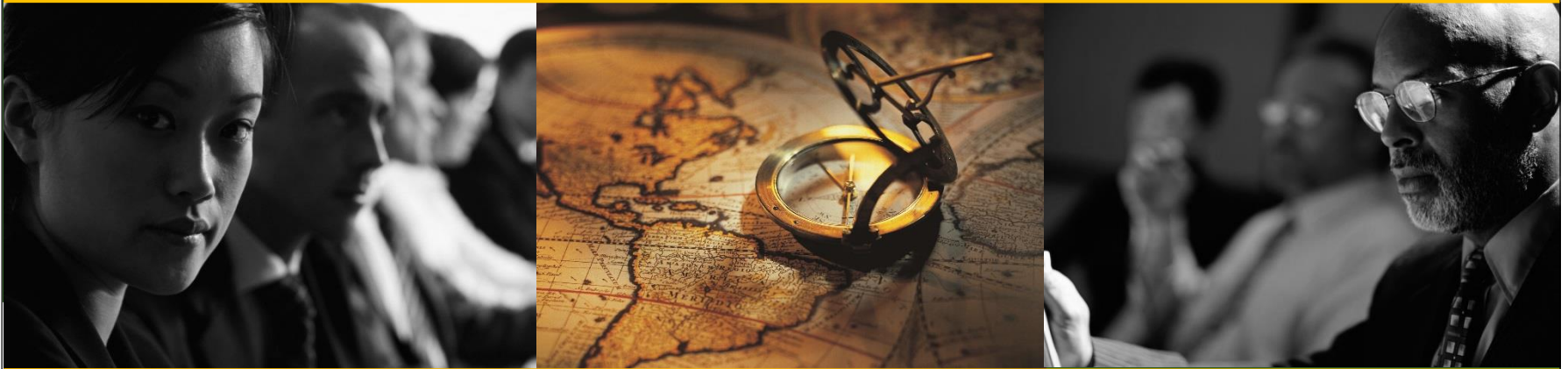


Broward Sheriff's Office Compensation and Classification Study Update Presentation



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Overview

- **Who We Are**
- **Study Goals**
- **Project Phases**
- **Market Results**
- **Recommendations and Implementation**



Who We Are

- **National Public Sector Consulting Experience**
 - Work in 47 States
 - Extensive Experience Working with Local Governments
 - Over 1,400 Classification and/or Compensation Studies
 - Full-Service Human Resources Consulting Practice
- **Public Sector Expertise**
 - Local Governments
 - State Governments
 - School Districts
 - Colleges and Universities
 - Quasi-Governmental Organizations
 - Non-Profits



Florida Project Experience

- City of Boynton Beach
- City of Clearwater
- City of Cooper City*
- City of Coral Gables
- City of Dania Beach*
- City of Deerfield Beach*
- City of Hallandale Beach*
- City of Homestead
- City of Hollywood
- City of Kissimmee
- City of Miramar
- City of North Lauderdale*
- City of Orlando
- City of Palm Bay
- City of Palm Beach Gardens
- City of Parkland*
- City of Plantation
- City of South Miami
- City of Sunrise
- City of Tamarac*
- Hillsborough County
- Manatee County
- Monroe County
- Orange County
- Santa Rosa County
- Sarasota County
- Alachua County Sheriff's Office
- Broward Sheriff's Office
- Collier County Sheriff's Office
- Lake County Sheriff's Office
- Manatee County Sheriff's Office
- Monroe County Sheriff's Office
- Florida Sheriff's Association
- Town of Jupiter Island
- Town of Medley
- Town of Ocean Ridge
- Brevard County Tax Collector
- Tax Collector of Palm Beach County
- Florida League of Cities
- Florida Public Human Resources Association



Study Goals

- Review current compensation system to ensure internal equity.
- Survey peer organizations to ensure external equity.
- Produce recommendations to provide the organization with a compensation system that is equitable, both internally and externally.
- Enhance recruitment and retention efforts enabling BSO to provide the highest level of law enforcement services.



