

Final Report:
A JOB CLASSIFICATION AND
COMPENSATION PLAN
FOR
WALTON COUNTY, GEORGIA

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Introduction

At the request of Walton County, Condrey and Associates, Inc. entered into a contract with the county for the development of an updated job classification and compensation plan.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all employees;
2. Collecting salary data; and
3. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of job descriptions to department heads and elected officials for review. After reviewing the revised job descriptions, Condrey and Associates interviewed department heads and elected officials concerning the duties and responsibilities of each position in their department and developed a classification recommendation for each position.

The next phase in the work plan involved evaluating each classification for grade assignment. In order to provide a reliable set of ratings, all positions were rated by Condrey and Associates utilizing the Factor Evaluation System (FES). An explanation of FES follows in another section of the report.

The project also involved collecting salary survey information. Condrey and Associates conducted a salary survey of selected organizations specifically for this study. The survey respondents for Walton County are listed in Table I. Appendix C displays the Salary Survey Summary.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Condrey and Associates to provide technical assistance in this process.

Table I
Salary Survey Respondents
Walton County Personnel Project

Athens-Clarke County

Barrow County

Cobb County

Coweta County

Douglas County

Forsyth County

Jackson County

City of Monroe

Oconee County

Paulding County

Rockdale County

The Classification Plan

The system used to classify the jobs in Walton County is an adapted version of the Factor Evaluation System (FES). FES is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was added by Condrey and Associates. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all county positions. The assigned grade levels reflect a combination of data generated by FES, the salary survey, and a review of organizational relationships within the government.

The Compensation Plan

The compensation plan developed for the county is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan for Walton County consists of twenty-five grades. Tables II-A, II-B and II-C display the proposed salary scales for the County. The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized.

In order to keep the proposed salary tables current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. An excellent source to determine market conditions is the Employment Cost Index published by the United States Bureau of Labor Statistics. If the county applies 75% - 100% of this index to the salary plans on an annual basis, a review and update of the County's personnel system will not be necessary for four to five years. This market adjustment should be made in addition to employee performance increases. Thus, the County may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee salary and every pay range equally when market conditions dictate, and 2) increases linked to employee performance.

