

**MIAMI-DADE COUNTY
FINAL OFFICIAL MINUTES
Compensation and Benefits Review Ad Hoc
Committee (CBRAHC)**

Board of County Commissioners

Stephen P. Clark Government Center
18th Floor Conference Rooms 3 & 4
111 N.W. First Street
Miami, Florida 33128

May 31, 2012
As Advertised

Harvey Ruvlin, Clerk
Board of County Commissioners

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**CLERKS SUMMARY AND OFFICIAL MINUTES
COMPENSATION AND BENEFITS REVIEW AD HOC COMMITTEE
MAY 31, 2012**

I. Call to Order & Opening Statement:

The Compensation and Benefits Review Ad Hoc Committee (CBRAHC) convened in a Meeting on the 18th Floor Conference Rooms 3 & 4 of the Stephen P. Clark Government Center (SPCGC) at 9:20 a.m. County Commissioner Barbara J. Jordan, Chairwoman; and Commissioners Esteban Bovo, Jr., and Jose "Pepe" Diaz were present. Also present were Deputy Mayor Ed Marquez; Assistant County Attorney Lee Kraftchick; Internal Services Department Assistant Director Mary Lou Rizzo, and Division Director Arlene Cuellar; Commission Auditor Charles Anderson; and Deputy Clerk Alan Eisenberg.

The following Compensation and Benefits Review Committee (CBRC) members were in attendance: Mr. Enrique Falla and Mr. Kenneth Lipner.

Commissioner Diaz called the CBRAHC meeting to order and in the absence of a quorum, suggested that Ms. Mary Lou Rizzo begin her presentation.

II. Presentation:

Ms. Rizzo explained that the Internal Services Department was asked at the May 24, 2012 meeting to elaborate on the information presented by the CBRC, noting the focus of today's (5/31) presentation was supplemental pay, longevity bonuses, and overtime. Ms. Rizzo said she would provide a brief overview of the issues involving off-duty pay. She recommended that specific departmental representatives responded to requests for additional information from Committee members.

Ms. Rizzo proceeded to present a Power Point presentation, entitled the "County's Pay Components.

a. Supplemental Pay

Ms. Rizzo noted Adjusted Pay was the combination of Base Pay and Pay Supplements. She said Pay Supplements were granted either through the collective bargaining process for specific assignments, educational attainment, and working conditions; through the County's Pay Plan for attainment of specific licenses or certifications; or for unusual working conditions. Ms. Rizzo noted the overall difference between Base Pay and Adjusted Pay was 7.5 percent average Countywide. She clarified, in response to Commissioner Diaz' question, that Adjusted Pay did not include benefits.

Ms. Rizzo noted the County realized in excess of \$2 million in savings by changing the order in which Supplemental Pay was applied in the IAFF 1403 (Fire) employees contract on a recurring basis. She proceeded to explain that the \$50 bi-weekly Premium Pay for specific bargaining and non-bargaining unit employees and the \$80 per pay

period Premium Pay for PBA non-sworn support employees were suspended through September 2014 pursuant to the Collective Bargaining Agreements.

Ms. Rizzo noted that the current Pay Plan and Collective Bargaining Agreements included 160 Pay Supplements pursuant to the Pay Plan, separate union agreements or the Florida State Statutes. She said the annual cost of Pay Supplements was \$137.5 million which was approximately seven-percent of the County's annual payroll expense. Ms. Rizzo noted that collective bargaining had resulted in the following Supplemental Pay changes: a reduction in the GSAF and PBA Night Differentials from 2 steps to 1 step; a reduction in AFSCME 199 On-Call pay from 2 steps to 1 step; a suspension of all supplemental pay for the Solid Waste Management workers through September 2014; and a suspension of supplemental pay for the GSAF Community Action Agency Teachers Certification.

Commissioner Diaz inquired whether Supplemental Pay was permanent or a lump-sum payment and whether the amount could be increased or decreased.

Ms. Rizzo responded that Supplemental Pay was a permanent pay component.

Ms. Cuellar also responded that Supplemental Pay could be provided for a temporary or specific assignment such as a night shift differential.

Ms. Rizzo added that all Supplemental Pay was subject to negotiation and that an employee would no longer receive that pay when moving from the night shift to the day shift. She said that Supplemental Pay for educational attainment was permanent.

Commissioner Diaz questioned whether an employee would continue receiving Supplemental Pay when changing positions or departments.

Ms. Rizzo noted the continuation of Supplemental Pay would depend on individual circumstances. For example, if an engineer with a professional certification was promoted to higher position, he would continue to receive the supplemental pay in addition to base pay, Ms Rizzo noted. In other instances, Supplemental Pay was attached to specific assignments rather than the individual and would remain with the position. Ms. Rizzo said a list was available that included details about Supplemental Pay included in base pay and temporary Supplemental Pay based upon assignment. Ms. Rizzo explained that the duration of Supplemental Pay was largely dependent on why it was granted.

Commissioner Diaz noted he was concerned that employee could continue to earn Supplemental Pay for a certification after that individual was no longer working in a position that required certification.

Ms. Rizzo responded that she would present an analysis at a future meeting depicting the relationship between permanent and transitory Supplemental Pay. She noted the CBRC discussed the feasibility of awarding a one-time bonus to employees for advanced

degrees or certification rather than permanent Supplemental Pay, which would help sustain the Pay Plan. As an example, Ms. Rizzo noted that an accountant currently received a permanent pay increase equal to one pay step after becoming a Certified Public Accountant (CPA) and individuals in this category could be awarded a one-time bonus rather than a permanent increase in pay.

Chairwoman Jordan noted the educational requirements for a CPA was significantly different from an accountant, and she did not believe that a one-time bonus would be an incentive for employees to pursue an additional education; that a one-time bonus would be more appropriate individuals in the Fire Department to provide specific services.

Commissioner Diaz said becoming a CPA was a tremendous amount of work and a pay step increase was warranted. He questioned whether attorneys received additional pay for advanced degrees or certifications.

Assistant County Attorney Kraftchick said he was unaware of any additional supplemental pay for attorneys receiving advanced degrees or certifications.

Commissioner Diaz noted that the difference between changes in category versus changes in supplemental pay needed to be addressed. He asked that additional information be included in Ms. Rizzo's analysis of Supplemental Pay by department; including the category and amount of supplemental pay received by employees; a rationale for limiting supplemental pay for some job classifications and not for others; and examples of lump sum payouts.

Ms. Rizzo reiterated that a list of Supplemental Pay categories and amounts were provided in the Collective Bargaining Unit information. She explained the basic eligibility criteria for supplemental pay was outlined in the Collective Bargaining Agreements, while others were incentives necessary to recruit and recognize competent staff. Ms. Rizzo noted she would compile this information as requested by Commissioner Diaz.

Ms Rizzo noted the total cost of Supplemental Pay for FY 2010-11 were \$137.5 million as compared to \$136 million for FY 2009-10. She noted the increase was related to the one-year freeze on the \$50 bi-weekly Premium Pay for all employees during FY 2009-10. Ms. Rizzo noted significant savings were realized from concessions made by Collective Bargaining Units, and the average decrease in supplemental pay for FY 2011-12 (Quarters 1 and 2) was 21.5 percent.

Commissioner Bovo questioned why \$137.5 million was allocated for supplemental pay in FY 2009-10 and FY 2010-11 when pay increases were frozen.

Ms. Rizzo responded that the one year freeze had different start/stop dates for each Collective Bargaining Unit which overlapped fiscal years thus making the analysis difficult to understand. She noted she would provide a more detailed analysis of the

timing (start/stop dates) for each Collective Bargaining Unit, and noted the County lost an entire quarter on contractual concessions due to the timing of contract ratifications, which meant that the savings were largely realized in the second quarter of the fiscal year.

Following further questioning from Commissioner Bovo, Ms Rizzo explained that the trend for the third quarter would be similar to the second quarter.

Ms. Cuellar added that savings from Premium Pay for the TWU Local 291 – Transit Unit were recently implemented and would be reflected in the concessions for the third quarter. She said she anticipated that the trend would continue resulting in additional savings.

Commissioner Bovo asked Ms. Rizzo to provide the Board with a five year trend analysis.

Chairwoman Jordan questioned the impact on freezes on supplemental pay as part of the collective bargaining process.

Using the \$50 bi-weekly supplemental pay for Premium Pay as an example, Ms. Rizzo noted employees did not receive this supplement in their pay checks for one year, beginning to the date this contract was ratified. The freeze resulted in a suspension of the payment, Ms. Rizzo noted. She noted a non-uniformed PBA Unit employee received supplemental pay of \$80 bi-weekly. However, the freeze would sunset on the expiration date of the existing contract pursuant to provisions set forth in the Collective Bargaining Agreement and must be renegotiated in the upcoming contract.

Commissioner Bovo noted supplemental pay was often awarded to employees for advanced degrees or certification. He questioned the funding source used to pay for education and training. He also inquired whether an employee was required to remain employed by the County for a designated time period after being reimbursed for educational costs.

Ms. Rizzo responded that the County sometimes paid for training based upon contractual obligation or based on departmental practices. In some instances, employees pay for their own education and training; and the County also reimburses 50 percent of employees tuition costs, provided they were enrolled in the Tuition Refund Program (TRP), Ms. Rizzo explained. She said employees who benefit from the TRP must remain employed with the County for period of one year pursuant to County's Administrative Order.

Chairwoman Jordan questioned whether employee must remain employed with the County for one year or two years.

Ms. Rizzo explained that the initial requirement was two years; however, it was reduced to one year about five years ago.

Chairwoman Jordan expressed concern that one year was not sufficient considering the significant investment made by the County toward tuition reimbursement. She asked that this item be addressed in more detail later. She requested clarification as to whether the type of degree or certification obtained by an employee must be related to the work performed in order for an employee to received tuition reimbursement.

Ms. Rizzo explained that the governing Administrative Order was broad; that it granted compensation to employees aiming for advanced education and professional development including those aiming to prepare themselves for other career opportunities within the County.

Chairwoman Jordan noted the cost of tuition reimbursement for an employee obtaining a Master's, Doctorate or Juris Doctorate Degree at any educational institution could be as high a \$30,000.

Commissioner Diaz noted he agreed with Commissioner Jordan that one year was insufficient for the County to reap the benefit of its investment, particularly considering employees pursuing advanced education were positioning themselves for professional opportunities. He questioned the definition of a "percentage agreement" as listed in the Cost of Pay Supplements by Bargaining Unit.

Ms. Rizzo noted supplemental pay was negotiated as a part of the Collective Bargaining Agreements and awarded as a percentage of base pay, a flat payment amount, or a value pay step.

Following further discussion regarding supplemental pay and whether or not an employee would continue to receive the supplement if he/she was awarded other supplemental pay or was promoted to another position, Commissioner Diaz requested clarification regarding the process used to monitor supplemental pay if an employee's classification changed.

Ms. Rizzo responded that a Personnel Change Document (PCD) would be submitted to the Human Resources Department by the department requesting the supplement, and the PCD was subsequently forwarded to the Payroll Department for further processing and confirmation. Ms. Rizzo noted that the department would determine whether or not an employee was eligible for supplemental pay.

Commissioner Diaz questioned who supervised or audited this process to ensure supplements were properly administered. He also questioned whether the determination as to whether or not an employee would receive a step, percentage or flat supplement was only negotiated as a part of the Collective Bargaining Agreements.

Ms. Rizzo said step, percentage or flat supplemental pay was negotiated as a part of the Collective Bargaining Agreements. She explained that the percentages were negotiated between union representatives and the County Administration, e.g., the union may request one pay step (4 to 5 percent) for a particular assignment, and the County

Administration may offer one-percent. Ms. Rizzo noted a flat rate or a percentage supplement would be more beneficial to the County than a pay step supplement.

Commissioner Diaz inquired whether the County Commission was required to accept the complete Collective Bargaining Agreement or if it could consider separate components of that agreement.

Assistant County Attorney Kraftchick responded that contracts must be ratified, which means all components must be approved; and if rejected, the contract must be renegotiated. He explained that if any component of the negotiations result in an impasse, those items could be considered separately.

Commissioner Diaz noted the County had 101 supplemental pay categories: 24 percentage and 35 flat categories, each determined by negotiations between Administration and the unions. He questioned whether non-bargaining unit employees were eligible for supplemental pay and if so, who negotiated on their behalf.

Assistant County Attorney Kraftchick explained that a negotiation process for non-bargaining unit employees did not exist and that a few positions within this classification were eligible for pay supplements.

Ms. Rizzo further explained that the departmental representative would meet with individuals from the Human Resources Department to discuss supplemental pay for non-bargaining unit employees. She noted the Pay Plan granted the Mayor temporary authority to establish new job classifications and to authorize pay supplements during the fiscal year. In addition, Ms. Rizzo noted pay supplements were added to the Pay Plan and would remain in the Pay Plan permanently upon the adoption of the budget.

Commissioner Diaz questioned whether any information was available on supplements for non-bargaining unit employees.

Ms. Rizzo explained that this information was available in the Pay Plan Preface which was presented to the County Commission for approval during Budget Hearings.

Commissioner Diaz asked for a report listing all non-bargaining unit employees currently receiving pay supplements, including the categories and the reason for granting the supplement.

Ms. Rizzo reiterated that non-bargaining unit employee pay supplements were presented in the Pay Plan Preface.

