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employee	-	\$303.95	-	\$306.09
PERCENTAGE (monthly) of employee plus spouse premium paid by employee	-	27.9%	-	25.0%
Employee Plus Spouse Maximum Deductible In Network	-	\$940.00	-	-
Employee Plus Spouse Maximum Deductible Out of Network	-	\$3,666.67	-	-



EXHIBIT 5C (Continued)
OVERVIEW OF HEALTH PLANS OFFERED BY PEERS

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HSA Average	Other Plans Average
Plan offered? (% Yes)	21.4%	89.5%	18.8%	20.0%
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employer	\$1,326.76	\$1,077.84	\$956.95	\$1,121.94
PERCENTAGE (monthly) of employee plus family premium paid by employer	77.2%	69.4%	67.6%	76.5%
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employee	\$392.93	\$382.99	\$458.49	\$349.65
PERCENTAGE (monthly) of employee plus family premium paid by employee	22.8%	30.6%	32.4%	23.5%
Employee Plus Family Maximum Deductible In Network	\$3,666.67	\$3,522.73	\$4,200.00	\$750.00
Employee Plus Family Maximum Deductible Out of Network	-	\$7,135.71	\$8,400.00	-

For comparison purposes, a summary of the plan offered by the City of Foley is displayed in **Exhibit 5D**. As can be seen, the City offers one health plan—a PPO plan to all employees. The City covers 100 percent of the premiums for individual coverage and 88.8 percent of the premiums for employee plus family.



**EXHIBIT 5D
HEALTH PLANS OFFERED BY
THE CITY OF FOLEY**

Health Plan Premiums & Deductibles	PPO
Which employee groups or bargaining units are covered by each health plan?	All
PERCENTAGE (monthly) of Employee premium paid by employer	100%
DOLLAR AMOUNT (monthly) of Employee premium paid by employer	\$576.65
PERCENTAGE (monthly) of Employee Plus Child premium paid by employer	-
DOLLAR AMOUNT (monthly) of Employee Plus Child premium paid by employer	-
PERCENTAGE (monthly) of Employee Plus Spouse premium paid by employer	-
DOLLAR AMOUNT (monthly) of Employee Plus Spouse premium paid by employer	-
PERCENT (monthly) of Employee Plus Family premium paid by employer	88.8%
DOLLAR AMOUNT (monthly) of Employee Plus Family premium paid by employer	\$1,225.10
Individual maximum Deductible	\$200.00
Employee Plus Child maximum Deductible	-
Employee Plus Spouse maximum Deductible	-
Employee Plus Family maximum Deductible	\$600.00

In addition to questions regarding health care coverages, Evergreen asked peers to provide information on dental, vision, short-term disability, long-term disability, and life coverages.

Exhibit 5E shows that 61.5 percent of peers offer an employer paid dental insurance for employees, while 91.7 percent offer one or more employee paid dental plan options. The average cost to peers for employee only dental coverage is \$19.77 while the average employer cost for employee plus dependent coverage is \$33.15. The employee's premiums for optional employee paid plans averaged \$21.75 for employee only coverage while the average employer cost for employee plus dependent coverage is \$56.02. The City offers a dental plan as part of their health plans.

These data should not be used as a foundation to make decisions.



**EXHIBIT 5E
DENTAL COVERAGE QUESTIONS**

Question	Peer Percentage Offering a Separate Employer Paid Plan	City of Foley Offering Employer Paid	Peer Percentage Offering Employee Paid Option	City of Foley Offering a Separate Employee Paid Option
Does your organization offer employees Dental insurance? (% Yes)	61.5%	Yes	91.7%	No
Monthly Cost to Employer for Individual coverage?	\$19.77	\$27.80	\$21.75	-
Monthly Cost to Employer for Employee Plus Dependent coverage?	\$33.15	\$76.20	\$56.02	-

Exhibit 5F shows that 7.7 percent of peers offer an employer paid vision insurance for employees, while 92.3 percent offer one or more employee paid vision plan options. These data should not be used as a foundation to make decisions. The employee’s premiums for optional employee paid plans averaged \$7.07 for employee only coverage while the average employer cost for employee plus dependent coverage is \$19.00.

The City offers employer paid vision insurance, but does not offer employee paid vision insurance. Premiums for employer paid plans for both the individual and dependents are included in their health insurance plans.

**EXHIBIT 5F
VISION COVERAGE QUESTIONS**

Question	Peer Percentage Offering a Separate Employer Paid Plan	City of Foley Offering Employer Paid	Peer Percentage Offering Employee Paid Option	City of Foley Offering a Separate Employee Paid Option
Does your organization offer employees Vision insurance? (% Yes)	7.7%	Yes	92.3%	No
Monthly Cost to Employer for Individual coverage?	-	Included with Health Insurance Cost	\$7.07	-
Monthly Cost to Employer for Employee Plus Dependent coverage?	-	Included with Health Insurance Cost	\$19.00	-



For short-term disability coverage, 15.4 percent of responding peers offer an employer paid plan and 46.2 percent offer an employee paid plan as displayed in **Exhibit 5G**. On average, peers pay an average of 60.0 percent of salary at the time of a disability. The City offers employer paid short-term disability coverage, but does not offer employee paid short-term disability coverage; the City pays 67.0 percent of salary at the time of disability.

**EXHIBIT 5G
SHORT-TERM DISABILITY COVERAGE QUESTIONS**

Short-Term Disability		Does your Organization Offer?	What Percent of Salary Does Employee Receive?
Coverage Plans	Employer Paid	15.4%	60.0%
	City of Foley	Yes	67.0%
	Employee Paid	46.2%	60.0%
	City of Foley	No	-

Exhibit 5H shows that 38.5 percent of responding peers offer an employer paid long-term disability plan and 38.0 percent offer an employee paid plan. On average, employer paid plans pay 57.5 percent of salary at the time of a disability; employee paid plans paid an average of 57.5 percent of salary. The City provides employer paid long-term disability coverage, but does not offer paid employee paid coverage; the City pays 67.0 percent of salary at the time of disability.

**EXHIBIT 5H
LONG-TERM DISABILITY COVERAGE QUESTIONS**

Long-Term Disability		Does your Organization Offer?	What Percent of Salary Does Employee Receive?
Coverage Plans	Employer Paid	38.5%	57.5%
	City of Foley	Yes	67.0%
	Employee Paid	38.0%	57.5%
	City of Foley	No	-



Exhibit 5I summarizes the life insurance offerings of responding peers and the City. As can be seen, overall, 92.9 percent of the responding peers offer life insurance and 92.3 percent indicated that they offer optional dependent coverage. The City also offers employer-paid life insurance and additional voluntary life insurance policies. The average amount of death benefits among responding peers is \$34,375 while the City provides \$10,000. Additionally, of the responding peers, 91.7 percent provide accidental death insurance; the City also offers accidental death insurance.