Table II - A
Proposed Salary Scale
Walton County Personnel Project

Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	21,682.93	22,225.00	22,780.62	23,350.14	23,933.89	24,532.24	25,145.55	25,774.19	26,418.54	27,079.00	27,755.98	28,449.88	29,161.13	29,890.15	30,637.41	31,403.34	32,188.43	32,993.14
2	22,780.62	23,350.14	23,933.89	24,532.24	25,145.55	25,774.19	26,418.54	27,079.00	27,755.98	28,449.88	29,161.13	29,890.15	30,637.41	31,403.34	32,188.43	32,993.14	33,817.97	34,663.41
3	23,933.89	24,532.24	25,145.55	25,774.19	26,418.54	27,079.00	27,755.98	28,449.88	29,161.13	29,890.15	30,637.41	31,403.34	32,188.43	32,993.14	33,817.97	34,663.41	35,530.00	36,418.25
4	25,145.55	25,774.19	26,418.54	27,079.00	27,755.98	28,449.88	29,161.13	29,890.15	30,637.41	31,403.34	32,188.43	32,993.14	33,817.97	34,663.41	35,530.00	36,418.25	37,328.71	38,261.92
5	26,418.54	27,079.00	27,755.98	28,449.88	29,161.13	29,890.15	30,637.41	31,403.34	32,188.43	32,993.14	33,817.97	34,663.41	35,530.00	36,418.25	37,328.71	38,261.92	39,218.47	40,198.93
6	27,755.98	28,449.88	29,161.13	29,890.15	30,637.41	31,403.34	32,188.43	32,993.14	33,817.97	34,663.41	35,530.00	36,418.25	37,328.71	38,261.92	39,218.47	40,198.93	41,203.91	42,234.00
7	29,161.13	29,890.15	30,637.41	31,403.34	32,188.43	32,993.14	33,817.97	34,663.41	35,530.00	36,418.25	37,328.71	38,261.92	39,218.47	40,198.93	41,203.91	42,234.00	43,289.85	44,372.10
8	30,637.41	31,403.34	32,188.43	32,993.14	33,817.97	34,663.41	35,530.00	36,418.25	37,328.71	38,261.92	39,218.47	40,198.93	41,203.91	42,234.00	43,289.85	44,372.10	45,481.40	46,618.44
9	32,188.43	32,993.14	33,817.97	34,663.41	35,530.00	36,418.25	37,328.71	38,261.92	39,218.47	40,198.93	41,203.91	42,234.00	43,289.85	44,372.10	45,481.40	46,618.44	47,783.90	48,978.50
10	33,817.97	34,663.41	35,530.00	36,418.25	37,328.71	38,261.92	39,218.47	40,198.93	41,203.91	42,234.00	43,289.85	44,372.10	45,481.40	46,618.44	47,783.90	48,978.50	50,202.96	51,458.03
11	35,530.00	36,418.25	37,328.71	38,261.92	39,218.47	40,198.93	41,203.91	42,234.00	43,289.85	44,372.10	45,481.40	46,618.44	47,783.90	48,978.50	50,202.96	51,458.03	52,744.48	54,063.10
12	37,328.71	38,261.92	39,218.47	40,198.93	41,203.91	42,234.00	43,289.85	44,372.10	45,481.40	46,618.44	47,783.90	48,978.50	50,202.96	51,458.03	52,744.48	54,063.10	55,414.67	56,800.04
13	39,218.47	40,198.93	41,203.91	42,234.00	43,289.85	44,372.10	45,481.40	46,618.44	47,783.90	48,978.50	50,202.96	51,458.03	52,744.48	54,063.10	55,414.67	56,800.04	58,220.04	59,675.54
14	41,203.91	42,234.00	43,289.85	44,372.10	45,481.40	46,618.44	47,783.90	48,978.50	50,202.96	51,458.03	52,744.48	54,063.10	55,414.67	56,800.04	58,220.04	59,675.54	61,167.43	62,696.62
15	43,289.85	44,372.10	45,481.40	46,618.44	47,783.90	48,978.50	50,202.96	51,458.03	52,744.48	54,063.10	55,414.67	56,800.04	58,220.04	59,675.54	61,167.43	62,696.62	64,264.03	65,870.63
16	45,481.40	46,618.44	47,783.90	48,978.50	50,202.96	51,458.03	52,744.48	54,063.10	55,414.67	56,800.04	58,220.04	59,675.54	61,167.43	62,696.62	64,264.03	65,870.63	67,517.40	69,205.33
17	47,783.90	48,978.50	50,202.96	51,458.03	52,744.48	54,063.10	55,414.67	56,800.04	58,220.04	59,675.54	61,167.43	62,696.62	64,264.03	65,870.63	67,517.40	69,205.33	70,935.47	72,708.85
18	50,202.96	51,458.03	52,744.48	54,063.10	55,414.67	56,800.04	58,220.04	59,675.54	61,167.43	62,696.62	64,264.03	65,870.63	67,517.40	69,205.33	70,935.47	72,708.85	74,526.58	76,389.74
19	52,744.48	54,063.10	55,414.67	56,800.04	58,220.04	59,675.54	61,167.43	62,696.62	64,264.03	65,870.63	67,517.40	69,205.33	70,935.47	72,708.85	74,526.58	76,389.74	78,299.48	80,256.97
20	55,414.67	56,800.04	58,220.04	59,675.54	61,167.43	62,696.62	64,264.03	65,870.63	67,517.40	69,205.33	70,935.47	72,708.85	74,526.58	76,389.74	78,299.48	80,256.97	82,263.40	84,319.98
21	61,167.43	62,696.62	64,264.03	65,870.63	67,517.40	69,205.33	70,935.47	72,708.85	74,526.58	76,389.74	78,299.48	80,256.97	82,263.40	84,319.98	86,427.98	88,588.68	90,803.40	93,073.48
22	67,517.40	69,205.33	70,935.47	72,708.85	74,526.58	76,389.74	78,299.48	80,256.97	82,263.40	84,319.98	86,427.98	88,588.68	90,803.40	93,073.48	95,400.32	97,785.33	100,229.96	102,735.71
23	74,526.58	76,389.74	78,299.48	80,256.97	82,263.40	84,319.98	86,427.98	88,588.68	90,803.40	93,073.48	95,400.32	97,785.33	100,229.96	102,735.71	105,304.10	107,936.70	110,635.12	113,401.00
24	82,263.40	84,319.98	86,427.98	88,588.68	90,803.40	93,073.48	95,400.32	97,785.33	100,229.96	102,735.71	105,304.10	107,936.70	110,635.12	113,401.00	116,236.02	119,141.92	122,120.47	125,173.48
25	90,803.40	93,073.48	95,400.32	97,785.33	100,229.96	102,735.71	105,304.10	107,936.70	110,635.12	113,401.00	116,236.02	119,141.92	122,120.47	125,173.48	128,302.82	131,510.39	134,798.15	138,168.11

