

Market Summary for Flagler County, FL

FINAL REPORT



Evergreen Solutions, LLC

August 17, 2018

Executive Summary

In the spring of 2018, Flagler County, Florida (the “County”) hired Evergreen Solutions, LLC (“Evergreen”) to conduct a public market survey in order to ensure the County was able to continue recruiting and retaining high quality employees. A salary survey requested data on fifty-three (53) jobs from 24 peer organizations. Eighteen (18) organizations responded to the survey and provided information on pay ranges and actual pay levels. Evergreen analyzed the survey data compared to the County’s current compensation practices and determined the following:

- The County utilizes a classification structure, ranges, and levels similar to its peers.
- On average, the County falls behind its public peers at the range minimum, midpoint, and maximum.
- The County’s average actual salary gap significantly impacts a number of non-exempt positions in the trades, fire and rescue, and other support classifications.

Based on these findings, Evergreen recommended the following changes to the County current compensation practices:

Recommendation 1: Evergreen recommends the County adopt a new, step-based compensation plan for all employees, and adjust its starting salary rates for each grade to account for the gap to the market average.

Recommendation 2: Evergreen recommends the County adjust the pay grade assignments of 82 classifications.

Recommendation 3: Transition employee salaries on to the new step plan.

In addition, Evergreen advised that the County should address one current FLSA issue and continue to monitor the market for changes in market positioning.



Market Analysis Report

A market survey is one of the best and most direct methods of determining the relative competitive position of an organization in the marketplace. A study of this nature focuses on the average salaries and salary ranges offered by the market for a sample of benchmark positions. This data is then used to evaluate overall structure, summarize market competitiveness, and capture the current highs and lows of the pay plan at a fixed point in time. This methodology is used to provide an overall analysis and not to evaluate salaries for individual positions. Market comparisons do not translate well at the individual level because individual pay is determined by a variety of factors, such as demand for the type of job, individual ability, prior experience, and level of education.

This market survey should be considered a snapshot in time. Market conditions can change quickly; therefore, in order to keep the salary structure up-to-date, market comparisons should be made at regular intervals.

SALARY SURVEY METHODOLOGY

The market survey consisted of collecting salary information from public sector peers in the County's competitive market utilizing a survey tool created by Evergreen. The survey asked for salary information relating to 53 classifications. Evergreen utilized a process called benchmarking to select a subset of the County's classifications to be surveyed. The desired outcome of benchmarking is to select a cross-section of the County's classifications to ensure that the surveyed positions include all areas and pay grades at the County. This allows the compensation system as a whole to be analyzed.

The classification title, a brief description of assigned duties, and the education and experience requirements were provided in the survey for each benchmarked classification. The survey tool asked participants to provide for each benchmark: the title of the matching position at their organization, a rating of how well their position matched the surveyed position in terms of the duties and requirements listed within the survey, the salary range minimum and maximum of the matching position, as well as the average salary for any incumbents in the matching position.

Twenty-four (24) organizations were surveyed and made up the public-sector market peers. Criteria for selecting market peer organizations included public organizations who were within commuting distance of the County, as well as organizations across the state which possessed similar demographics and served as strong comparisons in terms of services rendered and organizational size. Eighteen (18) of the twenty-four peers responded to Evergreens requests for information with usable data. **Exhibit A** lists the participant organizations. Due to several of the participant organizations residing in different areas across the state, a regional cost of living adjustment was applied to all salaries of organizations outside of Flagler County. This cost of living adjustment ensured that all



organizations' salaries were compared in terms of the spending power an individual would have within Flagler County.

**EXHIBIT A
RESPONDING PUBLIC ORGANIZATIONS**

Participant Organizations	
Alachua County	Sumter County
Bay County	Volusia County
Highlands County	City of Gainesville
Indian River County	City of Jacksonville
Lake County	City of Ocala
Marion County	City of Orlando
Santa Rosa County	City of Palm Coast
Seminole County	City of Port Orange
St. Johns County	City of St. Augustine

SALARY SURVEY RESULTS

Exhibit B summarizes the salary data that Evergreen received from peer organizations. The respondents' average minimum, midpoint, and maximum salary is provided for each classification, along with the percent difference between the market average and the County's current minimum, midpoint, and maximum. The County's classifications that are listed with a positive percent difference were found to be above the market average, while classifications with a negative percent difference were found to be below the market average. For each classification, **Exhibit B** also displays the number of respondents and the respondents' average range spread (i.e., the percentage difference between the average minimum and maximum salaries of the respondents, relative to the minimum).