**EXHIBIT 5I
LIFE INSURANCE**

Life Insurance	Peer Percentage Yes	Peer Average	City of Foley
Is employer-paid life insurance offered?	92.9%	-	Yes
Cost (monthly) to employer for individual coverage	-	\$7.72	\$1.10
Dollar amount of death benefit	-	\$34,375.00	\$10,000.00
Is Optional dependent coverage offered?	92.3%	-	Yes
Can the employee purchase (additional) life insurance if desired?	84.6%	-	Yes
Is accidental death insurance provided?	91.7%	-	Yes

5.3 EMPLOYEE ASSISTANCE PROGRAMS (EAP), TUITION REIMBURSEMENT, 529 PLANS, & FINANCIAL PLANNING

Exhibit 5J displays questions regarding Employee Assistance Programs (EAP). As shown, 78.6 percent of participating peers offer EAP. For all respondents, benefits are available to family members in addition to the employee. On average, peers provide 4.1 EAP visits per year. The City offers EAP with unlimited annual visits and allows the benefits to be available to family members in addition to the employee.



**EXHIBIT 5J
EMPLOYEE ASSISTANCE PROGRAMS (EAP)**

Employee Assistance Programs	Peer Percentage Yes	Peer Average	City of Foley
Is an EAP offered?	78.6%	-	Yes
Are benefits available to family members as well as the employee?	100.0%	-	Yes
Number of Annual EAP Visits Provided	-	4.1	Unlimited

Exhibit 5K displays questions regarding Tuition Reimbursement. As shown, 69.2 percent of the responding peers indicated that they provide some type of tuition reimbursement for employees; on average, peers tuition reimbursement limit was \$5,416.67. The City offers tuition reimbursement with a \$3,000 limit per calendar year.

**EXHIBIT 5K
TUITION REIMBURSEMENT**

Tuition Reimbursement	Peer Percentage Yes	Peer Average	City of Foley
Is Tuition Reimbursement offered?	69.2%	-	Yes
Tuition Reimbursement Limit	-	\$5,416.67	\$3,000.00

Exhibit 5L displays questions regarding 529 Plans. As shown, no responding peers indicated that they offer a 529 College Plan for employees. When asked if they used the State of Alabama College Counts Plan, 50.0 percent of respondents indicated that they do use the State plan. The City does not offer a 529 College Plan to employees.

**EXHIBIT 5L
529 PLANS**

529 Plans	Peer Percentage Yes	City of Foley
Do you offer a 529 College Plan?	0.0%	No
If so, do you use the State of Alabama College Counts Plan?	50.0%	-



Exhibit 5M displays questions regarding Financial Planning/Workshops. As shown, 23.1 percent of the responding peers indicated that they offer some form of financial planning training or workshops for employees. Of the respondents who indicated they did provide this benefit, none indicated that the employer pays for this training. The City does not offer financial planning/workshops to employees.

**EXHIBIT 5M
FINANCIAL PLANNING/WORKSHOPS**

Financial Planning/Workshops	Peer Percentage Yes	City of Foley
Do you offer any financial planning training or workshops for your employees?	23.1%	No
If so, does the employer pay for this training?	0.0%	-

Exhibit 5N displays questions regarding broker compensation. As shown, 45.5 percent of responding peers pay fees or commissions to their brokers. The City, likewise, compensates its brokers.

**EXHIBIT 5N
BROKER COMPENSATION**

Broker Compensation	Peer Percentage Yes	City of Foley
Do you pay fees or commissions to your brokers? (Yes/No)	45.5%	Yes
If so, what are the percentages per benefit provided?	-	-

Exhibit 5O displays questions regarding legal services. As shown, 23.1 percent of responding peers provide legal services for employees; no peers provide a subsidy. The City does not provide any legal services.

**EXHIBIT 5O
LEGAL SERVICES**

Legal Services	Peer Percentage Yes	City of Foley
Are any legal services provided for the employees? (Yes/No)	23.1%	No
If yes, does the employer or employee pay the premium for the benefit?	100.0%	-
If employer, what is the percentage paid?	-	-
Does the employer provide a subsidy? (Yes/No)	0.0%	-



5.4 RETIREMENT

Exhibit 5P displays that the average number of plans offered by peers is 1.5 while the City has one plan. Most respondents indicated that the plans are State plans.

**EXHIBIT 5P
NUMBER OF RETIREMENT PLANS**

Retirement Plans	Peer Average	City of Foley
How many types of retirement plans/systems are used by your organization?	1.5	1

Exhibit 5Q provides questions regarding retirement details. On average, participating peers offer 7.8 years to fully vest. COLA is offered to retiree pensions for 50.0 percent of participating peers. This COLA varies for 50.0 percent of participating peers. As shown, 66.7 percent of participating peers’ retirement plans offer a disability provision. For participating peers, organization contribution to this retirement option averages 15.4 percent while the employee contributes, on average, 18.3 percent of their salary. Similar to the market peers, the City offers a state retirement plan to employees.

**EXHIBIT 5Q
RETIREMENT DETAILS**

Retirement Plans	Peer Average	City of Foley
Name of Plan (If the plan is a state plan, there is no need to complete questions #39 thru #45)		Retirement Systems of Alabama
Type of Plan (define contribution, defined benefit, other?)		Defined Benefit
Which employees or bargaining groups are covered by this plan?		-
Years to Fully Vest	7.8	-
COLA Offered to Retiree Pensions (% Yes)	50.0%	-
If offered, does COLA vary? (% Yes)	50.0%	-
Does the organization's retirement plan offer a disability provision? (% Yes)	66.7%	-
What percent of salary does the organization contribute to this retirement option?	15.4%	-
What percent of salary does the employee contribute to this retirement option?	18.3%	-



Exhibit 5R shows that 87.5 percent offer additional retirement options. Of respondents, 40.0 percent provide their employees with a D.R.O.P. retirement option, 83.3 percent offer a 401k, 401a, 403(b), or 457 plan, and 25.0 percent offer a similar plan. The City does not offer a D.R.O.P. retirement option, but does offer 457 Plans.

**EXHIBIT 5R
RETIREMENT OPTIONS**

Retirement Provisions	Peer Percentage Yes	Employer contribute to these options?	If so, how much percentage is contributed?	City of Foley
Do you provide additional retirement options?	87.5%			Yes
Is D.R.O.P. offered?	40.0%	33.3%	-	No
Is a 401k, 401a, 403(b), or 457 offered?	83.3%	0.0%	-	Yes
Is a type of plan other than a 401k, 401a, 403(b) or 457 offered?	25.0%	-	-	-

Exhibit 3S shows that 66.7 percent of participating peers offer health insurance to retired employees. Additionally, 50.0 percent of respondents offer dental insurance to retired employees while 41.7 percent offer life insurance to retired employees. The City offers health and dental insurance to retired employees, in addition to life insurance for retired employees.

