

# **City of Key West Compensation Study Presentation of Results**



Evergreen Solutions, LLC

**August 25, 2021**

# *Overview*

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- Study Goals
- Project Phases
- Current System Findings
- Market Results
- Recommendations



# *Study Goals*

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- Review current compensation system.
- Collect data from peer organizations to ensure external equity.
- Produce recommendations to provide the organization with a compensation system that is equitable, both internally and externally.



# *Project Phases*



# *Current System Findings*

- **Strength:**

- The City possesses a simple and easy to understand pay structure.
- The range minimums of the seven lowest pay grades already meet the \$15 per hour Florida minimum wage requirement effective September 30, 2026.

- **Weakness:**

- Range compression impacts a variety of classifications and incumbents.
- Some rank compression is present between levels.



# *Market Targets*

- Salary survey included four peers, including Monroe County and the Monroe County Sheriff's Office.
- Some classifications did not have peer matches and were adjusted by market trends.
- Due to proximity to Key West, no cost of living factor had to be applied.

## **Responding Peers**

|                                 |
|---------------------------------|
| Keys Energy Service             |
| Florida Keys Aqueduct Authority |
| Monroe County, FL               |
| Monroe County Sheriff's Office  |



# *Market Results*

- The City falls behind the market at minimum, midpoint, and maximum at -17.40, -15.26, and -12.19 percent on average, respectively.
- This level of market differential creates challenges for recruitment and retention.



# *Implementation*

- A variety of options were reviewed for consideration.
- City leadership with Evergreen determined that the best alternative addressed market differences as well as compression through an open range plan for general employees based on performance. Public safety will continue to operate on a step plan.
- The proposed approach combines 20 year class parity for public safety and 30 year class parity for general employees with an increase cap of \$12,500.
- Employees will be appropriately placed based on time in their current job.
- The estimated cost of implementation is approximately \$2,751,910.



# *Thank you*

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