

# Classification and Compensation Study for Indian River County, FL

## FINAL REPORT



Evergreen Solutions, LLC

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# Table of Contents

	PAGE
<b>1.0 INTRODUCTION.....</b>	<b>1-1</b>
1.1 Study Methodology.....	1-2
<b>2.0 ASSESSMENT OF CURRENT CONDITIONS.....</b>	<b>2-1</b>
2.1 Analysis of Pay Plans.....	2-1
2.2 Salary Placement Analysis .....	2-8
2.3 Quartile Analysis .....	2-12
2.4 Compression Analysis .....	2-17
2.5 Department/Location Distribution .....	2-21
2.6 Summary .....	2-21
<b>3.0 SUMMARY OF EMPLOYEE OUTREACH.....</b>	<b>3-1</b>
3.1 General Feedback .....	3-1
3.2 Compensation.....	3-4
3.3 Classification.....	3-7
3.4 Benefits .....	3-8
3.5 Summary .....	3-9
<b>4.0 MARKET SUMMARY.....</b>	<b>4-1</b>
4.1 Market Data .....	4-3
4.2 Salary Survey Conclusion.....	4-9
<b>5.0 RECOMMENDATIONS .....</b>	<b>5-1</b>
5.1 Classification System .....	5-1
5.2 Compensation System .....	5-2
5.3 System Administration .....	5-11
5.4 Summary .....	5-13



## Chapter 1 - Introduction

In October 2023, Evergreen Solutions was retained by Indian River County, FL to conduct a Classification and Compensation Study for all employees. The Classification and Compensation Study was designed to focus on the internal and external equity of both the structure by which employees are compensated, as well as the way in which positions relate and compare to one another across the County. The recommendations offered in this study are intended to meet the County's desire to attract and retain qualified employees.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position, it can be determined whether similar positions are being compensated in a similar manner within the County. The classification component of this study is aimed at resolving any inconsistencies related to job requirements and providing some clarity to the plan in place.

External equity deals with the differences between what the County is paying for each classification of employees and what compensation is available in the marketplace for the same skills, capabilities, and duties.

As part of the study, Evergreen Solutions was tasked with:

- holding a study kick-off meeting;
- analyzing the County's current salary structure to determine its strengths and weaknesses;
- conducting employee outreach by interviewing County leaders and holding focus groups with a representative sample of employees;
- distributing an employee outreach survey to gather feedback from all employees;
- facilitating discussions to develop an understanding of its compensation philosophy;
- collecting classification information through the Job Assessment Tool (JAT) process to analyze the internal equity of the County's classification system;
- conducting a market compensation survey to assess external equity (market competitiveness) of the County's current pay plan;
- developing recommendations for improvements to classification titles and the creation of new titles, as appropriate;



- developing a competitive compensation structure and slotting classifications into that structure while ensuring internal and external equity;
- developing optional methods for transitioning salaries into the new structure and calculating cost estimates for implementation;
- providing the County with information and strategies regarding compensation and classification administration;
- preparing and submitting draft and final reports that summarize the study findings and recommendations;
- revising classification descriptions based on employee feedback; and
- conducting training sessions with human resources staff in the methodology used to systematically assess job classifications.

## 1.1 STUDY METHODOLOGY

To provide relevant information to the County, Evergreen combined qualitative with quantitative data analysis to produce recommendations that maximize the fairness and competitiveness of the County's classification structure and practices.

Project activities included:

- conducting a project kick-off meeting;
- facilitating employee focus group sessions;
- gathering employee feedback via a survey;
- conducting a market compensation survey;
- developing recommendations for compensation management;
- developing detailed implementation plans;
- crafting the draft and final reports including all compensation analysis; and
- updating job descriptions.

### **Kickoff Meeting**

The kickoff meeting provided an opportunity to discuss the history of the organization, finalize the work plan, and begin the data collection process. Data collection of relevant background material (including existing pay plans, organization charts, policies, procedures, training materials, job descriptions, and other pertinent material) is part of this process.

### **Assessment of Current Conditions**

This analysis provides an overall assessment of the existing pay plans and related data for the County's employees at the time the study began. The current pay plans, the progression of employee salaries through pay grades, employee tenure, and the distribution of employees



in the County are all examined during this process. The findings of this analysis are summarized in **Chapter 2** of this report.

### Employee Outreach

During the week of December 11, 2023, interviews and focus group sessions were conducted through on-site meetings. During the focus groups, employees were asked about their experience with the County and to identify any concerns they have about compensation or classification with the County. A survey was also sent to all employees who were not able to participate in a focus group. Feedback received from employees helped to highlight areas where the employees feel attention and consideration are needed. This information, found in **Chapter 3**, provided some basic perceptual background, as well as a starting point for the research process.

### Salary Survey

The external market is defined as identified peers with which the County competes for qualified employees, including those that have similar characteristics, demographics, and service offerings as the target organization. Benchmark positions were identified from each area and level of the organization and include a large cross-section of positions in the County. Once the target and benchmark information were finalized, a market survey tool was created to solicit salary information from each of the peer organizations. When the results were received, the data were analyzed, cleaned, and entered to provide aggregate findings. The results of the surveys are provided in **Chapter 4**.

### Job Assessment Tool (JAT) Classification Analysis

Although market data are imperative for determining pay grade value for job titles, they are not the only factor that contributes to recommended placement. In addition to collecting market data, job questionnaire data were used to slot positions. Evergreen's Job Assessment Tool (JAT) was administered to all employees during the study and was available to all employees for a three-week period to allow for sufficient participation. Upon completion of the JAT, supervisors were provided the opportunity to review employee submittals and provide feedback on responses. The JAT provided a score for each County job title which was used to determine the hierarchy and value of all job titles based on each one's complexities. Each classification's score was based on the employee and supervisor responses to the JAT. The scores allowed for a comparison of classifications in the County. The nature of each compensable factor is described below:

- Leadership – relates to the employee's individual leadership role, be it as a direct report of others who have leadership responsibilities, or as an executive who has leadership over entire departments or the County as a whole.
- Working Conditions – deals with the employee's physical working conditions and the employee's impact on those conditions, as well as the working conditions impact or potential impact on the employee.



- Complexity – describes the nature of work performed and includes options ranging from entry-level manual or clerical tasks up to advanced scientific, legal, or executive management duties.
- Decision Making – deals with the individual decision-making responsibility of the employees. Are decisions made on behalf of the employee or is the employee making autonomous decisions that impact the individual, other employees, or even the entire organization and the citizens that rely on the County.
- Relationships – deals with organizational structure and the nature of the employee's working relationships. Responses range from employees who work primarily alone, those who work as members of a team, those who oversee teams, and even those who report to elected officials or the general public.

## Recommendations

The development of recommendations followed agreement on the structure of the compensation and classification system. During this phase, desired range spreads (distance from minimum to maximum) and midpoint progressions (distance from the midpoint of one pay grade to the next) were established. In addition, the County identified its desired market position and compensation philosophy. Subsequently, the pay plan and job slotting within the system were adjusted to account for this desired position in the market.

As part of the study, job titles for employees were determined to best reflect the roles and responsibilities of each position. With the salary schedules and job titles established, jobs can be slotted into the proposed pay grade structure using market data and feedback from Human Resources staff in the County.

The final step in the development of recommendations was to identify the costs associated with each step of the analysis. The data from the job slotting were applied to the individual incumbents in the organization. This gave the County the opportunity to view the total costs associated with the structural changes. Information was then provided to the County on various ways to implement the proposed structure and possible adjustments that can be made to address any remaining issues. A summary of the findings and the associated recommendations in the study can be found in **Chapter 5**.



## Chapter 2 – Assessment of Current Conditions

The purpose of this chapter is to provide a statistical analysis of the compensation and classification system in place at the County at the start of this study. The assessment is divided into the following sections:

- 2.1 Analysis of Pay Plans
- 2.2 Grade Placement Analysis
- 2.3 Quartile Analysis
- 2.4 Compression Analysis
- 2.5 Department Distribution
- 2.6 Summary

The analysis in this chapter represents a snapshot in time – this chapter was built from employee information collected in November of 2023. Every organization changes continuously, so this chapter is not meant to be a definitive statement on continuing compensation practices at the County. Rather, this AOCC is meant to represent the conditions that were in place when this study began. The data contained within provide the baseline for analyses through the course of this study but are not sufficient cause for recommendations in isolation. By reviewing employee data, Evergreen gained a better understanding of the structure and methods in place and identified issues for both further review and potential revision.

### 2.1 ANALYSIS OF PAY PLANS

The purpose of analyzing the pay plans used within the County is to help gain an overview of the compensation philosophy as it existed when the study began. The County administers five open range pay plans for its Administrative, Exempt, Fire, Labor, and Non-Union employees. **Exhibits 2A through 2E** provide details related to the value of each pay range at the minimum, the calculated midpoint, and the maximum; the range spread for each (the distance between the pay range minimum and maximum); the midpoint progression (the distance between the midpoint of adjacent pay grades); and the number of employees in each pay grade.

As shown, the Administrative pay plan features 2 distinct pay grades, with a range spread of 50 percent. One pay grade, A00, does not have a set pay range. The Exempt pay plan features 18 distinct pay grades, with a range spread of 50 percent for each grade. The Fire pay plan is comprised of 13 distinct pay grades, with a range spread of 43 percent for each grade. One pay grade, Z102, is one set salary and does not have a range. The Labor pay plan is comprised of 16 pay grades with a range spread of 50 percent. The Non-Union pay plan also has a range





spread of 50 percent with 26 pay grades. Combined, these plans support 974 employees, with varied midpoint progressions in each plan.

**EXHIBIT 2A**  
**PAY PLAN SUMMARY – ADMINISTRATIVE EMPLOYEES**

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
ADMIN	A00	-	-	-	-	-	4
ADMIN	A06	\$105,246.44	\$131,557.53	\$157,868.62	50%	-	1
ADMIN	A08	\$116,032.54	\$145,040.61	\$174,048.68	50%	10%	9
<b>Overall</b>					<b>50%</b>	<b>10.2%</b>	<b>14</b>

*Note: The four County employees in pay grade A00 do not have set pay ranges and are therefore not included in the majority of the tables in the rest of this chapter.*

**EXHIBIT 2B**  
**PAY PLAN SUMMARY – EXEMPT EMPLOYEES**

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
EXEMPT	E06	\$53,141.66	\$66,435.85	\$79,730.04	50%	-	15
EXEMPT	E07	\$55,781.44	\$69,726.93	\$83,672.42	50%	5%	4
EXEMPT	E08	\$58,570.98	\$73,222.37	\$87,873.76	50%	5%	14
EXEMPT	E09	\$61,508.20	\$76,885.64	\$92,263.08	50%	5%	7
EXEMPT	E10	\$64,595.70	\$80,753.66	\$96,911.62	50%	5%	9
EXEMPT	E11	\$67,830.10	\$84,787.95	\$101,745.80	50%	5%	15
EXEMPT	E12	\$71,215.04	\$89,027.12	\$106,839.20	50%	5%	7
EXEMPT	E13	\$74,784.06	\$93,490.15	\$112,196.24	50%	5%	6
EXEMPT	E14	\$78,541.06	\$98,175.09	\$117,809.12	50%	5%	6
EXEMPT	E15	\$82,476.68	\$103,100.92	\$123,725.16	50%	5%	8
EXEMPT	E16	\$86,610.68	\$108,272.19	\$129,933.70	50%	5%	6
EXEMPT	E17	\$90,924.60	\$113,663.94	\$136,403.28	50%	5%	8
EXEMPT	E18	\$95,462.38	\$119,336.36	\$143,210.34	50%	5%	6
EXEMPT	E20	\$105,246.44	\$131,557.53	\$157,868.62	50%	10%	1
EXEMPT	E21	\$110,509.36	\$138,135.92	\$165,762.48	50%	5%	1
EXEMPT	ES02	\$89,169.60	\$106,303.73	\$123,437.86	38%	-23%	6
<b>Overall</b>					<b>50%</b>	<b>5.4%</b>	<b>113</b>





**EXHIBIT 2C**  
**PAY PLAN SUMMARY – FIRE EMPLOYEES**

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
FIRE	DF03	\$54,531.36	\$66,310.92	\$78,090.48	43%	-	132
FIRE	DF04	\$59,641.92	\$72,530.64	\$85,419.36	43%	9%	50
FIRE	DF06	\$65,426.40	\$79,550.64	\$93,674.88	43%	10%	41
FIRE	DF07	\$68,523.00	\$83,313.75	\$98,104.50	43%	5%	2
FIRE	DF08	\$71,772.48	\$87,272.64	\$102,772.80	43%	5%	3
FIRE	DF94	\$75,192.00	\$91,425.75	\$107,659.50	43%	5%	3
FIRE	DFR4	\$59,641.92	\$72,530.64	\$85,419.36	43%	-	40
FIRE	X03	\$51,358.32	\$62,449.92	\$73,541.52	43%	-	2
FIRE	X04	\$56,384.64	\$68,557.32	\$80,730.00	43%	10%	1
FIRE	X05	\$59,143.50	\$71,916.00	\$84,688.50	43%	5%	3
FIRE	X06	\$62,056.80	\$75,450.96	\$88,845.12	43%	5%	7
FIRE	X07	\$65,091.00	\$79,140.75	\$93,190.50	43%	5%	2
FIRE	Z102	\$53,144.00	\$53,144.00	\$53,144.00	0%	-	2
<b>Overall</b>					<b>40%</b>	<b>-0.8%</b>	<b>288</b>

**EXHIBIT 2D**  
**PAY PLAN SUMMARY – LABOR EMPLOYEES**

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
LABOR 37.5	M02	\$25,213.50	\$31,473.00	\$37,732.50	50%	-	16
LABOR 37.5	M03	\$26,442.00	\$33,023.25	\$39,604.50	50%	5%	1
LABOR 40	L05	\$31,096.00	\$38,854.40	\$46,612.80	50%	-	38
LABOR 40	L06	\$32,635.20	\$40,799.20	\$48,963.20	50%	5%	1
LABOR 40	L07	\$34,278.40	\$42,827.20	\$51,376.00	50%	5%	6
LABOR 40	L08	\$35,984.00	\$44,969.60	\$53,955.20	50%	5%	29
LABOR 40	L09	\$37,731.20	\$47,184.80	\$56,638.40	50%	5%	32
LABOR 40	L10	\$39,644.80	\$49,545.60	\$59,446.40	50%	5%	57
LABOR 40	L11	\$41,641.60	\$52,020.80	\$62,400.00	50%	5%	23
LABOR 40	L12	\$43,700.80	\$54,641.60	\$65,582.40	50%	5%	12
LABOR 40	L13	\$45,905.60	\$57,387.20	\$68,868.80	50%	5%	4
LABOR 40	L14	\$48,193.60	\$60,247.20	\$72,300.80	50%	5%	15
LABOR 40	L15	\$50,627.20	\$63,284.00	\$75,940.80	50%	5%	13
LABOR 40	L16	\$53,185.60	\$66,466.40	\$79,747.20	50%	5%	4
LABOR 40	L17	\$55,827.20	\$69,763.20	\$83,699.20	50%	5%	8
LABOR 40	L18	\$58,614.40	\$73,247.20	\$87,880.00	50%	5%	6
<b>Overall</b>					<b>50%</b>	<b>5.8%</b>	<b>265</b>



