

PARILLA & ASSOCIATES

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June 19, 2023

Ms. Barbara G. Moore
Interim Human Resources Manager
City of Fort Pierce, Florida
100 N. Highway One
Fort Pierce, Florida 34950

Mr. Nicholas C. Mimms
City Manager
City of Fort Pierce, Florida
100 N. Highway One
Fort Pierce, Florida 34950

Dear Ms. Moore and Mr. Mimms,

I have had the opportunity to research the new positions that have been added and the positions for which I was missing position descriptions and have amended the final report, which follows. The results are:

- Added the Director of Administrative Services in Grade 57;
- Added ERP Business Analyst in Grade 51;
- Confirmed that the IT Systems Analyst I, Police Systems Analyst I, IT Systems Analyst II and Police Systems Analyst II were appropriately graded in Grades 50 and 52;
- Confirmed a previous discussion with Linda Cox, City Clerk, that there will be two levels of Deputy City Clerk - Deputy City Clerk in Grade 46 and Senior Deputy City Clerk in Grade 49;
- At the request of the Mayor and Commission, removed the Charter Officer position of City Clerk and City Attorney from the salary schedule;
- Added the new position of Senior Assistant City Attorney to the salary schedule in Grade 56;
- Added the Police Accreditation Specialist in Grade 49
- Added the Police Fiscal Manager in Grade 51
- Confirmed that the Community Service Officer and Lead Community Service Officer were properly graded in Grades 46 and 47.

I was glad to hear that the raises for the Sanitation Drivers were successfully implemented and hope that all of the other recommendations are approved by the Board of Commissioners.

Ralph M. Parilla, Jr.

President
Parilla & Associates

Report to Management on the Results Of the 2023 Salary Study

Methodology

From January, 2023 through March, 2023, Parilla & Associates conducted a salary study on behalf of the City of Fort Pierce. The survey was conducted by analyzing salary range data from 16 Central and South-Central public sector employers. Salary range data was received and analyzed from the following organizations:

Brevard County Board of County Commissioners
City of Cocoa Beach
Fort Pierce Utilities Authority
City of Kissimmee
Martin County Board of County Commissioners
City of Melbourne
City of Ocala
Osceola County Board of County Commissioners
City of Palm Bay
City of Port St. Lucie
Seminole County Board of County Commissioners
City of St. Cloud
St. Lucie County Board of County Commissioners
City of Stuart
City of Titusville
City of Vero Beach

In addition to the public sector salary analysis, Parilla & Associates compared the City of Fort Pierce positions to private sector data. In making this comparison, Parilla & Associates used salary databases for the Fort Pierce-Melbourne metropolitan area to which the consultant subscribes.

Many of the City's positions are unique to the public sector and do not have counterparts in the private sector. However, a significant number of positions in Human Resources, Financial Services, Administrative Support, Legal, and Engineering can be compared to positions in the private sector

Analysis

After analyzing the data, Parilla & Associates compared the public sector data to the current City of Fort Pierce data and is reporting the following findings:

1. The current competitive position for City of Fort Pierce jobs are as follows:
 - On average, positions at the City had salary ranges that are 12.2% low at the minimums.
 - On average, positions at the City had salary ranges that are 7.2% high at the maximums.

After analyzing the data, Parilla & Associates compared the private sector data to the current City of Fort Pierce data is reporting the following findings:

2. The current competitive position for the City of Fort Pierce jobs are as follows:

- On average, positions at the Clerk’s Office had salary ranges that are 26.3% low at the minimums.
- On average, positions at the Clerk’s Office had salary ranges that are 3.7% high at the maximums.

The competitive status of each position in the public sector is attached as Exhibit I and the competitive status of each position in the private sector is attached as Exhibit II.

To a great extent, the reason for the competitive status is the current Fort Pierce pay structure. The range spread (the difference from salary range minimum to salary range maximum) is 80% in the lower salary grades on the schedule to 123% for the higher grades in the schedule. This approach is commonly known as broad-banding and means that the organization has salary range minimums that are uncompetitively low and salary range maximums that are unrealistically high. The current structure features Grades 30-99, meaning there are 69 grades. Currently, 37 grades have positions assigned to them and 32 are vacant. There is a 2.5% difference between a grade and the next higher grade. The slight difference between grades is an indication that there are too many grades with very minor differences between them.