Chairwoman Jordan noted Pay Supplements were implemented at the discretion of department directors. She questioned whether Human Resources could terminate a pay supplement if an employee was no longer eligible without the department director's support.

Ms. Rizzo explained that the application of business rules would enable Human Resources (HR) to identify when a supplement was requested for an employee who was ineligible based on the job classification. Conversely, she noted that Human Resources would be unaware of instances when an employees' assignment was changed within the department.

Chairwoman Jordan noted the decision to remove Pay Supplements should not be subjective and it should not be at the discretion of the department director to terminate supplements if granted consistent with the job classification.

Ms. Rizzo noted the HR Department would identify any classifications ineligible for supplements upon applying the business rules; however, they had no way of knowing when an employee's assignment was changed within the department.

Ms. Cuellar clarified that internal system procedures would determine mutual exclusiveness and eligibility for a particular occupational code, and the system would alert the HR Administration whether an employee was eligible for a supplement or whether that supplement was mutually exclusive with an existing supplement or position change. Ms. Cuellar said it was incumbent upon the department to notify HR when an employee's assignment changed.

Chairwoman Jordan noted a department may notify HR that an employee's assignment had changed, but this would not address the concern as to whether or not a supplement should be added or terminated as a result of the new assignment.

Ms. Rizzo said Commissioner Jordan was correct if the assignment was not in direct contradiction with established business rules, e.g., the business rule would cause HR to question an Automotive Service Excellence Certification pay supplement received by an Administrative Officer II after being promoted from an Automotive Body Repairer position.

In response to Chairwoman Jordan's question pertaining to situations that were in conflict with business rules, she noted HR would return the PCD to the department for resolution.

Commissioner Diaz inquired whether the County Commission could request that the Mayor negotiate in a specific manner and abide by the Commission's mandate.

Assistant County Attorney Kraftchick advised that the County Commission could establish specific parameters that would become part of the Mayor's negotiation strategy. He noted the Mayor was bound by the instructions of the County Commission, and cautioned that the outcome of the negotiations could be different from the original instructions.

Commissioner Diaz noted he previously assumed that a Strong Mayor had full capacity to negotiate in his/her sole discretion and that the County Commission could only deal with collective bargaining issues after the fact. He said it was beneficial for the

Commission to become involved earlier in the process and to provide the Mayor with specific parameters within which to negotiate.

Ms. Rizzo responded to Commissioner Diaz that contracts covered a three year term; however, a mid-term re-opener clause was contained within contracts for particular items.

Assistant County Attorney Kraftchick clarified that the terms of the contract were subject to negotiation; however, the term could not exceed three years pursuant to State law and that all parties involved in these contractual negotiations supported longer terms. He noted that the County Commission could instruct members of the Administration to negotiate specific terms with unions and in the event they were unable to reach an agreement and resulted in an impasse, it would be presented to a special magistrate for recommendation and subsequently to the County Commission for final resolution.

Commissioner Diaz said he believed the County Commission should be involved in the collective bargaining agreements at the beginning of the negotiations process rather than at the end of the process, particularly since the final decision would be made by the County Commission.

Assistant County Attorney Kraftchick pointed out members of the County Commission could not participate in contractual negotiation on a daily basis; however, they provide the Administration with direction and they could either accept or reject any contract.

Chairwoman Jordan commented that the County Commission previously established parameters with the Mayor in Executive Session.

Commissioner Diaz said members of the County Commission were provided an update on the status of union negotiations in Executive Session by the Administration.

Commissioner Bovo noted that Administration should not be involved in negotiations with the County Commission and the unions, noting the County Commission was the legislative body and members of the Commission could ultimately establish parameters on what they believed were in the best interest of the public. He also noted the County Administration initiated the budget process by allowing Department Directors to present departmental goals and priorities. He said the Commission was prohibited from getting into the level of detail required for contract negotiations.

Commissioner Bovo questioned whether pay supplements were reported separately from salary on an employee's pay stub and whether the supplement was included when determining retirement benefits.

Ms. Rizzo noted supplements were not itemized; however, they were reported as an aggregate amount showing the difference between base and adjusted pay. Ms. Rizzo noted that the master file system maintained records of every pay transaction in addition to employees' base pay, and most pay supplements were reported to the Florida Retirement System, and calculated in an employee's total retirement compensation.

Commissioner Diaz noted the interests of both employees and taxpayers needed to be recognized in a fair and equitable manner. He stressed the importance for the County Commission to establish the parameters for negotiations early in the process, and noted he concurred with Commissioner Bovo that the County Administration initiated the process; however, members of the County Commission were responsible for the final decision and should be well-informed of all issues before voting on them.

b. Overtime

Ms. Rizzo explained that the Fair Labor Standards Act (FLSA) required the payment of overtime for time worked in excess of 40-hours per week, and a daily overtime provision was applicable to any time worked in excess of 8 hours per day; however, recent collective bargaining efforts with PBA, GSAF, SWM, W&S and CBA resulted in a change which calculates overtime on a weekly basis. Ms. Rizzo said that contractual provisions such as call back contributes to overtime costs and that overtime was reduced from 4 hours to 1 hour for PBA and AFSCME 1542 and to 3 hours for AFSCME 199. Ms. Rizzo also noted savings by reducing overtime payments for paid meal breaks (AFSCME and GSAF), holiday work (TWU), court time (PBA), and minimum staffing (IAFF). She said that non-contractual factors such as staff reductions and vacancies, seasonal workload shifts, emergencies/special events, and FLSA regulations also contributed to overtime costs. Ms. Rizzo noted that overtime was necessary for efficient operations, but it should be managed carefully and monitored.

Ms. Rizzo noted the total overtime costs was \$114.1 million in FY 2010-11; which was a reduction from \$118.2 million in FY 2009-10, and overtime pay varied across bargaining units.

Commissioner Bovo questioned whether HR was able to determine the overtime expense for PBA Rank and File employees for court appearances.

Ms. Cuellar noted this information was available and she would provide it to Committee members later. She explained that overtime expenses would be higher in the previous fiscal year before contractual changes were made as a result of the former four-hour minimum payment, which was reduced to two hours in the new agreements.

Commissioner Bovo asked whether HR communicated with the Courts Administration to ensure that police officers' were scheduled for court in ways that would reduce the amount of time spent in court.

Ms. Rizzo said she would follow-up with Commissioner Bovo regarding this question.

Ms. Rizzo noted members of the County Administration were hopeful that overtime costs could be controlled through collective bargaining concessions; and noted staff had reinforced the importance for department director's to manage budgets, staff allocations, and scheduling to achieve desired results.

Ms. Rizzo noted the savings realized from FY 2011-12 First Quarter to the Second Quarter after the Collective Bargaining Agreements were ratified was 27.4 percent. The Solid Waste union was an exception due to operational requirements and vacancies; and the GSAF Local 100 (Professionals) was another exception.

c. Longevity Bonus Awards

Ms. Rizzo noted employees with fifteen or more years of continuous service were eligible for an annual longevity bonus ranging from 1.5 to 3 percent of their salaries based on years of service. She said longevity bonuses were restored in current contracts and all bargaining unit employees were eligible for bonuses; however, the members of the Review Committee had raised concerns regarding this practice.

III. Next Steps:

Chairwoman Jordan noted that Supplemental Pay and Pay Ranges were linked to the Pay Plan. She questioned whether the Pay Plan was negotiated with the unions, noting that she believed the Pay Plan needed to be separated from the Supplemental Pay in order to make a decision since supplements were negotiated items.

Ms. Rizzo responded that contracts referenced the Pay Plan.

Assistant County Attorney Kraftchick responded that items included in the Pay Plan were incorporated in the collective bargaining agreements and any changes would require re-negotiation.

Chairwoman Jordan questioned the process for changing established pay ranges.

Assistant County Attorney Kraftchick noted a change could be made by negotiating the change(s) in the collective bargaining process and incorporating that change(s) in the Pay Plan with a Pay Plan amendment; changing the Pay Plan when the budget was adopted; or changing the Pay Plan pursuant to contractual negotiations.

Chairwoman Jordan noted a Pay Plan with an approximate 5 percent annual raise for employees plus a three to four-percent annual Cost of Living Adjustment (COLA) as well as Pay Supplements tied to specific job classifications was not sustainable. She said she supported a flat rate between the Pay Plan and union negotiations that would not exceed five-percent; with steps or ranges that would not exceed 2.5 percent, based upon evaluations, department director discretion, or policy; and the remainder would be negotiable by the unions. Chairwoman Jordan inquired whether her attempt to limit excessive expenditures with a five-percent cap could be tied to a Pay Plan and established pay range policy.

Assistant County Attorney Kraftchick responded that the unions would need to agree through the negotiation process to any change in steps as well as the concept of giving the department director the discretion to decide the level of a raise.

Chairwoman Jordan noted she questioned whether department director's should have the discretion to grant pay increases because this may be subjective; however, the concept was presented for discussion. She noted members of this Committee needed to find an alternative to the current automatic process of paying its employees, and noted she believed the pay range recommended by the Review Board was also subjective. The step increases in the Pay Plan should not exceed 3.0 percent. She noted in November 1991, the County experienced a pay crisis and ultimately adjusted the Pay Plan down from Step 5 to Step 1 for newly hired employees. Chairwoman Jordan said that new employees would be hired at a lower pay level by reducing the pay ranges and that this would not affect current County employees.

Chairwoman Jordan noted that more time needed to be spent on Pay Supplements in order to give the Mayor instructions on how to negotiate. She said that a policy would need to be upheld if the County Commission gave a mandate which was subsequently adopted as policy and union negotiations did not go well resulting in an impasse. Chairwoman Jordan noted a decision on what the CBRAHC was recommending was needed along with a review of supplements. She inquired whether the unions could be invited to the next CBRAHC meeting to explain the rationale for these supplements and their necessity.

Assistant County Attorney Kraftchick responded that it would be appropriate to invite union representatives.

Deputy Mayor Ed Marquez noted concern over evaluating supplements separately from the entire contract. He inquired whether this Committee would consider a meeting where members of the County Administration would provide an overview of the terms of each union contract individually, along with a discussion of supplements and how those supplements applied to the entire contract. Deputy Mayor Marquez said union representatives could then be invited to participate in a separate discussion with the Committee.

Commissioner Bovo concurred with Chairwoman Jordan that more information was needed on the impact of supplements upon each of the County unions and that it was not the intention for this body to get into the negotiation process.

Commissioner Diaz noted the County Commission was trying to understand the entire process by asking questions in an open dialogue. He said that an individual meeting with members of the Administration was not necessary unless more details were needed later.

Chairwoman Jordan commented that she did not believe Deputy Mayor Marquez was recommending one to one meetings with the Administration.

Deputy Mayor Marquez clarified that the goal was to review the County's Pay Plan because it was not sustainable. He noted he believed that the entire contract needed to be evaluated to determine how everything fits since Pay Supplements were included in the Pay Plan and were negotiable.

Chairwoman Jordan noted she did not want to tell the Mayor or anybody else participating in the negotiation process that they needed to cut Pay Supplements without understanding the purpose of those supplements and how they related to the overall process.

Assistant County Attorney Kraftchick advised that Deputy Mayor Marquez' request was appropriate because it would allow union representative to explain the basis for the supplements and he believed that the unions would be willing to discuss how the supplements came about and the importance of these supplements to union members. He explained that dialogue between members of the County Commission and unions representatives regarding specific supplements was prohibited because it could be interpreted as a direct negotiation and interferes with the Administration's role.

Commissioner Bovo said the general consensus to acquire a better understanding and to ask legitimate questions early in the process. He said the County Attorney's office should be available at that meeting to prevent any discussion that could be interpreted as negotiation.

Ms. Rizzo requested clarification whether the Committee members was requesting that Collective Bargaining representatives explain the validity of supplements, why they felt supplements were useful, and their rationale for advocating for particular supplements in the bargaining process.

Commissioner Bovo said union representatives did not need to justify supplements rather to explain them.

Commissioner Diaz noted it would be beneficial for County employees to provide suggestions for future improvements and cost savings.

Assistant County Attorney Kraftchick clarified that it would be appropriate to invite representatives to address items of importance to them.

Chairwoman Jordan noted it was important to understand Pay Supplements and asked Ms. Rizzo to invite all collective bargaining unit representatives to speak at the next meeting.

Commissioner Diaz asked that non-bargaining unit employees be invited to the next meeting; however, following further discussion, he withdrew this request.

Deputy Mayor Marquez requested clarification whether the next meeting should be extended to three hours.

Chairwoman Jordan suggested the time of the meeting remain two hours as scheduled and that it be carried-over if necessary. She noted the next meeting would be on June 14, 2012 at 9:00 a.m. at a venue to be announced.

Adjournment:

There being no further business, the Compensation & Benefits Review Ad Hoc Committee was adjourned at 11:08 a.m.


Barbara J. Jordan, Chair



**COMPENSATION AND BENEFITS REVIEW AD HOC
COMMITTEE MEETING**
Board of County Commissioners
May 31, 2012

Prepared by: Alan Eisenberg

EXHIBITS LIST

NO.	DATE	ITEM #	DESCRIPTION
1	05/31/2012		Agenda
2	05/31/2012		Meeting Minutes: May 24, 2012
3	05/31/2012		Pay Components Presentation
4	05/31/2012		Pay Supplements: FY 2010-11
5	05/24/2012		Sign-In Sheet
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Compensation & Benefits Review Ad Hoc Committee

Members:

Commissioner Barbara J. Jordan, Chairperson

Commissioner Jean Monestime

Commissioner Jose "Pepe" Diaz

Commissioner Esteban L. Bovo, Jr.