EXHIBIT B
SURVEY RANGE AVERAGES AND DIFFERENTIALS

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff		
1	Accountant I	\$ 39,782.91	-6.8%	\$ 51,377.05	-5.7%	\$ 62,971.18	-5.0%	58.3%	12.0
2	Accounting Clerk	\$ 26,932.21	-0.5%	\$ 34,884.20	0.6%	\$ 42,836.19	1.3%	59.0%	15.0
3	Administrative Assistant	\$ 29,020.09	1.5%	\$ 38,220.04	0.9%	\$ 47,419.99	0.5%	63.4%	17.0
4	Airport Director	\$ 64,774.81	14.1%	\$ 85,281.02	15.0%	\$ 105,787.23	15.6%	63.3%	3.0
5	Benefits and Wellness Manager	\$ 47,526.00	-27.6%	\$ 62,640.10	-28.9%	\$ 77,754.21	-29.7%	63.6%	11.0
6	Budget Analyst	\$ 40,752.39	-9.4%	\$ 53,529.43	-10.1%	\$ 66,306.47	-10.6%	62.6%	13.0
7	Building Inspector	\$ 38,158.18	-4.8%	\$ 49,758.30	-4.7%	\$ 61,358.41	-4.7%	60.7%	16.0
8	Chief Pilot	\$ 42,561.29	31.7%	\$ 54,899.32	32.2%	\$ 67,237.34	32.5%	57.9%	2.0
9	Custodian/Maintenance Technician	\$ 22,442.77	-6.1%	\$ 28,693.15	-2.9%	\$ 34,943.53	-1.0%	55.8%	15.0
10	Deputy County Administrator	\$ 96,980.80	-14.7%	\$ 126,205.85	-9.9%	\$ 155,430.89	-7.2%	60.4%	11.0
11	Deputy County Attorney	\$ 85,209.97	-0.8%	\$ 110,463.04	3.8%	\$ 135,716.11	6.4%	59.4%	10.0
12	E911 GIS Specialist	\$ 38,398.00	10.6%	\$ 50,367.02	10.0%	\$ 62,336.05	9.6%	62.3%	17.0
13	Economic Development Director	\$ 81,428.59	-8.0%	\$ 106,505.11	-6.1%	\$ 131,581.63	-5.0%	61.6%	13.0
14	Emergency Management Planner	\$ 40,291.57	16.1%	\$ 53,480.92	10.0%	\$ 66,670.28	5.9%	65.4%	11.0
15	Emergency Services Director	\$ 69,465.25	-4.9%	\$ 91,845.92	-6.9%	\$ 114,226.59	-8.1%	64.4%	13.0
16	Engineering Inspector	\$ 38,157.94	-7.5%	\$ 49,974.48	-7.9%	\$ 61,791.01	-8.1%	61.8%	12.0
17	Equipment Operator I	\$ 26,214.75	-18.1%	\$ 34,091.71	-17.0%	\$ 41,968.66	-16.3%	60.0%	18.0
18	Equipment Operator II	\$ 27,780.84	-14.0%	\$ 35,747.85	-11.9%	\$ 43,714.87	-10.6%	57.2%	16.0
19	Equipment Operator III	\$ 29,936.18	-11.7%	\$ 39,198.16	-11.7%	\$ 48,460.14	-11.7%	61.7%	18.0
20	Equipment Operator IV	\$ 30,320.34	10.6%	\$ 39,355.46	11.1%	\$ 48,390.59	11.4%	59.5%	12.0
21	Executive Administrative Assistant	\$ 38,326.14	10.8%	\$ 49,760.03	11.1%	\$ 61,193.91	11.3%	59.6%	16.0
22	Battalion Chief	\$ 62,419.69	-	\$ 79,250.51	-	\$ 96,081.33	-	53.5%	14.0
23	F/R Firefighter/Paramedic Lieutenant	\$ 50,276.11	-14.0%	\$ 61,255.65	-6.8%	\$ 72,235.20	-2.3%	43.5%	13.0
24	Financial Services Director	\$ 84,398.58	-12.0%	\$ 111,054.94	-10.6%	\$ 137,711.31	-9.9%	63.2%	15.0
25	Fire Rescue Deputy Chief	\$ 69,588.14	-23.3%	\$ 90,975.28	-24.0%	\$ 112,362.41	-24.5%	61.4%	15.0
26	Fire Rescue Division Chief	\$ 79,738.51	-5.8%	\$ 105,686.96	-5.3%	\$ 131,635.42	-5.0%	65.1%	11.0
27	Firefighter/EMT 56 hour	\$ 35,180.44	-0.9%	\$ 45,930.72	1.6%	\$ 56,681.01	3.1%	60.9%	15.0



EXHIBIT B
SURVEY RANGE AVERAGES AND DIFFERENTIALS (Continued)