Recommendation 1 – The current grade structure is not competitive at the minimums and overly generous at the maximums. It is also cumbersome with 69 grades and a negligible difference from one grade to another. To address this issue, I am recommending a new structure:

Grade	Minimum	Q1	Midpoint	Q3	Maximum
42	\$31,200	\$34,163	\$37,125	\$40,088	\$43,050
43	\$31,200	\$35,000	\$38,800	\$42,600	\$46,400
44	\$31,200	\$36,038	\$40,875	\$45,713	\$50,550
45	\$33,650	\$39,138	\$44,625	\$50,113	\$55,600
46	\$37,000	\$43,050	\$49,100	\$55,150	\$61,200
47	\$40,750	\$47,400	\$54,050	\$60,700	\$67,350
48	\$44,900	\$52,225	\$59,550	\$66,875	\$74,200
49	\$49,300	\$57,388	\$65,475	\$73,563	\$81,650
50	\$54,350	\$63,225	\$72,100	\$80,975	\$89,850
51	\$59,800	\$69,550	\$79,300	\$89,050	\$98,800
52	\$67,500	\$78,513	\$89,525	\$100,538	\$111,550
53	\$72,350	\$84,163	\$95,975	\$107,788	\$119,600
54	\$79,650	\$92,650	\$105,650	\$118,650	\$131,650
55	\$87,600	\$101,900	\$116,200	\$130,500	\$144,800
56	\$96,400	\$112,125	\$127,850	\$143,575	\$159,300
57	\$106,000	\$123,300	\$140,600	\$157,900	\$175,200
58	\$116,600	\$135,625	\$154,650	\$173,675	\$192,700
59	\$128,250	\$149,188	\$170,125	\$191,063	\$212,000
60	\$141,150	\$164,188	\$187,225	\$210,263	\$233,300
61	\$155,255	\$180,591	\$205,928	\$231,264	\$256,600

The recommended grade structure has twenty grades with a standard 65% range from minimum to maximum and a 10% differential from one grade to another. The first three grades all have a minimum of \$31,200, which is

\$15.00 per hour and is related to the second recommendation. There is no correlation between the grade numbers in the old grade structure to the new structure.

Recommendation 2 — Raise the entry level pay rate to \$15.00. This has become the de facto minimum wage in Florida. Most municipalities and other governmental agencies have raised their minimum starting wage to \$15.00 and the City of Fort Pierce should follow suit. Currently, there are eleven employees paid less than \$15.00 per hour and they should be adjusted as soon as possible. This will be addressed in Recommendation 4. All new hires should be paid at least \$15.00 per hour.

Recommendation 3 –The assignment of positions to the grades in the new structure is based on the data gleaned from the study. In meetings with all of the City’s Department Heads and Human Resources personnel, the consultant reviewed all of the draft grade assignments to ensure that there was agreement with the recommended position placements. The Department Head input was used to modify a few job placements and some new positions were added to the structure. The recommended classification structure is as follows:

Grade	Minimum	Midpoint	Maximum		
42	\$31,200	\$37,125	\$43,050		
43	\$31,200	\$38,800	\$46,400	Animal Care Specialist	CR
				School Crossing Guard	POL
				Tree Trimmer	PW
				Trolley Driver	PW
44	\$31,200	\$40,875	\$50,550	Chief Tree Trimmer	PW
				Facilities Maintenance Technician Assistant	PW
				Marina Storekeeper	MAR
45	\$33,650	\$44,625	\$55,600	Animal Care Lead	CR
				Ground Maintenance Specialist	PW
				Irrigation Specialist	PW
				Maintenance Repair Worker - Facilities	PW
				Maintenance Repair Worker - Streets	PW
				Maintenance Worker - Parks & Grounds	PW
				Maintenance Worker - Solid Waste	PW
				Maintenance Worker - Streets	PW
				Marina Dock Attendant	MAR
				Records Specialist	POL
				Senior Storekeeper	PW&MAR
				Sign Maintenance Technician	PW
				Switchboard Operator	HR
46	\$36,900	\$49,050	\$61,200	Accounting Clerk	FIN
				Administrative Assistant	Various
				Animal Control Officer	CR
				Community Resource Specialist	FIN
				Community Service Officer	POL
				Deputy City Clerk	CLK
				Equipment Operator III - Parks	PW
				Equipment Operator III - Streets	PW
				Facilities Maintenance Technician	PW