**EXHIBIT 2E**  
**PAY PLAN SUMMARY – NON-UNION EMPLOYEES**

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
NON-UNION 37.5	N03	\$26,442.00	\$33,023.25	\$39,604.50	50%	-	15
NON-UNION 37.5	N04	\$27,729.00	\$34,680.75	\$41,632.50	50%	5%	2
NON-UNION 37.5	N06	\$30,595.50	\$38,249.25	\$45,903.00	50%	10%	34
NON-UNION 37.5	N07	\$32,136.00	\$40,150.50	\$48,165.00	50%	5%	12
NON-UNION 37.5	N08	\$33,735.00	\$42,159.00	\$50,583.00	50%	5%	21
NON-UNION 37.5	N09	\$35,373.00	\$44,235.75	\$53,098.50	50%	5%	29
NON-UNION 37.5	N10	\$37,167.00	\$46,449.00	\$55,731.00	50%	5%	12
NON-UNION 37.5	N11	\$39,039.00	\$48,769.50	\$58,500.00	50%	5%	2
NON-UNION 37.5	N12	\$40,969.50	\$51,226.50	\$61,483.50	50%	5%	13
NON-UNION 37.5	N13	\$43,036.50	\$53,800.50	\$64,564.50	50%	5%	5
NON-UNION 37.5	N14	\$45,181.50	\$56,481.75	\$67,782.00	50%	5%	45
NON-UNION 37.5	N15	\$47,463.00	\$59,328.75	\$71,194.50	50%	5%	18
NON-UNION 37.5	N16	\$49,861.50	\$62,302.50	\$74,743.50	50%	5%	11
NON-UNION 37.5	N17	\$52,338.00	\$65,403.00	\$78,468.00	50%	5%	11
NON-UNION 37.5	N18	\$54,951.00	\$68,669.25	\$82,387.50	50%	5%	2
NON-UNION 37.5	N19	\$57,720.00	\$72,101.25	\$86,482.50	50%	5%	3
NON-UNION 37.5	N20	\$60,606.00	\$75,708.75	\$90,811.50	50%	5%	6
NON-UNION 37.5	N21	\$63,628.50	\$79,482.00	\$95,335.50	50%	5%	2
NON-UNION 37.5	N22	\$66,807.00	\$83,460.00	\$100,113.00	50%	5%	6
NON-UNION 37.5	N23	\$70,141.50	\$87,623.25	\$105,105.00	50%	5%	7
NON-UNION 40	S06	\$32,635.20	\$40,799.20	\$48,963.20	50%	-	12
NON-UNION 40	S10	\$39,644.80	\$49,545.60	\$59,446.40	50%	21%	2
NON-UNION 40	S12	\$43,700.80	\$54,641.60	\$65,582.40	50%	10%	6
NON-UNION 40	S14	\$48,193.60	\$60,247.20	\$72,300.80	50%	10%	4
NON-UNION 40	S15	\$50,627.20	\$63,284.00	\$75,940.80	50%	5%	2
NON-UNION 40	S16	\$53,185.60	\$66,456.00	\$79,726.40	50%	5%	6
<b>Overall</b>					<b>50%</b>	<b>4.0%</b>	<b>288</b>

Comparing the summary data in **Exhibits 2A** through **2E** to best practices, a few observations can be made regarding the County's pay plans. Based on the analysis of the pay plans, the pay range spreads are consistent across pay plans, with each plan having a range spread of 50 percent except for the Fire plan with 43 percent. Best practice suggests consistent range spreads set between 50 to 70 percent with consistent midpoint progressions to allow for equitable earning potential. In addition, of the 73 pay grades across the County's three pay plans, 24 pay grades contain fewer than five employees.

All classifications (job titles) provided in the employee database are listed in **Exhibit 2F**. As shown in this exhibit, the County utilizes 289 unique classifications.



**EXHIBIT 2F**  
**CLASSIFICATION TITLES IN INDIAN RIVER COUNTY, FL**

Classification Title	Classification Title	Classification Title	Classification Title
911 MAPPING TECHNICIAN	ELECTRICIAN	LIFEGUARD I (POOL)	SENIOR BUDGET ANALYST
ACCOUNTANT	EMERGENCY MANAGEMENT PLANNER	LIFEGUARD I BEACH	SENIOR BUILDING SUPPORT SPEC.
ADMIN COORDINATOR PUBLIC WORKS	EMERGENCY MGMT PLANNER II	LIFEGUARD I BEACH P/T	SENIOR ENGINEERING INSPECTOR
ANIMAL CONTROL MANAGER	EMERGENCY OPS BATTALION CHIEF	LIFT STATION ELECTR INSTR TECH	SENIOR MAILROOM CLERK
ANIMAL CONTROL OFFICER I	ENGINEER FIRE-MEDIC	LIFT STATION MECHANIC	SENIOR MAINTENANCE WORKER
ANIMAL CONTROL OFFICER II/SGT	ENGINEERING INSPECTION SUPV	LINE LOCATION TECHNICIAN	SENIOR PLANNER
APPLICATION SPECIALIST	ENGINEERING INSPECTOR	LT ADMIN /FIRE INSPECTOR-MEDIC	SENIOR SERVER ADMINISTRATOR
AQUATIC SYSTEM MANAGER	ENGINEERING TECHNICIAN	MAILROOM CLERK	SENIOR STORMWATER INSPECTOR
ASSESSMENT COORDINATOR	ENVIROMENTAL TECHNICIAN	MAINTENANCE WORKER	SENIOR UTILITY INSPECTOR
ASSISTANT CHIEF OF EMS	ENVIRON. COMPLIANCE ANALYST	MAINTENANCE WORKER II	SERVER ADMINISTRATOR (SYSTEM)
ASSISTANT CHIEF OF FIRE PREVEN	ENVIRONMENTAL SPECIALIST	MANAGER - PURCHASING	SIGNAL CABLE LOCATOR
ASSISTANT COUNTY ADMINISTRATOR	EQUIPMENT MECHANIC I	MANAGER - ROAD & BRIDGE	SIGNAL TECHNICIAN I
ASSISTANT COUNTY SURVEYOR	EQUIPMENT MECHANIC II	MANAGER - SHOOTING RANGE	SIGNAL TECHNICIAN II
ASSISTANT DIRECTOR PARKS & REC	EQUIPMENT MECHANIC III	MANAGER GOLF&CLUB OPERATIONS	SMALL ENGINE MECHANIC
ASSISTANT FIRE CHIEF OF TRAIN	EQUIPMENT OPERATOR I	MANAGER-CAPITAL PROJECTS	SR CODE ENFORCEMENT OFFICER
ASSISTANT TO PUBLIC WORKS DIR	EQUIPMENT OPERATOR II	MANAGER-CTY. EXTENSION SERVICE	SR HUMAN RESOURCES GENERALIST
ASST DIRECTOR PUBLIC WORKS	EXEC ASST TO THE COUNTY ADMIN	MANAGER-TRAFFIC OPERATIONS	SR MAINT. WORKER VEG CREW LEAD
ASST MANAGING DIRECTOR-SWDD	FACILITIES MANAGER	MANAGER-VETERANS SERVICES	SR PLANS REVIEWER
ASST. OPERATIONS MGR	FACILITIES SUPERVISOR FAIR/CAM	MANAGER-W/WW OPERATIONS	SR. BUILDING INSPECTOR
ASST. SUPERINTENDENT - R&B	FINANCE SPECIALIST RECREATION	MANAGER - WAREHOUSE	SR. BLDG INSP/PLANS EXAMINER
AUTO CADD OPERATOR	FIRE CHIEF	MANAGING DIRECTOR - SWDD	SR. CONTRACT SPECIALIST
BENEFITS ADMINISTRATOR	FIREFIGHTER	MARKETING & EVENT COORDINATOR	SR. HR/PAYROLL ANALYST
BLDG ADMIN ASSISTANT	FIRE-MEDIC	MARKING TECHNICIAN	SR. LIFT STATION MECHANIC
BLDG INSP/PLANS EXAM II	FLEET SERVICE SUPERVISOR	METER READER	SR. TELECOMMUNICATIONS TECH.
BLDG INSPECTOR I	FLEET MANAGER	METER READER TECHNICIAN	SR. BUILDING DIV LIAISON & INSP
BUDGET SUPPORT SPECIALIST	FLOODPLAIN COORDINATOR	MITIGATION & RECOVERY SPECIAL	STAFF ASSISTANT I
BUILDING INSPECTOR II	FOREMAN - FACILITIES MANAGER	MPO STAFF DIRECTOR	STAFF ASSISTANT II
BUILDING OFFICIAL	FOREMAN - PARKS	NATURAL RESOURCES MANAGER	STAFF ASSISTANT III



**EXHIBIT 2F (CONTINUED)**  
**CLASSIFICATION TITLES IN INDIAN RIVER COUNTY, FL**

Classification Title	Classification Title	Classification Title	Classification Title
BUILDING SUPPORT SPECIALIST	FOREMAN - ROAD & BRIDGE	OUTSIDE OPERATIONS ATTENDANT	STAFF ASSISTANT IV
BUSINESS SUPPORT SPECIALIST	FOREMAN - SWDD	PARKS MAINTENANCE TECHNICIAN	STORMWATER ENGINEER
CAPT PROT TRNG & SFTY	FOREMAN - WASTEWATER COLLECT	PARKS, REC & CONSER DIRECTOR	STORMWATER FACILITIES OPER.
CAPTAIN FIRE-MEDIC	FOREMAN - WATER DISTRIBUTION	PARTS CLERK	STORMWATER INSPECTOR
CASE WORKER	GIS ANALYST	PLANNER	STRMWTR EDUC FERTLZR ENF OFCR
CERTIFIED POOL OPERATOR	GIS COORDINATOR	PLANNER PT	SUPERINTEND WATER PRODUCTION
CHIEF OPERATOR	GIS MANAGER	PLANNER-METRO PLANNING ORG	SUPERINTENDENT PARKS
CHIEF PLANNER	GIS TECHNICIAN	PLANNING ASSISTANT II	SUPERINTENDENT-ROAD & BRIDGE
CHIEF SIGNAL TECH	GOLF CART MECHANIC	PLANNING TECHNICIAN II	SUPERVISOR-BEACH OPERATIONS
CODE ENFORCEMENT COORD.	GOLF PROFESSIONAL	PLANNING/DEVELOP SVC DIRECTOR	SUPERVISOR-LIFT STATIONS
CODE ENFORCEMENT OFFICER	GROUNDSCKEEPER I	PLANS EXAMINER I	SUPERVISOR-UTILITY MAINT.
COMMISSIONER ASSISTANT	GROUNDSCKEEPER II	PLANS REVIEWER	SUPPORT SPECIALIST - FIRE RESC
COMMUNITY SERVICES DIRECTOR	HEAD LIFEGUARD	PLANT MECHANIC	SUPT.WATER/WW TREATMENT PLANT
COMPUTER TECHNICIAN	HEAVY EQUIPMENT OPERATOR	PLNG GIS ADDR DBASE COORDINATO	SURVEY INSTRUMENT OPERATOR
COMPUTER TECHNICIAN LEAD	HOUSING INSPECTOR	PRINCIPAL ENVIRO. PLANNER	SURVEY PARTY CHIEF
CONSERVATION LANDS MGR	HOUSING SERVICES MANAGER	PRO SHOP ATTENDANT	TELECOMMUNICATIONS TECHNICIAN
CONSERVATION LANDS PROG. COORD	HOUSING SPECIALIST I	PRO SHOP MANAGER	TRADESWORKER CREW LEADER
CONSERVATION LANDS TECH II	HOUSING SPECIALIST II	PROJ ENG - LAND DEVELOPMENT	TRADESWORKER I
CONTRACT SUPPORT SPECIALIST	HR PAYROLL SPECIALIST	PROJECT ENGINEER	TRADESWORKER II
CONTRACTOR LICENSING INVESTIGA	HUMAN RESOURCES ASSISTANT	PROJECT SPECIALIST	TRAFFIC ANALYST
COORDINATOR-EMERG.MANAGEMENT	HUMAN RESOURCES SPECIALIST	PURCHASING SPECIALIST	TRAFFIC SIGNAL COORDINATOR
COORDINATOR-LIBRARY SYSTEMS	HUMAN SERVICES MANAGER	R&B HEO ROAD PIPE CREW LEAD	TRAFFIC TECHNICIAN ASSISTANT
COUNTY ADMINISTRATOR	HUMAN SERVICES PROGRAM COORD	R&B SMW DRAINAGE CREW LEAD	TRAFFIC TECHNICIAN I
COUNTY ATTORNEY	INFO SYSTEM & TELECOMM. MGR	RADIOLOGICAL EMERG. ANALYST	TV TRUCK OPERATOR
COUNTY ENGINEER	INFRASTRUCTURE PROJECT MANAGER	RANGE ATTENDANT	UTILITIES ENGINEER
COUNTY EXTENSION AGENT	INSPECTOR	RANGE ATTENDANT BUDGETED TEMP	UTILITIES FINANCE MANAGER
COUNTY SURVEYOR	INSTRUMENT TECH.	RECEPTIONIST	UTILITIES INSPECTOR
COURIER	INVENTORY SPECIALIST	RECREATION COORDINATOR	UTILITIES SERVICE WORKER
CUSTOMER & METER SVCS MANAGER	LAGOON PLAN ENVIRONMENTAL SPEC	RECREATION FACILITIES SUPERVIS	UTILITY BILLING SPECIALIST



**EXHIBIT 2F (CONTINUED)**  
**CLASSIFICATION TITLES IN INDIAN RIVER COUNTY, FL**

Classification Title	Classification Title	Classification Title	Classification Title
CUSTOMER SERVICE REP.	LAND ACQUISITION SPECIALIST	RECREATION LEADER	UTILITY CREW LEADER
CYBER SECURITY TECHNICIAN	LEAD COMMISSIONER ASSISTANT	RECREATION LEADER-SR. WELLNESS	UTILITY DESIGN ENGINEER
DEPUTY COUNTY ADMINISTRATOR	LEGAL ASSISTANT/CLA	RECREATION MANAGER	UTILITY PROJECT COORDINATOR
DEPUTY COUNTY ATTORNEY	LEGISLATIVE AFFAIRS & COMM MGR	RECYCLING EDUC & MKTG COORD	UTILITY SERVICE WORKER II
DEPUTY FIRE CHIEF OF ADMIN	LIBRARIAN I	RECYCLING SPECIALIST	UTILITY SERVICE WORKER III
DEPUTY FIRE CHIEF OF OPS	LIBRARIAN II	RESCUE SERGEANT	VETERANS SERVICE OFFICER-PT
DIGITAL CONTENT TECHNICIAN	LIBRARIAN III	RESCUE SGT PARAMEDIC	VETERANS SERVICES OFFICER
DIRECTOR - LIBRARY SERVICES	LIBRARY ASSOCIATE I	RIGHT OF WAY PERMIT ADMIN	VIDEO SEC MON SYSTEM TECH.
DIRECTOR OF EMERGENCY SERVICES	LIBRARY ASSOCIATE II	RISK MANAGER	WATER/WST.PLANT OPERATOR A
DIRECTOR OF HUMAN RESOURCES	LIBRARY BRANCH MANAGER	RISK MGMT SPECIALIST	WATER/WST.PLANT OPERATOR C
DIRECTOR OF INFO TECHNOLOGY	LIBRARY CLERK	ROADWAY PRODUCTION MANAGER	WATER/WST.PLANT OPERTRINEE
DIRECTOR OF PUBLIC WORKS	LIBRARY COMPUTER SPECIALIST	RODMAN	WATER/WSTPLANT OPERATOR B
DIRECTOR OF UTILITY SERVICES	LIBRARY TECHNICAL ASSISTANT	SAFETY & TRAINING COORDINATOR	WEBMASTER
DIRECTOR-OFFICE MGMT & BUDGET	LIEUTENANT	SCADA COORDINATOR	
DRIVER ENGINEER	LIEUTENANT FIRE-MEDIC	SCALE OPERATOR	
E911 COORDINATOR	LIEUTENANT INSPECTOR	SENIOR ACCOUNT CLERK	



## 2.2 GRADE PLACEMENT ANALYSIS

The Grade Placement Analysis examines how employee salaries are distributed throughout the pay grades. This can help identify salary progression issues, which are usually accompanied by employee salaries that are clustered in segments of the pay grades. A clustering of employee salaries in the lower part of ranges can indicate a lack of salary progression for employees or a high level of employee turnover. A clustering of employee salaries in the high end of pay ranges can be a sign of high employee tenure or a sign that the pay ranges are behind market, forcing the organization to offer salaries near the maximum of the range to new hires. With regard to minimum and maximum salaries, employees at the grade minimum are typically newer to the organization or to the classification, while employees at the grade maximum are typically highly experienced and highly proficient in their classification. The Grade Placement Analysis examines how salaries compare to pay range minimums, midpoints, and maximums. Only pay grades with at least one incumbent are included in this analysis.