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey	# Resp.
		Average	% Diff	Average	% Diff	Average	% Diff	Avg Range	
28	General Services Director	\$77,833.93	-3.3%	\$102,001.29	-1.6%	\$126,168.65	-0.6%	62.0%	8.0
29	Innovation Technology Director	\$82,804.11	-9.9%	\$109,347.97	-8.9%	\$135,891.83	-8.4%	64.2%	12.0
30	IT Support Specialist	\$35,353.79	-4.3%	\$47,034.05	-6.2%	\$58,714.32	-7.5%	65.8%	14.0
31	Legal Assistant	\$33,490.13	8.0%	\$43,155.88	9.2%	\$52,821.63	9.9%	57.6%	11.0
32	Library Director	\$69,202.19	-18.4%	\$91,872.33	-20.9%	\$114,542.47	-22.5%	65.3%	7.0
33	Mechanic I	\$28,201.74	-10.3%	\$37,546.90	-12.0%	\$46,892.07	-13.0%	66.0%	16.0
34	Mechanic II	\$31,813.02	6.2%	\$41,712.42	5.8%	\$51,611.82	5.5%	62.1%	12.0
35	Mechanic III	\$33,769.67	7.2%	\$44,551.80	6.2%	\$55,333.93	5.6%	63.7%	13.0
36	Office Manager	\$35,990.34	-12.5%	\$47,319.26	-13.2%	\$58,648.17	-13.6%	63.1%	8.0
37	Paralegal	\$37,250.57	22.4%	\$48,042.13	19.2%	\$58,833.69	16.9%	57.8%	13.0
38	Paramedic-56 hour	\$36,068.90	-0.4%	\$46,326.13	3.6%	\$56,583.36	6.0%	56.9%	6.0
39	Park Ranger	\$30,575.56	-25.4%	\$39,786.07	-24.5%	\$48,996.57	-23.9%	60.4%	6.0
40	Parks & Recreation Manager	\$53,697.30	-11.8%	\$70,973.13	-19.4%	\$88,248.95	-24.6%	64.4%	11.0
41	Planner I	\$39,722.30	17.3%	\$52,022.54	12.5%	\$64,322.78	9.2%	61.9%	17.0
42	Planning Director	\$71,845.54	-15.3%	\$94,532.56	-16.7%	\$117,219.57	-17.7%	63.1%	16.0
43	Procurement Analyst	\$35,732.35	-5.4%	\$46,896.81	-5.9%	\$58,061.28	-6.3%	62.4%	15.0
44	Project Managers/Civil Engineers	\$54,542.60	-13.6%	\$71,609.58	-20.5%	\$88,676.56	-25.2%	62.6%	13.0
45	Public Information Officer	\$53,368.61	-11.1%	\$71,006.56	-19.5%	\$88,644.50	-25.2%	66.2%	11.0
46	Public Works Director/County Engineer	\$89,160.97	-5.4%	\$117,786.66	-2.6%	\$146,412.35	-1.0%	64.2%	17.0
47	Purchasing Manager	\$56,912.09	-6.9%	\$74,575.22	-7.7%	\$92,238.35	-8.2%	62.0%	15.0
48	Tourism Director	\$56,342.03	9.6%	\$74,034.55	8.6%	\$91,727.07	7.9%	62.9%	6.0
49	Tradesworker I	\$26,822.86	-10.0%	\$35,418.84	-10.8%	\$44,014.83	-11.3%	64.0%	14.0
50	Tradesworker III	\$31,007.77	3.1%	\$41,300.55	1.2%	\$51,593.34	0.1%	66.2%	12.0
51	Utility Systems Operator	\$30,928.42	3.3%	\$41,865.90	-0.1%	\$52,803.39	-2.2%	70.4%	14.0
52	Veteran Services Counselor	\$31,250.88	-10.0%	\$41,210.80	-10.8%	\$51,170.72	-11.4%	63.8%	8.0
53	Veteran's Services Officer	\$39,281.38	18.2%	\$52,784.17	11.2%	\$66,286.95	6.4%	68.8%	10.0



In addition to gathering salary ranges from peer organizations for comparison, the average actual salary paid to incumbents in each classification was requested from peer organizations. Of the eighteen responding organizations, nine were able to provide this additional data for comparison with the County. The classifications with a differential of 15 percent or more below the peer average actual pay level include:

- Equipment Operator I, II, and III
- F/R Firefighter/Paramedic Lt
- F/R Deputy Chief
- General Services Director
- IT Support Specialist
- Park Ranger
- Park and Recreation Manager
- Procurement Analyst
- Public Information Officer
- Purchasing Manager
- Tradesworker I, III

Salary Survey Findings

The robust response to the salary survey allows Evergreen to make several statements regarding the market responsiveness of the County’s salary structure. Based on the salary survey results, these conclusions can be drawn:

- On average, the market results indicate that the County falls behind the average of its public peers at minimum, midpoint, and maximum.
- The County utilizes a classification structure, ranges, and levels similar to its peers.
- The County’s average actual salary gap significantly impacts a number of non-exempt positions in the trades, fire and rescue, and other support classifications.

COMPENSATION RECOMMENDATIONS

The market comparison revealed that the County currently lags the market, on average, by four to five percent across its salary ranges. As a result, in order to ensure that the County is best positioned to recruit and retain a quality workforce, it is necessary to adjust the current compensation structure to address the market gap. Furthermore, Evergreen held several discussions with the County project management team, and additional compensation needs were identified that could also be addressed through an update or change to the current structure.

Recommendation 1: Evergreen recommends the County adopt a new, step-based compensation plan for all employees, and adjust its starting salary rates for each grade to



account for the gap to the market average.

Evergreen has developed a new step-based pay plan for the County's consideration, which retains the same salary grade naming conventions as currently in use but adjusts the starting rate for each grade to reflect the results of the market survey. Specific structural changes included:

- Beginning the pay plan at 12 dollars per hour, or \$24,960 annually, to ensure the County provides a wage commensurate with the starting rate of peer organizations. This adjustment renders grades 28-31 obsolete on the new compensation plan.
- Adjustment to the fire department pay grades to alleviate salary compression between ranks
- Design of 26 steps for each pay grade, with a standard increment of 2.0 percent between each step.