Project Phases

Phase 1: Outreach

Project Kickoff
& Introduction

Collect
Appropriate
Client Data

Phase 2: Internal Analysis

Data Review

Assessment of
Current
Conditions

Phase 3: External Analysis

Comp Survey

Market
Positioning

Phase 4: Solution

Implementation
Options

Reporting



Market Targets

- Salary survey resulted in responses from 17 peers.
- All responses are adjusted for cost-of-living differentials.
- 150 classifications were benchmarked and compared directly to the market. Those classifications averaged 6.5 responses.

| Organization | COLI |
|---|--------------|
| Broward County Sheriff's Office | 109.2 |
| Broward County Government | 109.2 |
| City of Boca Raton, FL (Fire and Police) | 109.2 |
| City of Ft Lauderdale, FL (Fire and Police) | 109.2 |
| Hillsborough County, FL (Fire and Sheriff) | 105.0 |
| City of Jacksonville / Duval County, FL (Fire and Police) | 103.5 |
| Martin County, FL (Fire and Sheriff) | 115.0 |
| City of Miami, FL (Fire and Police) | 109.0 |
| Miami-Dade County, FL (Fire and Police) | 109.0 |
| Orange County, FL (Fire, Corrections, & Sheriff) | 105.9 |
| Palm Beach County, FL (Fire and Sheriff) | 115.4 |
| Pinellas County, FL (Sheriff) | 112.9 |
| National Comparitor Organizations | |
| Cook County Sheriff's Police Department, IL | 126.5 |
| City of Dallas, TX (Fire and Police) | 109.2 |
| Houston Police Department, TX | 110.6 |
| Las Vegas Metro Police, NV | 109.5 |
| New York State Police, NY | 112.4 |
| City of Philadelphia, PA (Fire, Police, & Prison) | 128.8 |
| City of Washington D.C. (Fire, Corrections, & Police) | 160.0 |



Overall Market Results

| Unadjusted Average Results (Cost of Living) | | | Adjusted Results (Cost of Living) | | |
|--|----------|---------|--------------------------------------|----------|---------|
| Minimum | Midpoint | Maximum | Minimum | Midpoint | Maximum |
| -24.9% | -23.4% | -25.4% | -19.4% | -20.4% | -21.4% |

- A negative differential indicates BSO is behind at that market position on average. This analysis applies to the pay plan and classification ranges not individual employee salaries.
- The results highlight range spreads' importance when comparing to the market.
- The response average range spread is 54.4% where BSO average is 56.2% for the benchmarked classifications.



Market Results by Class

| Classification | Survey Minimum | | Survey Midpoint | | Survey Maximum | | Survey Avg Range | # Resp. |
|-----------------------------|----------------|--------|-----------------|--------|----------------|--------|------------------|---------|
| | Average | % Diff | Average | % Diff | Average | % Diff | | |
| Air Rescue Helicopter Pilot | \$88,595.24 | -36.6% | \$136,389.23 | -58.1% | \$184,183.23 | -71.0% | 56.2% | 5 |
| Battalion Chief FR | \$134,218.00 | -66.6% | \$139,377.50 | -30.0% | \$158,080.00 | -18.1% | 31.7% | 7 |
| Captain - Fire Rescue | \$121,594.00 | -62.3% | \$126,269.00 | -26.6% | \$130,944.00 | -5.2% | 26.7% | 9 |
| Deputy Sheriff - Detention | \$69,685.32 | -23.7% | \$85,390.49 | -13.2% | \$102,134.83 | -8.0% | 39.9% | 10 |
| Deputy Sheriff - DLE | \$82,767.21 | -33.6% | \$102,890.69 | -26.5% | \$123,014.18 | -22.1% | 36.3% | 15 |
| Driver Engineer | \$100,836.00 | -55.5% | \$104,153.50 | -20.7% | \$107,471.00 | 0.2% | 39.0% | 5 |
| Firefighter/Paramedic | \$75,397.00 | -25.0% | \$86,887.00 | -8.2% | \$100,196.48 | 0.0% | 48.1% | 9 |
| Lieutenant - Detention | \$139,040.51 | -96.7% | \$148,860.07 | -48.2% | \$158,679.64 | -21.9% | 24.0% | 7 |
| Lieutenant - DLE | \$154,956.15 | -68.4% | \$162,197.76 | -29.2% | \$169,439.38 | -6.5% | 18.5% | 12 |
| Lieutenant-Fire Rescue | \$110,158.00 | -58.0% | \$114,393.00 | -23.3% | \$118,628.00 | -2.4% | 32.4% | 8 |
| Sergeant - Detention | \$106,732.43 | -56.1% | \$122,886.47 | -34.1% | \$139,040.51 | -21.1% | 21.8% | 7 |
| Sergeant - DLE | \$129,171.44 | -71.5% | \$138,365.51 | -39.9% | \$147,559.57 | -20.4% | 22.1% | 13 |
| Overall Average | | -54.5% | | -29.8% | | -16.4% | 33.1% | 8.9 |
| Outliers Removed | | -52.1% | | -25.2% | | -10.4% | 31.6% | |