**Exhibit 2G** displays the percentage and number of employees compensated at their pay grade minimum and pay grade maximum. The percentages presented are based on the total number of employees in that grade. As can be seen in the exhibit, 3.1 percent (30 total) of all employees are compensated below their pay grade's minimum. 4.0 percent (39 employees) are paid at the minimum of their pay grade, and 146 employees (15.1 percent) are paid at the pay grade maximum. No County employees are compensated above his or her pay grade's maximum.

In discussions with the County's leadership team employees that are below the minimum of his or her pay grade are due to the hiring philosophy utilized by the County; if new hires within the Fire Services department do not meet the minimum requirements for the position, the new employee is brought in below the minimum of the pay grade until those requirements are met.

**EXHIBIT 2G**  
**EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE**

Grade	Employees	Below Min		At Min		At Max		Above Max	
		#	%	#	%	#	%	#	%
A06	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
A08	9	0	0.0%	0	0.0%	2	22.2%	0	0.0%
DF03	132	30	22.7%	11	8.3%	1	0.8%	0	0.0%
DF04	50	0	0.0%	0	0.0%	12	24.0%	0	0.0%
DF06	41	0	0.0%	0	0.0%	14	34.1%	0	0.0%
DF07	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
DF08	3	0	0.0%	0	0.0%	2	66.7%	0	0.0%
DF94	3	0	0.0%	0	0.0%	1	33.3%	0	0.0%
DFR4	40	0	0.0%	0	0.0%	0	0.0%	0	0.0%
E06	15	0	0.0%	0	0.0%	1	6.7%	0	0.0%
E07	4	0	0.0%	0	0.0%	1	25.0%	0	0.0%



**EXHIBIT 2G (CONTINUED)**  
**EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE**

Grade	Employees	Below Min		At Min		At Max		Above Max	
		#	%	#	%	#	%	#	%
E08	14	0	0.0%	0	0.0%	2	14.3%	0	0.0%
E09	7	0	0.0%	2	28.6%	1	14.3%	0	0.0%
E10	9	0	0.0%	1	11.1%	1	11.1%	0	0.0%
E11	15	0	0.0%	0	0.0%	0	0.0%	0	0.0%
E12	7	0	0.0%	0	0.0%	1	14.3%	0	0.0%
E13	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
E14	6	0	0.0%	0	0.0%	1	16.7%	0	0.0%
E15	8	0	0.0%	0	0.0%	1	12.5%	0	0.0%
E16	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
E17	8	0	0.0%	0	0.0%	0	0.0%	0	0.0%
E18	6	0	0.0%	0	0.0%	2	33.3%	0	0.0%
E20	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
E21	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ES02	6	0	0.0%	0	0.0%	2	33.3%	0	0.0%
L05	38	0	0.0%	1	2.6%	4	10.5%	0	0.0%
L06	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
L07	6	0	0.0%	0	0.0%	3	50.0%	0	0.0%
L08	29	0	0.0%	3	10.3%	9	31.0%	0	0.0%
L09	32	0	0.0%	0	0.0%	5	15.6%	0	0.0%
L10	57	0	0.0%	1	1.8%	10	17.5%	0	0.0%
L11	23	0	0.0%	0	0.0%	5	21.7%	0	0.0%
L12	12	0	0.0%	0	0.0%	1	8.3%	0	0.0%
L13	4	0	0.0%	0	0.0%	2	50.0%	0	0.0%
L14	15	0	0.0%	2	13.3%	6	40.0%	0	0.0%
L15	13	0	0.0%	1	7.7%	7	53.8%	0	0.0%
L16	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
L17	8	0	0.0%	1	12.5%	4	50.0%	0	0.0%
L18	6	0	0.0%	0	0.0%	3	50.0%	0	0.0%
M02	16	0	0.0%	0	0.0%	0	0.0%	0	0.0%
M03	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N03	15	0	0.0%	0	0.0%	1	6.7%	0	0.0%
N04	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N06	34	0	0.0%	1	2.9%	2	5.9%	0	0.0%
N07	12	0	0.0%	0	0.0%	1	8.3%	0	0.0%
N08	21	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N09	29	0	0.0%	1	3.4%	4	13.8%	0	0.0%
N10	12	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N11	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N12	13	0	0.0%	0	0.0%	3	23.1%	0	0.0%
N13	5	0	0.0%	1	20.0%	2	40.0%	0	0.0%
N14	45	0	0.0%	4	8.9%	6	13.3%	0	0.0%
N15	18	0	0.0%	2	11.1%	0	0.0%	0	0.0%





**EXHIBIT 2G (CONTINUED)**  
**EMPLOYEES AT MINIMUM AND MAXIMUM BY GRADE**

Grade	Employees	Below Min		At Min		At Max		Above Max	
		#	%	#	%	#	%	#	%
N16	11	0	0.0%	1	9.1%	3	27.3%	0	0.0%
N17	11	0	0.0%	1	9.1%	2	18.2%	0	0.0%
N18	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N19	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N20	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N21	2	0	0.0%	1	50.0%	0	0.0%	0	0.0%
N22	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
N23	7	0	0.0%	0	0.0%	3	42.9%	0	0.0%
S06	12	0	0.0%	1	8.3%	0	0.0%	0	0.0%
S10	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
S12	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
S14	4	0	0.0%	0	0.0%	1	25.0%	0	0.0%
S15	2	0	0.0%	0	0.0%	1	50.0%	0	0.0%
S16	6	0	0.0%	1	16.7%	1	16.7%	0	0.0%
X03	2	0	0.0%	0	0.0%	2	100.0%	0	0.0%
X04	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
X05	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
X06	7	0	0.0%	0	0.0%	7	100.0%	0	0.0%
X07	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Z102	2	0	0.0%	2	100.0%	2	100.0%	0	0.0%
<b>Total</b>	<b>970</b>	<b>30</b>	<b>3.1%</b>	<b>39</b>	<b>4.0%</b>	<b>146</b>	<b>15.1%</b>	<b>0</b>	<b>0.0%</b>

In addition to assessing the number of employees at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay grade midpoint. The percentages refer to the percentage of employees in each pay grade that are above and below midpoint. **Exhibit 2H** displays the results of this analysis: a total of 604 employees are compensated below their pay grade midpoint—which is 62.3 percent of all employees for the County. There are 364 employees compensated above the midpoint of their pay grade, which is 37.5 percent of all employees.

**EXHIBIT 2H**  
**EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE**

Grade	Employees	<Mid		Mid>	
		#	%	#	%
A06	1	0	0.0%	1	100.0%
A08	9	2	22.2%	7	77.8%
DF03	132	119	90.2%	13	9.8%
DF04	50	15	30.0%	35	70.0%
DF06	41	0	0.0%	41	100.0%
DF07	2	1	50.0%	1	50.0%
DF08	3	0	0.0%	3	100.0%



**EXHIBIT 2H (CONTINUED)**  
**EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE**

Grade	Employees	<Mid		Mid>	
		#	%	#	%
DFR4	40	32	80.0%	8	20.0%
DF94	3	0	0.0%	3	100.0%
E07	4	1	25.0%	3	75.0%
E08	14	8	57.1%	6	42.9%
E09	7	6	85.7%	1	14.3%
E10	9	6	66.7%	3	33.3%
E11	15	12	80.0%	3	20.0%
E12	7	5	71.4%	2	28.6%
E13	6	3	50.0%	3	50.0%
E14	6	2	33.3%	4	66.7%
E15	8	3	37.5%	5	62.5%
E16	6	4	66.7%	2	33.3%
E17	8	3	37.5%	5	62.5%
E18	6	1	16.7%	5	83.3%
E20	1	1	100.0%	0	0.0%
E21	1	0	0.0%	1	100.0%
ES02	6	0	0.0%	6	100.0%
L05	38	31	81.6%	7	18.4%
L06	1	1	100.0%	0	0.0%
L07	6	2	33.3%	4	66.7%
L08	29	16	55.2%	13	44.8%
L09	32	22	68.8%	10	31.3%
L10	57	39	68.4%	18	31.6%
L11	23	10	43.5%	13	56.5%
L12	12	6	50.0%	6	50.0%
L13	4	2	50.0%	2	50.0%
L14	15	7	46.7%	8	53.3%
L15	13	4	30.8%	9	69.2%
L16	4	0	0.0%	4	100.0%
L17	8	4	50.0%	4	50.0%
L18	6	1	16.7%	5	83.3%
M02	16	12	75.0%	4	25.0%
M03	1	1	100.0%	0	0.0%
N03	15	12	80.0%	3	20.0%
N04	2	1	50.0%	1	50.0%
N06	34	29	85.3%	5	14.7%
N07	12	9	75.0%	3	25.0%
N08	21	19	90.5%	2	9.5%
N09	29	20	69.0%	9	31.0%
N10	12	8	66.7%	4	33.3%



**EXHIBIT 2H (CONTINUED)**  
**EMPLOYEES ABOVE AND BELOW MIDPOINT BY PAY GRADE**

Grade	Employees	<Mid		Mid>	
		#	%	#	%
N11	2	1	50.0%	1	50.0%
N12	13	9	69.2%	4	30.8%
N13	5	3	60.0%	2	40.0%
N14	45	32	71.1%	13	28.9%
N15	18	16	88.9%	2	11.1%
N16	11	5	45.5%	6	54.5%
N17	11	6	54.5%	5	45.5%
N18	2	0	0.0%	2	100.0%
N19	3	1	33.3%	2	66.7%
N20	6	3	50.0%	3	50.0%
N21	2	2	100.0%	0	0.0%
N22	6	5	83.3%	1	16.7%
N23	7	2	28.6%	5	71.4%
S06	12	11	91.7%	1	8.3%
S10	2	2	100.0%	0	0.0%
S12	6	5	83.3%	1	16.7%
S14	4	1	25.0%	3	75.0%
S15	2	0	0.0%	2	100.0%
S16	6	5	83.3%	1	16.7%
X03	2	0	0.0%	2	100.0%
X04	1	0	0.0%	1	100.0%
X05	3	3	100.0%	0	0.0%
X06	7	0	0.0%	7	100.0%
X07	2	1	50.0%	1	50.0%
Z102	2	0	0.0%	0	0.0%
<b>Total</b>	<b>970</b>	<b>604</b>	<b>62.3%</b>	<b>364</b>	<b>37.5%</b>

## 2.3 QUARTILE ANALYSIS

The last part of the Grade Placement Analysis is a detailed look at how salaries are distributed amongst pay grades through a quartile analysis. Here, each pay grade is divided into four segments of equal width called quartiles. The first quartile represents the first 25 percent of the pay range; the second quartile represents the part of the range above the first quartile up to the mathematical midpoint; the third quartile represents the part of the range from the midpoint to 75 percent of the pay range; and the fourth quartile represents the part of the range above the third quartile up to the pay range maximum. Employees are assigned to a quartile within their pay range based on their current salary.

The quartile analysis is used to determine the location of employee salary clusters. Quartile analysis helps identify whether clusters exist in specific quartiles of pay grades. Additionally, the amount of time the employee has spent at the organization is also analyzed to observe



any relationship between organizational tenure and salary progression. This information, while not definitive alone, can shed light on any root issues within the current compensation and classification plan when combined with market data and employee feedback.

**Exhibit 2I** shows the number of employees that are in each quartile of each grade, as well as the average overall tenure (i.e., how long an employee has worked for the County) by quartile.

Overall, data provides that of the 970 employees included in this table, 38.0 percent fall into Quartile 1 of their respective grade; 24.4 percent fall into Quartile 2; 13.1 percent fall into Quartile 3; and 24.4 percent fall into Quartile 4. While this distribution does not lead to a conclusion, data for average tenure do lead to determinations on the relationship between tenure and salary. Generally, overall average tenure increases as quartile increases; the average tenure in Quartile 1 is 2.2 years; in Quartile 2 is 6.0 years; in Quartile 3 is 10.2 years; and in Quartile 4 is 20.7 years. This would seem to indicate that, for the most part, a positive linear relationship exists between tenure and pay.



**EXHIBIT 21**  
**QUARTILE ANALYSIS AND TIME WITH THE ORGANIZATION**

GRADE	Total Employees	Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			#	Avg. Tenure	#	Avg. Tenure	#	Avg. Tenure	#	Avg. Tenure
A06	1	17	0	-	0	-	1	16.9	0	-
A08	9	11	0	-	2	12.0	2	11.5	5	10.9
DF03	132	3	103	1.6	16	5.8	10	9.6	3	18.2
DF04	50	12	0	-	15	6.5	20	9.8	15	20.4
DF06	41	16	0	-	0	-	17	12.5	24	18.3
DF07	2	10	0	-	1	7.1	1	12.1	0	-
DF08	3	20	0	-	0	-	0	-	3	19.6
DF94	3	15	0	-	0	-	2	13.3	1	18.9
DFR4	40	6	1	4.5	31	5.7	8	8.9	0	-
E06	15	8	9	2.5	2	11.3	2	13.1	2	25.5
E07	4	18	1	14.5	0	-	0	-	3	18.9
E08	14	13	5	8.8	3	7.0	1	13.8	5	22.9
E09	7	8	4	4.3	2	3.7	0	-	1	31.5
E10	9	13	5	5.8	1	10.0	0	-	3	25.7
E11	15	8	4	9.3	8	3.0	0	-	3	17.5
E12	7	8	2	8.7	3	7.9	0	-	2	7.3
E13	6	6	0	-	3	6.9	2	4.6	1	7.9
E14	6	14	0	-	2	12.5	2	8.2	2	22.7
E15	8	7	2	2.0	1	1.2	1	2.1	4	12.4
E16	6	4	0	-	4	3.1	1	1.8	1	12.1
E17	8	18	1	7.6	2	14.1	2	20.0	3	22.8
E18	6	9	0	-	1	9.4	2	7.5	3	10.3
E20	1	3	0	-	1	2.6	0	-	0	-
E21	1	6	0	-	0	-	0	-	1	5.8
ES02	6	23	0	-	0	-	0	-	6	22.8
L05	38	4	25	1.1	6	3.9	3	8.6	4	22.7



**EXHIBIT 2I (CONTINUED)**  
**QUARTILE ANALYSIS AND TIME WITH THE ORGANIZATION**

GRADE	Total Employees	Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			#	Avg. Tenure	#	Avg. Tenure	#	Avg. Tenure	#	Avg. Tenure
L06	1	0	1	0.1	0	-	0	-	0	-
L07	6	17	0	-	2	6.7	1	10.5	3	26.8
L08	29	10	11	1.1	5	6.5	2	8.4	11	22.0
L09	32	8	13	1.8	9	5.8	3	7.5	7	23.5
L10	57	8	27	1.4	12	4.7	2	9.3	16	21.1
L11	23	11	2	1.6	8	4.8	4	7.0	9	21.4
L12	12	9	4	3.5	2	3.1	4	9.5	2	22.9
L13	4	15	0	-	2	4.3	0	-	2	26.4
L14	15	14	6	3.3	1	1.2	1	6.9	7	25.8
L15	13	19	2	0.5	2	6.0	2	14.2	7	30.0
L16	4	21	0	-	0	-	1	17.0	3	21.8
L17	8	13	2	2.0	2	6.2	0	-	4	22.6
L18	6	18	0	-	1	4.4	2	7.4	3	28.9
M02	16	5	7	1.5	5	3.8	2	8.0	2	18.3
M03	1	1	1	1.3	0	-	0	-	0	-
N03	15	5	8	1.0	4	3.6	2	8.3	1	30.7
N04	2	6	0	-	1	5.3	1	6.7	0	-
N06	34	4	20	1.0	9	4.0	3	11.0	2	20.5
N07	12	8	4	1.8	5	5.4	0	-	3	19.9
N08	21	3	13	1.3	6	5.8	2	3.9	0	-
N09	29	8	10	1.6	10	4.5	3	10.5	6	23.7
N10	12	7	5	2.6	3	6.0	1	14.2	3	14.9
N11	2	8	1	5.7	0	-	1	9.4	0	-
N12	13	10	5	1.9	4	7.8	0	-	4	21.5
N13	5	12	1	0.6	2	6.8	0	-	2	23.5
N14	45	8	23	2.2	9	8.5	2	17.3	11	18.4
N15	18	3	11	2.2	5	4.0	2	9.0	0	-
N16	11	13	1	0.4	4	6.0	1	8.4	5	22.0

**EXHIBIT 2I (CONTINUED)**  
**QUARTILE ANALYSIS AND TIME WITH THE ORGANIZATION**

GRADE	Total Employees	Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			#	Avg. Tenure	#	Avg. Tenure	#	Avg. Tenure	#	Avg. Tenure
N17	11	13	3	2.6	3	12.2	3	14.7	2	28.5
N18	2	6	0	-	0	-	0	-	2	5.9
N19	3	4	1	2.7	0	-	1	4.3	1	4.9
N20	6	7	0	-	3	6.2	2	9.2	1	2.3
N21	2	5	1	0.4	1	8.7	0	-	0	-
N22	6	8	1	3.1	4	8.4	1	10.5	0	-
N23	7	12	0	-	2	6.5	0	-	5	14.3
S06	12	2	9	0.9	2	2.9	0	-	1	6.9
S10	2	1	1	0.2	1	1.8	0	-	0	-
S12	6	5	4	2.1	1	5.7	0	-	1	17.3
S14	4	15	1	4.6	0	-	1	12.1	2	29.4
S15	2	33	0	-	0	-	0	-	2	32.8
S16	6	17	2	5.3	3	20.2	0	-	1	32.6
X03	2	27	0	-	0	-	0	-	2	27.4
X04	1	21	0	-	0	-	0	-	1	20.5
X05	3	1	3	1.2	0	-	0	-	0	-
X06	7	24	0	-	0	-	0	-	7	24.0
X07	2	4	1	3.3	0	-	0	-	1	5.1
Z102	2	25	2	24.9	0	-	0	-	0	-
Overall	970	8.6	369	2.2	237	6.0	127	10.2	237	20.7





## 2.4 COMPRESSION ANALYSIS

Pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and responsibility. Compression can be seen as a threat to internal equity and morale. Two common types of pay compression can be observed when the pay of supervisors and their subordinates are too close, or the pay of highly tenured staff and newly hired employees in the same job are too similar.