Thursday, May 31, 2012 at 9:00 a.m.

18th Floor Conference Rooms 3 & 4

AGENDA

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| I. | Call to Order & Opening Statement | The Hon. Barbara J. Jordan, Chair |
| II. | Approval of Summary Minutes - May 24, 2012 | Ad Hoc Committee Members |
| III. | <u>Presentation</u> | |
| | a. Compensation | Internal Services/Human Resources Division |
| | - County Overtime Policy | |
| | - Supplemental Pay | |
| | - Longevity Bonus | |
| | - Off-Duty Payments | |
| IV. | Next Steps | |
| V. | Adjournment | |

**CLERKS SUMMARY AND OFFICIAL MINUTES
COMPENSATION AND BENEFITS REVIEW AD HOC COMMITTEE
MAY 24, 2012**

I. Call to Order & Opening Statement:

The Compensation and Benefits Review Ad Hoc Committee (CBRAHC) convened in a Meeting on the 18th Floor Conference Rooms 3 & 4 of the Stephen P. Clark Government Center (SPCGC) at 9:23 a.m. County Commissioner Barbara J. Jordan, Chairwoman; and Commissioners Esteban Bovo, Jr., and Jean Monestime were present. Also present were Deputy Mayor Ed Marquez; Assistant County Attorney Bill Candela; Internal Services Department Director Lester Sola, Assistant Director Mary Lou Rizzo, and Division Director Arleene Cuellar; Commission Auditor Charles Anderson; and Deputy Clerk Alan Eisenberg.

The following Compensation and Benefits Review Committee (CBRC) members were in attendance: Ms. Marjorie H. Adler, Vice-Chairwoman; Mr. Scott Clark; Mr. Kenneth Lipner; Mr. Raul Moncarz; and Dr. Sandra Thompson.

Chairwoman Jordan explained that she co-sponsored an ordinance establishing the Compensation and Benefits Review Committee (CBRC), initiated by former Commissioner Natacha Seijas, in order to ensure a full review of the County's compensation process and to obtain recommendations from human resources professionals and other experts regarding existing compensation practices. She noted the CBRC provided the County Commission with their first Annual Report which considered Health Plan Design, Compensation, Pay Plan Structure, Senior/Executive Benefits, and "Terminal" Leave Provision. Chairwoman Jordan said the CBRC completed its assignment even though there was much more that could be done.

Chairwoman Jordan noted the FY 2011-12 budget processes were difficult as employees were asked to contribute additional money to balance the budget. She expressed concern that the County would always be in the same situation until the compensation process was addressed. All employees received an approximate five-percent annual pay increase based upon the current pay-plan in addition to a three-percent cost-of-living increase and another one-percent increase negotiated by employee unions resulting in a total eight to nine percent annual salary increase, noted Chairwoman Jordan. She said the County could not sustain these salary increases across the board while balancing the budget without increasing revenue. Chairwoman Jordan noted solid recommendations needed to be presented to the County Commission since they were not supportive of increasing taxes or ad-valorem revenue.

Chairwoman Jordan said the CBRAHC was appointed by County Commission Chairman Joe Martinez and she volunteered to serve as Chairwoman of this committee. She noted she welcomed her County Commission colleagues to fully participate in this review process in addition to Commissioners Bovo, Diaz, and Monestime.

**CLERKS SUMMARY AND OFFICIAL MINUTES
COMPENSATION AND BENEFITS REVIEW AD HOC COMMITTEE
MAY 24, 2012**

II. Opening Remarks:

Commissioner Monestime noted the CBRC's May 2011 Annual Report was a good starting point and that sufficient expertise existed within this County to assist in making the best decision for County employees and the entire community.

Commissioner Bovo acknowledged the CBRC for their initial work, noting it was now up to the CBRAHC to determine how to implement those recommendations. He noted that employees should be justly compensated for their work with established parameters that provided long term peace of mind.

Chairwoman Jordan proceeded to ask meeting participants to introduce themselves.

Chairwoman Jordan commented that she was delighted to see union representation at today's (5/24) meeting since these discussions involved the unions. She noted that everyone was entering discussions with an open mind to develop solutions to meet payroll expenses and honor union contract agreements.

III. Presentations:

a. Definition of Civil Service

Commissioner Jordan asked the County Attorney's Office to provide an overview of civil service.

Assistant County Attorney Bill Candela noted civil service was employment with a federal, city, or county government where such positions were filled by merit as a result of competitive examination with certain statutory rights to job security and advancement. He said the premise behind the Civil Service Act was that political patronage had no role in the democratic and professional workforce thus protecting jobs from change with a change in administration. Assistant County Attorney Candela noted the County Commission implemented civil service pursuant to Section 2-41 of the Miami-Dade County Code which provides certain civil service protections for all job classifications except those specifically listed as outside civil service (exempt). He said the County had approximately 26,000 full-time employees of which 90 percent were civil service employees and the remaining 10 percent were exempt.

Assistant County Attorney Candela noted that civil service rules provided a professional, standardized workforce with competitive examinations as part of the initial hiring process and for promotional opportunities. He further noted that civil service applied to discipline related issues and employees had the right to have an independent hearing examiner listen to the evidence and determine whether the employee should be suspended, terminated, or demoted. Assistant County Attorney Candela said that Section 2-41 of the Code and Administrative Order (AO) 7-3 were not contractual and that eight unions (10 bargaining units) represented the County's civil service employees. He noted contracts

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COMPENSATION AND BENEFITS REVIEW AD HOC COMMITTEE
MAY 24, 2012**

between the County and these public unions specified the terms and conditions of employment. Assistant County Attorney Candela said civil service contracts further protected employees by providing a final and binding decision by an arbitrator in demotion and termination cases.

Assistant County Attorney Candela explained that top management positions were outside the civil service and considered exempt employees. He noted that Section 2-41 of the Code listed the classifications of employees not covered by civil service and proceeded to provide an example of those job titles. Assistant County Attorney Candela further explained that a small number of employees in mid-management positions were outside the civil service; however, continued to be included in the collective bargaining agreements. He noted that exempt employees did not have the same level of protection as civil service employees; therefore, they could be terminated at-will and could be hired by the hiring entity.

Chairwoman Jordan noted she believed that the Community Action Agency (CAA) and federal grant positions were exempt from civil service and questioned whether this was the current practice.

Assistant County Attorney Candela responded that CAA employees were exempt regardless of their classification pursuant to County Ordinance.

Ms. Mary Lou Rizzo, Assistant Director, Internal Services Department, explained that there was an exempt service merger of grant funded positions into classified service in the late 1970s pursuant to the County Commission's decision that the funding source of a position should not deny an individual from accruing civil service rights. She noted that other exempt departments, such as all employees of Audit and Management Services, would be within the classified service and subject to the parameters described by Assistant County Attorney Candela.

In response to Chairwoman Jordan's question, Ms. Rizzo noted that CAA was not included in the merger.

Chairwoman Jordan asked that the CBRAHC discuss CAA's inclusion in civil service and if so, grandfathering it in based upon the number of years.

Commissioner Bovo inquired about the process required to obtain civil service status and whether an exempt employee's years of service was taken into consideration when he/she transitioned into a civil service position.

Assistant County Attorney Candela responded that most positions included a one year probationary period. He noted that an employee could be terminated within the probationary period and was protected thereafter under the provisions of AO 7-3.

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Ms. Rizzo responded that the County Code prohibited the crediting of previous exempt time to the classified service; therefore, civil service rights would begin to accrue at the time that employee began classified service.

Chairwoman Jordan noted and Ms. Rizzo clarified that a civil service employee could take a leave of absence from civil service and move to an exempt position. Ms. Rizzo further clarified that once an employee established civil service rights, the time he/she worked in a higher salaried exempt service position was credited back to civil service time in the event the employee returned to civil service, even though the employee took a leave of absence, for retention score purposes. She commented that the retention score calculation was currently being discussed with collective bargaining units; including the transition from a combination retention score to seniority based layoffs and the crediting of exempt time.

Chairwoman Jordan asked that the CBRAHC discuss the crediting of hired time when an exempt employee was transitioned because of the layoff process into a lower level position.

Commissioner Monestime questioned whether an employee could be denied civil service status after the one year probationary period and whether that one year period could be extended.

Assistant County Attorney Candela responded that an employee was protected under civil service after the one year probationary period and could only be terminated for good cause thereafter and that the one year period could not be extended.

b. Overview/Annual Report

Chairwoman Jordan introduced members of the CBRC and asked Ms. Marjorie Adler, Vice-Chair, CBRC to present a summary and overview of their recommendations, followed by comments from individual task force members.

Ms. Adler explained that the CBRC members were committed to this assignment and brought extensive experience in human resources, economic issues, and knowledge of the County to these discussions. She noted the support of Ms. Mary Lou Rizzo, Ms. Arlene Cuellar, Ms. Jennifer Moon, and the County Attorney's Office along with their staffs who worked hand in hand with this committee to help produce and analyze an enormous amount of data.

Ms. Adler noted that adapting policies to be more responsive to the current fiscal and economic environment needed to be considered when examining these proposed recommendations. She said the County could not continue to operate as it had been when current economic situations did not warrant it. Ms. Adler also noted it was important to

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recognize that the process needed to be fair and respectful to employees and to the unions. She acknowledged union representation at today's (5/24) meeting and

encouraged their active involvement; noting that they did not participate in previous meetings.

Ms. Adler noted the CBRC recommended the following areas be further examined:

- Health Plan Design: This represents a significant expense to the County and extremely important to its employees.
- Compensation: The CBRC extensively reviewed the pay plan and compensation system, noting the County's Overtime Policy needed to transition from overtime being calculated on a weekly rather than a daily basis, representing a \$5 million annual savings. They also recommended a review of the County's Supplemental Pay providing supplements for job assignments, certifications and educational degrees to determine their relevance and necessity. The automatic nature and frequency of Longevity Bonuses needs to be reviewed for appropriateness. Finally, Off-Duty Payment income is now included in an employee's total income, thus adding to the calculation of their pension income, rather than being separated and reported as IRS 1099 Independent Contractor income.

Commissioner Monestime questioned whether the County would incur any additional liability in the event of lawsuits or insurance issues.

Assistant County Attorney Candela responded that promoters were required to obtain additional insurance coverage for off-duty events; notwithstanding police officers and the police department could also be sued.

- Pay Plan Structure: The CBRC recommended the elimination of automatic step increases in order to enable the County to become more responsive to fiscal and economic issues.

Chairwoman Jordan noted concern over equity and bias without a step system. She questioned whether information was available pertaining to other institutions addressing this issue and whether other alternatives besides the step and the range were evaluated.

Ms. Adler responded that fairness was a management responsibility to determine whether good job performance criteria were achieved and increases were provided in an appropriate manner. She commented that other methods were available for management to reward excellent performance with bonus income. Ms. Adler said that alternatives to the existing step plan needed to be addressed; however, these options were not evaluated because it would need to break down the management process of merit systems in terms of job definitions.

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- Senior/Executive Benefits and Compensation: Mayor Gimenez has already eliminated these benefits.
- “Terminal” Leave Provisions: Comparative information is readily available from other jurisdictions that will help determine whether the County’s policies are more generous than they need to be.

Commissioner Bovo inquired whether the CBRC reviewed vacation and sick time and accrual methods. He also questioned whether the CBRC examined methods by which pensions were determined based upon the numbers of years used for those calculations.

Ms. Adler responded that the CBRC did not address items under the purview of the Florida Retirement System (FRS) such as the number of years used to calculate pension income. She noted that the method of off-duty income was an internal item and could reduce the County’s financial burden.

Ms. Rizzo clarified that the County participated in the FRS and the retirement benefit was calculated on income received over the highest five years of service.

Commissioner Bovo commented that the State legislature would need to address any changes to the number of service years used to calculate retirement benefits. He noted the calculation of the highest five years significantly impacted the County budget because overtime was included in those calculations and retirement benefits were being paid out over longer life spans.

Ms Rizzo responded to Commissioner Bovo’s question that she did not believe an analysis of employees’ overtime earnings as they related to retirement benefits had ever been conducted. She noted that overtime utilization and approvals were management issues and carefully monitored within the purview of respective department directors. Ms. Rizzo further noted a concerted management initiative to reduce overtime expenses over the past five years.

Commissioner Bovo noted the consideration should be over what was ultimately fair to the taxpayer and what they should be responsible for. He said taxpayers were concerned when the majority of taxes were paid for salaries and benefits.

Ms. Rizzo clarified that the FRS now uses the highest eight years to calculate retirement income since July 2011.

Commissioner Bovo asked that the calculation for retirement income be discussed in a future meeting, along with the impact of the change from five to eight years.

Ms. Rizzo said she would inquire whether the State had any analysis information available which they used when making the change.

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Commissioner Bovo noted discussions with employees who wanted to obtain their own insurance and over situations where married couples both worked for the County and were both required to carry the same burden. He said that the County needed to be just to its employees and mindful over the impact of its actions and changes which it imposed upon their daily lives.