The adjusted minimum, midpoint, and maximum of each range is displayed in **Exhibit C**. The full details of the step plan, including the value of each step by each grade, has been provided to the County under a separate cover.



**EXHIBIT C
PROPOSED PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread
32	\$24,960.00	\$32,954.76	\$40,949.53	64%
33	\$26,841.36	\$35,438.73	\$44,036.10	64%
34	\$28,129.92	\$37,140.02	\$46,150.12	64%
35	\$29,833.44	\$39,389.18	\$48,944.92	64%
36	\$30,947.28	\$40,859.79	\$50,772.29	64%
37	\$33,589.92	\$44,348.87	\$55,107.82	64%
38	\$34,048.56	\$44,954.42	\$55,860.27	64%
39	\$35,599.20	\$47,001.73	\$58,404.26	64%
40	\$37,259.04	\$49,193.22	\$61,127.40	64%
41	\$38,220.00	\$50,461.98	\$62,703.96	64%
42	\$39,115.44	\$51,644.23	\$64,173.03	64%
43	\$42,086.97	\$55,567.56	\$69,048.14	64%
44	\$45,121.44	\$59,573.97	\$74,026.50	64%
45	\$48,342.48	\$63,826.72	\$79,310.97	64%
46	\$51,498.72	\$67,993.91	\$84,489.11	64%
99	\$17,777.76	\$23,472.03	\$29,166.30	64%
301	\$34,911.24	\$46,093.41	\$57,275.59	64%
302	\$36,606.57	\$48,331.76	\$60,056.96	64%
303	\$37,705.40	\$49,782.55	\$61,859.70	64%
304	\$33,843.81	\$44,684.08	\$55,524.36	64%
305	\$34,754.27	\$45,886.16	\$57,018.06	64%
400	\$44,863.46	\$59,233.35	\$73,603.25	64%
401	\$49,863.46	\$65,834.87	\$81,806.28	64%
402	\$59,863.46	\$79,037.90	\$98,212.34	64%
500	\$38,977.27	\$51,461.81	\$63,946.35	64%
506	\$50,428.56	\$66,580.98	\$82,733.40	64%
509	\$51,933.71	\$68,568.23	\$85,202.75	64%
512	\$55,888.56	\$73,789.83	\$91,691.11	64%
514	\$59,263.26	\$78,245.46	\$97,227.66	64%
515	\$61,392.24	\$81,056.36	\$100,720.48	64%
517	\$65,454.48	\$86,419.75	\$107,385.01	64%
519	\$69,516.72	\$91,783.13	\$114,049.55	64%
521	\$79,148.16	\$104,499.55	\$129,850.95	64%
523	\$84,835.58	\$112,008.66	\$139,181.75	64%
525	\$100,000.00	\$127,500.00	\$155,000.00	55%

Based on the peer market data, the recommended step plan should include two percent differentials between the steps to ensure regular as well as market responsive movement through the proposed ranges over time. While adoption of the recommended pay plan will ensure market competitive ranges for the majority of classifications within the County, some areas of the County lagged the market further than others, and as a result additional adjustment is necessary to ensure these areas are also market competitive.

Recommendation 2: Evergreen recommends the County adjust the pay grade assignments of 82 classifications.

Appendix I details the pay grade assignments for all classifications in the organization, listing each class, the proposed grade, as well as the proposed minimum, midpoint, and maximum.

Once all classifications have been assigned to the new pay plan, the final step to adopt and implement the proposed structure is to transition all employees into their new ranges. While the salary grade assignments for most classifications may not have changed, all salary ranges were adjusted upward to address the market gap.

Recommendation 3: Transition employee salaries on to the new step plan.

Evergreen has developed two alternatives for the County's consideration which vary in approach, but both achieve the goal of transitioning employee salaries into the new proposed ranges.

The first alternative is a **bring to minimum or 3 percent increase** approach, where employee salaries are compared against the minimum of their proposed range, and if the employee's salary falls below the minimum, they receive an adjustment up to the minimum salary. Furthermore, all employees receive a 3 percent salary adjustment, with the exception of those employees who moved by more than 3 percent to reach their new minimum. This acts as a general 3 percent across the board, except for those employees who require an additional increase to ensure they receive a salary of at least their range minimum. In this methodology, employee salaries would be allowed to fall between assigned steps in the first year of implementation, and the County would need to address this in subsequent years of implementation to ensure all employees have a salary that aligns with a defined step.

The second alternative is a **bring to closest step** adjustment, where employee salaries are compared against the proposed steps of their assigned grade. The step with the closest, higher salary than the employee's current salary is then assigned to the employee. This serves as a way to round employees' current salaries onto a proposed step, without reducing any salary.

While the options shown above represent possible paths to implementation of the step plan, the County may consider alternative methods to transition employee salaries. Any methodology adopted should aim to align with the County's current compensation philosophy and meet the availability of financial resources to enact change.

ADMINISTRATION & MAINTENANCE RECOMMENDATIONS

In addition to performing the comprehensive compensation study of all classifications, Evergreen was tasked with performing a FLSA (Fair Labor Standards Act) exemption review of the Adult Day Care Program Manager classification.

Recommendation 4: Based on the information provided by the County, Evergreen recommends this classification be exempt for overtime.