According to the Society for Human Resources Management (SHRM), specific examples of actions that may cause pay compression include the following:

- Reorganizations change peer relationships and can create compression if jobs are not reevaluated.
- In some organizations, certain departments or divisions may be relatively liberal with salary increases, market adjustments, and promotions—while others are not.
- Some employers have overlooked their Human Resources policies designed to regulate pay, paying new hires more than incumbents for similar jobs under the mantra of “paying what it takes to get the best talent.”
- Many organizations have found it easy to hire people who have already done the same work for another organization, eliminating the need for training. Rather than hiring individuals with high potential and developing them for the long term, they have opted for employees who could “hit the ground running”—regardless of their potential.

### Comparison with Supervisor Salaries

One common form of pay compression (when pay differentials are too small to be considered equitable) can be defined as the lack of variation in salaries between employees with significantly different levels of experience and responsibility. An example of this can be observed when the pay of supervisors and their subordinates are too similar. The following analysis attempts to determine if such compression can be observed in the County.

**Exhibit 2J** displays these results numerically and **Exhibit 2K** indicates the ratio of subordinate to supervisor salaries by grade graphically. Employees were grouped into categories reflecting whether their actual salary was less than 80 percent, less than 95 percent, or greater than 95 percent of their supervisor’s salary. Less than 80 percent would indicate that the ratio of an employee’s salary to his supervisor’s salary would yield a result of less than 0.8. For example, an employee with a salary of \$79,000.00 and a supervisor with a salary of \$100,000.00 would yield a ratio of 0.79 and be placed into the Less than 80 Percent category.

An analysis of the data would quickly reveal that while most positions in the County are in a great position, with sufficient space between employee and supervisor salaries, there are a few employees with salaries more than 100 percent of their supervisor’s salary. Anywhere

yellow or red appears on **Exhibit 2K** is somewhere that warrants an examination of supervisor vs. employee salary.

**EXHIBIT 2J**  
**EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE**

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
A00	1	1	0	0
A06	0	1	0	0
A08	6	3	0	0
DF03	132	0	0	0
DF04	50	0	0	0
DF06	33	8	0	0
DF07	2	0	0	0
DF08	3	0	0	0
DF94	1	2	0	0
DFR4	40	0	0	0
E06	12	3	0	0
E07	2	2	0	0
E08	12	1	0	0
E09	6	0	0	1
E10	5	3	0	1
E11	11	3	0	1
E12	6	1	0	0
E13	5	1	0	0
E14	5	1	0	0
E15	7	0	0	1
E16	4	2	0	0
E17	4	4	0	0
E18	2	2	0	2
E20	0	1	0	0
E21	0	1	0	0
ES02	0	6	0	0
L05	35	0	0	2
L06	1	0	0	0
L07	6	0	0	0
L08	19	7	1	2
L09	27	4	0	0
L10	46	7	3	0
L11	20	3	0	0
L12	10	2	0	0
L13	4	0	0	0

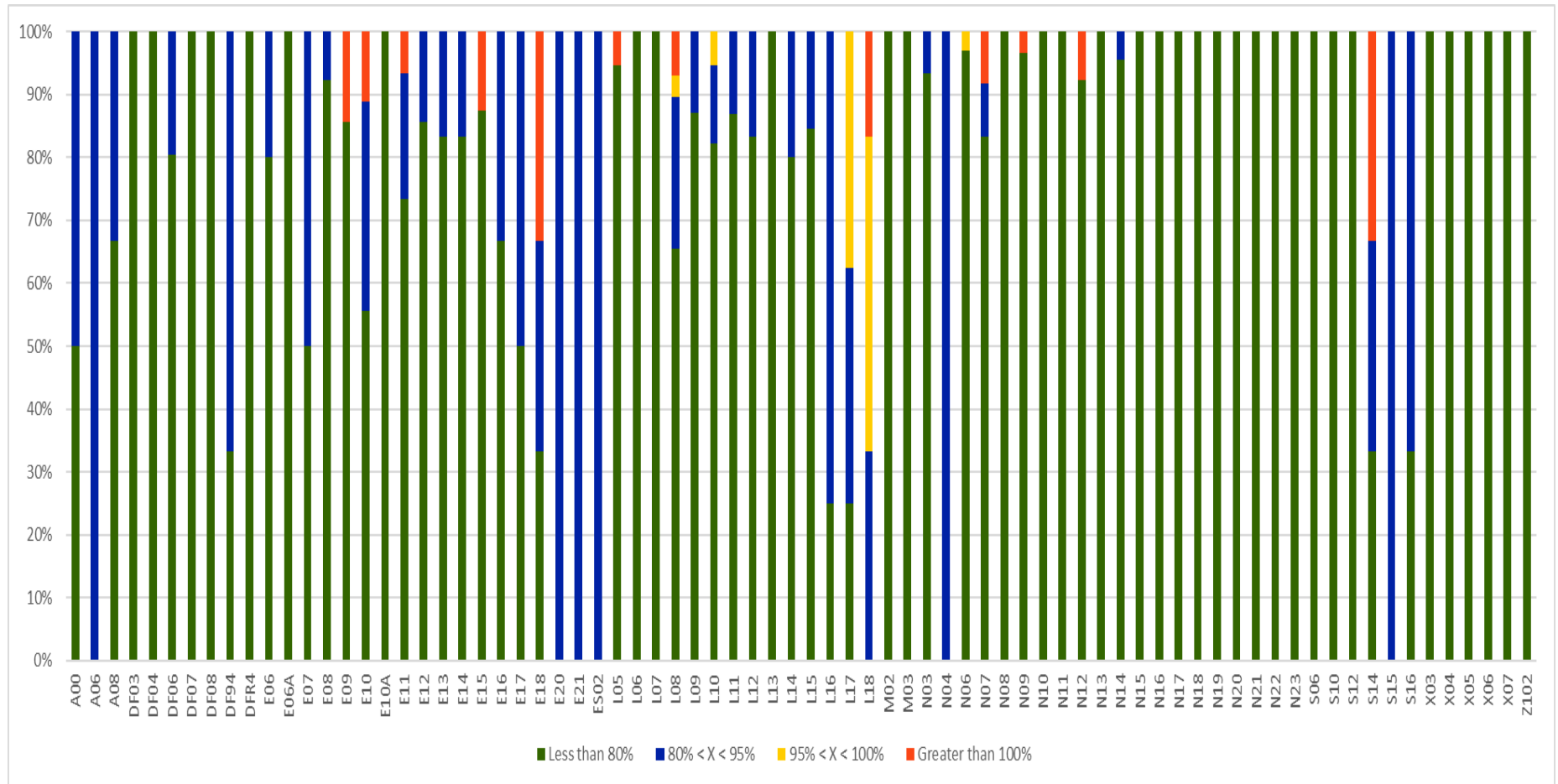
**EXHIBIT 2J (CONTINUED)**  
**EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE**

Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
L14	12	3	0	0
L15	11	2	0	0
L16	1	3	0	0
L17	2	3	3	0
L18	0	2	3	1
M02	16	0	0	0
M03	1	0	0	0
N03	14	1	0	0
N04	0	2	0	0
N06	33	0	1	0
N07	10	1	0	1
N08	21	0	0	0
N09	28	0	0	1
N10	12	0	0	0
N11	2	0	0	0
N12	12	0	0	1
N13	5	0	0	0
N14	43	2	0	0
N15	18	0	0	0
N16	11	0	0	0
N17	11	0	0	0
N18	2	0	0	0
N19	3	0	0	0
N20	6	0	0	0
N21	2	0	0	0
N22	6	0	0	0
N23	6	0	0	0
S06	12	0	0	0
S10	2	0	0	0
S12	6	0	0	0
S14	1	1	0	1
S15	0	1	0	0
S16	2	4	0	0
X03	2	0	0	0
X04	1	0	0	0
X05	3	0	0	0
X06	7	0	0	0
X07	2	0	0	0
Z102	2	0	0	0
<b>Totals</b>	<b>845</b>	<b>94</b>	<b>11</b>	<b>15</b>

Note: Not all employees had supervisor information listed, and therefore were not included in this analysis.



EXHIBIT 2K  
EMPLOYEE TO SUPERVISOR SALARY RATIO BY PAY GRADE



## 2.5 DEPARTMENT DISTRIBUTION

As of November 2023, the County employed 974 employees across 18 different departments. The following analysis was intended to provide basic information regarding how employees are distributed among departments.

**Exhibit 2L** depicts the number of classifications that are present in each department, along with the number and overall percentage of total employees by department. As illustrated, the largest department/division (in terms of employees) is Fire Services, with 324 employees spanning 14 fire stations and representing 33.3 percent of the County's workforce.

**EXHIBIT 2L  
EMPLOYEES AND CLASSIFICATIONS BY DEPARTMENT**

Department	Employees	Classes	% of Total
ADMINISTRATOR OPERATIONS	2	2	0.2%
BCC OPERATIONS	5	2	0.5%
COMMUNITY SERVICES	69	23	7.1%
COUNTY ADMINISTRATOR	4	4	0.4%
COUNTY ATTORNEY	5	4	0.5%
EMERGENCY MANAGEMENT	6	6	0.6%
EMERGENCY MGMT BASE GRANT	1	1	0.1%
FIRE SERVICES	324	35	33.3%
FPL GRANT	1	1	0.1%
GOLF	25	6	2.6%
HUMAN RESOURCES	8	7	0.8%
INFO SYSTEMS & TELECOM	24	19	2.5%
MANAGEMENT & BUDGET	12	10	1.2%
NATURAL RESOURCES/ENVIRO PLAN	14	12	1.4%
PARKS, RECREATION & CONS	119	37	12.2%
PLANNING AND DEVELOPMENT SVC	60	26	6.2%
PUBLIC WORKS	147	61	15.1%
UTILITIES OPERATIONS	148	58	15.2%
<b>Total</b>	<b>974</b>	<b>314</b>	<b>100.0%</b>

## 2.6 SUMMARY

The information contained in this chapter identifies features of the overall structure of the County's compensation system in place at the beginning of the study.

Notably, the following was found:

- In general, the structure of the pay plans offered by the County are transparent and relatively consistent in design. The plans contain consistent range spreads, but the range spreads for the Fire plan are somewhat narrow in comparison to the County's



other plans. In addition, there are varied midpoint progressions within each pay plan due to changes that the County has made to the plans over time.

- Most County employees are paid less than 80 percent of their supervisors' salaries. However, 11 employees (1.1 percent) are within 95 percent of their supervisor's salary, and 15 employees (1.6 percent) of employees are shown as making more than their listed supervisor. This indicates that there is some compression starting to occur in relation to employee and supervisor salaries.

This analysis acts as a starting point for the development of recommendations in subsequent chapters of this report. Paired with market data, Evergreen is able to make recommendations that will ensure that the County's compensation system is structurally sound in terms of best practices.



## Chapter 3 - Summary of Employee Outreach

On December 14, 2023, the Evergreen Solutions Team released an employee survey on behalf of Indian River County. The objective of this survey was to collect feedback on the strengths and weaknesses of the current compensation and classification plans. As a result, Evergreen received 489 survey responses from employees representing a cross section of departments and classifications as well as management levels.

Additionally, in-person and virtual focus groups were held from December 13<sup>th</sup> through December 15<sup>th</sup>, 2023. The Evergreen team met with approximately 200 employees from various departments and classifications. These employees were asked to share their experiences thus far with the County.

The remainder of this chapter summarizes the comments made by survey and focus group participants. It is important to note that the views shared in this summary are not necessarily supported by Evergreen Solutions nor Indian River County. Evergreen, however, used this information as a basis for further investigation throughout the course of the study. In all instances, Evergreen has removed any information that may identify the commenter.

### 3.1 GENERAL FEEDBACK

Although the major purpose of the survey and focus groups was to discuss compensation and classification, the first three questions asked in the survey received feedback related as to why employees initially came to work for the County, why they remain employed, and what they feel the County does well for the employees. The most common replies were as follows.

- **Benefits/Retirement** – The benefits and retirement packages offered by the County was a top survey response; this was also mentioned in focus groups.
- **Location** – Location was also one of the most common survey responses as to why employees started working with the County and a popular response for why employees have remained with the County.
- **Opportunity to Make a Positive Impact on the County/Local Community** – Close to half of the survey respondents shared that by working with the County, they feel that they are able to make a positive impact on their local community.
- **Relationships with Coworkers** – Another contributing factor to employee retention is the people who work for the County. Many employees in focus groups stated that they





enjoy working with their colleagues and often described the County as a “family atmosphere” where everyone is supportive of each other.

- **Type of Work** – The top response from employees for remaining with the County was that they enjoy the type of work that they do, with many stating that they came to work for the County specifically for the unique opportunities that are offered.

