



HR COMPENSATION CONSULTANTS, LLC

PO BOX 741210 BOYNTON BEACH, FL 33474

June 2, 2026

Lillian Rosa, Acting Director  
Human Resources and Administrative Services Dept.  
**CITY OF OAKLAND PARK**  
3650 NE 12th Avenue  
Oakland Park, FL 33334

Dear Lillian,

I am pleased to present the enclosed **CITY MANAGER PAY ANALYSIS REPORT** (May 2026) conducted by HR Compensation Consultants, LLC. This study was commissioned to evaluate the competitiveness of the City Manager's compensation relative to comparable municipalities across Broward County and to support informed decision-making regarding executive compensation.

As part of this project, we analyzed data from twelve peer cities, examining key factors including base salary, tenure, retirement benefits, insurance coverage, and executive perquisites. The findings underscore the importance of maintaining market-aligned compensation to ensure leadership stability, retain institutional knowledge, and support the City's long-term strategic initiatives. HRCC last conducted this work for the City in 2021.

The analysis confirms that Oakland Park's City Manager compensation is **generally competitive within the regional market**, with a base salary slightly above the median (\$321,526 compared to a median of approximately \$315,513) and a total compensation package exceeding \$425,000. The City also offers retirement contributions and insurance coverage consistent with peer practices. Notably, the City Manager's tenure—nearly 12 years—is the longest among surveyed municipalities, representing a significant asset in terms of organizational continuity and leadership stability.

At the same time, the report highlights increasing competition across South Florida for experienced executive leadership, with compensation trends rising accordingly. In response to these market dynamics and your City Manager's experience, qualifications, and performance, the study recommends consideration of targeted compensation adjustments. Specifically,



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it suggests maintaining or modestly increasing base salary within a competitive range of \$330,000 to \$345,000, along with potential enhancements to executive benefits such as an auto allowance, to further strengthen the overall compensation package.

In conclusion, this review affirms that Oakland Park's pay and pay package is positioned competitively, while also presenting an opportunity to proactively reinforce its commitment to retaining high-performing executive leadership. Continuing regular market evaluations—**recommended every three years**—will ensure sustained alignment with evolving compensation practices in the area.

If the Mayor or City Commissioners have questions regarding our assessment, I ask that they send their questions to you. This will ensure that HRCC can provide a coordinated response.

Respectfully submitted,

A handwritten signature in blue ink that reads "Katie Miller Busch".

Katie Miller Busch

GRP®, SHRM-SCP

VP, Lead Compensation Consultant

HR Compensation Consultants, LLC (HRCC) conducted a market review of the City Manager position to ensure Oakland Park’s compensation remains competitive with peer municipalities. The study included a survey of twelve cities across Broward County, focusing on tenure, base pay, retirement benefits, insurance coverage, and executive perquisites (perks). The last study was conducted in 2021.

Maintaining market-aligned pay is essential for leadership stability, operational continuity, and the City Commission’s ability to retain a high-performing executive. The analysis supports a City Commission decision to consider a pay adjustment for the City Manager.

## Key Market Findings

### Community and Organizational Context

HRCC included these organizations in our data set as we have in past surveys for City staff:

- |                     |                    |                     |
|---------------------|--------------------|---------------------|
| 1. Coconut Creek    | 2. Margate         | 3. Dania Beach      |
| 4. North Lauderdale | 5. Deerfield Beach | 6. Pompano Beach    |
| 7. Fort Lauderdale  | 8. Tamarac         | 9. Lauderdale Lakes |
| 10. Weston          | 11. Lauderhill     | 12. Wilton Manors   |

Broward County cities vary widely in size—and those surveyed range from under 12,000 residents to more than 190,000. Oakland Park falls on the smaller end of this range.

Median household incomes across the region range from \$50,006 to over \$125,000, with Oakland Park positioned near the average.

Millage rates among surveyed cities range from 3.35 to 8.60, with an average of 6.286; Oakland Park’s rate is below the group average.

Staffing levels vary significantly, from just over 100 to more than 2,000 full-time employees. Oakland Park operates with just over 300 employees, placing it in the lower-mid range of organizational size.