The County's compensation and classification system will need periodic maintenance. The recommendations provided to improve the competitiveness of the compensation and classification structure were developed based on conditions at the time the data was collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

Recommendation 5: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make adjustments to pay grade assignments if necessary.

While it is unlikely that the pay plan as a whole will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the County should collect pay range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). Given the establishment of the peer comparison group included within this study, it would be appropriate for the County to leverage this same group as a baseline for comparison in the future; however, the County may also find that segmenting the market, or selection of specific peers, may be critical when assessing particular positions to ensure the County's compensation is competitive to its most relevant market peers.

Recommendation 6: Conduct a comprehensive compensation and classification study every three to five years.

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full compensation and classification study be conducted every three to five years to preserve both internal and external equity for the County. Changes to compensation and classification do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the County in less than a desirable position for recruiting and retaining quality employees.

While the previous recommendation is intended to maintain the competitiveness over time of particular classifications and the compensation and classification structure as a whole, it is also necessary to review and if necessary establish guidelines for determining equitable pay practices for employees.

CONCLUSION

The recommendations in this report establish a compensation system that would place the County at its desired market position. By implementing the new competitive pay plan and supportive administration practices the County will have a responsive compensation and structure for years to come. While the upkeep of these recommended systems will require work, the County will find that having a competitive compensation plan that encourages strong recruitment and employee retention is well worth this commitment.



Appendix I

Classification	Grade	Minimum	Midpoint	Maximum
Receptionist	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Maintenance Technician I	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Transportation Driver	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Adult Day Care Certified Nurses Asst. (CNA-CS)	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Adult Day Care LPN	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Library Assistant I	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Maintenance Technician II	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Staff Assistant II	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Equipment Operator I	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Case Coordinator	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Tradesworker I	32	\$ 24,960.00	\$ 32,954.76	\$ 40,949.53
Custodian/Maintenance Technician	33	\$ 26,841.36	\$ 35,438.73	\$ 44,036.10
Airport Attendant	33	\$ 26,841.36	\$ 35,438.73	\$ 44,036.10
Library Assistant II	33	\$ 26,841.36	\$ 35,438.73	\$ 44,036.10
Park Ranger	33	\$ 26,841.36	\$ 35,438.73	\$ 44,036.10
Equipment Operator II	34	\$ 28,129.92	\$ 37,140.02	\$ 46,150.12
Senior Services Program Aide	34	\$ 28,129.92	\$ 37,140.02	\$ 46,150.12
Traffic Sign Technician	34	\$ 28,129.92	\$ 37,140.02	\$ 46,150.12
Equipment Operator III	34	\$ 28,129.92	\$ 37,140.02	\$ 46,150.12
Transportation Dispatch Clerk	35	\$ 29,833.44	\$ 39,389.18	\$ 48,944.92
Accounting Clerk	35	\$ 29,833.44	\$ 39,389.18	\$ 48,944.92
Economic Development Specialist	35	\$ 29,833.44	\$ 39,389.18	\$ 48,944.92
Mechanic I	35	\$ 29,833.44	\$ 39,389.18	\$ 48,944.92
Site Leader	35	\$ 29,833.44	\$ 39,389.18	\$ 48,944.92
Veteran Services Counselor	35	\$ 29,833.44	\$ 39,389.18	\$ 48,944.92
Extension Program Assistant	35	\$ 29,833.44	\$ 39,389.18	\$ 48,944.92
Tradesworker II	36	\$ 30,947.28	\$ 40,859.79	\$ 50,772.29
Utility Maintenance Tech I	36	\$ 30,947.28	\$ 40,859.79	\$ 50,772.29
Tourism Marketing Assistant	36	\$ 30,947.28	\$ 40,859.79	\$ 50,772.29
Central Permitting Technician	36	\$ 30,947.28	\$ 40,859.79	\$ 50,772.29
Admin & E911 Data Base Specialist	36	\$ 30,947.28	\$ 40,859.79	\$ 50,772.29
Administrative Assistant	36	\$ 30,947.28	\$ 40,859.79	\$ 50,772.29
Emergency Management Technician	36	\$ 30,947.28	\$ 40,859.79	\$ 50,772.29
Property Control Agent	36	\$ 30,947.28	\$ 40,859.79	\$ 50,772.29
Transportation Coordinator	36	\$ 30,947.28	\$ 40,859.79	\$ 50,772.29
Service Mechanic	37	\$ 33,589.92	\$ 44,348.87	\$ 55,107.82
Utility Maintenance Tech II	37	\$ 33,589.92	\$ 44,348.87	\$ 55,107.82
Facilities Contract Coordinator	37	\$ 33,589.92	\$ 44,348.87	\$ 55,107.82
Tradesworker III	37	\$ 33,589.92	\$ 44,348.87	\$ 55,107.82
Utility Maintenance Tech III	38	\$ 34,048.56	\$ 44,954.42	\$ 55,860.27
Drug Court Coordinator	38	\$ 34,048.56	\$ 44,954.42	\$ 55,860.27
Pretrial Services Officer	38	\$ 34,048.56	\$ 44,954.42	\$ 55,860.27
Safe Haven Program Coordinator	38	\$ 34,048.56	\$ 44,954.42	\$ 55,860.27
Solid Waste Inspector	38	\$ 34,048.56	\$ 44,954.42	\$ 55,860.27
Teen Court Coordinator	38	\$ 34,048.56	\$ 44,954.42	\$ 55,860.27
Office Manager	39	\$ 35,599.20	\$ 47,001.73	\$ 58,404.26
4-H Youth Agent	39	\$ 35,599.20	\$ 47,001.73	\$ 58,404.26
Drafter/CAD Technician	39	\$ 35,599.20	\$ 47,001.73	\$ 58,404.26
Horticulture Agent I	39	\$ 35,599.20	\$ 47,001.73	\$ 58,404.26
Marketing Specialist	39	\$ 35,599.20	\$ 47,001.73	\$ 58,404.26
Parks & Recreation Supervisor I	39	\$ 35,599.20	\$ 47,001.73	\$ 58,404.26
Procurement Analyst	39	\$ 35,599.20	\$ 47,001.73	\$ 58,404.26
Public Relations & Marketing Specialist	39	\$ 35,599.20	\$ 47,001.73	\$ 58,404.26
Senior Procurement Analyst	39	\$ 35,599.20	\$ 47,001.73	\$ 58,404.26
Code Enforcement Inspector	40	\$ 37,259.04	\$ 49,193.22	\$ 61,127.40
Librarian I	40	\$ 37,259.04	\$ 49,193.22	\$ 61,127.40
Equipment Operator IV	40	\$ 37,259.04	\$ 49,193.22	\$ 61,127.40
Human Services Case Manager	40	\$ 37,259.04	\$ 49,193.22	\$ 61,127.40