**Exhibit 3A** shows the aggregate results of factors that helped bring current employees to the County.

**EXHIBIT 3A**  
**REASONS FOR APPLYING WITH THE COUNTY**

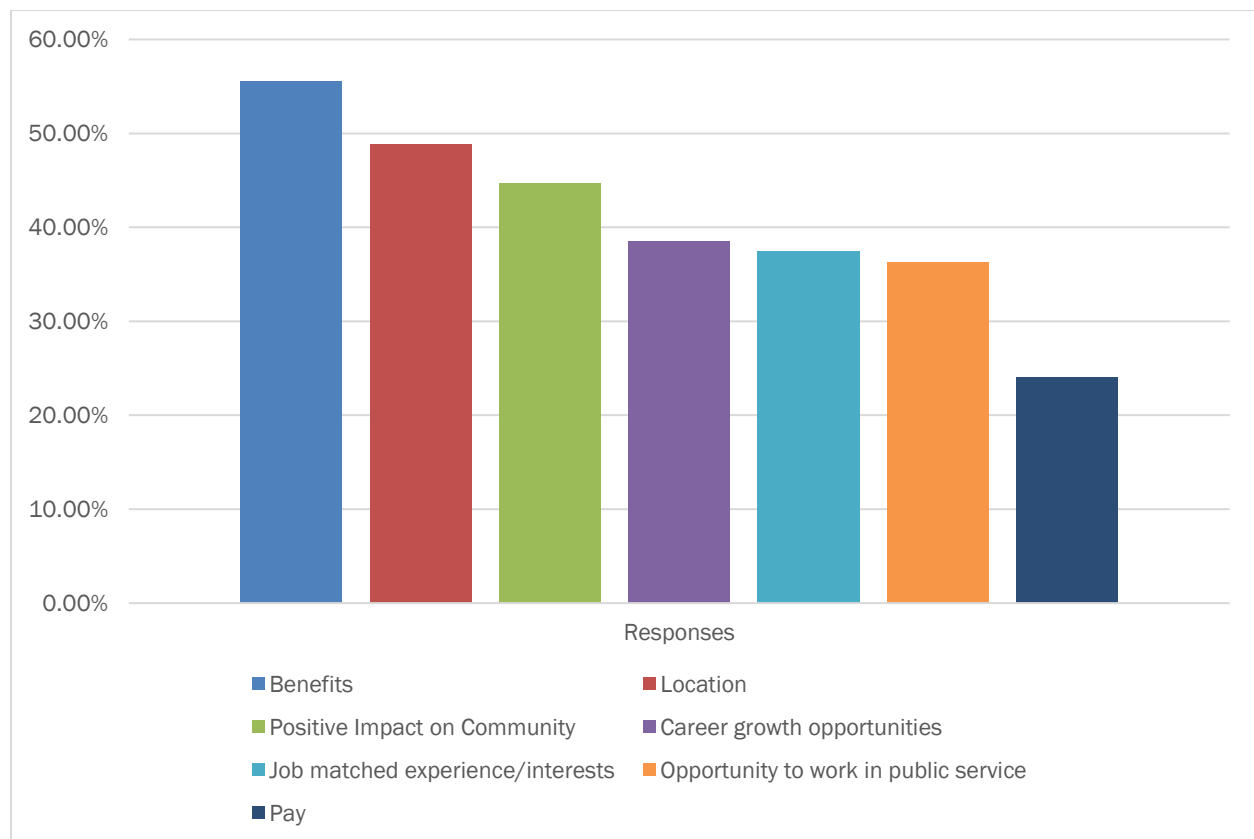
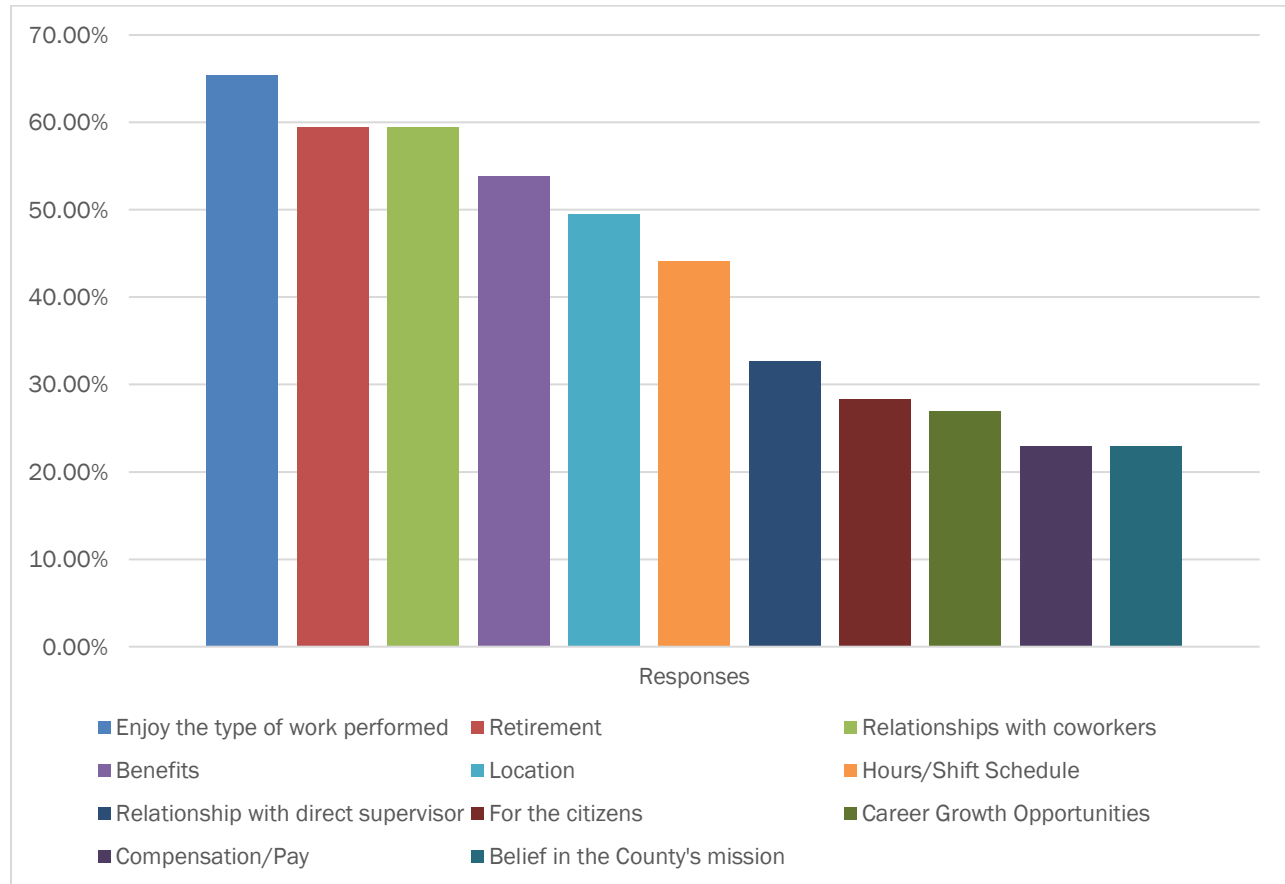


Exhibit 3B shows the aggregate results of factors that have encouraged employees to remain with the County.

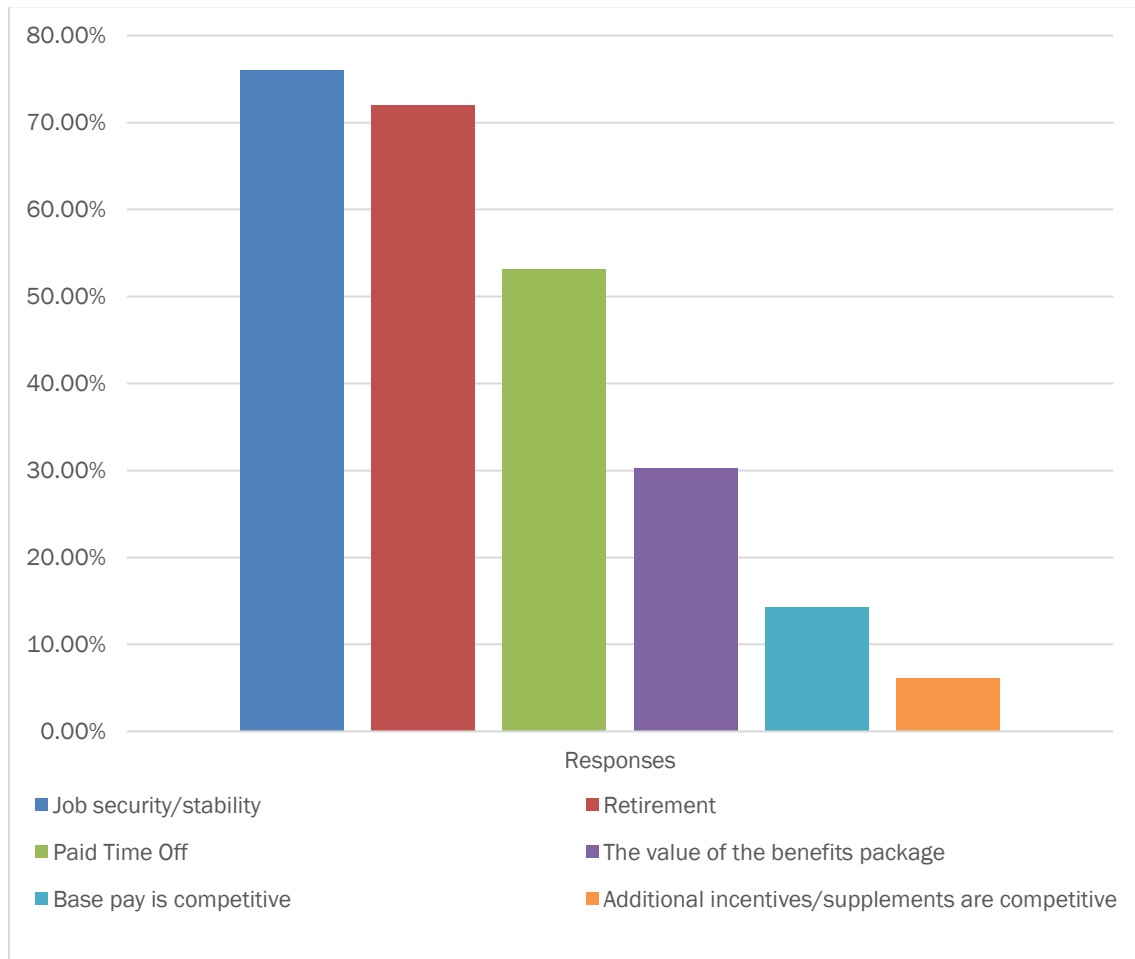
**EXHIBIT 3B**  
**REASONS FOR REMAINING WITH THE COUNTY**



### 3.2 COMPENSATION

Employees were asked about the County's compensation practices, policies, and procedures. **Exhibit 3C** shows aggregate results for positive aspects of employees' compensation. As shown, the majority of respondents felt that job security/stability was one of the most positive aspects of compensation, followed closely by the retirement package offered by the County.

**EXHIBIT 3C**  
**POSITIVE ASPECTS OF COMPENSATION WITH THE COUNTY**



The most frequent comments regarding compensation included the following:

- **Familiarity with Compensation System** – 37.01 percent of survey participants said they were somewhat familiar with the County's current compensation system. Additionally, 48.88 percent indicated they were very or extremely familiar with the compensation system. However, approximately 14.11 percent said they had little to no understanding of the compensation system. During focus groups, several employees mentioned that there seemed to be inequities between how pay was set for both new hires and internal promotions. More communication regarding these items was requested.



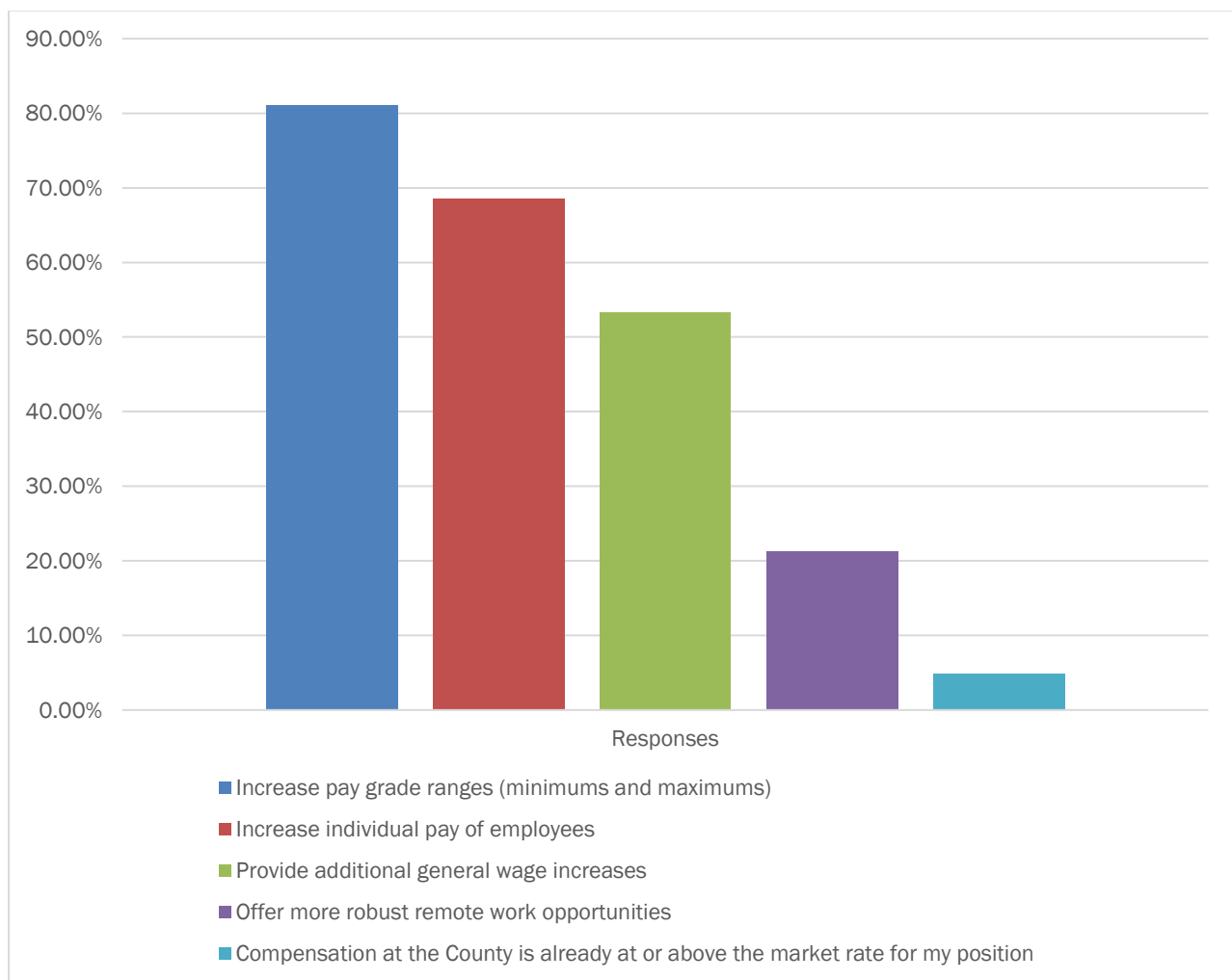
- **Competitive Salaries** – Only 4.78 percent of survey participants felt that the County's salaries were already market competitive for their position. During focus groups, it was mentioned that there has been somewhat of a challenge recruiting and retaining Managers and Supervisors because of the pay. It was also mentioned that it is difficult to fill entry level positions not only because of the low pay, but also that many of these positions are advertised as part-time with no benefits.
- **Satisfaction with Base Compensation** – Of all survey respondents, the average satisfaction level in relation to base compensation with the County was 4.82, with a response of 1 indicating that the employee was very dissatisfied and 10 indicating that the employee was very satisfied.
- **Raises/Incentive/Paygrade Assignments** – Close to half (48.87 percent) of survey participants stated they feel raises, incentives, and paygrade assignments are not fair/equitable between employees, while 35.73 percent of employees were unsure. Employees mentioned that there is an inadequate separation of pay by rank/classification, and that many newer employees are often making the same if not more for base compensation than longer tenured employees in a higher level. Employees would like to see the internal promotion policy revised; many believe it is not worth the hassle to promote. Additionally, employees would like to see equitable pay for similar job titles across departments.
- **General Wage Increases** – Many focus group participants expressed appreciation for the general wage increases over the last few years. However, it was frequently mentioned that these increases are not keeping up with the actual cost of living in the area.
- **Compression** – A major area of concern with focus group participants was compression between new and tenured employees. Many thought this was due to the way salaries are configured for new hires and internally promoted employees. Some of the feedback received was that there does not seem to be consistent practices when determining salaries, and there was inconsistency among departments as to whether prior experience was considered.
- **Incentives for Education/Certifications** – It was mentioned that in instances where certifications are not tied to promotion that employees would like to receive an incentive for certifications that would enhance their job performance. Focus group participants believed this would motivate employees to seek out educational and certification opportunities, which would in turn increase the skill level of employees.
- **High Risk** – Some employees mentioned that there are several positions within the County that deal with dangerous, hazardous, and/or risky working conditions and requested that these types of positions be reevaluated and classified as High Risk.
- **Merit Pay** – Currently everyone who meets or exceeds expectations on their performance evaluation receives the same percentage of pay. There is no incentive for



employees to be a top performer or exceed expectations within their roles. Staff members voiced concern about this and requested a change in policy in order to motivate employees.