### **Monitoring Changes in Pay and Benefits**

Municipalities across South Florida continue to experience heightened competition for experienced executive leaders. City Managers with strong financial, operational, and community relations expertise are in high demand. Compensation trends reflect this increased competition.

The City Commission's practice of monitoring labor market changes (at least every five years) is sensible to ensuring that the City Manager's pay remains competitive to support:

- Retention of an employee with the technical and managerial expertise required for the job
- Continuity for long-term projects, including capital improvements and infrastructure planning
- Protection of institutional knowledge, which is especially critical in a small municipality

### **City Manager Tenure**

Tenure among the City Managers surveyed ranges from 1.1 to 10.7 years, with an average of just under 5 years. Oakland Park's City Manager, with nearly 12 years of service, has the longest tenure of all respondents. The level of continuity in service is a competitive advantage and reflects organizational stability.

### **Base Pay**

City Manager base salaries in the region range from just under \$210,000 to nearly \$400,000. The average is approximately \$300,000, and the median is \$315,513. Oakland Park's City Manager salary (\$321,526) is just above the median, which is generally competitive within the market.

It should be noted that five of these municipalities have City Managers with two or less years of service and pay that ranges from \$209,285 to \$350,000. Three of these five pay close to or above the Oakland Park City Managers current pay of \$321,526. See the light-yellow highlighted cells in the Survey Detail on Page 5.

### **Retirement Benefits**

Peer cities offer a mix of retirement structures, including: 401(a) defined contribution plans, 457 retirement plans, and the Florida Retirement System (FRS) or another defined benefit plan. Employer contributions vary widely, from modest matches to contributions exceeding 30% of salary. Oakland Park's employer contribution of 33.34% is consistent with competitive market practice, with four other cities contributing a similar percentage.

### **Insurance and Executive Perks**

All surveyed City Managers participate in medical insurance. Nine cities provide 100% employer-paid coverage, and three also cover 100% of dependent premiums. Others cover 80–90% of premiums. Oakland Park's coverage aligns with widespread practice.

Additional executive benefits across the market include:

- **Auto allowances** averaging \$7,627/year (Note: Oakland Park does not provide this benefit)
- **Cell phone allowances** averaging \$1,395/year
- **Professional dues, development, and travel allowances**, with some cities offering fixed annual stipends

These perks vary widely, averaging approximately \$9,000 (for auto and cell allowances) and are often used to enhance total compensation competitiveness.

### **Total Compensation Comparison**

The market data indicates that Oakland Park's City Manager compensation is **generally competitive**, particularly in:

- Base salary (slightly above median)
- Retirement contribution (consistent with competitive plans)
- Insurance coverage (aligned with majority practice)

The Total Compensation Comparison on page 7 shows where Oakland Park ranks amongst the survey respondents. In the chart on the left, the top three cities generally have larger populations and have the strongest pay positioning. In the chart on the right, Oakland Park's City Manager has the highest tenure among all those surveyed. Oakland Park is one of only three cities with total compensation above \$425,000 and tenure above six (6) years (Oakland Park, Pompano Beach, Margate). Maintaining a competitive total compensation package that supports retention and reflects the value of stable executive leadership is key.

## Recommendations

Based on the market findings, HRCC recommends that the City Commission:

1. **Maintain or increase the City Manager's current base salary within the competitive range**, ensuring continued alignment *above the market median and average*.
  - Increase *base pay* based on time in position, performance, and accomplishments
  - Given the combination of education and service / experience level of the Oakland Park incumbent (Masters' degree and Juris Doctorate and his long tenure) moving pay *above the average and median* would be considered reasonable
  - Target base pay in the range of \$330,000 - \$345,000 (*110% to 115% of average*)
2. **Consider targeted adjustments to executive perks** (e.g., auto allowance averaging \$7,200) if the Commission wishes to further strengthen total compensation competitiveness.
3. **Continue market reviews** to ensure ongoing alignment with local trends and evolving executive compensation practices, at least every three years.

