

Welcome!
Quarterly All Staff Briefing
Momentum Meeting
Richard Baier, District Manager

June 27, 2019

The Villages®

Community Development Districts

Hospitality ~ Stewardship ~ Hard Work ~ Innovation & Creativity

www.DistrictGov.org

Capital Projects Updates

- Calumet Grove Stormwater Project
- C-468 Fire Station / Customer Service / Community Watch / Operations
- Shay Gate / Del Mar Gate
- Parr Fire Station
- Wayfinding Signage Project

Administrative Updates

- Growth and The Villages Expansion
- Updated Board Rules Policy & Procedures

Programs Updates

- BS&A
- Asset Management
- GIS
- Document Imaging

Operations Updates

- Fleet Procurement and Maintenance
- Solid Waste Management & Recycling Plan
- Updated Purchasing Manual
- Anticipated Coming Efforts – Environmental Initiatives, Purchasing

Financial / Budgetary Updates

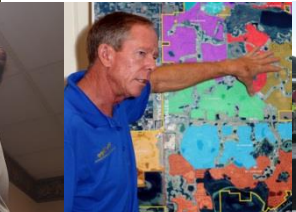
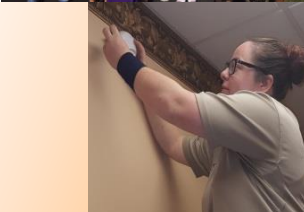
- Current Budget Process
- Amenity Fees
- Project Wide Fund
- FICA Alternative Plan



Update: 2019 Compensation & Pay Study

June 27, 2019

Deb Franklin, Director, Human Resources & Strategic
Planning



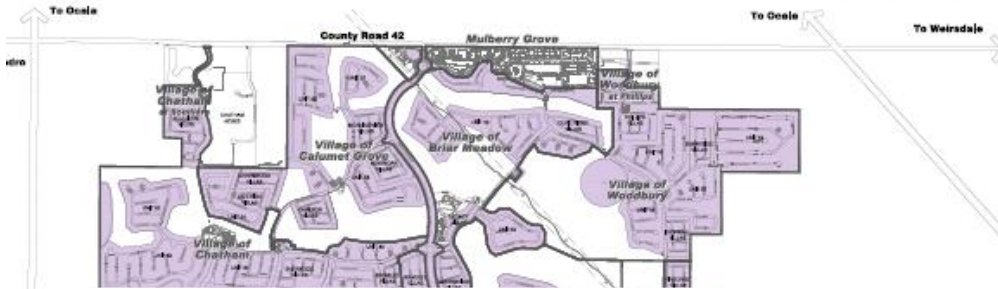
What has changed?



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Community Development Districts

June 2019



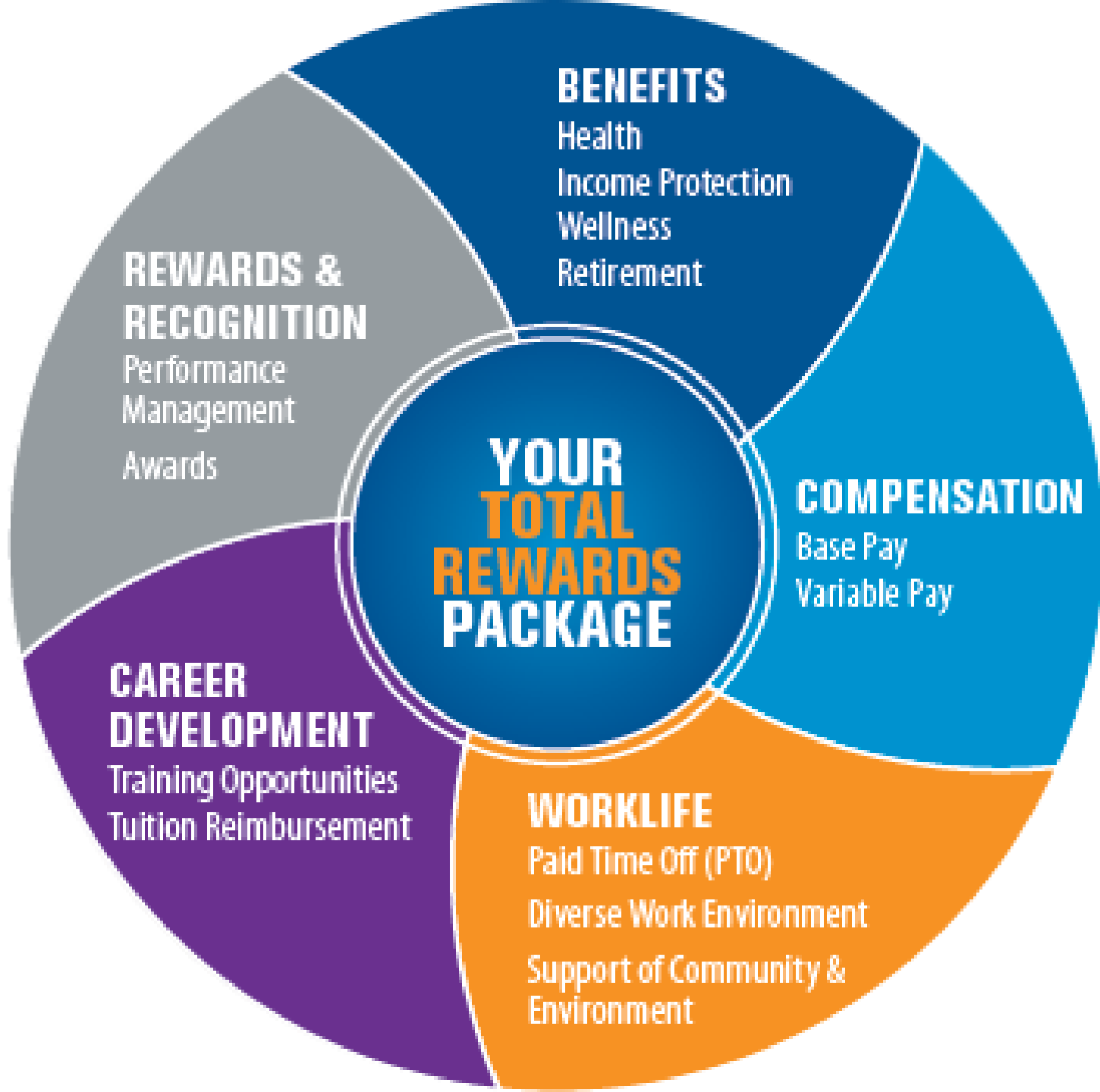
	<u>2014</u>	<u>2019</u>
Square Miles	40	70
Residents	110,000	125,000
Districts	15	17
Board Supervisors	77	87
Resident Lifestyle Groups	2,305	3,075
Employees	950	1,200