**EXHIBIT 5S
INSURANCE FOR RETIREES**

Insurance for Retirees	Peer Average	City of Foley
Does your organization offer health insurance to retired employees?	66.7%	Yes
Does your organization offer dental insurance to retired employees?	50.0%	Yes
Does your organization offer life insurance to retired employees?	41.7%	Yes



5.5 EMPLOYEE LEAVE, HOLIDAYS, & COMPENSATORY TIME

Exhibit 5T provides the average minimum and maximum accrual rates—the average years of service required to achieve the maximum accrual rate for Personal Leave, Sick Leave, Annual/Vacation Leave, and Paid Time Off (PTO) leave for respondents.

As shown, 9.1 percent of peers reported that employees accrue personal leave, 92.3 percent of peers reported that employees accrue sick leave and annual/vacation time, and 27.3 percent accrue paid-time off. The City offers sick leave and annual/vacation leave, but does not offer personal leave or paid-time off.

Exhibit 5U summarizes respondent policies regarding sick and vacation leave payout. Sick leave is paid out upon voluntary separation in 18.2 percent of responding peer organizations; no peer organizations pay out sick leave upon involuntary separation. All peers pay out unused annual/vacation time upon voluntary separation. Unused sick leave counts towards retirement in 63.6 percent of participating peers. Vacation leave is paid out upon voluntary separation in all responding peer organizations and vacation leave is paid out upon involuntary separation in 90.9 percent of responding peer organizations.

The City does not pay out sick leave upon voluntary/involuntary separation, but does pay out vacation leave upon voluntary separation. The City also does not allow unused sick leave to count towards retirement.



**EXHIBIT 5T
LEAVE TIME ACCRUAL**

Leave Accrual	Organization	Peer Percentage Yes	Years of service required to begin accruing the minimum rate?	Minimum Accrual Rate in Hours (Monthly)	Years of service required to begin accruing the maximum rate?	Maximum Accrual Rate in Hours (Monthly)
Personal Leave	Peer Average	9.1%	-	-	-	-
	City of Foley	No	-	-	-	-
Sick Leave	Peer Average	92.3%	1.4	6.9	0.6	380.4
	City of Foley	Yes	First day	8.0	First day	96.2
Annual/ Vacation Leave	Peer Average	92.3%	0.1	7.6	17.7	218.5
	City of Foley	Yes	Upon completion of probationary period	3.1	19.0	160.2
Paid-Time Off	Peer Average	27.3%	0.3	10.8	0.0	16.0
	City of Foley	No	-	-	-	-



**EXHIBIT 5U
SICK AND VACATION LEAVE PAYOUT**

Sick and Vacation Leave Policies	Peer Percentage Yes	Peer Average	City of Foley
Is unused sick leave paid out upon voluntary separation?	18.2%	-	No
Max hours of sick leave paid out upon voluntary separation	-	215.0	-
Is unused sick leave paid out upon involuntary separation?	0.0%	-	No
Max hours of sick leave paid out upon involuntary separation	-	-	-
Can unused sick leave count towards retirement?	63.6%	-	No
Max hours of sick leave that can count towards retirement	-	1180.0	-
Is unused annual/vacation leave paid out upon voluntary separation?	100.0%	-	Yes
Max hours of annual/vacation leave paid out upon voluntary separation	-	230.0	160.0
Is unused annual/vacation leave paid out upon involuntary separation?	90.9%	-	No
Max hours of annual/vacation leave paid out upon involuntary separation	-	240.0	-

Exhibit 5V summarizes respondent policies regarding the maximum amount of sick leave hours that are paid out at voluntary/involuntary separation. On average, respondents cap accumulated hours at 215 for regular and police employees, 231.3 for fire employees, and 220 for other employees. By comparison, the City caps accumulated hours at 160 for regular employees, 168 for police employees, and 190 for fire employees.



**EXHIBIT 5V
LEAVE PAYOUT CAP**

Leaves Paid	Organization	Regular	Police	Fire	Other
If leaves are paid out upon voluntary/involuntary separation, what is the leave maximum paid out in hours?	Peer Average	215.0	215.0	231.3	220.0
	City of Foley	160.0	168.0	190.0	-

Exhibit 5W summarizes respondent policies regarding compensatory time. As is shown, 58.3 percent of respondent peer organizations provide compensatory time for regular employees, 71.4 percent for police employees, 50 percent for fire employees, and 66.7 percent for other employees. The average maximum accumulated hours for these peer organizations is 145 for regular employees, 205 for police employees, 290 for fire employees, and 100 for other employees. By comparison, the City offers compensatory time for regular employees and caps their accumulated hours at 80; compensatory time is offered for police and fire employees and caps their accumulated hours at 160.

**EXHIBIT 5W
COMPENSATORY TIME**

Compensatory Time	Organization	Regular	Police	Fire	Other
Is compensatory time offered? (Yes/No)	Peer Average	58.3%	71.4%	50.0%	66.7%
	City of Foley	Yes	Yes	Yes	-
If yes, what is the accumulated amount maximum in hours?	Peer Average	145	205	290	100
	City of Foley	80	160	160	-

Exhibit 5X shows the percentage of peers that offer various holidays. On average, peers offer 11.9 holidays to employees, compared to 10 offered by the City.



**EXHIBIT 5X
HOLIDAYS**

Holidays Observed by Peer Organizations	Peer Percentage Yes	City of Foley
New Year's Day	100.0%	Yes
New Year's Eve	25.0%	No
Martin Luther King, Jr. Day	91.7%	Yes
Lincoln's Birthday	0.0%	No
Washington's Birthday	0.0%	No
Presidents Day	33.3%	No
Good Friday	50.0%	No
Memorial Day	91.7%	Yes
Independence Day	100.0%	Yes
Labor Day	100.0%	Yes
Veteran's Day	91.7%	Yes
Thanksgiving Day	100.0%	Yes
Day after Thanksgiving	91.7%	Yes
Christmas Eve	75.0%	Yes
Christmas Day	100.0%	Yes
Personal Holiday	20.0%	No
Employee Birthday	0.0%	No
Other	14.3%	No
Other	0.0%	No
Other	0.0%	No
Total Number of Holidays	11.9	10



Exhibit 5Y shows that 33.3 percent of participating peers offer longevity pay, 61.5 percent offer merit raises, 30.8 percent offer merit bonuses, and 8.3 percent offer some other incentive pay program. The City offers merit raises, but does not offer longevity pay, merit bonuses, or other incentive pay programs.