Competitive compensation is an investment in operational continuity, strategic planning, fiscal responsibility, and community well-being as the City Manager plays a crucial role in the success and stability of the City of Oakland Park. Ensuring that compensation remains aligned with the market is not only a best practice in public-sector management but also a prudent decision for the City Commission.

## Exhibits

Survey Detail

Total Compensation Comparison

# OAKLAND PARK 2026 CITY MANAGER SURVEY

INFORMATION	OAKLAND PARK	COCONUT CREEK	DANIA BEACH	DEERFIELD BEACH	FORT LAUDERDALE	LAUDERDALE LAKES	LAUDERHILL	MARGATE	NORTH LAUDERDALE	POMPANO BEACH	TAMARAC	WESTON	WILTON MANORS	SUMMARY OF SURVEY RESPONDENTS I
Population	45,800	57,833	33,100	90,000	190,600	37,300	76,600	60,600	46,300	118,100	75,100	68,311	11,800	Cities in the surrounding area range widely in size, from small communities of under 12,000 residents to large municipalities exceeding 190,000. Oakland Park is on the smaller side relative to the communities included in the study.
Approximate Median Household Income	\$72,708	\$75,014	\$52,748	\$66,028	\$90,734	\$50,006	\$58,494	\$62,450	\$63,326	\$72,224	\$64,044	\$126,894	\$85,392	Approximate median household incomes vary significantly across these local cities, ranging from about \$50,006 to more than \$125,000. Oakland Park's median household income is around the average.
Millage Rate	5.6979	6.8988	5.9998	6.0018	4.1193	8.6000	7.4998	7.1171	7.4000	5.2181	7.0000	3.3464	6.2270	City millage rates show broad variation, with tax rates ranging from 3.35 mills to 8.60 mills, with an average of 6.286. Oakland Park's millage rate is on the lower side of the communities included in the study.
# of Full-Time Employees	307	459	175	375	2,069	111	618	426	227	367	439	353	115	Staffing levels differ substantially across the municipalities included in the study, ranging from just over 100 full-time employees to more than 2,000 full-time employees in the largest city. Oakland Park has just over 300 employees.
Years of Service (YOS) as City Manager	11.8	2.1	7.2	1.4	1.1	1.2	1.5	6.11	4.3	9.3	3.4	6.7	10.7	Years of service at the current top executive ranges from 1.1 years to 10.7 years with an average tenure of just under five (5) years. Oakland Park's City Manager with almost 12 years of service has the longest tenure amongst the organizations surveyed.
Annual Base Salary	\$321,526	\$318,552	\$315,547	\$244,400	\$350,000	\$209,285	\$327,737	\$316,669	\$230,000	\$398,636	\$315,479	\$294,793	\$283,388	The pay for the top executive in the surveyed communities ranges from just under \$210,000 to almost \$400,000. The average pay is approximately \$300,000 and the median is \$315,513. The Oakland Park City Manager's pay is just above the median of this group.
Pension / Retirement Plan Type(s)	401(a) Management Pension Plan	401(a) Defined Contribution Plan; 457(b) Plan	457(b) Plan	401(a) Defined Contribution Plan; 457 (b) Plan	FRS Senior Management Plan	401(a) Plan	Defined Contribution Plan	FRS Senior Management Plan	401(a) Defined Contribution Plan; 457 (b) Plan	Defined Benefit Pension Plan; 457 (b) Plan	Defined Benefit Pension Plan; 457 (b) Plan	401(a) Plan; 457 (b) Plan	FRS Senior Management Plan; 457 (b) Plan	Cities offer a wide range of executive retirement structures—including 401(a) defined contribution plans (which Oakland Park offers), 457 supplemental plans, FRS Senior Management, and defined benefit systems.
Pension / Retirement Employer Contribution(s) (% of annual salary or dollar amount)	33.24%	401(a) - ER contributes \$72,000 (2026 IRS annual max); 457 - ER contributes \$32,500 (2026 IRS annual max); Retirement HSA – ER contributes 1%	ER contributes match up to 3%	401(a) - ER contributes 15%; 457 - ER contributes up to 5%; Retirement HSA - ER contributes \$3,600/yr	ER contributes 34.74% (33.24% + 1.5% (which is 1/2 of the City Manager's 3% EE contribution))	18%	4%	33.24%	401(a) - ER contributes 14% + \$7,500; 457 - ER contributes \$15,000	Pension Plan - ER contributes 10%; 457 - ER contributes 0%	Pension Plan - ER contributes 30.23% (ER covers both the ER contribution of 20.23% and EE contribution of 10%); 457/Roth - ER contributes \$35,750	\$70,000	FRS - ER contributes 33.24%; 457 - ER contributes 0%	City employer contributions to these plans vary substantially from modest percentage matches to highly competitive packages exceeding 30% of salary or fixed annual contributions at IRS maximums. Oakland Park's contributions at 33.34% of salary is a standard contribution amongst these studied communities.
	33.24%	33.80%	3.00%	21.47%	34.74%	18.00%	4.00%	33.24%	23.78%	10.00%	41.56%	23.75%	33.24%	