Table II - B
Proposed Salary Scale
Walton County Personnel Project

Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	21,216.07	21,746.47	22,290.13	22,847.39	23,418.57	24,004.04	24,604.14	25,219.24	25,849.72	26,495.96	27,158.36	27,837.32	28,533.25	29,246.59	29,977.75	30,727.19	31,495.37	32,282.76
2	22,290.13	22,847.39	23,418.57	24,004.04	24,604.14	25,219.24	25,849.72	26,495.96	27,158.36	27,837.32	28,533.25	29,246.59	29,977.75	30,727.19	31,495.37	32,282.76	33,089.83	33,917.07
3	23,418.57	24,004.04	24,604.14	25,219.24	25,849.72	26,495.96	27,158.36	27,837.32	28,533.25	29,246.59	29,977.75	30,727.19	31,495.37	32,282.76	33,089.83	33,917.07	34,765.00	35,634.13
4	24,604.14	25,219.24	25,849.72	26,495.96	27,158.36	27,837.32	28,533.25	29,246.59	29,977.75	30,727.19	31,495.37	32,282.76	33,089.83	33,917.07	34,765.00	35,634.13	36,524.98	37,438.10
5	25,849.72	26,495.96	27,158.36	27,837.32	28,533.25	29,246.59	29,977.75	30,727.19	31,495.37	32,282.76	33,089.83	33,917.07	34,765.00	35,634.13	36,524.98	37,438.10	38,374.06	39,333.41
6	27,158.36	27,837.32	28,533.25	29,246.59	29,977.75	30,727.19	31,495.37	32,282.76	33,089.83	33,917.07	34,765.00	35,634.13	36,524.98	37,438.10	38,374.06	39,333.41	40,316.74	41,324.66
7	28,533.25	29,246.59	29,977.75	30,727.19	31,495.37	32,282.76	33,089.83	33,917.07	34,765.00	35,634.13	36,524.98	37,438.10	38,374.06	39,333.41	40,316.74	41,324.66	42,357.78	43,416.72
8	29,977.75	30,727.19	31,495.37	32,282.76	33,089.83	33,917.07	34,765.00	35,634.13	36,524.98	37,438.10	38,374.06	39,333.41	40,316.74	41,324.66	42,357.78	43,416.72	44,502.14	45,614.69
9	31,495.37	32,282.76	33,089.83	33,917.07	34,765.00	35,634.13	36,524.98	37,438.10	38,374.06	39,333.41	40,316.74	41,324.66	42,357.78	43,416.72	44,502.14	45,614.69	46,755.06	47,923.94
10	33,089.83	33,917.07	34,765.00	35,634.13	36,524.98	37,438.10	38,374.06	39,333.41	40,316.74	41,324.66	42,357.78	43,416.72	44,502.14	45,614.69	46,755.06	47,923.94	49,122.03	50,350.09
11	34,765.00	35,634.13	36,524.98	37,438.10	38,374.06	39,333.41	40,316.74	41,324.66	42,357.78	43,416.72	44,502.14	45,614.69	46,755.06	47,923.94	49,122.03	50,350.09	51,608.84	52,899.06
12	36,524.98	37,438.10	38,374.06	39,333.41	40,316.74	41,324.66	42,357.78	43,416.72	44,502.14	45,614.69	46,755.06	47,923.94	49,122.03	50,350.09	51,608.84	52,899.06	54,221.54	55,577.07