Chairwoman Jordan noted overtime was often used due to insufficient coverage or additional employees needed to get the job done. She said a cost analysis needed to be considered between overtime cost and hiring additional staff. Chairwoman Jordan questioned whether the CBRC examined temporary employment services, noting that temporary employees were used for extended periods of time.

Ms. Adler responded to Chairwoman Jordan's request about the use of temporary employees and payout practices. She noted that leave policies were large payout items and the competitiveness with other institutions needed to be reviewed. She also noted a comparative study on payout practices was evaluated by the CBRC.

Ms. Rizzo offered to present a survey on leave practices and other benefits at a future meeting. She commented that daily versus weekly overtime issues were addressed with collective bargaining partners pursuant to the CBRC discussions. Ms. Rizzo noted a change to weekly overtime calculations with the Police Benevolent Association, General Services Administration, Solid Waste Management and Water and Sewer unions.

Assistant County Attorney Candela noted that the County Commission previously enacted legislation which set forth a maximum amount of time for the use of a temporary employee.

Ms. Rizzo clarified that the Administrative Order set forth provisions that temporary agency employees be used for no more than six months with an extension for up to one year. She noted that any additional extension required an analysis performed by the Office of Management and Budget and Human Resources to determine the rationale for that request. Ms Rizzo said that certain extenuating circumstances existed for justifying the extension such as for a particular project or for a technical position.

Chairwoman Jordan noted this process gave the community the wrong impression about the County budget. She said the message was delivered that services were being reduced; however, temporary employees were being hired as a replacement.

IV. Discussion Item:

Chairwoman Jordan asked for comments from CBRC members.

Mr. Kenneth Lipner acknowledged CBRC members along with Ms. Rizzo and her staff for their support. He noted a broad mandate which included both exempt and non-exempt County employees. Mr. Lipner said he compared all internal public employees,

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including trusts and councils to other local entities to determine whether equity existed. He noted concern over fairness, equity and an effort to preserve jobs and incomes of hardworking County employees. Mr. Lipner stressed the importance of preserving jobs by having more people working fewer hours. He noted job security and income was important to the employees and to the local economy.

Mr. Scott Clark noted that a recent Miami Herald article depicted Miami as having the highest health care costs in the United States, with it being 120 percent of the norm. He said that continuing to push costs onto employees was not necessarily the final answer. Mr. Clark commented that Miami-Dade County and Miami-Dade County School Board were the two largest employers suffering these economic challenges. He said that local health care providers were charging more than necessary and suggested working with health care provider relations representatives and challenging them to reduce costs. Mr. Clark commented that employee based wellness activities were also needed to address rising health insurance costs.

Commissioner Monestime noted that government decisions have been a reaction to economic situations and the lack of a concerted effort to keep government sustainable. He questioned that impact of these lessons upon future decisions.

Mr. Lipner responded that bringing people back to work, reducing hours and job sharing were contingencies being initiated across the country. He noted he believed economic conditions would improve but was not certain when this would happen. Mr. Lipner said it was possible to build long term human resource policies.

V. Next Steps:

Chairwoman Jordan noted the CBRC provided thorough recommendations. She suggested that the CBRAHC consider each issue, with the next meeting devoted to a discussion of compensation related issues. Chairwoman Jordan said that compensation issues would be considered; however, it might need two meetings due to its complexity.

Commissioner Bovo concurred that each meeting should be devoted to a single item.

Chairwoman Jordan inquired whether supplemental pay included all departments with certifications.

Ms. Rizzo responded that all departments were included. She noted many pay supplements existed that were included in the terms and conditions of existing contracts. Ms. Rizzo also noted many pay supplements which applied uniformly to the workforce, exclusive of bargaining unit agreements.

Chairwoman Jordan asked Ms. Rizzo to provide a breakdown of these pay supplements at the next meeting.

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Chairwoman Jordan inquired about the current labor union agreements and their terms.

Ms. Rizzo responded that the County was in the first year of a three-year agreement with current contracts terminating September 30, 2014. She noted concessions pertaining to specific pay supplements and sunset date expiration dates varied by contract and were subject to reopener provisions for the third year of those agreements.

Chairwoman Jordan explained that the CBRAHC's role should not be confused with the role of negotiations with the unions. She noted the CBRAHC should develop recommendations which it believed was in the best fiscal interest of the County that would be presented in future union negotiations.

Commissioner Bovo noted he served on the South Florida Regional Planning Council along with Commissioner Monestime on June 4, 2012 which presented a potential conflict with an upcoming meeting.

Discussion ensued as to the next meeting date.

Chairwoman Jordan suggested the CBRC review any unfinished business.

Commissioner Bovo said he would reach out to CBRC members to acquire a better understanding of their report.

Chairwoman Jordan inquired whether the CBRC had a Sunset period.

Ms. Rizzo responded that the CBRC would Sunset at the end of 2012.

Chairwoman Jordan noted the CBRC raised some unfinished business issues that could be addressed and become part of this process.

Deputy Mayor Ed Marquez asked for clarification on the issues for the CBRC to consider.

Chairwoman Jordan responded the issues were 1) job security/income as it pertained to reduced hours and job sharing; 2) health care costs and wellness issues. She suggested the possibility that the County and the School Board utilize the same insurance provider in order to reduce costs with a larger user base.

Ms. Rizzo noted that current union contracts include a provision that the County would negotiate with the unions prior to setting 2013 health insurance premium rates. She also noted the County was evaluating health plan redesign in order to mitigate the current 4-percent health care contribution. Ms. Rizzo said Gallagher, the County's benefit consultant, had developed various scenarios that were being presented to union representatives to discuss various health plan options and this information could be shared with this committee.

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Chairwoman Jordan asked that the health plan options be provided to the CBRAHC when this item was discussed. She noted that other committee members not present today might have other issues to be added to this discussion.

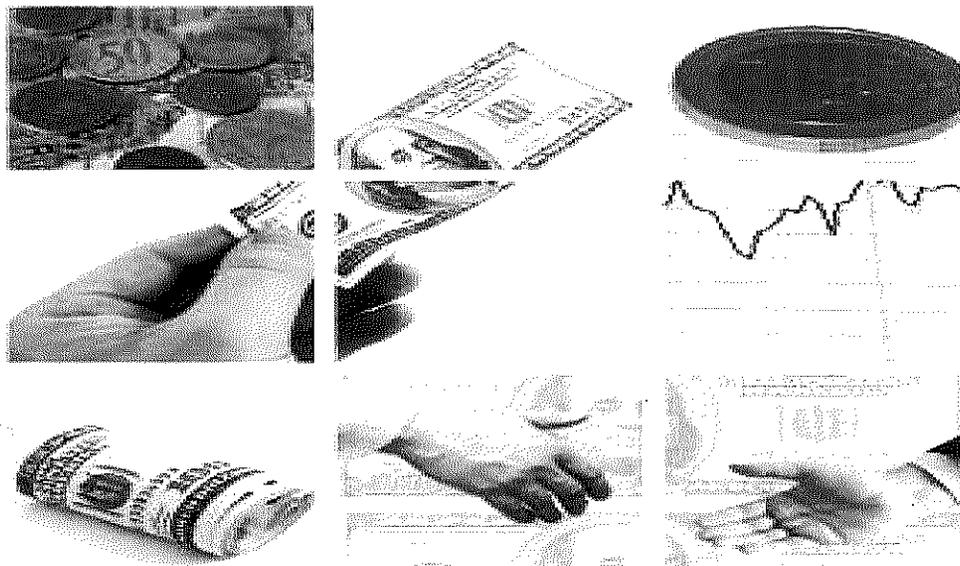
Ms. Rizzo reiterated that a presentation would be provided on overtime and supplemental pay components of the Compensation segment at the next meeting.

It was confirmed that the next CBRAHC meeting would be held on Thursday, May 31, 2012 at 9:00 a.m., in Rooms 3 and 4 on the 18th Floor of the Stephen P. Clark Government Center.

VI. Adjournment:

There being no further business, the Compensation & Benefits Review Ad Hoc Committee was adjourned at 10:51 a.m.

MIAMI-DADE COUNTY Pay Components Presentation



May 31, 2012

Presented to the Compensation and Benefits Committee on January 26, 2011

Updated to reflect CBA
changes implemented for
2011-14

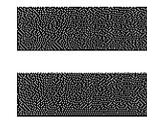
Adjusted Pay Calculation



Base Pay
Pay rates which are published in the Miami-Dade County Pay Plan



Pay Supplements
Granted through collective bargaining or via MDC Pay Plan for specific assignments, educational attainment or work conditions



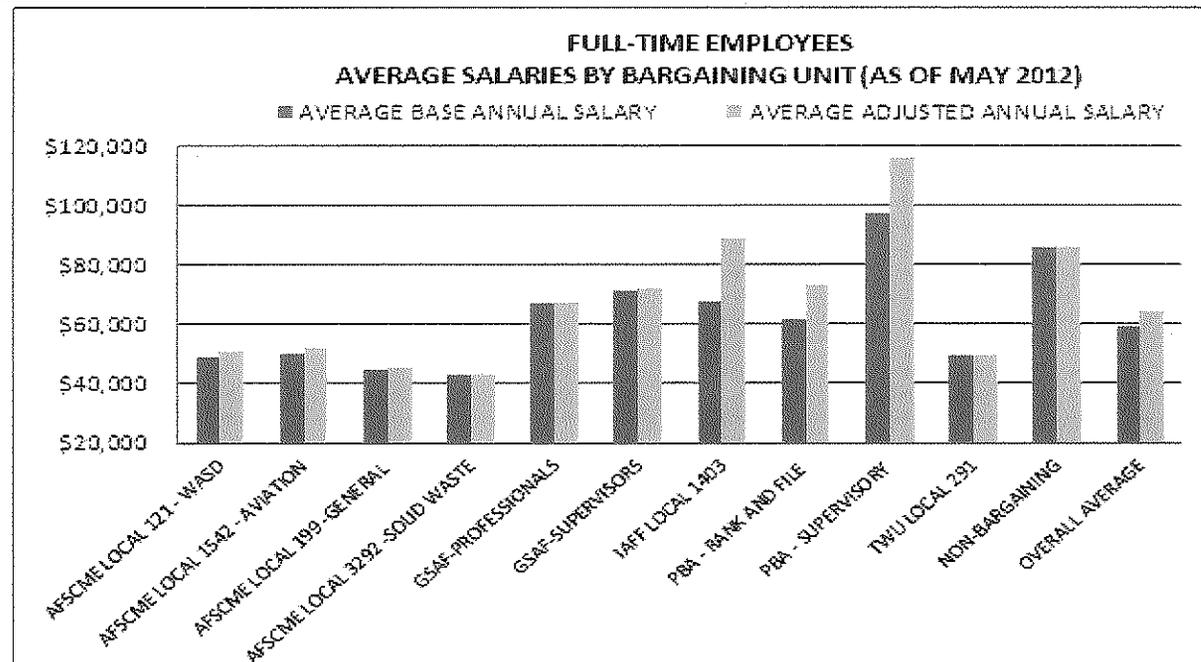
Adjusted Pay



Change in formula for adjusted rate for IAFF 1403 (FIRE) employees resulted in \$2.3M in savings. These are recurring savings and impact leave payouts resulting in additional savings.

Miami-Dade County... as of May 2012

BARGAINING UNIT	NUMBER OF EMPLOYEES			SALARIES		
	FULL-TIME	PART-TIME	TOTAL FULL-TIME AND PART-TIME	AVERAGE BASE ANNUAL SALARY (FULL-TIME)	AVERAGE ADJUSTED ANNUAL SALARY (FULL-TIME)	PERCENT DIFFERENCE (BETWEEN BASE AND ADJUSTED SALARY)
AFSCME LOCAL 121 - WASD	1,624	11	1,635	\$ 49,223	\$ 50,669	2.9%
AFSCME LOCAL 1542 - AVIATION	809	22	831	\$ 50,002	\$ 52,072	4.1%
AFSCME LOCAL 199 -GENERAL	6,359	2,237	8,596	\$ 44,495	\$ 45,232	1.7%
AFSCME LOCAL 3292 -SOLID WASTE	635	-	635	\$ 42,650	\$ 42,650	0.0%
GSAF-PROFESSIONALS	1,287	54	1,341	\$ 66,815	\$ 67,273	0.7%
GSAF-SUPERVISORS	3,017	63	3,080	\$ 71,422	\$ 72,093	0.9%
IAFF LOCAL 1403	1,968	-	1,968	\$ 67,596	\$ 88,971	31.6%
PBA - RANK AND FILE	5,073	2	5,075	\$ 61,860	\$ 73,062	18.1%
PBA - SUPERVISORY	248	-	248	\$ 97,485	\$ 116,015	19.0%
TWU LOCAL 291	2,328	285	2,613	\$ 49,415	\$ 49,487	0.1%
NON BARGAINING	2,708	76	2,784	\$ 85,707	\$ 85,997	0.3%
Grand Total	26,056	2,750	28,806	\$ 59,489	\$ 63,932	7.5%



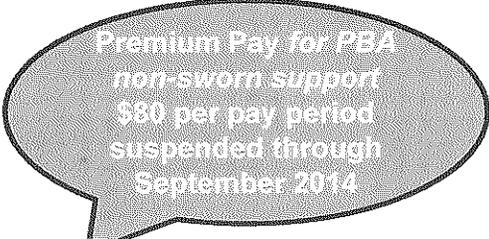
Supplemental Pay

Supplemental pay is granted:

- Through collective bargaining
 - Specific assignments (e.g. air rescue, diving)
 - Educational attainment
 - Work conditions
- \$50 bi-weekly premium pay for specific bargaining and non-bargaining employees excluding Police and Fire
- Through MDC Pay Plan
 - Attainment of specific licenses or certifications (C.P.A., P.E.)
 - Unusual work conditions, e.g. potential asbestos exposure



Premium Pay
suspended
through
September 2014



Premium Pay for PBA
non-sworn support
\$80 per pay period
suspended through
September 2014

Supplemental Pay (Continued)

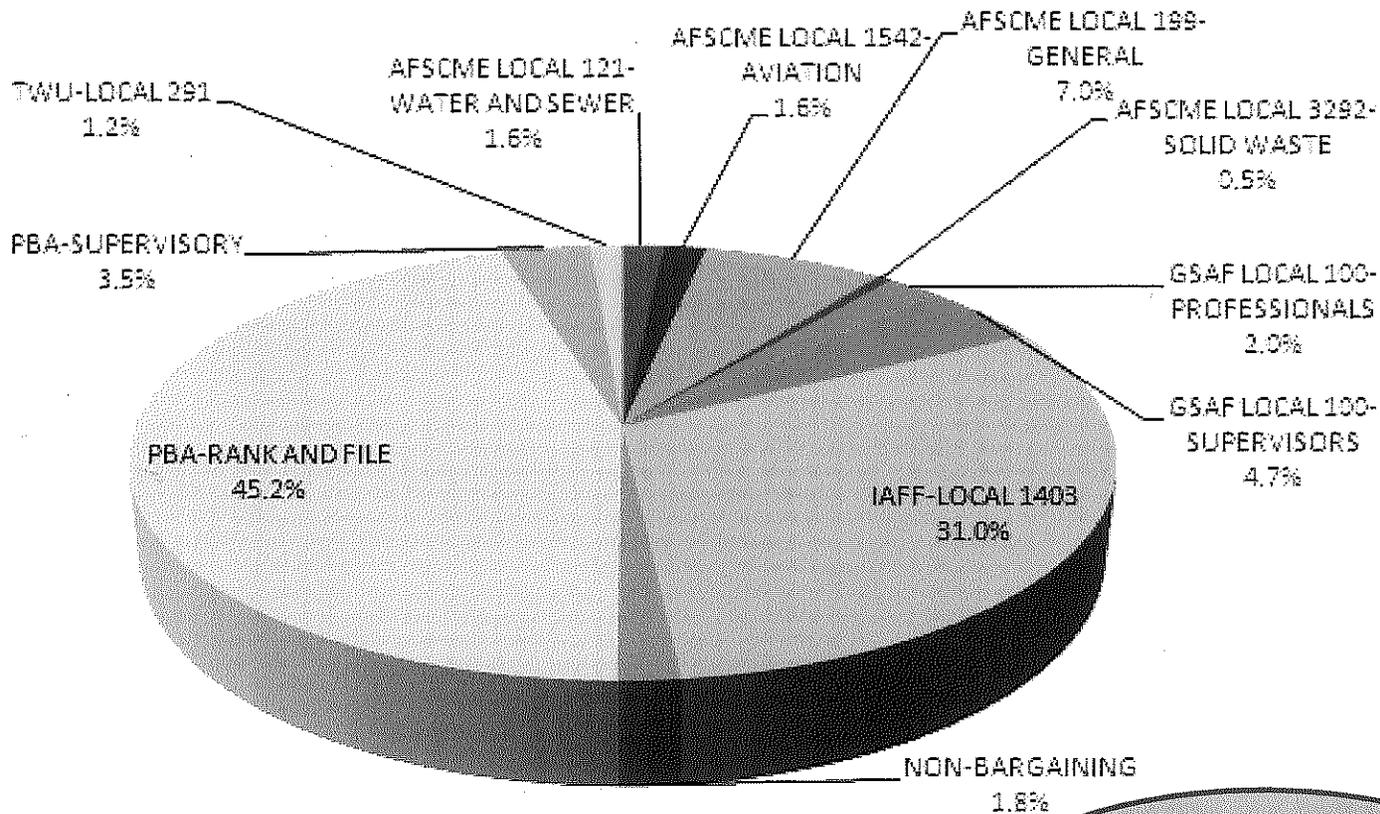
- 160 pay supplements in the current Pay Plan/
Collective Bargaining Agreements

Contractual:	82
Pay Plan/Separate Union Agreement:	62
State Statute:	14
Discontinued:	2
	160

>GSAF and PBA: Night Differential reduced from 2 steps to 1 step
>AFSCME 199: On Call Pay reduced from 2 steps to 1 step
>SWM suspended all supplements through September 2014
>GSAF: CAA Teacher's Certification suspended (1 step and 3 step supplements)

- Pay supplements comprised of:
 - Steps (1, 2 or 3 steps)
 - Percent (Ranges from 1-20%)
 - Flat rates (Ranges from \$9.23 to \$125)
- The annual cost of pay supplements is approximately \$137.5 million (Approximately 7% of annual payroll)

Total Pay Supplement Costs By Bargaining Unit



\$137.5 Million
(FY 2010-11)

3% COLA applied July 2011

FY 2009-10: \$136 M
* Included 1 year freeze on Premium Pay for all employees- different suspension periods apply



*Amounts do not include fringes

FY 2011-12

Impact of Bargaining Unit Concessions Related to Supplemental Pay

BARGAINING UNIT	FY2011-12 (First Quarter)	FY2011-12 (Second Quarter)	Total (FY2011-12 First and Second Quarters)	% Change From First to Second Quarter	Contract Implementation Date
AFSCME LOCAL 121-WASD	\$ 1,110,047	\$ 711,570	\$ 1,821,617	-35.9%	1/23/2012
AFSCME LOCAL 1542-AVIATION	\$ 694,737	\$ 385,187	\$ 1,079,924	-44.6%	12/12/2011
AFSCME LOCAL 199-GENERAL	\$ 3,625,727	\$ 1,764,039	\$ 5,389,766	-51.3%	1/23/2012
AFSCME LOCAL 3292-SOLID WASTE	\$ 250,746	\$ 71,501	\$ 322,247	-71.5%	1/23/2012
GSAF/OPEIU LOCAL 100-PROFESSIONALS	\$ 745,830	\$ 140,040	\$ 885,870	-81.2%	12/26/2011
GSAF/OPEIU LOCAL 100-SUPERVISORS	\$ 1,748,954	\$ 463,026	\$ 2,211,980	-73.5%	12/26/2011
IAFF LOCAL 1403-FIRE	\$ 11,830,147	\$ 10,130,615	\$ 21,960,762	-14.4%	11/28/2011
PBA-RANK AND FILE	\$ 17,506,018	\$ 13,231,508	\$ 30,737,526	-24.4%	12/12/2011
PBA-SUPERVISORS	\$ 1,357,318	\$ 1,077,447	\$ 2,434,765	-20.6%	12/12/2011
TWU LOCAL 291-TRANSIT	\$ 953,462	\$ 827,382	\$ 1,780,844	-13.2%	4/2/2012
NON-BARGAINING	\$ 262,029	\$ 205,720	\$ 467,748	-21.5%	10/3/2011 (Exempt) and 11/14/2011 (Classified)
Total (FY2011-12 First and Second Quarters)	\$ 40,085,014	\$ 29,008,035	\$ 69,093,049	-27.6%	N/A



* Amounts do not include fringes

Overtime

Contractual Factors

Weekly Overtime (as per FLSA rules)

PBA, GSAF, SWM,
W&S CBA change to
weekly overtime
calculation



Daily Overtime- Paid for all hours in excess of normal shift

Call back

- Minimum guarantee of one (1) hour at overtime rate.

Reduced Call back from 4
hours to
1 hour (PBA, AFSCME
1542)
Reduced to 3 hours
(AFSCME 199)

Contract Specific

- Meal Breaks (all American Federation of State, County & Municipal Employees units and both Government Supervisors Association of Florida units) – Hourly employees required to work 3 hours immediately before or 2 hours immediately beyond their shift shall receive one half hour paid meal break.
- Scheduled Overtime Runs (Transport Workers Union) – A portion of regularly scheduled runs include overtime (e.g. Combination Runs), including when operator is absent.

Overtime (Continued)

Contractual Factors

Holiday Premium Pay Suspended through September 2014



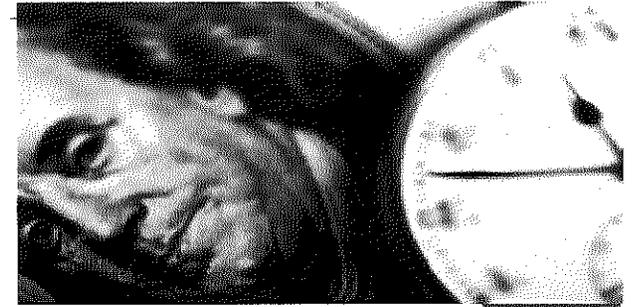
Contract Specific (continued)

- Holiday Work on Day Off (Transport Workers Union) – Employees paid contractual overtime rate for all hours worked on a holiday. The rate is twice the regular rate when the holiday falls on a regular work day, and three times the regular rate when the holiday falls on a day off.
- Court Time (Police Benevolent Association) – Minimum guarantee of two (2) hours at overtime rate for court appearances when not adjacent to regular shift.
- Minimum staffing in specified units or assignments (International Association of Firefighters (IAFF)).
 - Changes were made to the IAFF contract that increased management's flexibility to reassign personnel from the Fire Boats, Squads, and forty-hour assignments into Operations assignments, which allows for significant reduction of overtime.

Reduced Court Time from 4 hours to 2 hours

By means of changes in the language for minimum staffing and other "Management Rights", department anticipates savings of approximately \$11.3M

Overtime (Continued)



Non-Contractual Factors

Due to operational necessity (e.g. 24 hour operations), staff reductions, or required coverage due to vacancies, departments experience open shift assignments which they generally must backfill with other employees at an overtime rate.

- Seasonal Workload Shifts (e.g. Post-holiday pick-up at Solid Waste) – Cyclical or periodic changes in workload necessitate additional staffing.
- Emergencies/Special Events
 - After hour emergencies (e.g. - broken sewer line – Water and Sewer)
 - Special events such as Calle Ocho, MLK celebrations, or Corporate Runs.
- FLSA
 - Mandatory training outside of the normal schedule – requires overtime payment for all hours spent training.
 - All hours worked in excess of 40 hours in a work week must be compensated at time and one half the regular rate.

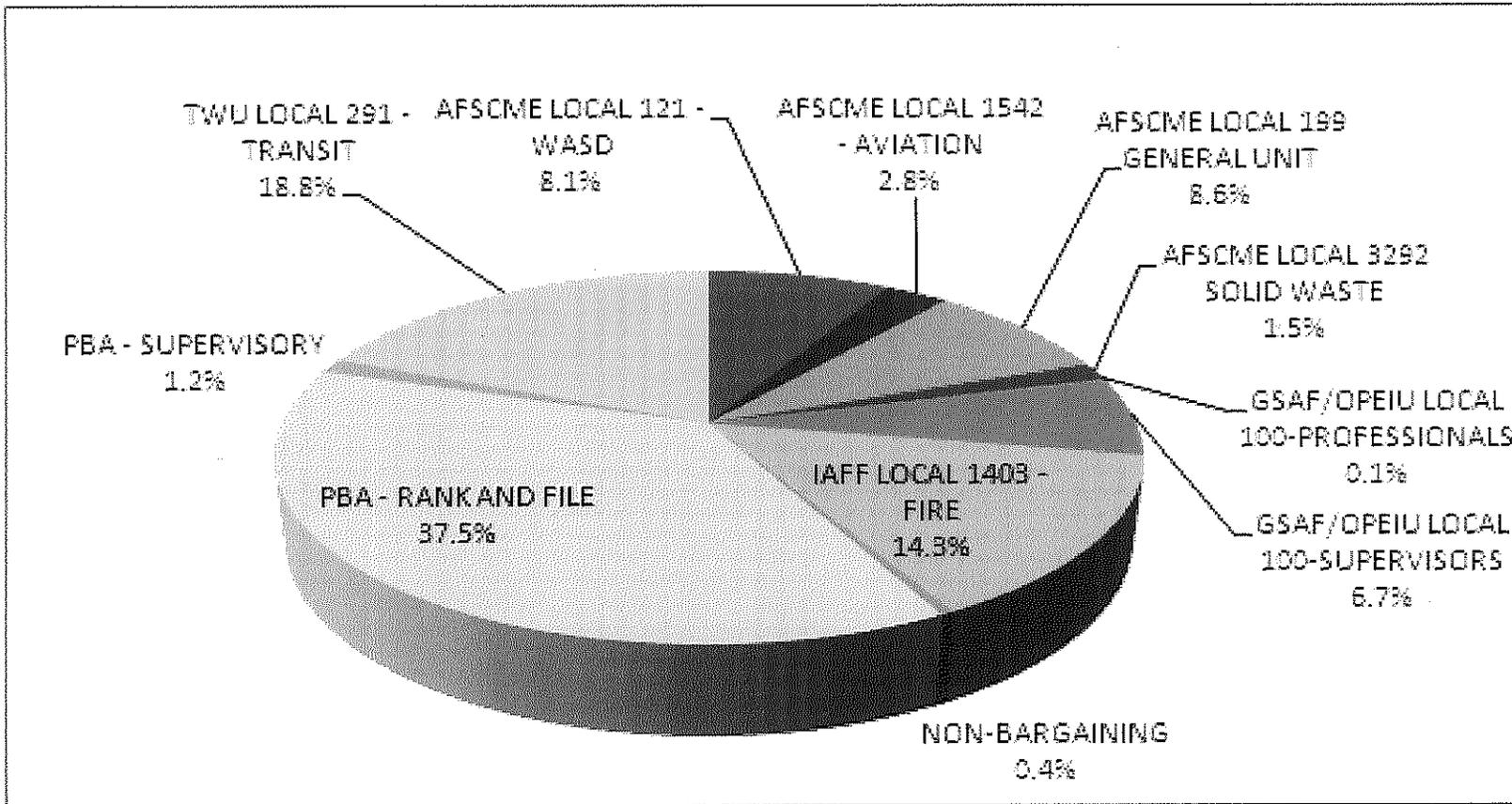
FY 2010-11 Overtime Pay by Bargaining Unit