Current Pay Plan

| Rank(S) | Grade | Minimum | Maximum |
|---------------------------------|-------|-----------|-----------|
| Deputy Sheriff - DLE & CC | 15 | \$61,969 | \$100,736 |
| Sergeant - DLE & CC | 19 | \$75,335 | \$122,524 |
| Lieutenant - DLE & CC | 22 | \$92,020 | \$159,066 |
| Deputy Sheriff - Detention & CC | 14 | \$54,675 | \$91,809 |
| Sergeant - Detention & CC | 18 | \$66,389 | \$111,484 |
| Lieutenant Detention & CC | 20 | \$109,098 | \$153,512 |
| FireF/PM 80 Probationary | 80A | \$57,449 | \$57,449 |
| FireF/PM 96 Probationary | 96A | \$57,449 | \$57,449 |
| Firefighter/Paramedic 80 | 800 | \$60,323 | \$100,223 |
| Firefighter/Paramedic 96 | 960 | \$60,322 | \$100,223 |
| Driver Engineer 80 | 801 | \$64,846 | \$107,740 |
| Driver Engineer 96 | 961 | \$64,846 | \$107,740 |
| Lieutenant Fire Rescue 80 | 802 | \$69,709 | \$115,820 |
| Lieutenant-Fire Rescue 96 | 962 | \$69,710 | \$115,820 |
| Captain - Fire Rescue 80 | 803 | \$74,938 | \$124,507 |
| Captain - Fire Rescue 96 | 963 | \$74,937 | \$124,507 |
| Battalion Chief Fire Rescue 80 | 804 | \$80,559 | \$133,845 |
| Battalion Chief Fire Rescue 96 | 964 | \$80,558 | \$133,845 |
| Air Rescue Helicopter Pilot 80 | 803 | \$74,938 | \$124,507 |
| Air Rescue Helicopter Pilot 84 | 84 | \$74,938 | \$124,507 |
| Auxiliary Deputy | AUX | \$27,040 | \$27,040 |
| Deputy Cadet - DLE | CDLE | \$56,863 | \$56,863 |
| Deputy Cadet - DOD | CDOD | \$51,954 | \$51,954 |



Key Recommendations

1. Adopt an adjusted pay plan with market competitive ranges.
The newly recommended pay plan has consistent range spreads and progression between the grades.
2. Recommended implementation: Range Penetration Step
which aligns employees into the new pay plan proportionally to their progression through the current pay plan.
3. Incorporate incentive and longevity pays into base salary rate.