13	38,374.06	39,333.41	40,316.74	41,324.66	42,357.78	43,416.72	44,502.14	45,614.69	46,755.06	47,923.94	49,122.03	50,350.09	51,608.84	52,899.06	54,221.54	55,577.07	56,966.50	58,390.66
14	40,316.74	41,324.66	42,357.78	43,416.72	44,502.14	45,614.69	46,755.06	47,923.94	49,122.03	50,350.09	51,608.84	52,899.06	54,221.54	55,577.07	56,966.50	58,390.66	59,850.43	61,346.69
15	42,357.78	43,416.72	44,502.14	45,614.69	46,755.06	47,923.94	49,122.03	50,350.09	51,608.84	52,899.06	54,221.54	55,577.07	56,966.50	58,390.66	59,850.43	61,346.69	62,880.36	64,452.37
16	44,502.14	45,614.69	46,755.06	47,923.94	49,122.03	50,350.09	51,608.84	52,899.06	54,221.54	55,577.07	56,966.50	58,390.66	59,850.43	61,346.69	62,880.36	64,452.37	66,063.68	67,715.27
17	46,755.06	47,923.94	49,122.03	50,350.09	51,608.84	52,899.06	54,221.54	55,577.07	56,966.50	58,390.66	59,850.43	61,346.69	62,880.36	64,452.37	66,063.68	67,715.27	69,408.15	71,143.35
18	49,122.03	50,350.09	51,608.84	52,899.06	54,221.54	55,577.07	56,966.50	58,390.66	59,850.43	61,346.69	62,880.36	64,452.37	66,063.68	67,715.27	69,408.15	71,143.35	72,921.94	74,744.99
19	51,608.84	52,899.06	54,221.54	55,577.07	56,966.50	58,390.66	59,850.43	61,346.69	62,880.36	64,452.37	66,063.68	67,715.27	69,408.15	71,143.35	72,921.94	74,744.99	76,613.61	78,528.95
20	54,221.54	55,577.07	56,966.50	58,390.66	59,850.43	61,346.69	62,880.36	64,452.37	66,063.68	67,715.27	69,408.15	71,143.35	72,921.94	74,744.99	76,613.61	78,528.95	80,492.17	82,504.48
21	59,850.43	61,346.69	62,880.36	64,452.37	66,063.68	67,715.27	69,408.15	71,143.35	72,921.94	74,744.99	76,613.61	78,528.95	80,492.17	82,504.48	84,567.09	86,681.27	88,848.30	91,069.51
22	66,063.68	67,715.27	69,408.15	71,143.35	72,921.94	74,744.99	76,613.61	78,528.95	80,492.17	82,504.48	84,567.09	86,681.27	88,848.30	91,069.51	93,346.24	95,679.90	98,071.90	100,523.70
23	72,921.94	74,744.99	76,613.61	78,528.95	80,492.17	82,504.48	84,567.09	86,681.27	88,848.30	91,069.51	93,346.24	95,679.90	98,071.90	100,523.70	103,036.79	105,612.71	108,253.02	110,959.35
24	80,492.17	82,504.48	84,567.09	86,681.27	88,848.30	91,069.51	93,346.24	95,679.90	98,071.90	100,523.70	103,036.79	105,612.71	108,253.02	110,959.35	113,733.33	116,576.67	119,491.08	122,478.36
25	88,848.30	91,069.51	93,346.24	95,679.90	98,071.90	100,523.70	103,036.79	105,612.71	108,253.02	110,959.35	113,733.33	116,576.67	119,491.08	122,478.36	125,540.32	128,678.83	131,895.80	135,193.19