BARGAINING UNIT	TOTAL OVERTIME PAY	TOTAL GROSS EARNINGS (INCLUSIVE OF ALL PAYMENTS)	AS A PERCENT OF COUNTY'S TOTAL COST OF OVERTIME	AS A PERCENT OF BARGAINING UNIT'S GROSS PAY
AFSCME LOCAL 121 - WASD	\$ 9,271,855	\$ 90,771,090	8.1%	10.2%
AFSCME LOCAL 1542 - AVIATION	\$ 3,176,278	\$ 48,928,074	2.8%	6.5%
AFSCME LOCAL 199 GENERAL UNIT	\$ 9,767,795	\$ 345,561,332	8.6%	2.8%
AFSCME LOCAL 3292 SOLID WASTE	\$ 1,672,543	\$ 32,048,454	1.5%	5.2%
GSAF/OPEIU LOCAL 100-PROFESSIONALS	\$ 111,663	\$ 96,126,615	0.1%	0.1%
GSAF/OPEIU LOCAL 100-SUPERVISORS	\$ 7,683,359	\$ 250,375,397	6.7%	3.1%
IAFF LOCAL 1403 - FIRE	\$ 16,309,814	\$ 200,522,420	14.3%	8.1%
PBA - RANK AND FILE	\$ 42,765,271	\$ 435,690,452	37.5%	9.8%
PBA - SUPERVISORY	\$ 1,401,303	\$ 33,071,239	1.2%	4.2%
TWU LOCAL 291 - TRANSIT	\$ 21,498,286	\$ 143,654,640	18.8%	15.0%
NON-BARGAINING	\$ 478,789	\$ 277,418,885	0.4%	0.2%
Grand Total	\$ 114,136,956	\$ 1,954,168,598	100.0%	5.8%



* Amounts do not include fringes

FY 2010-11 Overtime Costs By Bargaining Unit



\$114.1 Million
(FY 2010-11)



* Amounts do not include fringes

FY 2009-10: \$118.2 M
FY 2008-09: \$139.1M

FY 2011-12

Impact of Bargaining Unit Concessions Related to Overtime

BARGAINING UNIT	FY2011-12 (First Quarter)	FY2011-12 (Second Quarter)	Total (FY2011-12 First and Second Quarters)	% Change From First to Second Quarter	Contract Implementation Date
AFSCME LOCAL 121 - WASD*	\$ 2,265,075	\$ 1,805,120	\$ 4,070,195	-20.3%	1/23/2012
AFSCME LOCAL 1542 - AVIATION	\$ 620,723	\$ 453,965	\$ 1,074,688	-26.9%	12/12/2011
AFSCME LOCAL 199 GENERAL	\$ 2,184,420	\$ 1,934,832	\$ 4,119,252	-11.4%	1/23/2012
AFSCME LOCAL 3292 SOLID WASTE*	\$ 514,619	\$ 534,992	\$ 1,049,611	4.0%	1/23/2012
GSAF/OPEIU LOCAL 100-PROFESSIONALS *	\$ 23,717	\$ 46,644	\$ 70,361	96.7%	12/26/2011
GSAF/OPEIU LOCAL 100-SUPERVISORS*	\$ 1,907,970	\$ 1,648,570	\$ 3,556,540	-13.6%	12/26/2011
IAFF LOCAL 1403 - FIRE **	\$ 4,260,349	\$ 2,374,320	\$ 6,634,669	-44.3%	11/28/2011
PBA - RANK AND FILE *	\$ 10,874,518	\$ 7,102,312	\$ 17,976,830	-34.7%	12/12/2011
PBA - SUPERVISORS*	\$ 299,534	\$ 271,015	\$ 570,549	-9.5%	12/12/2011
TWU LOCAL 291 - TRANSIT	\$ 6,711,652	\$ 5,361,824	\$ 12,073,477	-20.1%	4/2/2012
NON-BARGAINING	\$ 107,581	\$ 90,527	\$ 198,108	-15.9%	10/3/2011 (Exempt) and 11/14/2011 (Classified)
Total (FY2011-12 First and Second Quarters)	\$ 29,770,157	\$ 21,624,120	\$ 51,394,277	-27.4%	N/A

*OVERTIME CALCULATION CHANGED FROM DAILY TO WEEKLY

** ADJUSTED RATE CALCULATION CHANGED TO STEP, PERCENT, FLAT WHICH IMPACTS OVERTIME PAY



* Amounts do not include fringes

Longevity Bonus Awards

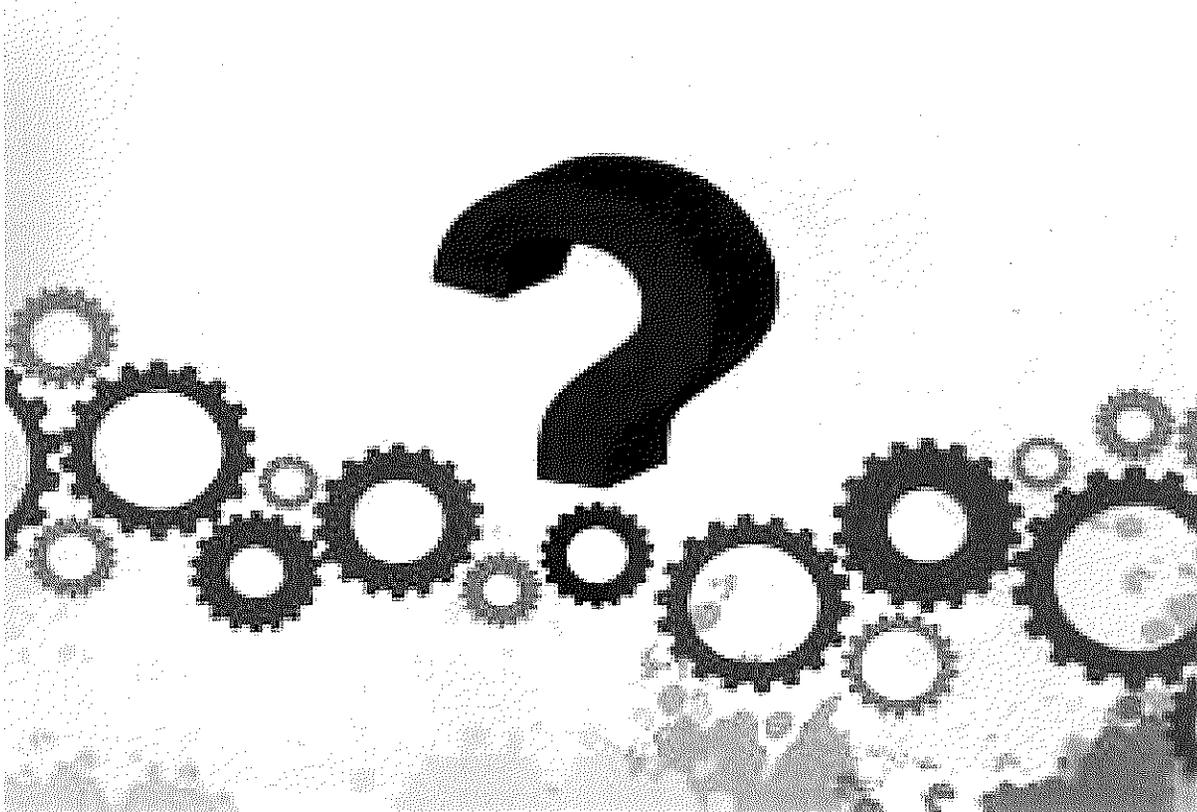
- **Longevity Bonus Award (LBA)**- Employees with 15 or more years of continuous service are eligible for an annual longevity bonus ranging from 1.5% to 3% of salary based on years of service.

BARGAINING UNIT	AVERAGE LONGEVITY (YEARS)	NUMBER OF EMPLOYEES ELIGIBLE FOR LBA	PERCENT OF EMPLOYEES ELIGIBLE FOR LBA
AFSCME LOCAL 2292 -SOLID WASTE	15	303	47.7%
AFSCME LOCAL 121 - WASH	13	728	44.8%
AFSCME LOCAL 1542 - AVIATION	15	402	49.7%
AFSCME LOCAL 199 -GENERAL UN	12	2,024	32.5%
GSAF/ OPEIU LOCAL 100-PROFFE	14	990	42.8%
GSAF/ OPEIU LOCAL 100-SUPERV	17	1,737	57.5%
IAFF LOCAL 1403	12	895	35.3%
PBA - RANK AND FILE UNIT	13	2,129	43.2%
PBA - SUPERVISORY UNIT	23	238	95.2%
TWU LOCAL 291	12	888	28.7%
NON BARGAINING	15	1,278	47.1%
TOTAL		10,848	41.6%

>LBA suspended for ALL employees for one year during FY 2009-10

>Non-bargaining unit employees under the Mayor's purview are currently NOT receiving LBAs

Q & A



MIAMI-DADE COUNTY

PAY SUPPLEMENTS

FY 2010-11



Delivering Excellence Every Day

FY 2010-11
 COST OF PAY SUPPLEMENTS BY BARGAINING UNIT

PAY EXCEPTION CODE/ TYPE	AFSCME LOCAL 121- WATER AND SEWER	AFSCME LOCAL 1542- AVIATION	AFSCME LOCAL 199- GENERAL	AFSCME LOCAL 3292- SOLID WASTE	GSAA LOCAL 100- PROFESSIONALS	GSAA LOCAL 100- SUPERVISORS	IAFF-LOCAL 1403	PBA-RANK AND FILE	PBA-SUPERVISORY	TWU-LOCAL 291	NON-BARGAINING	TOTAL COST OF PAY SUPPLEMENT	NUMBER OF EMPLOYEES WITH SUPPLEMENT	AVERAGE COST OF SUPPLEMENT PER EMPLOYEE	CONTRACTUAL (C), PAY PLAN (P) STATE STATUTE (S) or (D) DISCONTINUED
** ,9% PERFORMANCE (CC)-PERCENT					\$ 2,743	\$ 2,788						\$ 5,531	7	\$ 790	P
** ,14,8% PERFORMANCE (CJ)-PERCENT					\$ 683							\$ 683	1	\$ 683	P
** ,14,9% PERFORMANCE (CK)-PERCENT					\$ 1,412	\$ 1,105						\$ 2,517	2	\$ 1,259	P
* ,5,14,8% PERFORMANCE (C4)-PERCENT						\$ 1,662						\$ 1,662	1	\$ 1,662	P
4 ASE CERTIFICATIONS (5H)-FLAT		\$ 1,000	\$ 30,806		\$ 6,000							\$ 37,806	45	\$ 840	P
4 ASE CERTIFICATIONS (5P)-FLAT			\$ 14,538		\$ 8,038					\$ 22,845		\$ 45,421	58	\$ 783	P
7 ASE HEAVY TRUCK CERTIFICATIONS (5K)- FLAT	\$ 2,000		\$ 33,537		\$ 62,228					\$ 90,996		\$ 188,762	104	\$ 1,815	P
8 ASE CERTIFICATIONS (5J)-FLAT	\$ 2,000	\$ 4,000	\$ 39,691		\$ 29,768							\$ 75,459	40	\$ 1,886	P
AIR RESCUE - FIRE (0N)-STEP							\$ 130,693					\$ 130,693	39	\$ 3,351	C
AIR TRUCK - FIRE (0K)-STEP							\$ 25,816					\$ 25,816	10	\$ 2,582	C
AIRCRAFT TECH FAA AIRFRAME CERT. (1L)- STEP			\$ 28,328		\$ 7,911							\$ 36,239	11	\$ 3,294	P
AIRCRAFT TECH POWERPLANT CERT. (1K)- STEP			\$ 26,804		\$ 7,735							\$ 34,539	11	\$ 3,140	P
AIRFIELD PROFICIENCY (23)-STEP		\$ 1,379,415			\$ 5,449							\$ 1,384,865	308	\$ 4,496	C
AIRPORT ATTENDANT-AUXILIARY AIRPORT (0Y)-STEP		\$ 16,070										\$ 16,070	14	\$ 1,148	P
AIRPORT/W PROTOCOLS (1B)-STEP							\$ 456,557	\$ 36,159				\$ 492,716	146	\$ 3,375	C
AIRPORT-CFR AND FIRE DEPARTMENT CERTIFIED (85)-PERCENT							\$ 438,621					\$ 438,621	124	\$ 3,537	C
APPRAISER OR ASSESSMENT EVALUATOR (22)-STEP			\$ 28,406		\$ 43,519							\$ 71,926	9	\$ 7,992	C
ARSONS UNIT INVESTIGATORS (1R)-STEP							\$ 16,533					\$ 16,533	6	\$ 2,756	C
ASD ASSIGNMENT PAY 1 (1A)-STEP			\$ 36,143									\$ 36,143	19	\$ 1,902	D
ASD ASSIGNMENT PAY 2 (2A)-STEP			\$ 2,068									\$ 2,068	1	\$ 2,068	D
ASSISTANT TAX COLLECTION-CERTIFIED (0E)-STEP					\$ 6,681	\$ 35,726					\$ 28,349	\$ 70,755	21	\$ 3,369	P
ASSOCIATE IN RISK MANAGEMENT CERT. (1V)-STEP											\$ 5,427	\$ 5,427	1	\$ 5,427	P
ASST TRNG OFFCRS CORRECTIONAL OFFICER, CORPORAL AND SERGEANT (3)- STEP							\$ 2,769					\$ 2,769	1	\$ 2,769	C
AUTOMOTIVE TRADES ALLOWANCE (61)- FLAT			\$ 77,380									\$ 77,380	153	\$ 506	P
BOOT CAMP (0)-STEP							\$ 99,420	\$ 3,817				\$ 103,237	46	\$ 2,244	C
CAA CERTIFICATION (0F)-STEP			\$ 145,678		\$ 165,017	\$ 20,877						\$ 331,572	220	\$ 1,507	P
CAA STATE OF FL TEACHER'S CERTIFICATION (30)-STEP					\$ 93,916							\$ 93,916	13	\$ 7,224	P
CAREER DEVELOPMENT 1 (50)-FLAT							\$ 232,116	\$ 6,526				\$ 238,642	1,058	\$ 226	S
CAREER DEVELOPMENT 2 (55)-FLAT							\$ 267,467	\$ 20,989				\$ 288,456	641	\$ 450	S
CAREER DEVELOPMENT 3 (56)-FLAT							\$ 134,740	\$ 20,048				\$ 154,787	224	\$ 691	S
CAREER DEVELOPMENT 4 (57)-FLAT							\$ 47,922	\$ 11,224				\$ 59,146	66	\$ 896	S
CAREER DEVELOPMENT 5 (58)-FLAT							\$ 30,228	\$ 8,630				\$ 38,858	34	\$ 1,143	S
CAREER DEVELOPMENT 6 (51)-FLAT			\$ 1,274				\$ 15,340	\$ 4,320				\$ 20,934	16	\$ 1,308	S
CAREER DEVELOPMENT II MAXIMUM (4M)- FLAT							\$ 61,047	\$ 60,677				\$ 121,724	209	\$ 582	S
CAREER DEVELOPMENT III MAXIMUM (59)- FLAT							\$ 4,501	\$ 1,800				\$ 6,301	7	\$ 900	P