**EXHIBIT 5Y
INCENTIVE PAY PROGRAMS**

Types of Longevity Pay, Bonuses, or Incentive Pay Programs	Peer Percentage Yes	City of Foley
Does your organization offer: Longevity Pay?	33.3%	No
Does your organization offer: Merit Raises?	61.5%	Yes
Does your organization offer: Merit Bonuses?	30.8%	No
Does your organization offer: other programs?	8.3%	No

5.6 SUMMARY

Overall, the City was found to be comparable to the market with respect to the benefits portion of total compensation. The results were not surprising in that when single benefits were analyzed in isolation, some of the City's offerings appeared more or less generous than those offered by peers. However, when taken as a whole, the total package appeared to be in alignment with the market.



Chapter 6 - Recommendations

The recommendations in this chapter seek to build on the strengths of the compensation and classification plan for the City of Foley (the City), AL and also to address the challenges observed through the course of the study. Internal factors such as the future direction of the City, the organizational culture, and the availability of resources influenced these recommendations. Each has also been developed to address a specific need based on the collected information while taking into account the external environment. Arriving at the overall solution for the City was a detailed process involving all components of the research conducted which was presented in previous chapters of this report for all employees.

Evergreen's analysis of the City's compensation and classification system revealed a number of commendable practices and opportunities for improvement that are common in the public sector. The Evergreen Team found the system to be uniform, comprehensive, and transparent. The recommendations presented in this chapter seek to build on the strengths of the current system while addressing the areas of opportunity discovered over the course of the study. Evergreen is proposing changes to the City's salary structure as a foundation while improving slotting accuracy and market competitiveness. Each classification was reviewed relative to market equity data and internal grading relationships. Using this methodology, Evergreen developed a solution that improves the City's competitive position relative to its market peers while seeking to preserve slotting relationships.

FINDING

The City's current salary schedule can be improved. Yet, current strengths are evident, including:

- Overall, the City has one pay plan that appears to be consistently used among all classifications—allowing an ease of adjustment.
- Range spread—generally set between 50 to 70 percent for best practice—is consistent across the salary schedule with an average range of 40 percent. The City's current pay plan's range spread does not meet recommended best practice.
- Midpoint progression—generally set between 3 to 5 percent—is somewhat consistent with an average midpoint progression of 4.3 percent. The City's the midpoint progression of the pay plan meets recommended best practice.

RECOMMENDATION 1: Adopt the proposed salary schedule displayed in Exhibit 6A to strengthen the City's salary schedule.

The proposed salary schedule displayed in **Exhibit 6A** conforms to best practice.



**EXHIBIT 6A
PROPOSED SALARY SCHEDULE FOR THE
CITY OF FOLEY**

Grade	Minimum	Midpoint	Maximum	Range Spread	Mid Prog
10	\$23,500	\$29,375	\$35,250	50.0%	
20	\$24,675	\$30,844	\$37,013	50.0%	5.0%
30	\$25,909	\$32,386	\$38,863	50.0%	5.0%
40	\$27,204	\$34,005	\$40,806	50.0%	5.0%
50	\$28,564	\$35,705	\$42,847	50.0%	5.0%
60	\$29,993	\$37,491	\$44,989	50.0%	5.0%
70	\$31,492	\$39,365	\$47,238	50.0%	5.0%
80	\$33,067	\$41,334	\$49,600	50.0%	5.0%
90	\$34,720	\$43,400	\$52,080	50.0%	5.0%
100	\$36,456	\$45,570	\$54,684	50.0%	5.0%
110	\$38,279	\$47,849	\$57,419	50.0%	5.0%
120	\$40,193	\$50,241	\$60,289	50.0%	5.0%
130	\$42,203	\$52,753	\$63,304	50.0%	5.0%
140	\$44,313	\$55,391	\$66,469	50.0%	5.0%
150	\$46,528	\$58,160	\$69,793	50.0%	5.0%
160	\$48,855	\$61,069	\$73,282	50.0%	5.0%
170	\$51,298	\$64,122	\$76,946	50.0%	5.0%
180	\$53,862	\$67,328	\$80,794	50.0%	5.0%
190	\$56,556	\$70,694	\$84,833	50.0%	5.0%
200	\$59,383	\$74,229	\$89,075	50.0%	5.0%
210	\$62,352	\$77,941	\$93,529	50.0%	5.0%
220	\$65,470	\$81,838	\$98,205	50.0%	5.0%
230	\$68,744	\$85,930	\$103,115	50.0%	5.0%
240	\$72,181	\$90,226	\$108,271	50.0%	5.0%
250	\$75,790	\$94,737	\$113,685	50.0%	5.0%
260	\$79,579	\$99,474	\$119,369	50.0%	5.0%
270	\$83,558	\$104,448	\$125,337	50.0%	5.0%
280	\$87,736	\$109,670	\$131,604	50.0%	5.0%
290	\$92,123	\$115,154	\$138,185	50.0%	5.0%
300	\$96,729	\$120,911	\$145,094	50.0%	5.0%
310	\$101,566	\$126,957	\$152,348	50.0%	5.0%
320	\$106,644	\$133,305	\$159,966	50.0%	5.0%
330	\$111,976	\$139,970	\$167,964	50.0%	5.0%
340	\$117,575	\$146,969	\$176,362	50.0%	5.0%
350	\$123,454	\$154,317	\$185,181	50.0%	5.0%

FINDING

In order to determine appropriate placement for all classifications on to the proposed salary schedule (**Exhibit 6A**), Evergreen conducted a two-part analysis. This process included an external equity analysis of market compensation data collected using a salary survey instrument, and a slotting analysis of each of the City's classifications using a Job Assessment Tool (JAT) completed by employees, reviewed by supervisors and Foley's HR Department, and then reviewed by Evergreen to ensure accuracy.

The Job Assessment Tool produced an internal score for each of the City’s classifications based on five job factors. These compensatory (job) factors are:

- **Leadership** - degree to which a position receives direction or provides direction to others.
- **Working Conditions** - degree to which a position operates in an environment of change or risk to oneself or others
- **Complexity** - degree to which higher level educational, knowledge, or analytical abilities must be utilized
- **Decision Making** - degree to which a position acts autonomously and oversees the actions of others.
- **Relationships** – degree to which the position interacts with others.

The external market compensation analysis identified classifications compensated below market average, while the internal analysis identified classifications compensated disproportionately to other classifications based on complexity of the job performed—where classifications with a like internal worth would be expected to be compensated similarly. The results from these analyses were combined using regression analysis to determine appropriate placement into the proposed salary schedule. Proposed placement ensures that the City’s classifications are being compensated competitively in comparison to the market, and that internally the classifications are being equitably compensated based on similar levels of job complexity and responsibility.

Based on this two-fold analysis, Evergreen identified appropriate placement for each classification into the proposed salary schedule.

RECOMMENDATION 2: Adopt the new classification titles proposed by Evergreen, and place appropriate employees into classifications.

Exhibit 6B shows the newly proposed class titles and related position slotting.