# OAKLAND PARK 2026 CITY MANAGER SURVEY

INFORMATION	OAKLAND PARK	COCONUT CREEK	DANIA BEACH	DEERFIELD BEACH	FORT LAUDERDALE	LAUDERDALE LAKES	LAUDERHILL	MARGATE	NORTH LAUDERDALE	POMPANO BEACH	TAMARAC	WESTON	WILTON MANORS	SUMMARY OF SURVEY RESPONDENTS I
<b>Medical Insurance: % of Total Premium Paid by Employer</b>	100% Employee Only	100% Employer-Paid (if on base HDHP plan - HSA - ER contributes \$5,400 (2026 IRS annual max))	84% Employee Only	90% Employee Only	100% Employee + Family	100% Employee Only	100% Employee Only	80% Employee Only	100% Employee Only	100% Employee Only	100% EE + Dependents (health, dental, and vision)	100% Employee + Family	100% Employee Only	All City Managers elect to participate in medical insurance coverage. Nine (9) of the cities surveyed provide 100% employer-paid medical coverage for the City Manager, and three (3) of those also cover 100% of dependent premiums. The other three (3) cities cover between 80% to 90% of the healthcare premium cost.
<b>Vehicle - Provided; Annual Allowance; None</b>	None Provided	\$ 7,200	\$ 7,200	\$ 7,200	Vehicle Provided	\$ 8,280	\$ 9,360	Vehicle Provided	Vehicle Provided	\$ 7,200	\$ 7,200	\$ 9,000	\$ 6,000	Three (3) of the surveyed cities offer a take-home vehicle; nine (9) cities provide an auto allowance ranging from \$6,000/yr to 9,360/yr, with an average of \$7,627/yr. This benefit is not offered to the Oakland Park City Manager.
<b>Cell Phone - Provided; Annual Allowance; None</b>	\$900	\$ 900	\$ 1,500	Cell Phone Provided	\$ 2,400	\$ 2,400	\$ 1,200	None Provided	\$ 720	Cell Phone Provided	\$ 1,020	None Provided	\$ 1,020	Two (2) communities surveyed provide a city-issued cell phone, while eight (8) organizations provide an annual cell phone allowance ranging from \$720/yr to \$2,400/yr, with an average of \$1,395/yr. Only two (2) cities do not offer a cell phone benefit.
<b>Expense Allowance - Annual Allowance; Description; None</b>	Registration, travel, and subsistence for conferences, meetings, and training; professional dues and subscriptions; job-related expenses	Professional development costs, including travel, training, and attendance at conferences and meetings; professional memberships, dues, and subscriptions; job-related expenses	\$ 6,000	Professional dues and subscriptions; professional development	Reasonable professional dues and subscriptions	\$ 1,200	\$ 9,000	Professional memberships, dues, and subscriptions; covers travel and related expenses for conferences, meetings, and official functions; professional development costs	Professional dues and fees	None Provided	Expense Allowance: \$4,500; Benefit Option: \$2,000; Longevity: \$2,200	None Provided	Professional dues and subscriptions; professional and officials travel expenses (subject to annual budget approval); general job-affiliated expenses (subject to Commission approval)	City Manager expense benefits generally include professional dues and subscriptions, professional development costs, and travel for conferences or official functions. Four (4) organizations provide annual expense allowances ranging from \$1,200/yr to \$9,000/yr with an average of \$5,175/yr. One city indicated they also offer a benefit option and longevity pay. Two organizations indicated they do not offer this benefit.
<b>Name of Person Completing Survey</b>	Lillian Rosa	Laeticia M. Larrieux	Mitzie Spear	Shelly-Ann Sampson	Jerome Post	Tara Williams	CiCi Krempler	Laurie Meyer	Heather Verga	Lisa Sonogo	Nora Carles	Don Decker	Nick Estes	
<b>Title / Position</b>	Acting HR Director	Benefits Program Manager	Benefits & Compensation Specialist	HR Assistant	HR Director	Director of Human Resources and Risk Management	HR Director/Risk Manager	HR Director	HR Manager	Human Resources Director	Assistant Human Resources Director	City Manager/CEO	Assistant Director, Human Resources and Risk Management	