46	\$36,900	\$49,050	\$61,200	Golf Lead Greenskeeper	GOLF
				Marina Assistant Dockmaster	MAR
				Marina Concierge Retailer	MAR
				Permit Specialist	BLDG
				Sanitation Driver I	PW
47	\$40,750	\$54,050	\$67,350	Animal Shelter Assistant Operations Manager	CR
				Assistant Golf Professional	GOLF
				Automotive Mechanic	PW
				Box Office Operations Manager	TH
				Chief Irrigation Specialist	PW
				Crime Analyst	POL
				Crime Scene Investigator	POL
				Diesel Mechanic	PW
				Digital Evidence Specialist I	POL
				Electrician	PW
				Equipment Operator IV - Parks	PW
				Equipment Operator IV - Streets	PW
				Evidence Technician	POL
				Lead Community Service Officer	POL
				Payroll Specialist	POL
				Permit Specialist Senior	BLDG
				Purchasing/Procurement Specialist	PUR
Sanitation Driver II	PW				
Senior Accounting Clerk	Various				
48	\$44,900	\$59,550	\$74,200	Code Enforcement Officer	CR
				Digital Evidence Specialist II	POL
				Dockmaster	MAR
				Executive Assistant	Various
				Engagement & Outreach Coordinator	PW
				Facility Program Specialist	PW
				Foreman I - Parks & Grounds	PW
				Foreman I - Streets	PW
				HR Technician	HR
				Legal Assistant	ATT
				Master Mechanic - Garage	PW
				Records Supervisor	POL
				Risk Management Specialist	ATT
				Sanitation Foreman	PW
Senior Animal Control Officer	CR				
Victim Advocate	POL				
49	\$49,300	\$65,475	\$81,650	Accountant	Fin
				Accreditation Specialist	POL
				Animal Shelter Operations Manager	CR
				Chief Design Drafter	ENG
				Communications Specialist	IT

49	\$49,300	\$65,475	\$81,650	CSI Supervisor	POL
				Foreman II - Facilities Maintenance	PW
				Foreman - Garage	PW
				Foreman II - Streets	PW
				GIS Analyst I	ENG & IT
				Grant Coordinator	POL
				Grant Writer	FIN
				Lead Victim Advocate	POL
				Payroll & Benefits Coordinator	FIN
				Pension Analyst	FIN
				Planner	PLN
				Planning & Development Organizer	PLN
				Police Officer	POL
				Public Works Inspector	PW
				Purchasing Agent	PUR
				Recording & Grants Specialist	FIN
				Records Management Coordinator	CLK
				Redevelopment Specialist	CM
				Senior Accounting Analyst	FIN
				Senior Code Enforcement Officer	CR
Senior Deputy City Clerk	CLK				
50	\$54,350	\$72,100	\$89,850	Engineering Inspection Supervisor	ENG
				Golf Course Superintendent	GOLF
				Growth Management Coordinator	PLN
				Historic Preservation Planner	PLN
				HR Specialist	HR
				Marina Operations Supervisor	MAR
				Systems Analyst I	IT&POL
51	\$59,800	\$79,300	\$98,800	Building Inspector/Investigator	BLDG
				Building Special Projects Facilitator	BLDG
				Crime Analyst Supervisor	POL
				ERP Business Analyst	IT
				Executive Assistant - City Manager	CM
				Facilities Maintenance Manager	PW
				Fiscal Manager	POL
				Fleet Maintenance Manager	PW
				GIS Analyst II	ENG & IT
				Marketing & Development Manager	TH
				Media Specialist	IT
				Police Sergeant	POL
				Public Affairs Manager	POL
				Senior Planner	PLN
Streets & Drainage Manager	PW				
Technical Director/Facilities Manager	TH				