**EXHIBIT 6B
PROPOSED NEW CLASSIFICATIONS**

Current Title	Proposed Title
Accountant/Asset Manager	Accounting Supervisor
Secretary Office Assistant	Administrative Assistant I
Secretary/Receptionist - Fire	Administrative Assistant I
Secretary/Receptionist - Public Works	Administrative Assistant I
Patrol Secretary	Administrative Assistant II
HR Office Assistant	Administrative Assistant II
CID Secretary	Administrative Assistant II
Receptionist/Administrative Assistant	Administrative Assistant II
Administrative Assistant	Administrative Assistant III
Senior Center Assistant	Administrative Assistant IV
Administrative Assistant/Grants Coordinator	Administrative Assistant IV
Administrative Assistant/Office Coordinator	Administrative Assistant IV
Engineering Administrative Assistant	Administrative Assistant IV
Benefits Coordinator	Benefits Specialist/Safety Coordinator
Building Maintenance Technician II - NEW	Building Maintenance Technician III
Equipment Operator - NEW	Crew Leader/Equipment Operator III
Crime Analysis Technician/Records Clerk	Crime Analyst/Records Clerk
Assistant City Engineer	Deputy City Engineer
Environmental Assistant	Environmental Inspector & Initiatives Coordinator
Events Coordinator/Office Manager	Events Specialist/Office Manager
Fire Fighter	Firefighter
Horticulture Laborer	Gardener I
Streetscape Technician	Gardener II
Gardener	Gardener III
Gardener - NEW	Gardener IV
Library Technician/Genealogy Assistant	History & Genealogy Technician
Assistant City Administrator/HR Director	Human Resources Director
Part-Time Assistant	Part-Time Welcome Center Assistant
Recreation Assistant - Concessions	Recreation Concessions Coordinator
Driver Operator II	Sanitation Crew Leader
Sanitation Laborer	Sanitation Worker I
Sanitation Worker I	Sanitation Worker II
Driver Operator - NEW	Sanitation Worker III/Driver Operator
Special Services/Event Liaison	Senior Center & Municipal Complex Support Specialist
Senior Fire Fighter	Senior Firefighter
Stacks Maintenance	Stacks Maintenance Coordinator
Equipment Operator - NEW	Traffic Control Technician

RECOMMENDATION 3: Adopt the proposed grade order list displayed in Exhibit 6C.

Exhibit 6C displays the proposed grade slotting for all new position titled in the City utilizing the revised pay plan shown in **Exhibit 6A**.

The proposed grade order list assumes the City desires to maintain a compensation system competitive with market values as well as ensure slotting relationships are maintained.



**EXHIBIT 6C
PROPOSED GRADE ORDER LIST**

Classification Title	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Accident Investigations Officer	150	\$46,528	\$58,160	\$69,793
Accounting Clerk	90	\$34,720	\$43,400	\$52,080
Accounting Supervisor	190	\$56,556	\$70,694	\$84,833
Accounts Payable Clerk	90	\$34,720	\$43,400	\$52,080
Administrative Assistant I	60	\$29,993	\$37,491	\$44,989
Administrative Assistant I	60	\$29,993	\$37,491	\$44,989
Administrative Assistant I	60	\$29,993	\$37,491	\$44,989
Administrative Assistant II	70	\$31,492	\$39,365	\$47,238
Administrative Assistant II	70	\$31,492	\$39,365	\$47,238
Administrative Assistant II	70	\$31,492	\$39,365	\$47,238
Administrative Assistant II	70	\$31,492	\$39,365	\$47,238
Administrative Assistant III	80	\$33,067	\$41,334	\$49,600
Administrative Assistant IV	100	\$36,456	\$45,570	\$54,684
Administrative Assistant IV	100	\$36,456	\$45,570	\$54,684
Administrative Assistant IV	100	\$36,456	\$45,570	\$54,684
Administrative Assistant IV	100	\$36,456	\$45,570	\$54,684
Assistant Children's Librarian	100	\$36,456	\$45,570	\$54,684
Assistant City Clerk	100	\$36,456	\$45,570	\$54,684
Assistant Training Coordinator	150	\$46,528	\$58,160	\$69,793
Athletic Coordinator	120	\$40,193	\$50,241	\$60,289
Benefits Specialist/Safety Coordinator	130	\$42,203	\$52,753	\$63,304
Building Custodian	20	\$24,675	\$30,844	\$37,013
Building Custodian	20	\$24,675	\$30,844	\$37,013
Building Inspector	150	\$46,528	\$58,160	\$69,793
Building Maintenance Technician I	70	\$31,492	\$39,365	\$47,238
Building Maintenance Technician II	90	\$34,720	\$43,400	\$52,080
Building Maintenance Technician III	120	\$40,193	\$50,241	\$60,289
Building Maintenance Worker I	40	\$27,204	\$34,005	\$40,806
Building Maintenance Worker II	70	\$31,492	\$39,365	\$47,238
Chief Building Inspector	180	\$53,862	\$67,328	\$80,794
Chief Corrections Officer	110	\$38,279	\$47,849	\$57,419
Children's Librarian	170	\$51,298	\$64,122	\$76,946
City Administrator	330	\$111,976	\$139,970	\$167,964
City Clerk	200	\$59,383	\$74,229	\$89,075
City Engineer	300	\$96,729	\$120,911	\$145,094
City Planner/Building Official	280	\$87,736	\$109,670	\$131,604
Code Enforcement Officer	150	\$46,528	\$58,160	\$69,793
Commander/Administration Division	220	\$65,470	\$81,838	\$98,205
Commander/Community Safety	220	\$65,470	\$81,838	\$98,205
Commander/Criminal Investigations Division	220	\$65,470	\$81,838	\$98,205
Commander/Patrol Division	220	\$65,470	\$81,838	\$98,205
Communications Officer	60	\$29,993	\$37,491	\$44,989
Communications Supervisor	110	\$38,279	\$47,849	\$57,419
Communications/Shift Leader	90	\$34,720	\$43,400	\$52,080
Community Relations Officer	150	\$46,528	\$58,160	\$69,793
Construction Projects Manager	170	\$51,298	\$64,122	\$76,946
Corporal/Accident Investigations	180	\$53,862	\$67,328	\$80,794
Corporal/Detective	180	\$53,862	\$67,328	\$80,794
Corporal/Patrol	180	\$53,862	\$67,328	\$80,794
Corporal/Patrol K-9	180	\$53,862	\$67,328	\$80,794
Corporal/Sex Offender Compliance	180	\$53,862	\$67,328	\$80,794
Corrections Officer	70	\$31,492	\$39,365	\$47,238
Corrections/Shift Leader	90	\$34,720	\$43,400	\$52,080
Crew Leader/Equipment Operator III	120	\$40,193	\$50,241	\$60,289