\*\*Approximate Median Household Income Source: U.S. Census Bureau (data.census.gov)

# TOTAL COMPENSATION DATA

ORDERED BY TOTAL COMP (BASE, BENEFITS & PERKS)

CITY	POP	BASE	TOTAL COMP	TENURE
FORT LAUDERDALE * <sup>1</sup>	190,600	\$350,000	<b>\$481,190</b>	1.1
TAMARAC *	75,100	\$315,479	<b>\$454,818</b>	3.4
POMPANO BEACH * <sup>2</sup>	118,100	\$398,636	<b>\$445,700</b>	9.3
COCONUT CREEK	57,833	\$318,552	<b>\$434,338</b>	2.1
<b>OAKLAND PARK</b>	<b>45,800</b>	<b>\$321,526</b>	<b>\$429,302</b>	<b>11.8</b>
MARGATE * <sup>1</sup>	60,600	\$316,669	<b>\$429,130</b>	6.1
WILTON MANORS *	11,800	\$283,388	<b>\$384,606</b>	10.7
<b>AVERAGES</b>	<b>72,137</b>	<b>\$300,374</b>	<b>\$378,586</b>	<b>4.6</b>
WESTON	68,311	\$294,793	<b>\$373,793</b>	6.7
LAUDERHILL	76,600	\$327,737	<b>\$351,406</b>	1.5
DANIA BEACH	33,100	\$315,547	<b>\$333,713</b>	7.2
DEERFIELD BEACH <sup>2</sup>	90,000	\$244,400	<b>\$304,080</b>	1.4
NORTH LAUDERDALE <sup>1</sup>	46,300	\$230,000	<b>\$292,620</b>	4.3
LAUDERDALE LAKES	37,300	\$209,285	<b>\$257,636</b>	1.2

ORDERED BY TENURE IN JOB

CITY	TOTAL COMP	TENURE
<b>OAKLAND PARK</b>	<b>\$429,302</b>	<b>11.8</b>
WILTON MANORS *	\$384,606	10.7
POMPANO BEACH * <sup>2</sup>	<b>\$445,700</b>	9.3
DANIA BEACH	\$333,713	7.2
MARGATE * <sup>1</sup>	<b>\$429,130</b>	6.1
WESTON	\$373,793	6.7
<b>AVERAGES</b>	<b>\$378,586</b>	<b>4.6</b>
NORTH LAUDERDALE <sup>1</sup>	\$292,620	4.3
TAMARAC *	<b>\$454,818</b>	3.4
COCONUT CREEK	<b>\$434,338</b>	2.1
LAUDERHILL	\$351,406	1.5
DEERFIELD BEACH <sup>2</sup>	\$304,080	1.4
LAUDERDALE LAKES	\$257,636	1.2
FORT LAUDERDALE * <sup>1</sup>	<b>\$481,190</b>	1.1

- Defined Benefit Retirement Plan
- To calculate Total Comp, used \$7,200 if a vehicle was provided<sup>1</sup> and \$1,395 if a cell phone was provided<sup>2</sup>