FY 2010-11
COST OF PAY SUPPLEMENTS BY BARGAINING UNIT

PAY EXCEPTION CODE/ TYPE	AFSCME LOCAL 121- WATER AND SEWER	AFSCME LOCAL 1542- AVIATION	AFSCME LOCAL 199- GENERAL	AFSCME LOCAL 3292- SOLID WASTE	GSAF LOCAL 100- PROFESSIONALS	GSAF LOCAL 100- SUPERVISORS	IAFF-LOCAL 1403	PBA-RANK AND FILE	PBA-SUPERVISORY	TWU-LOCAL 291	NON-BARGAINING	TOTAL COST OF PAY SUPPLEMENT	NUMBER OF EMPLOYEES WITH SUPPLEMENT	AVERAGE COST OF SUPPLEMENT PER EMPLOYEE	CONTRACTUAL (C), PAY PLAN (P) STATE STATUTE (S) or (D) DISCONTINUED
CAREER DEVELOPMENT MAXIMUM ADJUSTING (60)-FLAT								\$ 1,200	\$ 1,604			\$ 2,804	10	\$ 280	S
CERT STATE OF FL FIRE INSPECTORS (84)- PERCENT							\$ 87,549					\$ 87,549	35	\$ 2,501	C
CERTIFICATION OF FLORIDA EVALUATORS (8)-STEP			\$ 254,888			\$ 97,939					\$ 12,132	\$ 364,959	106	\$ 3,443	C
CERTIFIED FORENSIC COMPUTER EXAMINERS (ZL)-STEP							\$ 26,804					\$ 26,804	9	\$ 2,978	P
CERTIFIED INTERNAL AUDITOR (8Q)-STEP CERTIFIED PROFESSIONAL SECRETARY (19)- STEP	\$ 1,753	\$ 1,851	\$ 13,309			\$ 2,497					\$ 8,558	\$ 8,558	2	\$ 4,279	P
CERTIFIED REHABILITATION COUNSELOR CERT. (RC)-STEP											\$ 30,868	\$ 50,379	24	\$ 2,099	P
COMM. OPER & COMP (DISPATCHERS) (0G)-STEP							\$ 33,526	\$ 55,219				\$ 88,745	48	\$ 1,849	C
COMPETENCY MILESTONE (8P)-PERCENT							\$ 189,480	\$ 560,102				\$ 749,582	271	\$ 2,766	C
CORRECTIONAL OFFICER MAINTENANCE SUPERVISOR (Z3)-STEP						\$ 95,791						\$ 95,791	13	\$ 7,369	P
CORRECTIONAL/RECREATION OFFICER (Z1)- STEP							\$ 107,015					\$ 107,015	45	\$ 2,378	C
CORRECTIONS DEPARTMENT TRADES (Z2)- STEP			\$ 262,924									\$ 262,924	53	\$ 4,961	P
COURTROOM CLERK 1 (0Z)-STEP			\$ 240,047			\$ 31,357						\$ 271,404	163	\$ 1,665	P
COURTROOM CLERK 1 UNIFIED FAMILY COURT (1P)-STEP			\$ 5,657									\$ 5,657	3	\$ 1,886	P
COURTS - PRIMARY CLERK (0W)-STEP			\$ 24,444									\$ 24,444	18	\$ 1,358	P
COURTS CENTRAL DV INTAKE UNIT (ZH)- STEP			\$ 15,477			\$ 6,522						\$ 21,999	15	\$ 1,467	P
CPA (10)-STEP						\$ 29,429						\$ 89,642	24	\$ 3,735	P
CRIMINALIST 1, 2 & 3 (1D)-STEP							\$ 13,831	\$ 12,016			\$ 60,214	\$ 89,642	24	\$ 3,735	P
DERM - DEMOLITION & RENOVATION (0S)- STEP	\$ 2,724		\$ 6,974			\$ 7,747						\$ 31,274	8	\$ 3,909	C
DERM - SCUBA/UNDERWATER (0T)-STEP			\$ 352		\$ 35,940	\$ 4,211						\$ 40,503	25	\$ 1,620	P
EDUCATION INCENTIVE (6)-STEP							\$ 3,132,315	\$ 2,527,095	\$ 669,783			\$ 6,329,192	1,928	\$ 3,283	C
ELECTRONIC COURTROOM (1C)-STEP			\$ 151,007									\$ 151,007	103	\$ 1,466	P
EMS FIRE CAPTAINS & LIEUTENANTS (88)- PERCENT							\$ 57,350					\$ 57,350	29	\$ 1,978	C
EMS OPERATIONS BUREAU (87)-PERCENT EMT OR PARAMEDIC (NON- PROTOCOL CERTIFIED) (NC)-PERCENT							\$ 128,659					\$ 128,659	34	\$ 3,784	C
EXPLOSIVE MATERIALS (47)-STEP							\$ 4,320,411					\$ 4,320,411	454	\$ 9,516	C
FDLE TRAINING CERTIFICATION (ZK)-STEP							\$ 324,200	\$ 27,440				\$ 351,640	51	\$ 6,895	C
FIELD TRAINING COORDINATORS (ZM)- STEP							\$ 127,682					\$ 127,682	44	\$ 2,902	S
FIELD TRAINING OFFICER (16)-STEP								\$ 28,503				\$ 28,503	8	\$ 3,563	C
FIELD TRAINING SUPERVISOR (Z7)-STEP							\$ 439,161					\$ 439,161	164	\$ 2,678	C
FINGERPRINT - IAI CERT. (Z8)-STEP							\$ 167,764	\$ 7,500				\$ 175,264	54	\$ 3,246	C
FIRE - A. A. (4A)-FLAT							\$ 25,778	\$ 4,135				\$ 29,914	8	\$ 3,739	C
FIRE - A. A. (4A)-FLAT							\$ 388,783				\$ 1,800	\$ 390,583	697	\$ 560	S
FIRE - B. A. (4B)-FLAT							\$ 338,331				\$ 13,200	\$ 351,531	271	\$ 1,297	S

FY 2010-11
COST OF PAY SUPPLEMENTS BY BARGAINING UNIT

PAY EXCEPTION CODE/ TYPE	AFSCME LOCAL 121- WATER AND SEWER	AFSCME LOCAL 1542- AVIATION	AFSCME LOCAL 199- GENERAL	AFSCME LOCAL 222- SOLID WASTE	GSAF LOCAL 100- PROFESSIONALS	GSAF LOCAL 100- SUPERVISORS	IAFF-LOCAL 1403	PBA-RANK AND FILE	PBA-SUPERVISORY	TWU-LOCAL 291	NON-BARGAINING	TOTAL COST OF PAY SUPPLEMENT	NUMBER OF EMPLOYEES WITH SUPPLEMENT	AVERAGE COST OF SUPPLEMENT PER EMPLOYEE	CONTRACTUAL (C), PAY PLAN (P) STATE STATUTE (S) or (D) DISCONTINUED
FIRE COLLEGE PERSONNEL (13)-STEP							\$ 78,927					\$ 78,927	21	\$ 3,758	C
FIRE DIVER'S PAY (5G)-STEP							\$ 2,294,896					\$ 2,294,896	643	\$ 3,569	C
FIRE HAZARDOUS (5C)-FLAT							\$ 6,286,375					\$ 6,286,375	1,938	\$ 3,244	C
FIRE INVESTIGATOR 2 (8J)-PERCENT							\$ 2,335					\$ 2,335	1	\$ 2,335	C
FIRE INVESTIGATOR 3 (8K)-PERCENT							\$ 5,360					\$ 5,360	1	\$ 5,360	C
FIRE INVESTIGATOR 4 (8L)-PERCENT							\$ 31,889					\$ 31,889	4	\$ 7,972	C
FIRE PARAMEDIC (PROTOCOL CERTIFIED) (PC)-PERCENT							\$ 22,249,193					\$ 22,249,193	1,521	\$ 14,628	C
FIRE PERSNL BUR OFFICER IN CHARGE (12)- STEP							\$ 121,721					\$ 121,721	28	\$ 4,347	C
FIRE PREVENTION INSPECTOR I (8D)- PERCENT							\$ 2,193					\$ 2,193	5	\$ 439	C
FIRE PREVENTION INSPECTOR II (8E)- PERCENT							\$ 14,305					\$ 14,305	6	\$ 2,384	C
FIRE PREVENTION INSPECTOR III (8F)- PERCENT							\$ 64,489					\$ 64,489	15	\$ 4,299	C
FIRE RESCUE EMERG.MEDICAL DISPATCHER CERT. (98)-STEP					\$ 5,061	\$ 5,625						\$ 10,686	4	\$ 2,671	C
FIRE RESCUE RESPONSE (8R)-PERCENT							\$ 11,946					\$ 11,946	4	\$ 2,987	C
FIRE SAFETY BUREAU PERSONNEL (14)- STEP							\$ 131,136					\$ 131,136	36	\$ 3,643	C
FIREFIGHTER/DRIVER OPERATOR (2)-STEP							\$ 638,153					\$ 638,153	244	\$ 2,615	C
FIRST LIEUTENANT (26)-STEP								\$ 74,955				\$ 74,955	19	\$ 3,945	C
FIRST RESPONDERS PBA (8M)-PERCENT								\$ 14,415,551	\$ 1,183,555			\$ 15,599,106	5,011	\$ 3,113	C
FLA. DEPT. LAW ENFORCEMENT (29)- PERCENT								\$ 11,543,316	\$ 946,844			\$ 12,490,159	5,014	\$ 2,491	C
FLORIDA CERTIFIED FIRE INSPECTOR II (8H)- PERCENT							\$ 8,047					\$ 8,047	6	\$ 1,341	C
FORENSIC HEALTH CARE (15)-STEP								\$ 336,716				\$ 336,716	187	\$ 1,801	C
FORENSIC PHOTOGRAPHER (1H)-STEP								\$ 3,340				\$ 3,340	1	\$ 3,340	P
GSA - FLA DEPT. INS. (29)-STEP			\$ 185,713									\$ 185,713	29	\$ 6,404	P
HAZARDOUS DUTY-TREAT (HZ)-PERCENT						\$ 28,248						\$ 28,248	34	\$ 831	C
HAZARDOUS DUTY-TREATMENT PLANT OPERATORS (HZ)-PERCENT	\$ 146,569											\$ 146,569	258	\$ 568	C
HAZARDOUS MATERIALS (0L)-STEP							\$ 297,083					\$ 297,083	104	\$ 2,857	C
HAZMAT SPECIALIST -FIRE (2D)-STEP							\$ 28,421					\$ 28,421	8	\$ 3,553	C
HEAVY EQUIPMENT TECH (1E)-STEP	\$ 61,520	\$ 5,442	\$ 54,496									\$ 121,458	44	\$ 2,760	P
HUD SITE MANAGER - CLASS 1 (5E)-FLAT						\$ 19,500						\$ 19,500	8	\$ 2,438	P
HUMAN SERVICE- CERTIFIED ADDICTIONS SPECIALIST (20)-STEP					\$ 61,737						\$ 26,617	\$ 88,354	25	\$ 3,534	P
LEADWORKER (1)-STEP	\$ 252,672	\$ 131,396	\$ 670,276	\$ 15,966	\$ 104,660	\$ 312,895	\$ 60,120	\$ 101,563		\$ 413	\$ 75,734	\$ 1,725,697	807	\$ 2,138	C
LEVEL 1 EMERGENCY VEHICLE TECHNICIAN (5L)-FLAT			\$ 385									\$ 385	2	\$ 192	C
LEVEL 2 EMERGENCY VEHICLE TECHNICIAN (5M)-FLAT			\$ 2,269									\$ 2,269	3	\$ 756	C
LEVEL 3 EMERGENCY VEHICLE TECHNICIAN (5N)-FLAT			\$ 1,961			\$ 3,000						\$ 4,961	4	\$ 1,240	C
LIBRARIAN TRAINEE (LT)-FLAT					\$ 16,747							\$ 16,747	15	\$ 1,116	P
LIFEGUARD 1 (0A)-STEP			\$ 52,245			\$ 18,958					\$ 44,179	\$ 115,381	65	\$ 1,775	P
LIVING WAGE (LW)-N/A			\$ 16,061								\$ 649	\$ 16,710	26	\$ 643	P