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST

Classification Title	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Crew Leader/Equipment Operator III (Construction)	120	\$40,193	\$50,241	\$60,289
Crew Leader/Equipment Operator III (Maintenance)	120	\$40,193	\$50,241	\$60,289
Crime Analyst/Records Clerk	70	\$31,492	\$39,365	\$47,238
Deputy Chief of Police	250	\$75,790	\$94,737	\$113,685
Deputy City Engineer	220	\$65,470	\$81,838	\$98,205
Deputy Director of Sports Tourism	250	\$75,790	\$94,737	\$113,685
Deputy Fire Chief	240	\$72,181	\$90,226	\$108,271
Detective	150	\$46,528	\$58,160	\$69,793
Director of Recreation & Sports Tourism	270	\$83,558	\$104,448	\$125,337
Director of Senior Services & Municipal Complex	220	\$65,470	\$81,838	\$98,205
Environmental Inspector & Initiatives Coordinator	110	\$38,279	\$47,849	\$57,419
Environmental Manager	240	\$72,181	\$90,226	\$108,271
Equipment Operator I	60	\$29,993	\$37,491	\$44,989
Equipment Operator II	80	\$33,067	\$41,334	\$49,600
Event Coordinator	110	\$38,279	\$47,849	\$57,419
Event Operations Manager	140	\$44,313	\$55,391	\$66,469
Events Coordinator	70	\$31,492	\$39,365	\$47,238
Events Specialist/Office Manager	80	\$33,067	\$41,334	\$49,600
Field Maintenance Worker I	50	\$28,564	\$35,705	\$42,847
Field Maintenance Worker I	50	\$28,564	\$35,705	\$42,847
Field Maintenance Worker II	70	\$31,492	\$39,365	\$47,238
Field Maintenance Worker II	70	\$31,492	\$39,365	\$47,238
Finance Director/City Treasurer	270	\$83,558	\$104,448	\$125,337
Fire Chief	280	\$87,736	\$109,670	\$131,604
Fire Inspector	150	\$46,528	\$58,160	\$69,793
Fire Service Lieutenant	180	\$53,862	\$67,328	\$80,794
Firefighter	140	\$44,313	\$55,391	\$66,469
Gardener I	30	\$25,909	\$32,386	\$38,863
Gardener II	70	\$31,492	\$39,365	\$47,238
Gardener III	80	\$33,067	\$41,334	\$49,600
Gardener IV	100	\$36,456	\$45,570	\$54,684
GIS Specialist	150	\$46,528	\$58,160	\$69,793
Grants and Special Agreements Administrator	150	\$46,528	\$58,160	\$69,793
Graphic Designer	120	\$40,193	\$50,241	\$60,289
Head of Circulation Services	110	\$38,279	\$47,849	\$57,419
History & Genealogy Technician	130	\$42,203	\$52,753	\$63,304
Horticulturist	160	\$48,855	\$61,069	\$73,282
Human Resources Director	270	\$83,558	\$104,448	\$125,337
Information Systems Manager	210	\$62,352	\$77,941	\$93,529
Infrastructure Administrator	170	\$51,298	\$64,122	\$76,946
IT Technician I	90	\$34,720	\$43,400	\$52,080
IT Technician II	120	\$40,193	\$50,241	\$60,289
IT Technician III	150	\$46,528	\$58,160	\$69,793
Library Aide I	30	\$25,909	\$32,386	\$38,863
Library Aide II	60	\$29,993	\$37,491	\$44,989
Library Cataloger	90	\$34,720	\$43,400	\$52,080
Library Computer Lab Manager	150	\$46,528	\$58,160	\$69,793
Library Director	220	\$65,470	\$81,838	\$98,205
Magistrate I	90	\$34,720	\$43,400	\$52,080
Magistrate II	110	\$38,279	\$47,849	\$57,419
Magistrate III	130	\$42,203	\$52,753	\$63,304
Marketing Communications Manager	180	\$53,862	\$67,328	\$80,794
Marketing Director	190	\$56,556	\$70,694	\$84,833
Mechanic	120	\$40,193	\$50,241	\$60,289



EXHIBIT 6C (Continued)
PROPOSED GRADE ORDER LIST

Classification Title	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Mechanic Aide	20	\$24,675	\$30,844	\$37,013
Municipal Court Clerk/Administrator	190	\$56,556	\$70,694	\$84,833
Office Coordinator	110	\$38,279	\$47,849	\$57,419
Parks Crew Leader	130	\$42,203	\$52,753	\$63,304
Parks Laborer	20	\$24,675	\$30,844	\$37,013
Parks Maintenance Worker I	50	\$28,564	\$35,705	\$42,847
Parks Maintenance Worker II	70	\$31,492	\$39,365	\$47,238
Parks Ranger	90	\$34,720	\$43,400	\$52,080
Parks Superintendent	230	\$68,744	\$85,930	\$103,115
Part-Time Equipment Operator I	50	\$28,564	\$35,705	\$42,847
Part-Time Library Aide	30	\$25,909	\$32,386	\$38,863
Part-Time Mail Courier/Receptionist	40	\$27,204	\$34,005	\$40,806
Part-Time Street Laborer	20	\$24,675	\$30,844	\$37,013
Part-Time Welcome Center Aide	20	\$24,675	\$30,844	\$37,013
Part-Time Welcome Center Assistant	20	\$24,675	\$30,844	\$37,013
Patrol Officer	150	\$46,528	\$58,160	\$69,793
Patrol Officer K-9	150	\$46,528	\$58,160	\$69,793
Payroll Clerk	80	\$33,067	\$41,334	\$49,600
Permit Clerk	80	\$33,067	\$41,334	\$49,600
Personnel Specialist	130	\$42,203	\$52,753	\$63,304
Planning & Zoning Assistant	80	\$33,067	\$41,334	\$49,600
Planning/Zoning Coordinator	120	\$40,193	\$50,241	\$60,289
Police Chief	300	\$96,729	\$120,911	\$145,094
Project & Risk Manager/EMA Director	240	\$72,181	\$90,226	\$108,271
Public Works Superintendent	270	\$83,558	\$104,448	\$125,337
Purchasing Agent/Airport Manager	160	\$48,855	\$61,069	\$73,282
Recreation Concessions Coordinator	90	\$34,720	\$43,400	\$52,080
Recreation Field Superintendent	130	\$42,203	\$52,753	\$63,304
Recreation Office Manager	90	\$34,720	\$43,400	\$52,080
Revenue Clerk	90	\$34,720	\$43,400	\$52,080
Revenue Officer	190	\$56,556	\$70,694	\$84,833
Sanitation Crew Leader	100	\$36,456	\$45,570	\$54,684
Sanitation Supervisor	140	\$44,313	\$55,391	\$66,469
Sanitation Worker I	10	\$23,500	\$29,375	\$35,250
Sanitation Worker II	30	\$25,909	\$32,386	\$38,863
Sanitation Worker III/Driver Operator	70	\$31,492	\$39,365	\$47,238
School Resource Corporal	180	\$53,862	\$67,328	\$80,794
School Resource Officer	150	\$46,528	\$58,160	\$69,793
Senior Center & Municipal Complex Support Specialist	140	\$44,313	\$55,391	\$66,469
Senior Firefighter	160	\$48,855	\$61,069	\$73,282
Sergeant/Community Oriented Policing	200	\$59,383	\$74,229	\$89,075
Sergeant/Detective	200	\$59,383	\$74,229	\$89,075
Sergeant/Intelligence	200	\$59,383	\$74,229	\$89,075
Sergeant/Patrol	200	\$59,383	\$74,229	\$89,075
Sergeant/Professional Development	200	\$59,383	\$74,229	\$89,075
Shop Foreman	190	\$56,556	\$70,694	\$84,833
Sports & Events Sales Manager	130	\$42,203	\$52,753	\$63,304
Sports & Sponsorship Sales Manager	140	\$44,313	\$55,391	\$66,469
Sports Tourism Field Superintendent	130	\$42,203	\$52,753	\$63,304
Sportsplex Technician	70	\$31,492	\$39,365	\$47,238
Stacks Maintenance Coordinator	100	\$36,456	\$45,570	\$54,684
Street Supervisor	170	\$51,298	\$64,122	\$76,946
Traffic Control Technician	120	\$40,193	\$50,241	\$60,289