**Exhibit 3D** displays aggregate results for employees' beliefs on what the County needs to do to be more competitive with the market. As shown, 81.09 percent of respondents felt that the County needs to increase pay grade ranges (minimums and maximums). Other top responses included to increase pay of individual employees (68.48 percent of respondents), and to provide additional general wage increases, which was selected by 53.26 percent of survey respondents.

**EXHIBIT 3D**  
**METHODS FOR THE COUNTY TO BE MORE COMPETITIVE WITH MARKET**



### 3.3 CLASSIFICATION

Participants were asked about any classification concerns. Comments shared by employees related to the County's classification structure include:

- **Career Progression** – Adding levels to classifications to create career paths was mentioned frequently during focus groups as something both managers and employees felt would benefit the County. Respondents believe focusing on career development within the current workforce would help to grow employees and retain them. At least 26.82 percent of survey respondents shared that there are not enough levels for advancement in their current career path. Many positions do not have tiers, or enough tiers to account for related skill levels. Employees would like to be able to grow their career with the County, and by adding additional levels, they would be able to do so.
- **Training/Certifications/Licenses** – Several classifications require specific certifications to successfully meet the needs of the position. This has been a challenge in hiring these positions, as many applicants do not already possess the required certifications. Employees shared that in the past, applicants were hired and provided training to help them receive the required accreditations. Employees would like to see the County bring back this provisional classification level and help employees with training for hard-to-fill positions with these requirements, such as acquiring a CDL license.
- **Generic Classifications** – A major area of concern by employees who participated in both the survey and focus groups were the generic classifications utilized by the County. The County uses many broad classification titles that do not accurately reflect the roles and responsibilities for a specific position. Some employees who have the same classification title do very different types of work – so much so that employees thought these positions should not even be in the same pay grade.
- **Job Descriptions** – Many survey respondents (67.70 percent) believe that their job title accurately describes the work being performed, with 60.78 percent of participants stating that their job description accurately describes the work being performed. However, it was mentioned during the focus groups that many of the job descriptions seem to have elevated qualifications, and that if the education and experience requirements were revised appropriately it would enable the County to hire the right staff. Currently, positions posted requiring advanced degrees or certifications are getting little to no applicants.
- **Staffing Levels** – Several focus group participants mentioned that the County does not have the current staffing levels to provide necessary services and that many employees are often performing the work of multiple positions.

Specific comments shared by employees related to the County's classification structure include:



- **Chief Operators** –These positions have all the responsibilities of a supervisor without the employees being directly assigned to them.
- **Meter Readers** –It was mentioned that this position title has been generalized and is being used for different types of work; some employees are simply doing turn on/off procedures, while others are performing more complex functions. More clarification and/or differentiation regarding this classification was requested.
- **Recreation Leaders** –Employees in this classification are among the lowest level positions in Parks and Recreation. These employees are essentially performing all of the same functions as the Utilities Customer Services Representatives (accounting type work, billing, etc.) but are not considered equivalent.
- **Senior Maintenance Workers** –This title is utilized amongst different departments, although the positions do not perform similar duties. More clarification and/or differentiation regarding this classification was requested.
- **Staff Assistants** –This is a generic title that is utilized very differently across the County. Many of these positions should be evaluated for a more appropriate title.
- **Utilities Customer Services Representatives** –Employees in this classification are performing higher-level functions typically seen in a role similar to that of an Accountant classification, and it was requested that the title be reevaluated.

### 3.4 BENEFITS

Although not within the scope of the study, employees also offered input regarding the current benefits package offered by the County. General comments provided by focus group participants related to benefits included the following:

- Overall, employees expressed that the health plan benefits are good. Some employees requested an additional option besides employee only and employee plus family coverage options (i.e., employee plus one) due to the expense of family coverage. It was also requested that health benefits be extended to part-time employees.
- Many employees expressed a desire for retiree benefits, or for the County to contribute to benefits in some way after retirement.
- Several employees shared that they would like to see the leave accrual policies for County employees to be re-evaluated. The changes in leave accruals over time are perceived to be unfair.
- Many staff members stated that they would like to see flexible work schedules, such as four-day work weeks or the ability to work from home where situations would allow.





- Tuition reimbursement is offered by the County, but some employees shared that the amount reimbursed is insufficient. Many employees requested that this policy be reevaluated to account for the current cost of in-state tuition.

### 3.5 SUMMARY

Overall, the top three issues that employees felt that the County should address are:

1. Competitive pay with market peers;
2. Adjusting compensation/pay to account for the local cost of living; and
3. Adding career ladders for employees to allow for promotional opportunities and career growth.

The concerns expressed and reported above are generally common and exist in many organizations today. The County's commitment to seeking employee input and feedback regarding the compensation and classification system is a positive step toward improvement in these areas. During the outreach sessions, employees consistently stated that the County's compensation system should be improved to be market competitive and equitable to recruit and retain qualified employees.

The input received during employee outreach provided an understanding of the current environment and was considered while conducting the remainder of the study. The analyses discussed in the next chapters ultimately formed the basis for recommendations given in **Chapter 5** of this report.



## Chapter 4 – Market Summary

The purpose of the market summary chapter is to benchmark the County's compensation practices against those of its market peers in order to establish how competitive the County is with the market. To complete this market study, Evergreen compared pay ranges of select benchmark positions that the County possesses against the compensation of positions performing those same duties within peer organizations. By aggregating the differences in pay ranges across all the positions, a reasonable determination is made as to the County's competitive position within the market.

It is important to note that individual salaries are not analyzed when using this methodology since individual compensation can be affected by a number of variables such as experience and job performance. For this reason, Evergreen looked at average pay ranges across the entire classification to make the most accurate comparison. The results of this market study should be considered reflective of the current state of the market at the time of this study; however, market conditions can change rapidly. Consequently, it is necessary to perform market surveys of peer organizations at regular intervals in order for an organization to consistently monitor its position within the market. Furthermore, the market results detailed in this chapter provide a foundation for understanding the County's overall structural standing to the market. To add, the rates reflected in this chapter, while an important factor, are not the sole determinant for placement of classifications in the proposed salary ranges outlined in **Chapter 5**.

Evergreen conducted a comprehensive market salary survey for the County, which included soliciting 20 target peer organizations for 100 benchmark positions. Target peers were selected based on a number of factors, including geographic proximity, resource level, job overlap, and size. Target organizations were also identified for their competition to the County for employee recruitment and retention efforts. The list of the 19 targets that provided data are included in **Exhibit 4A**.

### EXHIBIT 4A RESPONDENT MARKET PEERS

Respondent Organizations
Brevard County
City of Fort Pierce
City of Melbourne
City of Orlando
City of Palm Bay
City of Port St. Lucie
City of Sebastian
City of Stuart



**EXHIBIT 4A (CONTINUED)**  
**RESPONDENT MARKET PEERS**

Respondent Organizations
City of Vero Beach
City of West Melbourne
Lake Toho Water Authority
Martin County
Orange County
Orlando Utilities
Osceola County
Palm Beach County
Seminole County
St. Lucie County
Volusia County

Because the data collected for the market summary was from various regions, it was necessary to adjust peer responses relative to the County based on cost-of-living. For all organizations that fell outside the County's immediate region, a cost-of-living adjustment was applied to the reported pay ranges to ensure a market average was attained in terms of the spending power an employee would have in the County's local area. Evergreen utilizes cost-of-living index information from the Council for Community and Economic Research. The cost-of-living index figures for the County and each of the respondent market peers are located in Exhibit 4B.

**EXHIBIT 4B**  
**RESPONDENTS WITH COST-OF-LIVING ADJUSTMENTS**

Market Peers	Cost of Living Index
<b>Indian River County, FL</b>	<b>110.9</b>
Brevard County	101.7
City of Fort Pierce	97.8
City of Melbourne	101.7
City of Orlando	105.8
City of Palm Bay	101.7
City of Port St. Lucie	97.8
City of Sebastian	110.9
City of Stuart	115.1
City of Vero Beach	110.9
City of West Melbourne	101.7
Lake Toho Water Authority	95.2
Martin County	115.1



**EXHIBIT 4B (CONTINUED)**  
**RESPONDENTS WITH COST-OF-LIVING ADJUSTMENTS**

Market Peers	Cost of Living Index
Orange County	105.8
Orlando Utilities	105.8
Osceola County	95.2
Palm Beach County	115.7
Seminole County	106.6
St. Lucie County	97.8
Volusia County	99.8

#### 4.1 MARKET DATA

The results of the market study are displayed in **Exhibit 4C**, collected at the 50<sup>th</sup> percentile for all peer organizations. These data represent base salary only and are composed of the following information:

- **Market Range Minimum, Midpoint, and Maximum.** The survey range minimum indicates the average minimum salary for each classification provided by peer organizations. Survey range midpoint provides the average midpoint of the peer respondents for each classification surveyed. Survey range maximum provides the average maximum of the survey participants for each classification surveyed.
- **Percent Differentials.** The percent differentials are shown for survey market range minimum, midpoint, and maximum. The differentials specify the variance between the County's current published salary ranges and the market average shown in the exhibit. A positive differential indicates the County is above market for that classification at the range minimum, midpoint, or maximum. Information is presented on positions that are above average to provide valuable information regarding the County's competitive edge in the marketplace for those positions. A negative differential indicates the County is below market for that classification, indicating that these salaries are not as competitive.

In the final row of the exhibit, the average percent differentials for the range minimum, midpoint and maximum are provided. This is derived by averaging each classification's percent differential.

- **Survey Average Range Spread.** The range spread which provides the average range width for each classification surveyed is the percentage difference between the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range spread for all the surveyed classifications is provided in the final row of the exhibit.



- **Survey Responses.** The number of survey responses for each classification is provided in the final column, and the average number of responses for the classification category is shown at the bottom along with an overall average for all classification categories.
- **Comparability.** Peers are provided a summary of the job duties and responsibilities for each classification as well as the experience, education and certification requirements required for a match. Based on information provided by the peers, Evergreen uses a general 70 percent match criteria for accepting a peer's proposed classification, based on the similarity of duties and responsibilities as well as the educational, experience and credentialing requirements for the classification. When in doubt, peers are contacted for additional information to ensure comparability.



EXHIBIT 4C  
MARKET SURVEY RESULTS – 50<sup>TH</sup> PERCENTILE

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
ACCOUNTANT	\$53,442.58	-0.6%	\$68,924.50	-3.7%	\$85,999.39	-7.6%	62.0%	16
APPLICATION SPECIALIST	\$67,304.03	-4.1%	\$85,813.85	-6.1%	\$104,323.67	-7.4%	60.6%	9
ASST COUNTY ADMINISTRATOR	\$138,683.28	-12.9%	\$182,460.25	-18.0%	\$224,566.47	-20.5%	66.4%	9
BLDG INSPECTOR I	\$55,829.77	8.2%	\$74,492.38	1.6%	\$92,294.59	-1.6%	63.6%	14
BUILDING OFFICIAL	\$92,637.45	3.0%	\$120,001.73	-0.6%	\$149,423.21	-4.2%	63.5%	13
CERTIFIED POOL OPERATOR	\$41,329.60	-5.7%	\$56,556.71	-14.8%	\$69,552.67	-17.3%	58.6%	5
CHIEF OPERATOR	\$61,467.17	-4.8%	\$81,454.92	-10.6%	\$100,098.64	-13.0%	62.3%	8
CODE ENFORCEMENT OFFICER	\$50,790.33	-6.8%	\$66,109.01	-10.8%	\$81,651.85	-13.7%	64.0%	15
COMMISSIONER ASSISTANT	\$49,849.50	-9.8%	\$66,303.47	-16.0%	\$82,757.44	-19.9%	66.9%	5
COMPUTER TECHNICIAN	\$50,260.13	-5.7%	\$62,640.08	-5.4%	\$76,932.36	-7.7%	60.8%	15
COUNTY ENGINEER	\$110,129.59	-4.5%	\$148,171.75	-11.9%	\$184,221.41	-15.4%	63.7%	11
COUNTY SURVEYOR	\$84,933.37	2.0%	\$109,362.54	-1.0%	\$133,909.86	-3.0%	58.0%	8
CUSTOMER SERVICE REP.	\$37,107.20	-9.5%	\$47,703.79	-12.3%	\$58,712.36	-14.9%	59.4%	11
DIRECTOR - LIBRARY SERVICES	\$114,713.25	-37.4%	\$151,345.76	-42.6%	\$186,286.21	-45.0%	72.1%	5
DIRECTOR OF EMERGENCY SERVICES	\$109,605.27	5.7%	\$144,393.07	0.4%	\$169,883.32	2.4%	64.9%	7
DIRECTOR OF INFO TECHNOLOGY	\$123,535.56	-6.3%	\$170,725.39	-16.3%	\$212,675.16	-20.0%	71.7%	9
DIRECTOR OF PUBLIC WORKS	\$127,488.75	-9.4%	\$170,062.84	-15.9%	\$211,316.49	-19.3%	66.0%	17
DIRECTOR OF UTILITY SERVICES	\$127,760.72	-9.6%	\$173,637.10	-17.9%	\$213,258.53	-20.2%	69.9%	10
ELECTRICIAN	\$47,740.31	15.6%	\$61,097.74	13.2%	\$75,462.47	10.4%	59.7%	15
ENGINEERING INSPECTOR	\$50,120.67	-15.2%	\$65,152.06	-19.1%	\$78,195.21	-19.1%	59.1%	10
ENGINEERING TECHNICIAN	\$47,413.00	-4.8%	\$64,203.73	-12.8%	\$80,994.47	-17.8%	60.0%	8
ENVIRONMENTAL SPECIALIST	\$55,069.14	-3.6%	\$69,980.25	-5.2%	\$86,523.29	-8.2%	60.7%	13
EQUIPMENT MECHANIC II	\$43,906.61	-0.5%	\$57,059.54	-4.3%	\$69,158.52	-5.3%	57.6%	15
EQUIPMENT OPERATOR I	\$38,176.66	-5.9%	\$49,506.46	-9.6%	\$60,836.27	-12.0%	58.2%	14
EXEC ASST TO THE COUNTY ADMIN	\$57,998.68	9.3%	\$75,232.18	5.5%	\$92,465.68	3.1%	63.6%	8
FACILITIES AND EVENT FOREMAN	\$55,142.84	-13.4%	\$71,816.16	-17.5%	\$88,489.47	-20.1%	67.4%	8
FACILITIES MANAGER	\$74,073.00	5.9%	\$100,853.01	-2.7%	\$124,989.49	-5.9%	57.8%	11