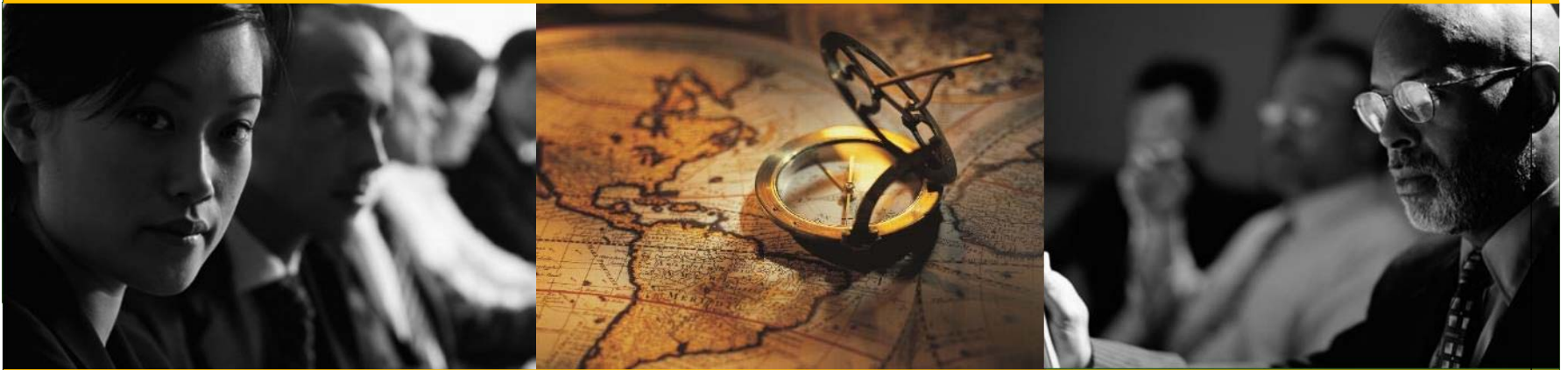
Appendix I

Classification	Grade	Minimum	Midpoint	Maximum
IT Support Specialist I	40	\$ 37,259.04	\$ 49,193.22	\$ 61,127.40
Mechanic II	40	\$ 37,259.04	\$ 49,193.22	\$ 61,127.40
Mechanic II EVT	40	\$ 37,259.04	\$ 49,193.22	\$ 61,127.40
Mechanic II TVT	40	\$ 37,259.04	\$ 49,193.22	\$ 61,127.40
Senior Services Case Manager	40	\$ 37,259.04	\$ 49,193.22	\$ 61,127.40
Engineering Inspector	40	\$ 37,259.04	\$ 49,193.22	\$ 61,127.40
Mechanic II/Service Advisor	41	\$ 38,220.00	\$ 50,461.98	\$ 62,703.96
Tradesworker IV	41	\$ 38,220.00	\$ 50,461.98	\$ 62,703.96
Energy Management Coordinator	41	\$ 38,220.00	\$ 50,461.98	\$ 62,703.96
Legal Assistant	41	\$ 38,220.00	\$ 50,461.98	\$ 62,703.96
Senior Legal Assistant	41	\$ 38,220.00	\$ 50,461.98	\$ 62,703.96
Mechanic III	41	\$ 38,220.00	\$ 50,461.98	\$ 62,703.96
Utility Systems Operator	42	\$ 39,115.44	\$ 51,644.23	\$ 64,173.03
Utility Systems Technician	42	\$ 39,115.44	\$ 51,644.23	\$ 64,173.03
IT Support Specialist II	42	\$ 39,115.44	\$ 51,644.23	\$ 64,173.03
Accountant I	42	\$ 39,115.44	\$ 51,644.23	\$ 64,173.03
Tourism Sales & Grants Manager	42	\$ 39,115.44	\$ 51,644.23	\$ 64,173.03
Transportation Manager	42	\$ 39,115.44	\$ 51,644.23	\$ 64,173.03
Librarian II	43	\$ 42,086.97	\$ 55,567.56	\$ 69,048.14
Budget Analyst	43	\$ 42,086.97	\$ 55,567.56	\$ 69,048.14
Building Inspector II	44	\$ 45,121.44	\$ 59,573.97	\$ 74,026.50
Chief of Trades	44	\$ 45,121.44	\$ 59,573.97	\$ 74,026.50
Utilities Maintenance Supervisor	44	\$ 45,121.44	\$ 59,573.97	\$ 74,026.50
Adult Day Care Coordinator Substitute	44	\$ 45,121.44	\$ 59,573.97	\$ 74,026.50
Adult Day Care Program Manager Substitute	44	\$ 45,121.44	\$ 59,573.97	\$ 74,026.50
Benefits and Wellness Manager	45	\$ 48,342.48	\$ 63,826.72	\$ 79,310.97
Executive Administrative Assistant	45	\$ 48,342.48	\$ 63,826.72	\$ 79,310.97
Construction Inspector	45	\$ 48,342.48	\$ 63,826.72	\$ 79,310.97
Senior Building Inspector	45	\$ 48,342.48	\$ 63,826.72	\$ 79,310.97
Senior Chief of Trades	46	\$ 51,498.72	\$ 67,993.91	\$ 84,489.11