Table II - C
Proposed Salary Scale
Walton County Personnel Project

Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	20,749.21	21,267.94	21,799.64	22,344.63	22,903.25	23,475.83	24,062.72	24,664.29	25,280.90	25,912.92	26,560.75	27,224.76	27,905.38	28,603.02	29,318.09	30,051.05	30,802.32	31,572.38
2	21,799.64	22,344.63	22,903.25	23,475.83	24,062.72	24,664.29	25,280.90	25,912.92	26,560.75	27,224.76	27,905.38	28,603.02	29,318.09	30,051.05	30,802.32	31,572.38	32,361.69	33,170.73
3	22,903.25	23,475.83	24,062.72	24,664.29	25,280.90	25,912.92	26,560.75	27,224.76	27,905.38	28,603.02	29,318.09	30,051.05	30,802.32	31,572.38	32,361.69	33,170.73	34,000.00	34,850.00
4	24,062.72	24,664.29	25,280.90	25,912.92	26,560.75	27,224.76	27,905.38	28,603.02	29,318.09	30,051.05	30,802.32	31,572.38	32,361.69	33,170.73	34,000.00	34,850.00	35,721.25	36,614.28
5	25,280.90	25,912.92	26,560.75	27,224.76	27,905.38	28,603.02	29,318.09	30,051.05	30,802.32	31,572.38	32,361.69	33,170.73	34,000.00	34,850.00	35,721.25	36,614.28	37,529.64	38,467.88
6	26,560.75	27,224.76	27,905.38	28,603.02	29,318.09	30,051.05	30,802.32	31,572.38	32,361.69	33,170.73	34,000.00	34,850.00	35,721.25	36,614.28	37,529.64	38,467.88	39,429.58	40,415.32
7	27,905.38	28,603.02	29,318.09	30,051.05	30,802.32	31,572.38	32,361.69	33,170.73	34,000.00	34,850.00	35,721.25	36,614.28	37,529.64	38,467.88	39,429.58	40,415.32	41,425.70	42,461.34
8	29,318.09	30,051.05	30,802.32	31,572.38	32,361.69	33,170.73	34,000.00	34,850.00	35,721.25	36,614.28	37,529.64	38,467.88	39,429.58	40,415.32	41,425.70	42,461.34	43,522.87	44,610.95
9	30,802.32	31,572.38	32,361.69	33,170.73	34,000.00	34,850.00	35,721.25	36,614.28	37,529.64	38,467.88	39,429.58	40,415.32	41,425.70	42,461.34	43,522.87	44,610.95	45,726.22	46,869.38
10	32,361.69	33,170.73	34,000.00	34,850.00	35,721.25	36,614.28	37,529.64	38,467.88	39,429.58	40,415.32	41,425.70	42,461.34	43,522.87	44,610.95	45,726.22	46,869.38	48,041.11	49,242.14
11	34,000.00	34,850.00	35,721.25	36,614.28	37,529.64	38,467.88	39,429.58	40,415.32	41,425.70	42,461.34	43,522.87	44,610.95	45,726.22	46,869.38	48,041.11	49,242.14	50,473.19	51,735.02
12	35,721.25	36,614.28	37,529.64	38,467.88	39,429.58	40,415.32	41,425.70	42,461.34	43,522.87	44,610.95	45,726.22	46,869.38	48,041.11	49,242.14	50,473.19	51,735.02	53,028.40	54,354.11