FINDING

As part of this study, Evergreen presented various implementation options for transitioning the City from the old schedule to the new schedule and the related reclassification of specific positions.

The options explored are presented in **Exhibit 6D**, showing the implementation cost for each option, the number of employees impacted by the change and the average magnitude of the change on the impacted employees.

In addition, phase in options were also prepared so that the City might see how a particular option might be phased in over time, rather than making all of the changes in a single year. **Exhibits 6E and 6F** present a two- and three-year phase-in option. The amount shown for the second two Range Penetration options assumes that all employees will be brought to minimum in the first year, therefore the amounts shown in the first year of implementation are higher than in future years. **Exhibit 6D** provides an operational description of how each option was calculated.

RECOMMENDATION 4: Adopt the best implementation option and if appropriate, determine whether a one-, two- or three-year phase-in plan is most appropriate for the City.

FINDING

As part of this study, Evergreen was tasked with developing a recommended schedule for future evaluations of job classifications. An established process allows for assessment of a classification to determine if internally, it is compensated equitably in comparison to other like classifications and assists with collecting the data necessary to determine if the classification is titled correctly. A well-established schedule allows for evaluation of positions, as requested by employees or supervisors, when there is evidence that a position's primary duties have changed; when a classification is newly created; and/or at regular intervals to ensure that slotting relationships are maintained across the organization.

The tool used by Evergreen to assess internal job worth as part of this study was the Job Assessment Tool (JAT). The results of this tool, paired with market data, provided a final, data-driven value that was used to match the classification under review up to an appropriate midpoint on the City's proposed salary schedule. With all The City classifications now assessed and slotted using this methodology, the City has an excellent foundation on which to base compensation and classification decisions surrounding any position. Moving forward, the City should employ the same methodology to continually assess positions.

RECOMMENDATION 5: Adopt the Job Assessment Tool and market data-based methodology from Evergreen to evaluate new and updated position titles.

**EXHIBIT 6D
IMPLEMENTATION OPTIONS**

Option	Description	Total Implementation Cost	# Employees Receiving Adjustments	Avg Salary Adjustment for Employees who receive an Adjustment	Avg Percentage Adjustment
Bring Employees' Salaries to New Minimums	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If his/her salary is already within the proposed pay range, no adjustment is made.	\$79,586.75	54	\$1,473.83	0.8%
Current Range Penetration	For those employees with at least 1 year of tenure, a calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place him/her the same percentage through the proposed range. If the pay grade does not change, the employee's salary will not change. For example, if an individual is at the midpoint (50%) of the current range, he/she is brought to the midpoint of (50%) the recommended range. This option includes the Bring to Minimum cost.	\$1,290,937.76	291	\$4,436.21	9.2%
Current Range Penetration - Capped at Midpoint	For those employees with at least 1 year of tenure, a calculation is performed to determine the relative position of an employee's salary in the current pay range. The employee's recommended salary calculation is based on the employee's new salary being placed at the same relative position in the proposed range. For example, if an employee's salary is 40% into the current pay range, the proposed salary is placed at 40% into the recommended pay range. This places an employee's salary in the new range based on the relative position in the current range, yet does not place any salary beyond new midpoints unless the salary is already above that point, as no employee salary is reduced. This option includes the Bring to Minimum Cost.	\$888,489.78	260	\$3,417.27	7.5%



**EXHIBIT 6D (Continued)
IMPLEMENTATION OPTIONS**

Option	Description	Total Implementation Cost	# Employees Receiving Adjustments	Avg Salary Adjustment for Employees who receive an Adjustment	Avg Percentage Adjustment
<p>Hire Date Parity</p>	<p>This approach places employees into their newly assigned pay grade based on their total years of experience with the City of Foley compared to the length of a typical career. In this model, an employee with 15 years of experience in their current classification is expected to be 50 percent into their pay grade range (i.e. midpoint) based on a 30 year career (15 years/30 years = 50). Employees whose salaries are already at or above this expected amount are unchanged, but employees whose current salaries fall below this expected amount are brought up to this level. This option addresses class compression, but does not factor in previous experience outside the City or experience out of class.</p>	<p>\$750,282.52</p>	<p>211</p>	<p>\$3,555.84</p>	<p>5.1%</p>
<p>Class Date Parity</p>	<p>This approach places employees into their newly assigned pay grade based on their years of experience in that classification compared to the length of a typical career. In this model, an employee with 15 years of experience in their current classification is expected to be 50 percent into their pay grade range (i.e. midpoint) based on a 30 year career (15 years/30 years = 50). Employees whose salaries are already at or above this expected amount are unchanged, but employees whose current salaries fall below this expected amount are brought up to this level. This option includes the Bring to Minimum Cost.</p>	<p>\$332,916.30</p>	<p>137</p>	<p>\$2,430.05</p>	<p>2.8%</p>



**EXHIBIT 6E
TWO-YEAR PHASE-IN IMPLEMENTATION OPTIONS**

Option	Total Implementation Cost	Year 1 Cost	Year 2 Cost
Bring Employees' Salaries to New Minimums	\$79,586.75	\$79,586.75	
Current Range Penetration	\$1,290,937.76	\$685,262.25	\$605,675.51
Current Range Penetration - Capped at Midpoint	\$888,489.78	\$484,038.26	\$404,451.52
Hire Date Parity	\$750,282.52	\$414,934.63	\$335,347.89
Class Date Parity	\$332,916.30	\$332,916.30	

