



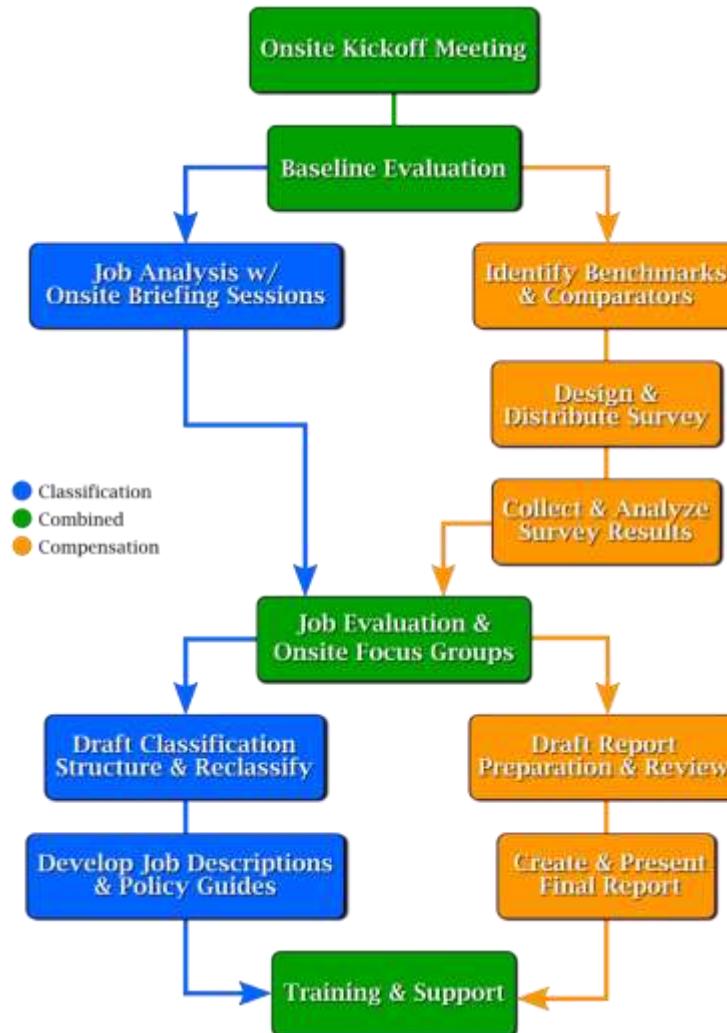
Classification and Compensation Study

Presentation Outline

1. Project Approach
2. Comparators
3. Compensable Factor Score
4. External Market - 60th percentile
5. Recommendations
6. Conclusion

1. Project Approach

Project Approach



Yardstick 1
External Market

Yardstick 2
Org Structure

Yardstick 3
Knowledge, Skills
& Abilities

Internal Equity Yardstick (Classification)

- Engaged employees and managers with job analysis questionnaires to better understand (beyond what is contained in job descriptions) the knowledge, skills, and abilities required for each position. Manager reviews served as a checks and balance for the process.
- The 9 compensable factors from the questionnaires (education, impact, supervision, etc.) were used to create the hierarchy yardstick.

External Competitiveness Yardstick (Compensation)

- Comparator organizations were selected that are socio-economically similar to Green Cove Springs. [As percentiles are used rather than average, single responses do not falsely skew results.]
- Surveys distributed to comparators that included a brief summary of the requirements of the position at Green Cove Springs to ensure an apples-to-apples comparison.
- Results of the market survey were used to develop the second yardstick.

Org Structure Yardstick

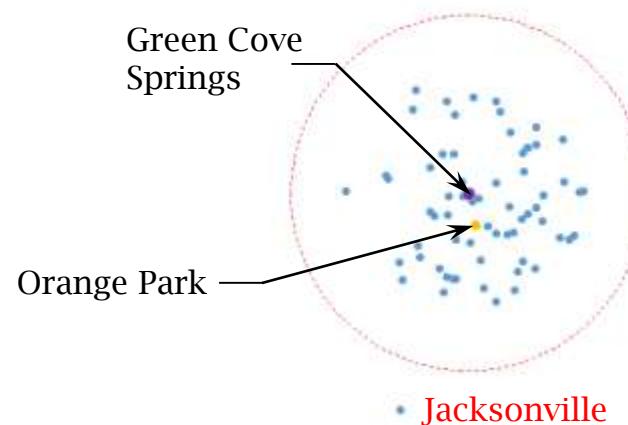
- In consultation with the project team, a third yardstick was developed that considered the organizational structure of Green Cove Springs (directors, managers, supervisors, leads, etc.).

Final step was to statistically combine the three independent measures/yardsticks to develop a comprehensive understanding of what fair pay looks like for Green Cove Springs.