13	37,529.64	38,467.88	39,429.58	40,415.32	41,425.70	42,461.34	43,522.87	44,610.95	45,726.22	46,869.38	48,041.11	49,242.14	50,473.19	51,735.02	53,028.40	54,354.11	55,712.96	57,105.78
14	39,429.58	40,415.32	41,425.70	42,461.34	43,522.87	44,610.95	45,726.22	46,869.38	48,041.11	49,242.14	50,473.19	51,735.02	53,028.40	54,354.11	55,712.96	57,105.78	58,533.43	59,996.76
15	41,425.70	42,461.34	43,522.87	44,610.95	45,726.22	46,869.38	48,041.11	49,242.14	50,473.19	51,735.02	53,028.40	54,354.11	55,712.96	57,105.78	58,533.43	59,996.76	61,496.68	63,034.10
16	43,522.87	44,610.95	45,726.22	46,869.38	48,041.11	49,242.14	50,473.19	51,735.02	53,028.40	54,354.11	55,712.96	57,105.78	58,533.43	59,996.76	61,496.68	63,034.10	64,609.95	66,225.20
17	45,726.22	46,869.38	48,041.11	49,242.14	50,473.19	51,735.02	53,028.40	54,354.11	55,712.96	57,105.78	58,533.43	59,996.76	61,496.68	63,034.10	64,609.95	66,225.20	67,880.83	69,577.85
18	48,041.11	49,242.14	50,473.19	51,735.02	53,028.40	54,354.11	55,712.96	57,105.78	58,533.43	59,996.76	61,496.68	63,034.10	64,609.95	66,225.20	67,880.83	69,577.85	71,317.30	73,100.23
19	50,473.19	51,735.02	53,028.40	54,354.11	55,712.96	57,105.78	58,533.43	59,996.76	61,496.68	63,034.10	64,609.95	66,225.20	67,880.83	69,577.85	71,317.30	73,100.23	74,927.74	76,800.93
20	53,028.40	54,354.11	55,712.96	57,105.78	58,533.43	59,996.76	61,496.68	63,034.10	64,609.95	66,225.20	67,880.83	69,577.85	71,317.30	73,100.23	74,927.74	76,800.93	78,720.95	80,688.98
21	58,533.43	59,996.76	61,496.68	63,034.10	64,609.95	66,225.20	67,880.83	69,577.85	71,317.30	73,100.23	74,927.74	76,800.93	78,720.95	80,688.98	82,706.20	84,773.86	86,893.20	89,065.53
22	64,609.95	66,225.20	67,880.83	69,577.85	71,317.30	73,100.23	74,927.74	76,800.93	78,720.95	80,688.98	82,706.20	84,773.86	86,893.20	89,065.53	91,292.17	93,574.47	95,913.84	98,311.68
23	71,317.30	73,100.23	74,927.74	76,800.93	78,720.95	80,688.98	82,706.20	84,773.86	86,893.20	89,065.53	91,292.17	93,574.47	95,913.84	98,311.68	100,769.47	103,288.71	105,870.93	108,517.70
24	78,720.95	80,688.98	82,706.20	84,773.86	86,893.20	89,065.53	91,292.17	93,574.47	95,913.84	98,311.68	100,769.47	103,288.71	105,870.93	108,517.70	111,230.64	114,011.41	116,861.70	119,783.24
25	86,893.20	89,065.53	91,292.17	93,574.47	95,913.84	98,311.68	100,769.47	103,288.71	105,870.93	108,517.70	111,230.64	114,011.41	116,861.70	119,783.24	122,777.82	125,847.26	128,993.45	132,218.28