52	\$67,500	\$89,525	\$111,550	Animal Shelter Administrator	CR
				Deputy Director, Community Response	CR
				Grants Manager	FIN
				Parks & Grounds Maintenance Manager	PW
				Project Engineer	ENG
				Solid Waste Operations Manager	PW
				Systems Analyst II	IT&POL
53	\$72,350	\$95,975	\$119,600	Chief Accountant	FIN
				CRS Coordinator	BLDG
				Deputy Building Official	BLDG
				Economic Development Manager	CM
				Golf Course Director	GOLF
				HR Coordinator	HR
				Information Systems Administrator	POL
				Police Lieutenant	POL
				Purchasing Manager	PUR
				Risk Manager	ATT
				Solid Waste Division Manager	PW
				Special Projects Coordinator	CM
				Stormwater Engineering Manager	ENG
				Systems Administrator	IT
Traffic Operations Administrator	ENG				
54	\$79,650	\$105,650	\$131,650	Assistant Director of Planning	PLN
				Building Official	BLDG
				GIS Division Manager	IT
				Marketing & Communications Div. Manager	IT
				Support Division Operations Manager	IT
				Theatre Executive Director	TH
55	\$87,600	\$116,200	\$144,800	Assistant City Attorney	ATT
				Assistant City Engineer	ENG
				Deputy Director, Public Works	PW
				Marina Director	MAR
				Police Major	POL
56	\$96,400	\$127,850	\$159,300	Building Director	BLDG
				City Engineer	ENG
				Community Response Director	CR
				Deputy Police Chief	POL
				HR Director	HR
56	\$96,400	\$127,850	\$159,300	IT Director	IT
				Planning Director	PLN
				Senior Assistant City Attorney	ATT

57	\$106,000	\$140,600	\$175,200	Public Works Director Administrative Services Director	PW
58	\$116,600	\$154,650	\$192,700		
59	\$128,250	\$170,125	\$212,000	Finance Director Police Chief	FIN Pol

Recommendation 4 – Implement the new schedule immediately. The implementation of the new schedule will result in 46 employees receiving salary increases to the new salary range minimums for a total cost of \$111,715. The pay adjustments are as follows:

LAST NAME	FIRST NAME	POSITION	CURRENT ANNUAL SALARY	NEW MINIMUM	ADJUSTMENT TO NEW MINIMUM
THOMPSON	ARDEN	SCHOOL CROSSING GUARD - P/T	\$27,955	\$31,200	\$3,245
GHOLSTON	KEYONTAY	MAINTENANCE WORKER	\$27,040	\$33,650	\$6,610
SHAZIER	DAVID	MAINTENANCE WORKER	\$28,205	\$33,650	\$5,445
BOATWRIGHT	JACK	MAINTENANCE WORKER	\$28,746	\$33,650	\$4,904
HART	DELVINE	MAINTENANCE WORKER	\$28,746	\$33,650	\$4,904
JONES	VONTRAVIOUS	MAINTENANCE WORKER	\$28,746	\$33,650	\$4,904
PARKS	WALTER	MAINTENANCE WORKER	\$28,746	\$33,650	\$4,904
DUHART	HENRY	MAINTENANCE WORKER	\$29,619	\$33,650	\$4,031
WRIGHT	MARCELLUS	MAINTENANCE WORKER	\$30,056	\$33,650	\$3,594
MORGAN	TRACY	MAINTENANCE WORKER	\$30,181	\$33,650	\$3,469
WILLIAMS	BERNARD	MAINTENANCE WORKER	\$30,264	\$33,650	\$3,386
OLSON	KIMBERLY	ANIMAL CONTROL OFFICER	\$35,838	\$36,900	\$1,062
RABENECKER	MICHAEL	CODE ENFC OFCR/PARKING SPCLST.	\$44,845	\$44,900	\$55
KIRKLAND	CHARMAINE	CODE ENFORCEMENT OFFICER	\$42,162	\$44,900	\$2,738
STEPHENS	LARRY	CODE ENFORCEMENT OFFICER	\$42,515	\$44,900	\$2,385
CALDERON	KATHERINE	EXECUTIVE ASSISTANT	\$44,699	\$44,900	\$201
JACKSON	CASSANDRA	FACILITY/PROGRAM SPECIALIST-RW	\$44,408	\$44,900	\$492
COLLINS	JAMES	FOREMAN I	\$39,104	\$44,900	\$5,796
TOOMBS	KELVIN	FOREMAN I	\$41,142	\$44,900	\$3,758
SANDERS	MARCUS	FOREMAN I	\$42,266	\$44,900	\$2,634
BAPTISTE	MANOUCHEKA	POLICE OFFICER	\$48,381	\$49,300	\$919
BAUDANZA	RUSSELL	POLICE OFFICER	\$48,381	\$49,300	\$919
DIAZ	ALEXIS	POLICE OFFICER	\$48,381	\$49,300	\$919
DONNELLY	JOHN	POLICE OFFICER	\$48,381	\$49,300	\$919
DURETTE	CHRISTOPHER	POLICE OFFICER	\$48,381	\$49,300	\$919
GRINER	JOSEPH	POLICE OFFICER	\$48,381	\$49,300	\$919
MOTA GUIMONT	ALEJANDRA	POLICE OFFICER	\$48,381	\$49,300	\$919
NOTHOF	NICHOLAS	POLICE OFFICER	\$48,381	\$49,300	\$919
RAMIREZ	KELVIN	POLICE OFFICER	\$48,381	\$49,300	\$919
THERVIL	THERILUS	POLICE OFFICER	\$48,381	\$49,300	\$919
VELASQUEZ	ELIA	POLICE OFFICER	\$48,381	\$49,300	\$919
WALTERS	CALEB	POLICE OFFICER	\$48,381	\$49,300	\$919