2. Comparators

Comparators Factors

- Population
- Median Property Value
- Median Household Income
- Poverty Rate
- Labor Force Participation Rate
- Unemployment Rate



Respondents

Alachua (Electric only)	Auburndale	Bushnell (Electric only)	Clay County Utility Authority
Clay Electric Cooperative	Cocoa	Cocoa Beach	Fernandina Beach
Gulfport	Jacksonville Beach	JEA	Kissimmee Utility Authority
Lady Lake	Lake Worth Beach (Electric only)	Lakeland (Electric only)	Lantana
Maitland	Marco Island	Miami Springs	New Port Richey
New Smyrna Beach (Electric only)	Newberry (Electric only)	North Palm Beach	Oldsmar
Orange City	Orange Park	Palatka	Safety Harbor
Satellite Beach	Sebring	Seminole	South Daytona
South Miami	St Augustine	Stuart	Tavares

3. Compensable Factor Score

Position Vantage Point 

First Name Last Name Job Location
Department Job Title Full-time / Part-time

Job Summary
Please provide a summary for the purpose of the position in one or two sentences.

Where Position Fits
Complete the sections using job titles to show where your job fits. Use official classification titles only, not ranking titles.

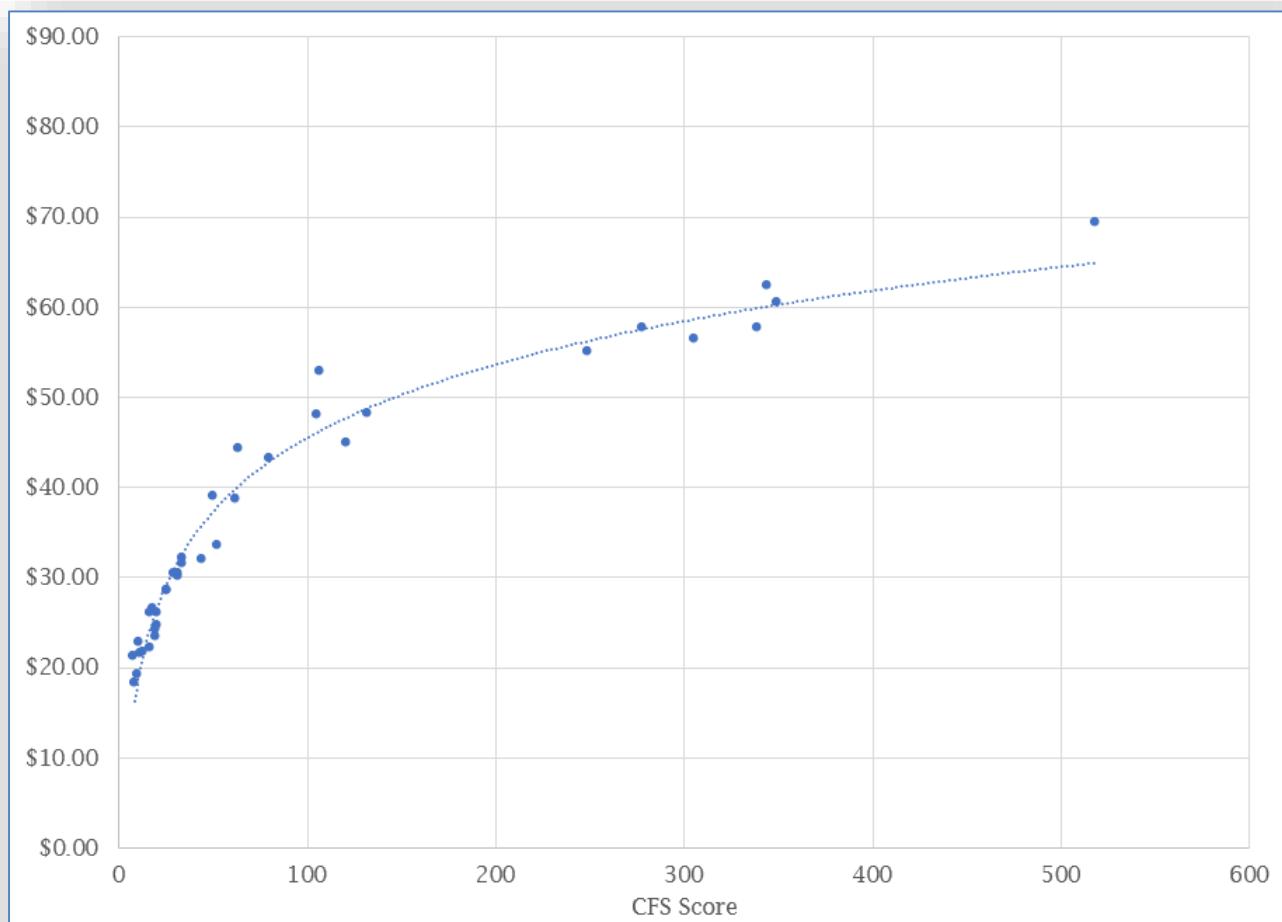
Supervisor's Title

Job Titles of Peers / Co-workers reporting directly to same supervisor

Jobs Reporting Direct to Position of applicant

1/12

Job Analysis Questionnaire for understanding job responsibilities and internal equity.