Cost of Implementation

The following presents three implementation plans for the county's consideration. The cost figures do not include benefit costs. Thus, the following cost figures do not represent the county's total personnel costs for these positions.

Table III depicts the cost to implement the new compensation plans. The annualized cost to implement classification changes necessitated by Plan A is \$1,055,580 or 3.78% of current payroll cost (approximately 104.5% of the adjusted labor market for comparable organizations). The new plan places the county's pay scale slightly above the mean of the labor market when compared to similar organizations and should prove to be effective in attracting and retaining a quality workforce. Plan B's cost to implement is \$745,326 or 2.67% of current payroll cost (approximately 102.25% of the relevant labor market when adjusted for anticipated inflationary increases). The cost to implement Plan C is \$463,515 or 1.66% of current payroll cost.

Condrey and Associates will be available to assist Walton County in implementing any of the plans. Implementing the new plan will result in further pay compression (position salaries grouped closely together regardless of length or quality of service to the organization). To help ameliorate this problem, Condrey and Associates recommends that a one-time equity adjustment be applied to employee salaries as outlined in Table III. The cost of the equity adjustment is approximately 5.35% of adjusted payroll cost. An alternative equity adjustment is also presented; its cost is approximately 3.90% of adjusted payroll.

Table III
 Cost of Implementation
 Walton County Personnel Project

	Classification Changes¹	Equity Adjustment²	Total Implementation Cost
Plan A	\$1,055,580 (3.78%)	\$1,553,471 (5.35%)	\$2,609,051
Plan B	\$745,326 (2.67%)	\$1,534,430 (5.35%)	\$2,279,756
Plan C	\$463,515 (1.66%)	\$1,521,466 (5.35%)	\$1,984,981
Plan A Modified	\$1,055,580 (3.78%)	\$1,129,855 (3.89%)	\$2,185,435
Plan B Modified	\$745,326 (2.67%)	\$1,118,678 (3.90%)	\$1,864,004
Plan C Modified	\$463,515 (1.66%)	\$1,107,478 (3.90%)	\$1,570,993

¹ Increases are projected based on current payroll total of \$27,962,368. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

² Figures presented are the estimated cost for equity adjustment increases. The calculations for Plans A, B and C are based on a maximum 1-step increase for employees with 1-3 year(s) of service, a 2-step increase for employees with 4-6 years of service and a 3-step increase for employees with 7 or more years of service as of October 31, 2021. The calculations for Plans A, B and C Modified are based on a maximum 1-step increase for employees with 1-3 year(s) of service and a 2-step increase for employees with 4 or more years of service as of October 31, 2021.

Appendix A
Position/Grade Analysis by Department
Walton County Personnel Project

DEPT	POSITION	GRADE
AC/1	Animal Control Director	22
AC/2	Assistant Animal Control Director	17
AC/3	Animal Control Supervisor	14
AC/4	Animal Control Officer	11
AC/5	Kennel Technician	10
BE/1	Director of Elections	21
BE/2	Assistant Director of Elections	17
BE/3	Elections Technician	12
BE/4	Elections Clerk	10
BOC/1	Public Information Officer/Webmaster	21
BOC/2	Executive Assistant	17
BOC/3	Receptionist	7
BOE/1	Board of Equalization Secretary	10
CC/1	Chief Deputy Clerk	19
CC/2	Real Estate Division Supervisor	14
CC/3	Court Accounting Coordinator	14
CC/4	Senior Deputy Clerk	12
CC/5	Deputy Clerk	10
C-EXT/1	Program Assistant - 4H	10
DA/1	Deputy Chief Assistant District Attorney	23
DA/2	Assistant District Attorney	21
DA/3	Chief Investigator	20
DA/4	Investigator	18
DA/5	Legal Assistant	12
DA/6	Administrative Clerk	9
DA-VS/1	Victim Services Manager	18
DA-VS/2	Victim Witness Assistant	12
DA-VS/3	Victim Compensation Advocate	12
E-911/1	E911 Director	25
E-911/2	Assistant E-911 Director	23
E-911/3	E911 Network Administrator	19
E-911/4	Training/Q.A. Supervisor	17

DEPT	POSITION	GRADE
E-911/5	Communications Shift Supervisor	17
E-911/6	Senior Communications Officer	13
E-911/7	Communications Officer	12
E-911/8	Administrative Assistant	12
EMA/1	Emergency Management Director	24
EMA/2	Administrative Assistant	12
EMS/1	Emergency Medical Services Director	25
EMS/2	Assistant Emergency Medical Services Director	23
EMS/3	EMS Training Supervisor	19
EMS/4	EMS Shift Supervisor	19
EMS/5	Paramedic	17
EMS/6	Emergency Medical Technician - Intermediate	15 ¹
EMS/7	Administrative Assistant	12
FAC/1	Facilities/Risk Management Director	25
FAC/2	Facilities Maintenance Manager	19
FAC/3	Risk and Liability Specialist	16
FAC/4	Facilities IT Specialist	16
FAC/5	Facilities Maintenance Crew Supervisor	16
FAC/6	HVAC Technician	15
FAC/7	Administrative Coordinator	14
FAC/8	Facilities Maintenance Technician III	14
FAC/9	Building Services Supervisor	12
FAC/10	Facilities Maintenance Technician II	12
FAC/11	Facilities Maintenance Technician I	10
FAC/12	Administrative Clerk	9
FAC/13	Building Service Worker	7
FD/1	Fire Chief	25
FD/2	Assistant Fire Chief	23
FD/3	Fire Training Officer - Battalion Chief	22
FD/4	Fire Battalion Chief	22
FD/5	EMS Training Officer	21
FD/6	Fire Captain	21
FD/7	Fire Lieutenant	19
FD/8	Fire Data Information Specialist	17
FD/9	Logistics Officer	17
FD/10	Fire Apparatus Technician (Mechanic)	16
D/11	Firefighter II	16 ²

¹ May be increased 1 step upon obtaining certification as an EMT Advanced.