FY 2010-11
COST OF PAY SUPPLEMENTS BY BARGAINING UNIT

PAY EXCEPTION CODE/ TYPE	AFSCME LOCAL 121- WATER AND SEWER	AFSCME LOCAL 1542 AVIATION	AFSCME LOCAL 199- GENERAL	AFSCME LOCAL 3292- SOLID WASTE	GSAF LOCAL 100- PROFESSIONALS	GSAF LOCAL 100- SUPERVISORS	IAFF-LOCAL 1403	PBA-RANK AND FILE	PBA-SUPERVISORY	TWU-LOCAL 291	NON-BARGAINING	TOTAL COST OF PAY SUPPLEMENT	NUMBER OF EMPLOYEES WITH SUPPLEMENT	AVERAGE COST OF SUPPLEMENT PER EMPLOYEE	CONTRACTUAL (C), PAY PLAN (P), STATE STATUTE (S) or (D) DISCONTINUED
LOGISTICAL SERVICES (0M)-STEP							\$ 74,665					\$ 74,665	22	\$ 3,394	C
MASTER TRUCK EQUIPMENT ASE (5I)-FLAT			\$ 1,577			\$ 9,730						\$ 11,307	12	\$ 942	P
MDTA SUPERVISOR INSTRUCTOR FOR RAIL (24)-STEP						\$ 4,894						\$ 4,894	2	\$ 2,447	C
MOSQUITO CONTROL - CERTIFICATION (24)-STEP			\$ 13,877									\$ 13,877	4	\$ 3,469	P
MOTORCYCLE PATROL DUTY (54)-STEP								\$ 109,000	\$ 8,293			\$ 117,293	36	\$ 3,258	C
NFPA PLAN EXAMINER 1 (8G)-PERCENT							\$ 20,177					\$ 20,177	12	\$ 1,681	C
NIGHT DIFFERENTIAL (69)-FLAT		\$ 48	\$ 12,480									\$ 12,528	11	\$ 1,139	C
NIGHT DIFFERENTIAL (21)-STEP					\$ 200,449	\$ 727,356	\$ 225,734	\$ 13,066,288	\$ 533,989		\$ 27,504	\$ 14,781,321	3,192	\$ 4,631	C
NIGHT DIFFERENTIAL (5)-STEP					\$ 3,913	\$ 29,538		\$ 42,550				\$ 76,001	33	\$ 2,303	C
NIGHT DIFFERENTIAL (68)-STEP	\$ 185,006	\$ 60,258	\$ 556,857									\$ 802,121	493	\$ 1,627	C
NON-SWORN SUPPORT (5B)-FLAT							\$ 144,400	\$ 812,080	\$ 20,800			\$ 977,280	479	\$ 2,040	C
OBSERVERS IN AIRCRAFT (48)-FLAT								\$ 2,940				\$ 2,940	4	\$ 735	C
PARALEGAL/LEGAL ASST. CERT. (2C)-STEP			\$ 1,376									\$ 1,376	1	\$ 1,376	P
PBA HAZARDOUS DUTY (43)-FLAT								\$ 15,284,375	\$ 792,875			\$ 16,077,250	5,014	\$ 3,206	C
POLICE ASSOCIATE ARTS (52)-FLAT								\$ 164,303	\$ 8,365			\$ 172,668	499	\$ 346	S
POLICE BACCALAUREATE DEGREE (53)- FLAT								\$ 27,550	\$ 2,290			\$ 29,839	53	\$ 563	S
POLICE CAPT,CORR LIEUTENANT, CAPTAIN (45)-FLAT									\$ 217,400			\$ 217,400	88	\$ 2,470	C
POLICE NOT CLSPD AS AIRCRAFT OPERATORS (63)-STEP								\$ 130,141				\$ 130,141	11	\$ 11,831	C
POLICE STANDARDS PAY (49)-FLAT								\$ 9,509	\$ 1,904			\$ 11,413	39	\$ 293	S
POSITIVE ATTITUDE CHANGE TOOL CERT. (2J)-STEP					\$ 44,183							\$ 44,183	20	\$ 2,209	P
PREMIUM PAY (4C)-FLAT	\$ 78,950	\$ 613,800	\$ 4,926,650	\$ 673,800	\$ 1,742,250	\$ 4,089,400		\$ 100		\$ 1,572,450	\$ 400	\$ 13,697,800	17,018	\$ 805	C
PREMIUM PAY (LC)-FLAT						\$ 100						\$ 1,760,250	2,072	\$ 850	P
PROFESSIONAL ENGINEER (0B)-STEP					\$ 148,954	\$ 101,633					\$ 57,483	\$ 308,071	80	\$ 3,851	P
PROGRAMMER 2 - ON CALL (25)-STEP	\$ 3,356		\$ 41,464			\$ 113,009						\$ 157,829	32	\$ 4,932	P
PROPERTY APPRAISER/CERT. (25)-STEP			\$ 101,096			\$ 11,909					\$ 4,188	\$ 117,134	46	\$ 2,546	C
PURCHASING OR CONTRACT															
PROCUREMENT CLASS. (1Z)-STEP	\$ 2,814		\$ 7,439		\$ 2,814	\$ 73,550					\$ 71,338	\$ 157,954	43	\$ 3,673	P
RAIL STRUCTURE INSPECTOR (0X)-STEP						\$ 9,772						\$ 9,827	7	\$ 1,404	P
REGISTERED GEOLOGIST (0J)-STEP					\$ 7,998	\$ 3,296				\$ 55	\$ 8,505	\$ 19,799	5	\$ 3,960	P
REGISTERED INTERIOR DESIGNER LICENSE (1Q)-STEP						\$ 16,382						\$ 16,382	5	\$ 3,276	P
SERGEANT-AT-ARMS (8N)-PERCENT								\$ 19,632				\$ 19,632	5	\$ 3,926	C
SOCIAL WORKER I (0R)-STEP					\$ 26,647							\$ 26,647	14	\$ 1,903	P
SOCIETY OF HUMAN RESOURCES MGMT. CERT. (1G)-STEP					\$ 26,048	\$ 4,290					\$ 157,365	\$ 187,704	48	\$ 3,911	P
SOLID WASTE TRAINING (0I)-STEP				\$ 1,706								\$ 1,706	16	\$ 107	P
SPECIAL INVESTIGATIVE DUTY (41)-FLAT								\$ 1,560				\$ 1,560	6	\$ 260	C
SPECIAL OPERATIONS-FIRE (ZA)-STEP							\$ 68,215					\$ 68,215	19	\$ 3,590	C
SPECIAL PROJECTS - FIRE CHIEF (8A)- PERCENT							\$ 91,438					\$ 91,438	26	\$ 3,517	C
SPECIAL RESPONSE TEAM (42)-STEP								\$ 229,579	\$ 42,770			\$ 272,349	79	\$ 3,447	C
STATE CERT.INSTRUCTORS-TRAINING DIVISION (8B)-PERCENT							\$ 69,555					\$ 69,555	34	\$ 2,046	C

FY 2010-11
COST OF PAY SUPPLEMENTS BY BARGAINING UNIT

PAY EXCEPTION CODE/ TYPE	AFCSCME LOCAL 121- WATER AND SEWER	AFCSCME LOCAL 1542- AVIATION	AFCSCME LOCAL 199- GENERAL	AFCSCME LOCAL 3292- SOLID WASTE	GSFAF LOCAL 100- PROFESSIONALS	GSFAF LOCAL 100- SUPERVISORS	IAFF-LOCAL 1403	PBA-RANK AND FILE	PBA-SUPERVISORY	TWU-LOCAL 291	NON-BARGAINING	TOTAL COST OF PAY SUPPLEMENT	NUMBER OF EMPLOYEES WITH SUPPLEMENT	AVERAGE COST OF SUPPLEMENT PER EMPLOYEE	CONTRACTUAL (C), PAY PLAN (P) STATE STATUTE (S) or (D) DISCONTINUED
STENO REPORTER - CERTIFIED (0C)-STEP			\$ 3,808			\$ 2,655						\$ 6,464	9	\$ 2,155	P
SUBSTANCE ABUSE PROFESSIONEL CERT. (1U)-STEP												\$ 5,860	1	\$ 5,860	P
SURVEY TECHNICIAN CERT. (1X)-STEP						\$ 5,005					\$ 5,860	\$ 5,005	2	\$ 2,503	P
TEMPORARY LEADWORKER (1T)-STEP					\$ 4,463	\$ 5,116				\$ 6	\$ 10,952	\$ 20,537	12	\$ 1,711	P
TR/TECHNICAL RESPONSE TRUCK (ZF)- STEP							\$ 105,912					\$ 105,912	53	\$ 1,998	C
TRADES (7)-STEP			\$ 1,399,206									\$ 1,399,206	556	\$ 2,517	C
TRADES ALLOWANCE - NON-UNION (18)- STEP			\$ 27,949									\$ 27,949	13	\$ 2,150	C
TRADES SUPERVISOR CONTRACTOR (0Q)- STEP			\$ 8,796			\$ 70,306					\$ 8,176	\$ 87,278	24	\$ 3,637	P
TRAFFIC TECH/SUPR.BENCH TECHNICIANS (0P)-STEP			\$ 21,396			\$ 10,898						\$ 32,295	12	\$ 2,691	P
TRASH TRUCK DRIVER 1 (0V)-STEP				\$ 56,951								\$ 56,951	65	\$ 876	C
TRT - MARINE (ZB)-STEP							\$ 153,001					\$ 153,001	90	\$ 1,700	C
UNDERWATER SEARCH AND RECOVERY (44)-STEP								\$ 66,085				\$ 66,085	25	\$ 2,643	C
W&S ON CALL (26)-STEP	\$ 121,052				\$ 10,896	\$ 245,130						\$ 377,077	70	\$ 5,387	C
WASTE EQUIPMENT OPERATOR (4D)-FLAT				\$ 4,480								\$ 4,480	12	\$ 373	C
WATER AND SEWER TRADES ALLOWANCE (11)-STEP	\$ 1,333,540											\$ 1,333,540	480	\$ 2,778	C
WATER/WASTEWATER TREATMENT PLANT OPERATOR LICENSE (1N)-STEP	\$ 46,371											\$ 46,371	21	\$ 2,208	P
WELDER 6G LEVEL CERT (WC)-STEP			\$ 32,362							\$ 14		\$ 32,376	15	\$ 2,158	P
Grand Total	\$ 2,240,327	\$ 2,213,381	\$ 9,579,464	\$ 752,903	\$ 2,713,212	\$ 6,430,496	\$ 42,551,219	\$ 62,110,669	\$ 4,759,209	\$ 1,686,780	\$ 2,428,971	\$ 137,466,633			

Contractual:	62
Pay Plan/Separate Union Agreement:	62
State Statute:	14
Discontinued:	2
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COMPENSATION & BENEFITS REVIEW AD HOC COMMITTEE

Chairperson: Commissioner Barbara J. Jordan

Thursday, May 31, 2012 at 9:00 A.M.

Stephen P. Clark Center, Rooms 18-3 & 4

SIGN-IN SHEET

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Ed Marquez	Deputy Mayor	
Mary Lou Pizzo	ISD	
Adeese Coeller	ISD	
Maria Soriano	D12	
Rochelle Boreland	D1	
Ryan Hawkins	D1	
Core Indira	D13	
Bellin Comay	D12	
Comm. Barbara Jordan	D1	
Comm. Esteban Boro	D13	
Comm. De "Lepé" Diaz	D12	
Maria Molte	Mayor's office	