EXHIBIT 4C (CONTINUED)  
MARKET SURVEY RESULTS – 50<sup>TH</sup> PERCENTILE

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
FACILITIES SUPERVISOR FAIR/CAM	\$50,883.77	4.3%	\$67,379.01	-1.4%	\$82,759.99	-3.7%	59.7%	8
FLEET MANAGER	\$73,177.31	-22.2%	\$89,855.29	-20.4%	\$111,950.85	-24.1%	58.1%	7
FLEET SERVICE SUPERVISOR	\$61,619.50	-14.7%	\$82,198.93	-21.2%	\$104,364.73	-26.8%	64.0%	7
FOREMAN - PARKS	\$51,355.99	-6.4%	\$67,476.45	-11.3%	\$84,076.45	-15.1%	65.5%	9
FOREMAN - ROAD & BRIDGE	\$54,189.72	-1.9%	\$69,099.52	-3.9%	\$84,076.45	-5.3%	63.2%	7
FOREMAN - WATER DISTRIBUTION	\$53,412.21	-0.4%	\$69,606.96	-4.6%	\$85,121.15	-6.5%	58.5%	6
GIS ANALYST	\$58,440.01	10.0%	\$74,511.37	8.0%	\$92,750.58	4.4%	57.0%	17
GIS MANAGER	\$80,597.95	2.3%	\$103,769.17	-0.6%	\$126,940.40	-2.6%	61.2%	8
GROUNDSKEEPER I	\$36,969.34	-2.7%	\$47,201.67	-4.8%	\$57,118.28	-5.7%	57.5%	13
HEAVY EQUIPMENT OPERATOR	\$43,759.63	-9.9%	\$55,981.25	-12.2%	\$68,055.90	-13.5%	57.5%	14
HOUSING SERVICES MANAGER	\$70,374.07	-13.4%	\$96,057.13	-22.2%	\$120,891.72	-26.9%	68.0%	6
HOUSING SPECIALIST I	\$45,290.93	-29.2%	\$60,408.93	-35.6%	\$74,728.90	-38.5%	60.9%	9
HUMAN RESOURCES SPECIALIST	\$49,751.29	-9.6%	\$67,091.71	-17.2%	\$84,130.18	-21.5%	60.4%	16
INSTRUMENT TECH.	\$55,234.89	4.4%	\$72,720.13	-0.9%	\$89,922.97	-3.9%	61.3%	10
INVENTORY SPECIALIST	\$40,456.49	-2.0%	\$52,754.77	-6.3%	\$66,627.87	-11.4%	55.2%	13
LIBRARIAN I	\$50,160.86	-10.4%	\$67,632.84	-18.0%	\$83,240.42	-20.5%	67.7%	5
LIBRARIAN II	\$52,802.37	0.6%	\$72,768.97	-9.1%	\$92,750.58	-15.1%	70.0%	5
LIBRARY ASSOCIATE I	\$36,400.57	-12.4%	\$47,014.57	-15.7%	\$58,712.36	-19.7%	66.4%	5
LIFEGUARD I (POOL)	\$30,866.78	0.7%	\$43,812.49	-12.0%	\$55,125.41	-16.7%	165.5%	5
LINE LOCATION TECHNICIAN	\$42,999.86	1.6%	\$56,158.54	-2.7%	\$68,745.97	-4.7%	55.2%	13
MAINTENANCE WORKER	\$34,947.83	-11.7%	\$44,091.69	-12.6%	\$54,059.84	-14.8%	52.8%	13
MANAGER - PURCHASING	\$78,051.43	-9.2%	\$107,037.97	-18.4%	\$135,519.45	-23.7%	68.3%	12
MANAGER - ROAD & BRIDGE	\$65,956.73	-11.9%	\$85,825.64	-15.8%	\$105,694.56	-18.4%	61.0%	6
MANAGER WAREHOUSE	\$49,535.07	2.2%	\$68,397.56	-7.8%	\$84,384.43	-10.5%	60.8%	5
MANAGER-CAPITAL PROJECTS	\$85,486.00	11.0%	\$108,314.08	9.7%	\$134,541.74	6.2%	58.3%	9
MANAGER-TRAFFIC OPERATIONS	\$65,020.52	-10.4%	\$85,795.13	-15.8%	\$106,569.75	-19.2%	57.0%	7
MARKING TECHNICIAN	\$38,205.99	3.7%	\$48,217.08	2.7%	\$59,620.22	-0.3%	57.8%	10



EXHIBIT 4C (CONTINUED)  
MARKET SURVEY RESULTS – 50<sup>TH</sup> PERCENTILE

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
METER READER	\$35,198.56	-2.6%	\$46,031.84	-7.2%	\$56,358.62	-9.2%	58.2%	9
NATURAL RESOURCES MANAGER	\$78,113.57	0.5%	\$103,531.95	-5.3%	\$128,017.86	-8.3%	62.4%	8
PLANNER	\$55,862.11	9.6%	\$75,135.30	2.3%	\$92,504.05	-0.3%	62.6%	15
PLANNING TECHNICIAN II	\$43,286.99	-20.1%	\$56,508.23	-24.4%	\$69,972.52	-27.4%	62.2%	12
PLANNING/DEVELOP SVC DIRECTOR	\$120,846.84	-4.1%	\$155,045.05	-6.7%	\$190,599.02	-9.1%	61.9%	17
PLANS EXAMINER I	\$58,810.89	3.0%	\$76,832.92	-1.5%	\$95,547.93	-5.1%	60.6%	11
PLANS REVIEWER	\$49,546.60	5.5%	\$66,191.36	-1.2%	\$81,021.87	-3.2%	62.6%	8
PLANT MECHANIC	\$47,519.55	6.3%	\$62,036.99	2.0%	\$76,510.83	-0.7%	56.7%	12
PROJECT ENGINEER	\$82,436.27	4.9%	\$114,930.95	-6.0%	\$145,175.22	-11.1%	65.2%	9
PROJECT SPECIALIST	\$53,040.79	-6.2%	\$69,798.60	-11.3%	\$86,796.18	-14.9%	67.8%	6
RECREATION LEADER	\$37,504.87	-20.3%	\$47,818.71	-22.2%	\$57,811.00	-23.0%	57.2%	9
RECREATION MANAGER	\$66,353.77	2.2%	\$85,418.99	-0.7%	\$105,178.00	-3.3%	61.8%	10
RECYCLING EDUC & MKTG COORD	\$54,715.10	-4.4%	\$72,702.07	-10.6%	\$90,560.48	-14.3%	67.4%	8
RISK MANAGER	\$86,843.06	-5.2%	\$113,249.27	-9.4%	\$138,961.98	-11.6%	61.6%	9
SENIOR ACCOUNT CLERK	\$40,808.16	-14.3%	\$55,249.85	-22.1%	\$70,023.96	-27.5%	67.0%	8
SENIOR BUDGET ANALYST	\$69,317.50	-2.2%	\$90,123.65	-6.1%	\$110,929.80	-8.6%	60.3%	11
SENIOR PLANNER	\$67,143.00	1.0%	\$88,033.77	-3.8%	\$110,326.82	-8.1%	61.9%	14
SERVER ADMINISTRATOR (SYSTEM)	\$66,893.18	1.4%	\$88,753.91	-4.6%	\$111,025.48	-8.7%	64.7%	16
SIGNAL TECHNICIAN I	\$44,603.28	-2.0%	\$57,984.26	-5.9%	\$71,365.25	-8.4%	64.7%	7
SR MAINT. WORKER VEG CREW LEAD	\$44,553.60	-16.6%	\$58,073.35	-20.7%	\$70,598.97	-21.9%	63.1%	7
SR. BUILDING INSPECTOR	\$66,564.28	5.2%	\$87,531.47	0.1%	\$108,498.65	-3.2%	67.5%	7
SR. HR/PAYROLL ANALYST	\$55,366.81	-5.6%	\$71,965.96	-9.6%	\$88,565.10	-12.1%	58.1%	5
STAFF ASSISTANT I	\$36,287.17	-17.0%	\$46,729.36	-20.0%	\$56,602.68	-20.9%	61.8%	13
STAFF ASSISTANT III	\$41,861.48	-2.2%	\$54,868.72	-6.9%	\$66,283.63	-7.5%	57.3%	8
STAFF ASSISTANT IV	\$44,352.77	1.9%	\$57,101.00	-1.1%	\$70,018.42	-3.2%	58.8%	8
STORMWATER INSPECTOR	\$50,790.33	-6.8%	\$65,461.78	-9.8%	\$81,861.85	-13.9%	60.9%	9
SUPERINTENDENT PARKS	\$62,700.67	12.7%	\$86,212.25	3.2%	\$109,723.83	-2.7%	67.5%	7





EXHIBIT 4C (CONTINUED)  
MARKET SURVEY RESULTS – 50<sup>TH</sup> PERCENTILE

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
SUPERVISOR-UTILITY MAINT.	\$60,826.37	1.1%	\$77,586.51	-0.9%	\$94,847.10	-2.8%	57.7%	11
SUPT.WATER/WW TREATMENT PLANT	\$73,056.12	2.3%	\$96,398.85	-3.1%	\$119,741.59	-6.5%	63.8%	7
TELECOMMUNICATIONS TECHNICIAN	\$52,025.26	-9.2%	\$68,156.60	-13.8%	\$85,220.14	-17.9%	61.1%	7
TRADESWORKER I	\$41,062.43	-8.5%	\$53,829.41	-13.2%	\$66,863.55	-16.6%	178.1%	14
TRAFFIC ANALYST	\$58,498.78	0.1%	\$77,803.22	-6.1%	\$97,107.65	-10.0%	58.7%	5
TRAFFIC TECHNICIAN I	\$44,122.51	8.8%	\$57,701.37	4.3%	\$71,099.49	1.7%	61.7%	10
UTILITIES ENGINEER	\$89,030.08	-2.8%	\$113,852.46	-5.0%	\$137,468.46	-5.6%	62.8%	7
UTILITIES INSPECTOR	\$50,988.19	-12.1%	\$66,692.48	-16.6%	\$81,977.28	-19.0%	61.0%	10
UTILITIES SERVICE WORKER	\$38,161.99	3.8%	\$47,947.97	3.3%	\$56,769.69	4.6%	52.7%	14
UTILITY BILLING SPECIALIST	\$44,184.46	-17.3%	\$55,668.71	-18.1%	\$69,017.55	-21.3%	61.6%	15
UTILITY CREW LEADER	\$45,336.29	1.2%	\$56,818.17	1.0%	\$69,075.42	-0.3%	48.5%	7
VETERANS SERVICES OFFICER	\$48,399.93	-6.9%	\$66,489.26	-16.3%	\$82,156.50	-19.2%	66.9%	7
WATER/WST.PLANT OPERATOR C	\$50,597.93	-4.9%	\$65,719.27	-8.7%	\$79,894.02	-10.0%	58.6%	12
WATER/WST.PLANT OPERTRAINEE	\$39,037.96	6.5%	\$50,974.72	2.0%	\$63,331.15	-1.5%	52.5%	11
STAFF ASSISTANT II	\$38,805.34	-9.3%	\$52,639.18	-17.3%	\$67,044.58	-23.2%	67.5%	9
ANIMAL CONTROL OFFICER I	\$42,479.31	2.8%	\$55,578.84	-1.7%	\$69,346.07	-5.6%	61.3%	9
EQUIPMENT MECHANIC III	\$48,399.93	-5.3%	\$62,036.99	-7.8%	\$76,510.83	-10.5%	59.6%	11
FIRE CHIEF	\$122,639.80	-15.3%	\$164,871.70	-22.5%	\$207,103.59	-27.0%	57.7%	6
Overall Average		-3.6%		-8.5%		-11.4%	63.9%	9.7
Outliers Removed		-3.6%		-8.5%		-11.4%		

\*Outliers are defined as benchmarks that possess differentials of 40% or greater from Indian River County or received less than five (5) responses. Outliers are removed so that extreme differentials do not skew the average results. Classifications identified as outliers are as follows: Director – Library Services.



## 4.2 SALARY SURVEY CONCLUSION

The standing of individual classifications pay range relative to the market should not be considered a definitive assessment of actual employee salaries being similarly above or below the market; however, such differentials can, in part, explain symptomatic issues with recruitment and retention of employees.

The main summary points of the market study with results presented at the 50<sup>th</sup> percentile are as follows:

- The County's pay ranges are approximately 3.6 percent below the market minimum.
- The County's pay ranges are approximately 8.5 percent below the market midpoint.
- The County's pay ranges are approximately 11.4 percent below the market maximum.
- On average, the County's pay range spread is approximately 50.0 percent while its peers' pay range spread is 63.9 percent. That means that the County's salary scale is, on average, narrower than its peers. As a result, the County is farther behind at the maximum on average than compared to the survey minimums.

The results of the market summary chapter are pivotal in the formulation of recommendations by Evergreen Solutions. By establishing the County's market position relative to its peers, Evergreen is better able to propose recommendations that enable the County to occupy its desired competitive position.



## Chapter 5 - Recommendations

The analysis of the County's classification and compensation system revealed some opportunities for improvement. Evergreen focused primarily on developing a more competitive pay plan as well as reviewing and making recommendations to the classification structure. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

### 5.1 CLASSIFICATION SYSTEM

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications, or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately depict the work being performed by employees in the classifications to ensure equity within the organization and to enable comparisons with positions at peer organizations. The purpose of a classification analysis is to identify such issues as incorrect or inconsistent titles across departments.

In the analysis of the County's classification system, Evergreen collected classification data through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. The JATs, which were completed by employees and reviewed by their supervisors, provided information about the type and level of work being performed by each of the County's classifications. In addition, the MIT process provided supervisors an opportunity to provide specific recommendations regarding the pay or classification of positions in their areas. Evergreen reviewed and utilized the data provided in the JATs and MITs as a basis for the classification recommendations below.

#### **FINDING**

Overall, the classification system utilized by the County was sound. However, there were a few instances of titles for positions that could be modified.

#### **RECOMMENDATION 1: Revise the titles of some classifications to better reflect job duties.**

**Exhibit 5A** provides a list of the recommended changes to the classification system developed in conjunction with the County. The foundation for these recommendations was the work performed by employees as described in their JATs, best practice in the Human Resources field, or unique needs which required a specific titling method.



### EXHIBIT 5A PROPOSED CLASSIFICATION CHANGES

Current Classification Title	Proposed Classification Title
Assistant Operations Manager	Water Distribution and Wastewater Collection Manager
Fleet Service Supervisor	Manager - Fleet Service
Senior Server Administrator	Senior Systems Administrator
Server Administrator (System)	System Administrator
Supervisor - Lift Stations	Supervisor - Wastewater Collections
Supervisor - Utility Maintenance	Supervisor - Water Distribution
Utilities Engineer	Utilities Engineer II
Utility Design Engineer	Utilities Associate Engineer

#### FINDING

When comparing the County's current job descriptions to the work described by employees in the JATs, Evergreen noted some tasks that were missing from the current job descriptions. This can happen over a period of time if the descriptions are not reviewed and updated on a regular basis. For example, some tasks in one classification are often reassigned to another classification. As such, these changes make it necessary for the County to update its job descriptions periodically to ensure each job description accurately reflects the work performed.

**RECOMMENDATION 2:** Revise all job descriptions to include updated classification information provided in the JAT, and review job descriptions as well as FLSA status determinations annually for accuracy.

To minimize outdated job descriptions becoming a concern again in the future, Evergreen recommends a regular review of each description being utilized by the County, including FLSA status determinations.

A review of the employee's assigned job description should occur at least annually. Review of the FLSA determination for exempt or non-exempt status as well as other aspects of the job, such as physical requirements required to perform essential functions, will also ensure consistent, continuous compliance with the Americans with Disabilities Act (ADA) protection. At the time of this report, Evergreen is in the process of revising the job descriptions for all classifications. The descriptions will be provided to the County under separate cover.

## 5.2 COMPENSATION SYSTEM

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the County's pay ranges for its classifications were compared to the 50<sup>th</sup> percentile of the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report.



During the internal equity assessment (JAT), consideration of the relationships between positions and the type of work being performed by the County employees were reviewed and analyzed. Specifically, a composite score was assigned to each of the classifications that quantified the classification's level of five separate compensatory factors (leadership, working conditions, complexity, decision making, and relationships). The level for each factor was determined based on responses to the JAT.

It is important to note that this score is not the sole determining factor when placing classifications into a pay grade. The results of both the internal (JAT) and external (market survey) analyses were utilized to create a linear regression model in order to develop the recommendations below. Other factors, such as career progression and organizational needs, were also considered when developing these recommendations.

### FINDING

The County's salary ranges were overall found to be behind the 50<sup>th</sup> percentile of the market at the minimum, midpoint, and maximum. Implementing a new competitive pay structure (pay plan) would provide the County with an improved ability to attract, hire, and retain employees.

**RECOMMENDATION 3: Implement new step plans for Non-Exempt, Labor, and Exempt employees; slot all classifications into the plans based on external and internal equity; and transition employees' salaries into the new plans.**

During internal discussions with County leadership, a more competitive market standpoint was requested. **Exhibits 5B through 5D** show overviews of the new recommended pay plans based at the 60<sup>th</sup> percentile of the market for Non-Exempt employees, Labor employees, and Exempt employees, respectively. As can be seen, each plan contains consistent range spreads and midpoint progressions for each pay grade.