Executive Administrative Assistant to County Administrator	46	\$ 51,498.72	\$ 67,993.91	\$ 84,489.11
4-H Agent I	99	\$ 17,777.76	\$ 23,472.03	\$ 29,166.30
Agriculture Agent II	99	\$ 17,777.76	\$ 23,472.03	\$ 29,166.30
County Extension Director	99	\$ 17,777.76	\$ 23,472.03	\$ 29,166.30
Medical Director	300	-	-	-
EMT	301	\$ 34,911.24	\$ 46,093.41	\$ 57,275.59
Firefighter/EMT 56 hour	302	\$ 36,606.57	\$ 48,331.76	\$ 60,056.96
Firefighter/EMT/Lieutenant	302	\$ 36,606.57	\$ 48,331.76	\$ 60,056.96
Firefighter/EMT/Captain	303	\$ 37,705.40	\$ 49,782.55	\$ 61,859.70
Paramedic-56 hours	303	\$ 37,705.40	\$ 49,782.55	\$ 61,859.70
Fire Rescue/Paramedic/Lieutenant	304	\$ 33,843.81	\$ 44,684.08	\$ 55,524.36
Fire Rescue/Paramedic/Captain	305	\$ 34,754.27	\$ 45,886.16	\$ 57,018.06
F/R Firefighter/Paramedic	400	\$ 44,863.46	\$ 59,233.35	\$ 73,603.25
F/R Firefighter/Paramedic Lieutenant	401	\$ 49,863.46	\$ 65,834.87	\$ 81,806.28
F/R Firefighter/Paramedic Captain	402	\$ 59,863.46	\$ 79,037.90	\$ 98,212.34
Public Works Supervisor I	500	\$ 38,977.27	\$ 51,461.81	\$ 63,946.35
Land Development Technician	500	\$ 38,977.27	\$ 51,461.81	\$ 63,946.35
Video Production Coordinator	500	\$ 38,977.27	\$ 51,461.81	\$ 63,946.35
Emergency Management Planner	500	\$ 38,977.27	\$ 51,461.81	\$ 63,946.35
GIS & E911 Addressing Coordinator	500	\$ 38,977.27	\$ 51,461.81	\$ 63,946.35
Land Management Coordinator	500	\$ 38,977.27	\$ 51,461.81	\$ 63,946.35
Veteran's Services Officer	500	\$ 38,977.27	\$ 51,461.81	\$ 63,946.35
Public Works Supervisor II	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Adult Day Care Program Manager	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
IT Infrastructure Administrator	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Assistant Road & Bridge Manager	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Development Engineer	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Emergency Management Senior Mitigation Planner	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40

