



CONDREY &  
ASSOCIATES, INC.

*A Human Resources Consulting Company*

September 10, 2012

Mr. Ramiro Inguanzo  
Director of Human Resources and Labor Relations  
City of Miami Beach  
1700 Convention Center Drive  
Miami Beach, Florida 33139

Dear Mr. Inguanzo:

As we discussed, I am happy to provide information concerning updating the salary scales presented in our August 2009 report. In order to bring these scales to current compensation levels, we recommend that they be increased by 5%. This 5% adjustment is based on the cumulative increase in the Employment Cost Index since 2009.

I hope this information is helpful to you. Please do not hesitate to contact me if I may provide further information.

Sincerely,

Stephen E. Condrey, Ph.D.  
President