#### EXHIBIT 5B PROPOSED PAY PLAN – NON-EXEMPT EMPLOYEES

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
G01	\$15.75	\$20.08	\$24.41	55.0%	-
G02	\$16.54	\$21.09	\$25.63	55.0%	5.0%
G03	\$17.36	\$22.14	\$26.91	55.0%	5.0%
G04	\$18.23	\$23.25	\$28.26	55.0%	5.0%
G05	\$19.14	\$24.41	\$29.67	55.0%	5.0%
G06	\$20.10	\$25.63	\$31.16	55.0%	5.0%



**EXHIBIT 5B (CONTINUED)**  
**PROPOSED PAY PLAN – NON-EXEMPT EMPLOYEES**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
G07	\$21.11	\$26.91	\$32.72	55.0%	5.0%
G08	\$22.16	\$28.26	\$34.35	55.0%	5.0%
G09	\$23.27	\$29.67	\$36.07	55.0%	5.0%
G10	\$24.43	\$31.15	\$37.87	55.0%	5.0%
G11	\$25.66	\$32.71	\$39.77	55.0%	5.0%
G12	\$26.94	\$34.35	\$41.75	55.0%	5.0%
G13	\$28.28	\$36.06	\$43.84	55.0%	5.0%
G14	\$29.70	\$37.87	\$46.03	55.0%	5.0%
G15	\$31.18	\$39.76	\$48.34	55.0%	5.0%
G16	\$32.74	\$41.75	\$50.75	55.0%	5.0%
G17	\$34.38	\$43.83	\$53.29	55.0%	5.0%
G18	\$36.10	\$46.03	\$55.95	55.0%	5.0%
G19	\$37.90	\$48.33	\$58.75	55.0%	5.0%
G20	\$39.80	\$50.74	\$61.69	55.0%	5.0%

**EXHIBIT 5C**  
**PROPOSED PAY PLAN – LABOR EMPLOYEES**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
T00	\$15.00	\$18.75	\$22.50	50.0%	-
T01	\$15.75	\$19.69	\$23.63	50.0%	-
T02	\$16.54	\$20.67	\$24.81	50.0%	5.0%
T03	\$17.36	\$21.71	\$26.05	50.0%	5.0%
T04	\$18.23	\$22.79	\$27.35	50.0%	5.0%
T05	\$19.14	\$23.93	\$28.72	50.0%	5.0%
T06	\$20.10	\$25.13	\$30.15	50.0%	5.0%
T07	\$21.11	\$26.38	\$31.66	50.0%	5.0%
T08	\$22.16	\$27.70	\$33.24	50.0%	5.0%
T09	\$23.27	\$29.09	\$34.90	50.0%	5.0%
T10	\$24.43	\$30.54	\$36.65	50.0%	5.0%
T11	\$25.66	\$32.07	\$38.48	50.0%	5.0%
T12	\$26.94	\$33.67	\$40.41	50.0%	5.0%
T13	\$28.28	\$35.36	\$42.43	50.0%	5.0%
T14	\$29.70	\$37.12	\$44.55	50.0%	5.0%
T15	\$31.18	\$38.98	\$46.78	50.0%	5.0%



**EXHIBIT 5D**  
**PROPOSED PAY PLAN – EXEMPT EMPLOYEES**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
E01	\$28.81	\$37.46	\$46.10	60.0%	-
E02	\$30.25	\$39.33	\$48.40	60.0%	5.0%
E03	\$31.77	\$41.29	\$50.82	60.0%	5.0%
E04	\$33.35	\$43.36	\$53.37	60.0%	5.0%
E05	\$35.02	\$45.53	\$56.03	60.0%	5.0%
E06	\$36.77	\$47.80	\$58.84	60.0%	5.0%
E07	\$38.61	\$50.19	\$61.78	60.0%	5.0%
E08	\$40.54	\$52.70	\$64.87	60.0%	5.0%
E09	\$42.57	\$55.34	\$68.11	60.0%	5.0%
E10	\$44.70	\$58.11	\$71.51	60.0%	5.0%
E11	\$46.93	\$61.01	\$75.09	60.0%	5.0%
E12	\$49.28	\$64.06	\$78.85	60.0%	5.0%
E13	\$51.74	\$67.26	\$82.79	60.0%	5.0%
E14	\$54.33	\$70.63	\$86.93	60.0%	5.0%
E15	\$57.05	\$74.16	\$91.27	60.0%	5.0%
E16	\$59.90	\$77.87	\$95.84	60.0%	5.0%
E17	\$62.89	\$81.76	\$100.63	60.0%	5.0%
E18	\$66.04	\$85.85	\$105.66	60.0%	5.0%
E19	\$69.34	\$90.14	\$110.94	60.0%	5.0%
E20	\$72.81	\$94.65	\$116.49	60.0%	5.0%

Evergreen then slotted each proposed classification into the appropriate pay range in the pay plan. Both internal and external equity were analyzed when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, the market range data shown in **Chapter 4** was not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from its associated market range due to the other factors mentioned above. **Exhibit 5E through 5G** show the proposed pay grades for all classifications in the three new plans. There are three open grades to allow for future growth within the County.



## EXHIBIT 5E

### PROPOSED PAY GRADES – NON-EXEMPT EMPLOYEES

Grade	Classification
<b>G01</b>	Library Clerk
<b>G02</b>	Mailroom Clerk Pro Shop Attendant
<b>G03</b>	Library Technical Assistant
<b>G04</b>	Library Associate I Recreation Leader
<b>G05</b>	Building Support Specialist Customer Service Representative
<b>G06</b>	Business Support Specialist Intern - Attorney Office Intern - Engineering
<b>G07</b>	Housing Specialist I Library Associate II Library Computer Specialist
<b>G08</b>	Certified Pool Operator Housing Specialist II Human Services Case Worker Planning Assistant II
<b>G09</b>	Animal Control Officer I Building Administrative Assistant Head Lifeguard Human Resources Assistant
<b>G10</b>	911 Mapping Technician Administrative Coordinator - Public Works Auto CADD Operator Budget Support Specialist Engineering Technician Environmental Technician Foreman - SWDD Land Acquisition Specialist
<b>G11</b>	Assessment Coordinator Code Enforcement Officer Commissioner Assistant Contractor Licensing Investigator Engineering Inspector Finance Specialist Recreation Foreman - Fleet Foreman - Parks
	Range Attendant Receptionist Senior Mailroom Clerk Recreation Leader - Senior Wellness Staff Assistant I Pro Shop Manager Recycling Specialist Staff Assistant II Marketing & Event Coordinator Senior Account Clerk Signal Cable Locator Planning Technician II Senior Building Support Specialist Utility Billing Specialist Purchasing Specialist Senior Building Division Liaison & Inspector Staff Assistant III Librarian I Planning GIS Address Database Coordinator Risk Management Specialist Staff Assistant IV Support Specialist - Fire Rescue Utilities Inspector Veterans Service Officer Foreman - Signal Cable Locator Foreman - Facilities & Events GIS Technician Housing Inspector HR Payroll Analyst HR Payroll Specialist Human Resources Specialist Video Security Monitoring Systems Technician





**EXHIBIT 5E (CONTINUED)**  
**PROPOSED PAY GRADES – NON-EXEMPT EMPLOYEES**

Grade		Classification
<b>G12</b>	Animal Control Officer II/Sergeant Computer Technician Conservation Land Program Specialist Manager - Warehouse Project Specialist Recreation Coordinator Safety & Training Coordinator	Senior Code Enforcement Officer Senior Engineering Inspector Senior Utility Inspector Stormwater Inspector Telecommunications Technician Utility Project Coordinator
<b>G13</b>	Code Enforcement Coordinator Computer Technician Lead Contract Support Specialist Digital Content Technician Floodplain Coordinator Foreman - Road & Bridge Foreman - Wastewater Collection	Foreman - Water Distribution Plans Reviewer Recycling Education & Marketing Coordinator Senior HR/Payroll Analyst Senior Stormwater Inspector Stormwater Education Fertilizer Enforcement Officer
<b>G14</b>	Lead Commissioner Assistant Legal Assistant/CLA	Planning and Development Office Administrator Stormwater Facilities Operator
<b>G15</b>	Instrument Technician Lift Station Electronic Instrument Technician	Senior Telecommunications Technician
<b>G16</b>	Building Inspector I Plans Examiner I	
<b>G17</b>	Executive Assistant to the County Administrator	
<b>G18</b>	Building Inspector/Plans Examiner II Building Inspector II	Senior Plans Reviewer
<b>G19</b>	Senior Building Inspector/Plans Examiner	
<b>G20*</b>		

*\*Open grade to allow for future growth in the County*



### EXHIBIT 5F PROPOSED PAY GRADES – LABOR EMPLOYEES

Grade	Classification
T00	Outside Operations Attendant
T01	Courier
T02	Rodman
T03	Maintenance Worker
T04	Groundskeeper I
T05	Conservation Lands Technician
	Maintenance Worker II
T06	Equipment Operator I
	Golf Cart Mechanic
	Inventory Specialist
	Marking Technician
T07	Conservation Lands Technician II
	Equipment Operator II
	Groundskeeper II
	Lifeguard I (Beach)
	Parks Maintenance Technician
T08	Equipment Mechanic I
	Heavy Equipment Operator
	Line Location Technician
T09	Equipment Mechanic II
	Finish Grader Operator
	Lifeguard II
	Meter Reader Technician
	Road & Bridge Heavy Equipment Operator Road Pipe Crew Lead
	Road & Bridge Stormwater Drainage Crew Lead
T10	Lead Line Location Technician
	Traffic Technician I
T11	Equipment Mechanic III
	Lift Station Mechanic
	Plant Mechanic
T12	Water/Wastewater Plant Operator B
T13	Electrician
	Signal Technician II
T14	Senior Lift Station Mechanic
T15	Chief Operator



**EXHIBIT 5G**  
**PROPOSED PAY GRADES – EXEMPT EMPLOYEES**

Grade	Classification
<b>E01</b>	Accountant Assistant Traffic Signal Coordinator Conservation Lands Program Coordinator Facilities Supervisor FAIR/CAM Librarian II Recreation Facilities Supervisor Rental Assistant Program Manager
<b>E02</b>	Environmental Specialist Human Services Program Coordinator Lagoon Plan Environmental Specialist Library Branch Manager Manager - Shooting Range Manager - Golf & Club Operations Meter Reader Supervisor Radiological Emergency Analyst Supervisor - Beach Operations
<b>E03</b>	Coordinator - Library Systems SHIP Program Administrator Traffic Analyst
<b>E04</b>	Emergency Management Planner I Engineering Inspection Supervisor Environmental Compliance Analyst Librarian III Manager - Fleet Service Manager - Traffic Operations Mitigation & Recovery Specialist Planner Planner I - Environmental & Code Enforcement Planner - Metro Planning Org Senior Contract Specialist Senior Environmental Specialist
<b>E05</b>	GIS Analyst Manager - Road & Bridge Manager - Veterans Services Traffic Signal Coordinator
<b>E06</b>	Animal Control Manager Application Specialist Aquatic System Manager Benefits Administrator Coastal Resources Manager Community Affairs Manager Emergency Management Planner II Housing Services Manager Human Services Manager Recreation Manager Senior Budget Analyst Senior Planner Supervisor - Wastewater Collections Supervisor - Water Distribution System Administrator Utilities Associate Engineer
<b>E07</b>	Assistant Superintendent - Road & Bridge Conservation Lands Manager Cyber Security Technician E911 Coordinator Superintendent - Parks Webmaster
<b>E08</b>	Coordinator - Emergency Management Customer & Meter Services Manager GIS Coordinator Right of Way Permit Administrator Senior Systems Administrator
<b>E09</b>	Assistant Director - Parks & Recreation Facilities Manager Manager - Purchasing Natural Resources Manager Principal Environmental Planner Senior Human Resources Generalist Superintendent - Water Production Superintendent - Water/Wastewater Treatment Plant Water Distribution & Wastewater Collection Manager



**EXHIBIT 5G (CONTINUED)**  
**PROPOSED PAY GRADES – EXEMPT EMPLOYEES**

Grade	Classification
<b>E10</b>	Assistant County Surveyor County Ombudsman GIS Manager Infrastructure Project Manager SCADA Coordinator Senior Civil Engineer Utility Services Asset Manager
<b>E11</b>	Chief Planner County Surveyor Deputy Building Official Director - Library Services Environmental Planning Manager Legislative Affairs & Communication Manager Manager - Water/Wastewater Operations Metro Planning Organization Staff Director Risk Manager
<b>E12</b>	Assistant Managing Director - SWDD Golf Professional Project Engineer Superintendent - Road & Bridge Utilities Engineer II
<b>E13</b>	Assistant Fire Chief of Fire Prevention Assistant Fire Chief of EMS Assistant Fire Chief of Training Building Official Utilities Finance Manager
<b>E14</b>	Deputy Fire Chief of Administration/Operations Information and Telecommunications Manager Manager - Capital Projects Roadway Production Manager
<b>E15</b>	County Engineer County Traffic Engineer Deputy Director of Emergency Services Managing Director - SWDD Stormwater Engineer
<b>E16</b>	Assistant Director - Natural Resources Assistant Director - Public Works Assistant Director - Planning & Development Services
<b>E17</b>	Fire Chief
<b>E18*</b>	
<b>E19</b>	Director of Community Services Director of Emergency Services Director of Human Resources Director of Information Technology Director of Natural Resources Director of Office of Management & Budget Director of Parks, Recreation, & Conservation Director of Planning & Development Services Director of Public Works Director of Utility Services
<b>E20*</b>	

*\*Open grades to allow for future growth in the County*



**RECOMMENDATION 4:** Evergreen recommends the County adopt a methodology to transition employee salaries into the proposed pay plan that aligns with its established compensation philosophy and meets the available financial resources of the organization.

The second step in implementing the proposed structure is then to transition employee salaries into their new recommended pay ranges. This step can be done via a variety of methods, each with its own strengths and drawbacks.

After reviewing options with County leadership, Evergreen recommends a **Class Year Parity/Current Range Penetration Blended** option for implementation of the new pay plans for County employees. An overview of this option is provided in **Exhibit 5H**.

#### EXHIBIT 5H PROPOSED IMPLEMENTATION OPTION

Implementation Option	Description
<b>Class Year/Current Range Penetration Blended</b>	This method combines the principles of Current Range Penetration and Class Year Parity. It starts by determining the employee's current salary position within their range as a percentage. This percentage is then adjusted considering the employee's tenure in their current classification, aligned with a 30-year career trajectory (e.g., 15 years places them at the midpoint). The adjusted percentage is applied to the new salary range, positioning the employee accordingly.

This option has an annualized (salary only) cost of **\$3,042,303.98** and provides **736 County employees** with an average adjustment of **\$4,133.57**, or **8.3 percent** per employee.

### 5.3 SYSTEM ADMINISTRATION

The County's compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan 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 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 changes to pay grade assignments if necessary.

While it is unlikely that the pay structure (plan) in total will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If the County is experiencing high turnover or challenges with recruiting one or more classifications, the County should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s).



**RECOMMENDATION 6: Conduct a comprehensive classification and compensation study every three to five years, subject to budget constraints and as market conditions are warranted.**

Small-scale salary surveys can improve the market position of specific classifications; however, it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation 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 a less than desirable position for recruiting and retaining quality employees.

**RECOMMENDATION 7: Review and revise, as appropriate, existing pay practice guidelines, including those for determining salaries of newly hired employees, progressing employee salaries through the pay plans, and determining pay increases for employees who have been promoted to a different classification.**

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the County to have established guidelines for each of these situations and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

#### New Hire Salaries

Typically, an employee holding the minimum education and experience requirements for an existing classification is hired at or near the classification's pay grade minimum. Sometimes, for recruiting purposes an organization might need to consider the ability to offer salaries to new employees that consider prior related experience. It is recommended that the County continue its current practices of establishing new hire salaries while preserving the internal equity of employees' salaries within each classification to the extent possible. Current employees' salaries should be improved to some degree with the implementation of the new plans and the proposed potential adjustments to employees' salaries.

#### Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board and performance-based. It is recommended that the County evaluate annually whether a COLA needs to be applied (to both the pay plan and employees' salaries) to keep up with the cost of living. Additionally, the County should work to provide merit increases as warranted based on employees' performance evaluation results and as budget permits. It is also recommended that the County continuously evaluate its practices to progress employees' salaries and, if necessary, make improvements to preserve equitable pay practices, particularly in the administration of the employee performance evaluation process.



## **5.4    SUMMARY**

The recommendations in this chapter provide an update to the compensation and classification system for the County's employees. Upon implementation, the County's competitiveness in the labor market will be improved, and it will have a responsive compensation system for several years to come. While the upkeep of this will require work, the County will find that having a highly competitive compensation system that enhances strong recruitment and employee retention is well worth this commitment.