**EXHIBIT 6F
THREE-YEAR PHASE-IN IMPLEMENTATION OPTIONS**

Option	Total Implementation Cost	Year 1 Cost	Year 2 Cost	Year 3 Cost
Bring Employees' Salaries to New Minimums	\$79,586.75	\$79,586.75		
Current Range Penetration	\$1,290,937.76	\$483,370.42	\$403,783.67	\$403,783.67
Current Range Penetration - Capped at Midpoint	\$888,489.78	\$349,221.09	\$269,634.34	\$269,634.34
Hire Date Parity	\$750,282.52	\$303,152.00	\$223,565.26	\$223,565.26
Class Date Parity	\$332,916.30	\$332,916.30		



The City should adopt the JAT and market-driven approach to be used for all future job evaluations for ALL employees. 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 slotting established during the course of this study. Every two years, the City should use the JAT to assess all job classifications, updating JAT scores where appropriate and re-running the regression analysis that yields appropriate slotting of all positions. Note that upon completion of this study, Evergreen can provide the City staff with training on using the study methodology and tools.

The City should also establish a mechanism or process to evaluate new and/or updated position titles as needed between review cycles. Evergreen recommends the following process:

1. Department Head/Supervisor submits completed Job Review Form to Human Resources to request a job evaluation for either a new or existing position. The proposed form is displayed in **Exhibit 6H**. Note that one form per job should be submitted.
2. Human Resources (HR) staff receives completed Job Review Form and determines what action is needed; if action requires completion of JAT, a blank JAT is emailed by HR to Department Head/Supervisor for completion. If the position is new, the JAT should be filled out by the person with the most knowledge of the position. If no JAT is needed, HR staff proceeds to **Step 5**.
3. Department Head/Supervisor completes JAT and submits to HR within 5 business days.
4. HR receives and reviews JAT for accuracy. Score is input into existing regression database (provided by Evergreen).
5. If market data on file is greater than one year old or not available for the position in question, fresh market data is collected from established peers.
6. Average market midpoint is entered into existing regression database by HR.
7. With JAT and market data, the regression database provides HR staff with an approximate midpoint. This midpoint is used to place the position on the City's salary schedule.
8. HR staff record final recommended pay grade and job title in the second section of the Job Review Form (see **Exhibit 6G**).
9. A copy is emailed to the Department Head/Supervisor, as well as to the City Administrator for final approval.

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 also be providing HR staff with JAT training and access to all the tools necessary to continue this process.



**EXHIBIT 6G
PROPOSED JOB REVIEW FORM – PART ONE**

Job Review Form

Please complete all fields, scan, and electronically submit to the Human Resources Department.

DEPARTMENT HEAD COMPLETES

Requester Name and Title:	
Phone:	
E-mail Address:	
Department:	
Today's Date:	
Job Title for Review:	
Position Type (New or Existing):	
Reason for Review:	
Desired Outcome:	



**EXHIBIT 6G (Continued)
PROPOSED JOB REVIEW FORM – PART TWO***

HR USE ONLY	
Form Received by:	
Form Reviewed by:	
Today's Date:	
Action:	
JAT Sent (Y/N):	<input type="checkbox"/> Yes <input type="checkbox"/> No Once Returned, record date received ____
Market Data Needed (Y/N):	<input type="checkbox"/> Yes <input type="checkbox"/> No
Final JAT Score	
Market Midpoint Value	
Regression Midpoint	
Title Recommendation:	
Grade Recommendation:	
Explanation of Findings:	
Reviewer Notes:	

Signature: _____ <p align="center">Director of Human Resources</p>	Signature: _____ <p align="center">Supervisor</p>
Date: _____	Date: _____

**Part One and Part Two are contained on the same sheet.*



FINDING

Any organization’s compensation and classification system will need periodic maintenance. The recommendations provided in this chapter were developed based on conditions at the time the data were collected. Without proper upkeep, recruitment and retention issues may arise as the compensation and classification system becomes dated and less competitive.

While it is unlikely that the compensation plan, as a whole, will need to be adjusted for several years, a select group of classifications may need to be reviewed more frequently. If one or more the City classifications are experiencing high turnover or are having difficulty with recruitment, the City should collect salary range data from peer organizations to determine whether an adjustment should be made to classification grades in question.

RECOMMENDATION 6: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications or classifications with retention issues, and make adjustments to pay grade assignments if necessary.

The City will be provided with the instruments used by Evergreen to conduct proper market analysis. These tools should be used to maintain consistency in market analysis methodology moving forward using a research-based and field tested approach.

FINDING

In order to maintain competitiveness between compensation and classification studies, the City should continue adjusting its pay plan on an annual basis, as required. Rather than relying only on consumer price index (CPI) values for cost of living adjustments, the City would benefit from contacting the local peer group and determining the approach to pay plan adjustments made by peers—in addition to considering economic indicators such as CPI.

The City may find it struggles to navigate through changing economic conditions and with organizations competing for the same human resources. For this reason, the City should conduct an external comprehensive classification and compensation study every five years.

RECOMMENDATION 7: Conduct a comprehensive classification and compensation study about every five years.

The recommendations in this chapter provide a competitive pay plan, internally aligned classification structure, and system administration practices that will provide the City with a responsive compensation and classification system for years to come. While the upkeep of this recommended system and associated pay and classification guidelines will require work, the City will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is well worth the effort.



STUDY SUMMARY

Evergreen Solutions was retained by the City of Foley (“the City”) to conduct a Classification and Compensation Study of the City’s pay plan. The classification and compensation study was primarily designed to focus on internal and external alignment of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the organization.

From the analysis of the data gathered in the external labor market assessment, the following conclusions were drawn:

- The City, as a whole, was approximately 5.3 percent ahead of the market minimum of salary ranges of benchmark positions.
- The City was approximately 0.2 percent ahead of the market midpoint of salary ranges of benchmark positions.
- The City was approximately 3.6 percent *below* the market maximum of salary ranges of benchmark positions with outliers removed.

The external market compensation analysis identified classifications compensated below market average, while the internal analysis identified classifications compensated disproportionately to other classifications based on complexity of the job performed. The results from these analyses were combined using regression analysis and led to the recommendations contained in this chapter.

Overall, to more accurately reflect the market salary ranges, adjustments to the City salary range spreads and individual classification range assignments have been recommended.

Using the same market data that was obtained for the 2017-18 fiscal year, by implementing the proposed salary plan for the 2018-19 fiscal year, the City will move to approximately 8.7 percent above the market at the minimum, 7.6 percent ahead at the midpoint, and 6.9 percent ahead at the maximum, thereby making the City more competitive in the market place. These changes will also provide a comfortable margin, assuming that peer organizations may implement salary increases for 2018-19.