97% Correlation between CFS Score (Internal Equity) and Salary from the External Market

4. External Market - 60th Percentile

Market Position for City and Departments

- Each job title was examined relative to the 60th percentile (middle) of the market. In other words, the strategic goal: 40% of the market pays more than Green Cove Springs does, 60% pay less for each position.

Department	Market Position
City Clerk's Office	19.2% below market
City Manager's Office	14.9% below market
Development Services	11.1% below market
Electric	19.4% below market
Finance	16.0% below market
Human Resources	10.2% below market
Information Systems	9.3% below market
Parks & Recreation	14.2% below market
Police	10.7% below market
Public Works	12.5% below market
Overall Average	13.2% below market

Positions Compensated Substantially Below Market (-10% > % Diff)

Accounting Manager	Electric Utility Superintendent
Accounts Payable Clerk	Electrical Engineer
Accreditation Manager/Training Coordinator	Engineering Technician
Apprentice Electric Lineman	Executive Assistant to the City Manager
Assistant City Manager	Finance Director
Assistant Finance Director	Financial Management Analyst
Assistant Water Utilities Director	Groundskeeper I
Benefits & Retirement Coordinator	Groundskeeper II
Building Assistant	HR Assistant
Building Inspector	HR Specialist
Chief Building Official	Information Systems Technician
City Clerk	Laborer II
Crossing Guard	Mechanic
Customer Service Manager	Meter Reader
Customer Service Representative	Parks & Recreation Coordinator
Development Services Representative	Planning Technician
Electric Line Crew Leader	Police Administrative Assistant
Electric Lineman	Police Commander
Electric Utility Director	Police Officer

Positions Compensated Substantially Below Market (-10% > % Diff)

Police Records Technician	Storekeeper /Warehouse Worker
Police Sergeant	Trades Specialist
Procurement/Warehouse Specialist	Utility Billing Manager
Property & Evidence Custodian	Utility Line Locator
Public Information Officer	Utility Line Mechanic
Public Works Administrative Coordinator	Utility Line Supervisor
Public Works Field Supervisor	Utility Maintenance Worker
Recreation Supervisor	Utility Plant Operator I
Refuse Collector	Utility Plant Operator Trainee
Refuse Driver	Vehicle & Equipment Maintenance Coordinator
Secretary	Water Facilities Mechanic
Senior Secretary	Water Facilities Operator/Maintainer

Positions Compensated Below Market (-10% < % Diff < -5%)

Administrative Assistant	Planner I
Building Official	Planning & Zoning Director
Clerk Typist	Police Chief
Crew Leader	Principal Planner
Custodian	Public Works Director
Development Services Director	Recreation Aide
Human Resources Generalist	Utility Plant Operator II
Laborer I	

5. Recommendations

Salary Scale

- 27 grades and 5.0% between grades
- Min to Max - 60% spread (54.1% market average)
- Minimum wage at \$15.60
- 14 Steps

Grade	Min	Mid	Max
1	\$32,448	\$42,182	\$51,917
2	\$34,070	\$44,292	\$54,513
3	\$35,774	\$46,506	\$57,238
4	\$37,563	\$48,831	\$60,100
5	\$39,441	\$51,273	\$63,105
6	\$41,413	\$53,837	\$66,260
7	\$43,483	\$56,528	\$69,573
8	\$45,658	\$59,355	\$73,052
9	\$47,940	\$62,323	\$76,705
10	\$50,337	\$65,439	\$80,540
11	\$52,854	\$68,711	\$84,567
12	\$55,497	\$72,146	\$88,795
13	\$58,272	\$75,754	\$93,235
14	\$61,186	\$79,541	\$97,897
15	\$64,245	\$83,518	\$102,792
16	\$67,457	\$87,694	\$107,931
17	\$70,830	\$92,079	\$113,328
18	\$74,371	\$96,683	\$118,994
19	\$78,090	\$101,517	\$124,944
20	\$81,994	\$106,593	\$131,191
21	\$86,094	\$111,922	\$137,751
22	\$90,399	\$117,519	\$144,638
23	\$94,919	\$123,395	\$151,870
24	\$99,665	\$129,564	\$159,464
25	\$104,648	\$136,042	\$167,437
26	\$109,880	\$142,845	\$175,809
27	\$115,374	\$149,987	\$184,599

6. Conclusion