



# Evergreen Solutions, LLC

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July 24, 2020

Dear KIFAH ALKHATIB:

As you may know, Flagler County's Human Resources Department conducted a market-based compensation study with the assistance of Evergreen Solutions, LLC. Evergreen Solutions met with several members of the Flagler County leadership team over the course of the study, and the feedback they provided was extremely valuable for ensuring the County's concerns regarding job classification and compensation were addressed. Evergreen has developed a set of recommendations for updating the County's pay practices to ensure the County is paying employees in an equitable manner when compared to other Florida Counties.

The changes resulting from implementing Evergreen Solutions' recommendations are as follows:

1. Adopt two new pay plans adjusted for current market conditions. One pay plan is for non-exempt employees, while the other plan holds exempt employees.
2. All positions were assigned pay grades that are competitive with respect to the labor market, and fair with respect to the division of work at Flagler County. Comparisons were made to other Florida coastal counties of a similar size.
3. As a result of the desk audit process conducted by Evergreen, some employees may be assigned new position titles to best reflect their actual job duties and responsibilities.
4. Some employees received salary adjustments to ensure that everyone falls equitably into the new salary structure. Pay adjustments were determined as follows:
  - Each employee's salary that is below the recommended minimum of their new pay grade will be adjusted to fall within their new pay grade.
  - Employee salaries will then be adjusted by having employees maintain their current compa ratio in their new pay range. Compa ratio is a measure of salary progression vs. the midpoint of the salary range. For example, if you were at the midpoint of your previous range, you would also be assigned to the midpoint of your new range. No salaries were recommended to decrease as a part of this study.

The manner in which these changes apply specifically to you are summarized in the following table:

Current	Recommendations
<b>Current Title:</b> Public Works Director/County Engineer	<b>Recommended Title:</b> Public Works Director/County Engineer
<b>Hourly Rate of Pay:</b> \$75.91	<b>Recommended Hourly Rate of Pay:</b> \$77.05
<b>Salary:</b> \$157892.8	<b>Recommended Salary:</b> \$160261.19

Please note that this letter is provided to inform you of the changes effective September 27, 2020 provided this is approved with the budget by the Commission. If you believe that there has been an error in your title assignment or in your pay adjustments, please contact your Human Resources Department.

We wish you all the best.

Sincerely,



Dr. Jeffrey Ling [matt@hookmd.com](mailto:matt@hookmd.com)  
Executive Vice President  
Evergreen Solutions, LLC