Appendix I

Classification	Grade	Minimum	Midpoint	Maximum
Financial Management Coordinator	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Fire Marshall	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Fire Rescue Training Officer	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Fleet Services Manager	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Paralegal	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Planner I	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
SHIP Administrator	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Special Projects Coordinator	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Tourism Marketing Manager	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Public Information Officer	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
PUBLIC SAFETY SYSTEMS COORINATOR	506	\$ 50,428.56	\$ 66,580.98	\$ 82,733.40
Assistant Library Director	509	\$ 51,933.71	\$ 68,568.23	\$ 85,202.75
Chief Building Inspector/Fire Inspector I	509	\$ 51,933.71	\$ 68,568.23	\$ 85,202.75
Code Enforcement Supervisor/Inspector	509	\$ 51,933.71	\$ 68,568.23	\$ 85,202.75
IT Support Manager	509	\$ 51,933.71	\$ 68,568.23	\$ 85,202.75
Utility Services Coordinator	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
DEO Project Manager	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
Human Services Program Manager	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
Parks & Recreation Manager	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
Project Manager	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
Senior Services Program Manager	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
Development Review Planner III	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
General Services Assistant Director	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
IT Applications Manager	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
Public Lands & Natural Resources Manager	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
Purchasing Manager	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
Road & Bridge Manager	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
IT Infrastructure Manager	512	\$ 55,888.56	\$ 73,789.83	\$ 91,691.11
Project Administrator	515	\$ 61,392.24	\$ 81,056.36	\$ 100,720.48
Library Director	517	\$ 65,454.48	\$ 86,419.75	\$ 107,385.01
Assistant Public Works Director/Assistant County Engineer	517	\$ 65,454.48	\$ 86,419.75	\$ 107,385.01
Chief Pilot	517	\$ 65,454.48	\$ 86,419.75	\$ 107,385.01
Flight Operations Chief	517	\$ 65,454.48	\$ 86,419.75	\$ 107,385.01
Fire Rescue Deputy Chief	519	\$ 69,516.72	\$ 91,783.13	\$ 114,049.55
Planning Director	519	\$ 69,516.72	\$ 91,783.13	\$ 114,049.55
Chief Building Official/Fire Inspector I	519	\$ 69,516.72	\$ 91,783.13	\$ 114,049.55
Growth Management Director	521	\$ 79,148.16	\$ 104,499.55	\$ 129,850.95
Emergency Management Chief	521	\$ 79,148.16	\$ 104,499.55	\$ 129,850.95
Tourism Development Director	521	\$ 79,148.16	\$ 104,499.55	\$ 129,850.95
Airport Director	521	\$ 79,148.16	\$ 104,499.55	\$ 129,850.95
Community Services Director	521	\$ 79,148.16	\$ 104,499.55	\$ 129,850.95
Executive Director for Economic Opportunity	521	\$ 79,148.16	\$ 104,499.55	\$ 129,850.95
General Services Director	521	\$ 79,148.16	\$ 104,499.55	\$ 129,850.95
Financial Services Director	521	\$ 79,148.16	\$ 104,499.55	\$ 129,850.95
Innovation Technology Director	521	\$ 79,148.16	\$ 104,499.55	\$ 129,850.95
Fire Rescue Division Chief	523	\$ 84,835.58	\$ 112,008.66	\$ 139,181.75
Deputy County Administrator	525	\$ 100,000.00	\$ 127,500.00	\$ 155,000.00
Deputy County Attorney	525	\$ 100,000.00	\$ 127,500.00	\$ 155,000.00
Public Works Director/County Engineer	525	\$ 100,000.00	\$ 127,500.00	\$ 155,000.00

Public Market Survey Results Flagler County, Florida



Evergreen Solutions, LLC

August 2018

Overview

- Study Goals
- Project Phases
- Comp Survey
- Findings
- Recommendations



Study Goals

- Review current compensation system
- Survey peer organizations to ensure external equity
- Produce recommendations to provide the organization with a compensation system that is equitable, both internally and externally



Project Phases

Phase 1: Kick Off

Data Collection

Department
Head Interviews

Phase 2: Compensation

Compensation
Survey

Market
Positioning

Phase 3: Solution

Implementation
Options

Reporting



Comp Survey

- Salary and benefits survey resulted in 18 responses.
- All responses are adjusted for cost of living differentials.
- Salary ranges and average actuals were collected from the respondents.
- A total of 53 jobs were benchmarked representing all participating parties.

Respondents
Alachua County
Sumter County
Bay County
Volusia County
Highlands County
City of Gainesville
Indian River County
City of Jacksonville
Lake County
City of Ocala
Marion County
City of Orlando
Santa Rosa County
City of Palm Coast
Seminole County
City of Port Orange
St. Johns County
City of St. Augustine



Findings

- The County utilizes a classification structure, ranges, and levels similar to its peers.
- On average, the County falls behind its public peers at the range minimum, midpoint, and maximum.
- The County's average actual salary gap significantly impacts a number of non-exempt positions in the trades, fire and rescue, and other support classifications.



Average Actuals

Classifications with average actual differentials of -15 percent or more:

- Equipment Operator I, II, and III
- F/R Firefighter/Paramedic Lt
- F/R Deputy Chief
- General Services Director
- IT Support Specialist
- Park Ranger
- Park and Recreation Manager
- Procurement Analyst
- Public Information Officer
- Purchasing Manager
- Tradesworker I, III



Comp Structure Recs

- **Recommendation 1:** Evergreen recommends the County adopt a new, step-based compensation plan for all employees, and adjust its starting salary rates for each grade to account for the gap to the market average.
- **Recommendation 2:** Evergreen recommends the County adjust the pay grade assignments of 82 classifications.
- **Recommendation 3:** Transition employee salaries on to the new step plan.



Other Recs

- **Recommendation 4:** Based on the information provided by the County, Evergreen recommends that the Adult Day Care Program Manager be exempt for overtime.
- **Recommendation 5:** Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make adjustments to pay grade assignments if necessary.
- **Recommendation 6:** Conduct a comprehensive compensation and classification study every three to five years.