Tool: Compensation & Pay Study

Methodology used to collect and analyze current total compensation to help establish a “Total Compensation Philosophy” for all staff:

- Review and update current policies and procedures relative to the application of total compensation
- Create a new job evaluation system
- Create a new pay structure



Management Advisory Group International (MAG)

- Specialize in compensation and classification, fire/EMS studies, organizational reviews, staffing analyses, and cost containment.
- 25+ years with public sector agencies & have conducted several hundred studies for state and local government agencies, including:
 - Broward County, FL
 - Charlotte County Sheriff, FL
 - Daytona Beach, FL
 - Florida State Courts, FL
 - Highlands County, FL
 - Indian River County, FL
 - Jacksonville, FL
 - Lake County, FL
 - Lee County, FL
 - Miami-Dade County, FL
 - Oviedo, FL
 - St. Cloud, FL
 - St. Johns County, FL
 - St. Petersburg, FL
 - Tallahassee Community College, FL

Components of the Study?

I . Job analysis

II. Salary survey

III. Organizational structure

IV. Internal & external competitiveness

Step I: Job Analysis

- **Job Analysis Questionnaire “JAQ”**

- Employee input
- Supervisor input

1,152 staff

710 completed/70%

51 job titles

- **Factors measured for classification included:**

- Experience & education requirements
- Mathematical & Communications requirements
- Judgment requirements and impact of decision
- Complexity of work
- Physical Requirements & Equipment Usage
- Safety & Unavoidable Hazards
- Sensory Requirements

Step II: Salary Survey

Market Salary Survey

- Identify, select and solicitation of comparable agencies
- Target those that are
 - Competing with the District for staff, regardless of level
 - Geographically competitive
 - Structured similarly, or providing similar types of services
 - Attractive to staff for one reason or another

Step II: Targeted Agencies

Counties:

Alachua
Citrus
Lake
Marion
Osceola
Seminole
Sumter
Volusia

Cities:

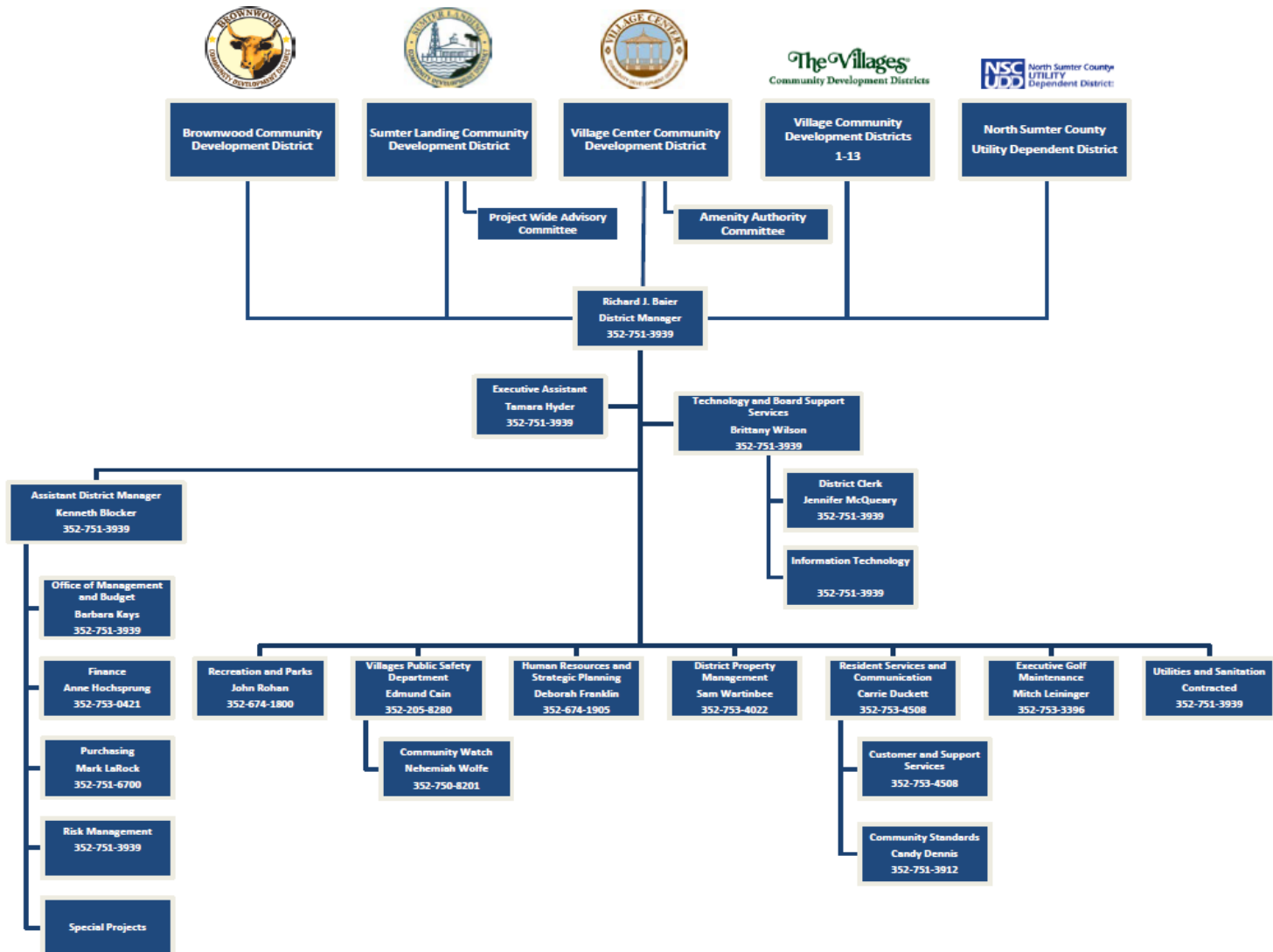
Clearwater
Gainesville
Jacksonville
Lakeland
Melbourne
Ocala
Orlando

Other:

Lake County Schools
Ocala Regional
Hospital
The Villages Hospital
O-Net

Step III: Organizational Structure

Evaluate current departmental structures in relation to future needs



Step IV: Evaluate Internal & External competitiveness *Not just “pay”*

Benefits

- Health & Welfare
- Leave
- Retirement Benefits
- Tuition Reimbursement

Professional Development:

- Succession planning
- On-the-job instruction
- Special projects assignments

Where are we in “the process”?

MAG provided preliminary results:

- a recommended pay scale, and
- recommended positions rank within that scale.

Senior Management is reviewing results for all positions, to

- Ensure accuracy of MAG assessments
- Review & validate additional data for positions that may not adequately surveyed
- Prepare response to MAG

Next steps

1. Senior management input will be provided to MAG
2. MAG will
 - update proposed pay structure, and
 - calculate various implementation options based on District-provided budgetary guidelines, to
 - Bring staff to proposed pay grades
 - Recognize tenure
3. Senior management to determine final recommendations for Board presentation
4. Presentation to VCCDD Board in August 2019 for October 2019 implementation



So what does this all mean to me?

- How will my pay be affected?
- What happens if my job is “reclassified”?
- What happens if I don’t meet the minimum requirements of my position?
- Will my position be eliminated because of the study?
- Are my benefits changing?

FY2019 – 2020 Recommendations

Continue to evaluate benefits specific to full-, part-time & contract staff, some areas to include....

Benefits

- Leave: Add an additional holiday
- Retirement Benefits: Increase match by 1%
- Add FICA Alternative
- Tuition Reimbursement:
 - Increase level of reimbursement
- Medical benefits: Add “Teladoc” (*eff. 8/1*)

Professional Development:

- Succession Planning:
 - Mentorships:
 - “Emerging Leaders”
- On-the-job instruction: District University
- Special projects assignments

FY2019 – 2020 Recommendations

Pay Rates

- There is not a pay group, with the exception of contract staff, that is not lagging behind
- Our District Manager and Senior Management are in agreement that we are lagging behind and that
- The quality & level of services expected demands that we be more competitive
- The proposal being brought to the Board will bring us to a more competitive level with overall compensation & pay in our market

When will I know how this impacts me?

All adjustments that are approved will be made in October

...this doesn't end with the Study...

Future Strategic Initiatives

- Performance management
- Enhanced Training
 - District University
- Succession planning
 - Continue to develop future leaders
- Other forms of recognition
 - *Service*
 - *Valor*
 - *Community Support*
 - *Safety*

**Thank you for listening...
and now for our...**