WASHINGTON	MARKEIS	POLICE OFFICER	\$48,381	\$49,300	\$919
WHITE	JOSHUA	POLICE OFFICER	\$48,381	\$49,300	\$919
WILSON	TANERIA	POLICE OFFICER	\$48,381	\$49,300	\$919
WORTH	DONOVAN	POLICE OFFICER	\$48,381	\$49,300	\$919
CRUZ	VANESSA	POLICE OFFICER NON- CERTIFIED	\$48,381	\$49,300	\$919
			CURRENT	NEW	ADJUSTMENT
			ANNUAL	MINIMUM	TO NEW
LAST NAME	FIRST NAME	POSITION	SALARY		MINIMUM
GRECCO	NICHOLAS	POLICE OFFICER NON- CERTIFIED	\$48,381	\$49,300	\$919
MEMON	MATHEW	POLICE OFFICER NON- CERTIFIED	\$48,381	\$49,300	\$919
MEZADIEU	LOVENSKY	POLICE OFFICER NON- CERTIFIED	\$48,381	\$49,300	\$919
TIERNEY	NATHAN	POLICE OFFICER NON- CERTIFIED	\$48,381	\$49,300	\$919
		GROWTH MANAGEMENT	\$52,541	\$54,350	\$1,809
ROMER	BRIDGETTE	COORDINATOR			
BRADLEY	DEVIN	POLICE SYSTEMS ANALYST I	\$48,589	\$54,350	\$5,761
FERNANDEZ	ALFONSO	POLICE SYSTEMS ANALYST II	\$57,325	\$67,500	\$10,175

Recommendation 5 – Only one employee has a current salary that is above the new grade maximum. James Gordon is currently paid \$78,957 and the maximum of the salary grade is \$74,200, placing his salary \$4,757 above the maximum. I recommend that his salary remain at this level. In the future, instead of receiving pay increases, he receive a lump sum payment equaling the amount of raise he would have received. This will avoid having his salary go further over the maximum. The lump sum payments should continue until the salary ranges are adjusted in the future and his salary falls within the range.

On a personal note, it has been a pleasure working with Kevin Browning and his staff. They have been extremely responsive in providing the information necessary for completing this project and I thank them.

Recommendation 6 – During our discussions another issue arose regarding the Sanitation Drivers. Other neighboring municipalities are offering more to start in this position and turnover is a concern. In addition to the recommended entry level Grade 46, I recommend the addition of a senior level in Grade 47. The pay level for this position is uncompetitive. There are a number of drivers currently making \$17.76 (\$36,941). The highest paid is at \$24.25 (\$50,440). I recommend a special equity adjustment of \$2.00 for each incumbent to be more competitive.

Please let me know if you have any questions regarding any of these recommendations.

Sincerely,

Ralph M. Parilla Jr.