Year 1 Pay Plan Recs

| Rank(S) | Grade | Minimum | Midpoint | Maximum |
|---------------------------------|-------|-----------|-----------|-----------|
| Deputy Sheriff - DLE & CC | LE01 | \$70,150 | \$100,179 | \$126,129 |
| Sergeant - DLE & CC | LE02 | \$103,643 | \$135,187 | \$153,220 |
| Lieutenant - DLE & CC | LE03 | \$136,500 | \$153,091 | \$192,069 |
| Deputy Sheriff - Detention & CC | D01 | \$67,000 | \$90,899 | \$114,797 |
| Sergeant - Detention & CC | D02 | \$98,990 | \$122,665 | \$146,340 |
| Lieutenant - Detention & CC | D03 | \$120,322 | \$138,910 | \$157,498 |
| FireF/PM 80 Probationary | FR01 | \$55,000 | \$56,375 | \$57,750 |
| FireF/PM 96 Probationary | FR01 | \$55,000 | \$56,375 | \$57,750 |
| Firefighter/Paramedic 80 | FR02 | \$70,720 | \$95,838 | \$120,955 |
| Firefighter/Paramedic 96 | FR02 | \$70,720 | \$95,838 | \$120,955 |
| Driver Engineer 96 | FR03 | \$81,867 | \$104,435 | \$127,003 |
| Lieutenant Fire Rescue 80 | FR04 | \$104,486 | \$122,253 | \$140,021 |
| Lieutenant-Fire Rescue 96 | FR04 | \$104,486 | \$122,253 | \$140,021 |
| Captain - Fire Rescue 80 | FR05 | \$109,710 | \$134,784 | \$147,022 |
| Captain - Fire Rescue 96 | FR05 | \$109,710 | \$134,784 | \$147,022 |
| Battalion Chief Fire Rescue 80 | FR06 | \$127,003 | \$151,775 | \$162,092 |
| Battalion Chief FR 96 | FR06 | \$127,003 | \$151,774 | \$162,092 |
| Helicopter Pilot 80 | HP01 | \$109,710 | \$122,316 | \$147,022 |
| Helicopter Pilot 84 | HP01 | \$109,710 | \$122,316 | \$147,022 |
| Auxiliary Deputy | AUX | \$41,600 | \$41,600 | \$41,600 |
| Deputy Cadet - DLE | CDLE | \$63,135 | \$63,900 | \$63,900 |
| Deputy Cadet - DOD | CDOD | \$60,300 | \$60,300 | \$60,300 |



Year 2 Pay Plan Recs

| Rank(S) | Grade | Minimum | Midpoint | Maximum |
|---------------------------------|-------|-----------|-----------|-----------|
| Deputy Sheriff - DLE & CC | LE01 | \$78,000 | \$100,179 | \$133,645 |
| Sergeant - DLE & CC | LE02 | \$115,242 | \$135,187 | \$174,521 |
| Lieutenant - DLE & CC | LE03 | \$140,595 | \$153,091 | \$197,102 |
| Deputy Sheriff - Detention & CC | D01 | \$69,010 | \$90,899 | \$118,241 |
| Sergeant - Detention & CC | D02 | \$101,959 | \$122,665 | \$146,340 |
| Lieutenant - Detention & CC | D03 | \$123,932 | \$138,910 | \$174,385 |
| FireF/PM 80 Probationary | FR01 | \$64,480 | \$66,092 | \$67,704 |
| FireF/PM 96 Probationary | FR01 | \$64,480 | \$66,092 | \$67,704 |
| Firefighter/Paramedic 80 | FR02 | \$72,842 | \$95,838 | \$120,955 |
| Firefighter/Paramedic 96 | FR02 | \$72,842 | \$95,838 | \$120,955 |
| Driver Engineer 96 | FR03 | \$84,323 | \$104,435 | \$127,003 |
| Lieutenant Fire Rescue 80 | FR04 | \$107,620 | \$122,253 | \$140,021 |
| Lieutenant-Fire Rescue 96 | FR04 | \$107,620 | \$122,253 | \$140,021 |
| Captain - Fire Rescue 80 | FR05 | \$115,195 | \$134,784 | \$154,373 |
| Captain - Fire Rescue 96 | FR05 | \$115,196 | \$134,784 | \$154,373 |
| Battalion Chief Fire Rescue 80 | FR06 | \$133,353 | \$151,775 | \$170,196 |
| Battalion Chief FR 96 | FR06 | \$133,353 | \$151,774 | \$170,196 |
| Helicopter Pilot 80 | HP01 | \$115,195 | \$122,316 | \$154,373 |
| Helicopter Pilot 84 | HP01 | \$115,195 | \$122,316 | \$154,373 |
| Auxiliary Deputy | AUX | \$41,600 | \$41,600 | \$41,600 |
| Deputy Cadet - DLE | CDLE | \$70,200 | \$63,900 | \$63,900 |
| Deputy Cadet - DOD | CDOD | \$62,109 | \$62,109 | \$62,109 |



Thank you

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