² May be designated Firefighter III (Firefighter/Driver Engineer) and receive a 1 step increase.

DEPT	POSITION	GRADE
FD/12	Firefighter I	15
FD/13	Administrative Assistant	12
FIN/1	Chief Finance Officer	25
FIN/2	Assistant Finance Director	23
FIN/3	Senior Accountant	19
FIN/4	Payroll Coordinator	17
FIN/5	Accountant	16
FIN/6	Accounting Technician	12 ³
HR/1	Human Resources Director	25
HR/2	Assistant Human Resources Director	23
HR/3	Benefits Analyst	18
HR/4	Human Resources Specialist	16 ⁴
HR/5	Human Resources Coordinator	14
IT/1	Information Technology Director	25
IT/2	Assistant Information Technology Director	23
IT/3	Senior Systems Administrator	22
IT/4	Network Administrator	21
IT/5	Systems Administrator	19
JC/1	Intake/Probation Administrator and Director of Programs	21
JC/2	Clerk of Juvenile Court	19
JC/3	Intake and Probation Officer	17
JC/4	Intake and Community Service Officer	17
JC/5	Truancy Coordinator and Investigation	17
JC/6	Assistant Clerk of Juvenile Court	14
JC/7	Intake Deputy Clerk	10
JC/8	Juvenile Court Deputy Clerk	10
KWB/1	Keep Walton Beautiful/Recycling Director	22
KWB/2	Recycling Supervisor	12
KWB/3	Administrative Assistant	12
KWB/4	Recycling Technician	10
MC/1	Chief Deputy Clerk - Magistrate Court - Civil	16
MC/2	Chief Deputy Clerk - Magistrate Court - Criminal	16
MC/3	Magistrate Court Clerk - Criminal	10 ⁵
PC/1	Chief Probate Court Clerk	19

³ May be designated Senior Accounting Technician and placed at grade 14.

⁴ May be designated Senior Human Resources Specialist and placed at grade 17.

⁵ May be designated Senior Magistrate Court Clerk - Criminal and placed at grade 12.

DEPT	POSITION	GRADE
MC/4	Magistrate Court Clerk - Civil	10 ⁶
PC/2	Senior Probate Court Clerk	12
PC/3	Probate Court Clerk	10
P&D/1	Planning and Development Director	25
P&D/2	Assistant Planning and Development Director	23
P&D/3	Building Official	21
P&D/4	GIS Analyst	17
P&D/5	Zoning Technician	14
P&D/6	Permit Technician	10 ⁷
P&D-CD/1	Chief Code Enforcement Officer	16
P&D-CD/2	Plan Reviewer/Building Inspector	19
P&D-CD/3	Code Enforcement Officer	14
P&D-PL/1	Civil Engineer	21
P&D-PL/2	Chief Engineering Technician	18
P&D-PL/3	Fire Code Specialist	17
P&D-PL/4	Building Inspector	16 ⁸
P&D-PL/5	Development Inspector	16
PR/1	Parks and Recreation Director	25
PR/2	Assistant Parks and Recreation Director	22
PR/3	Parks Maintenance Division Manager	19
PR/4	Senior Athletic Coordinator	17
PR/5	Community Centers Supervisor	16
PR/6	Parks Maintenance Supervisor	16
PR/7	Administrative Coordinator	14
PR/8	Athletic Coordinator	14
PR/9	Athletic Specialist	12
PR/10	Parks Maintenance Crewleader	12
PR/11	Senior Parks Maintenance Worker	10
PR/12	Community Center Specialist	10
PR/13	Parks Maintenance Worker	9
PR/14	Community Center Assistant	7
PR/15	Athletic Aide	7
PR/16	Splash Park Attendant	7
PUB/1	Senior Assistant Public Defender	22
PUB/2	Assistant Public Defender	21

⁶ May be designated Senior Magistrate Court Clerk - Civil and placed at grade 12.

⁷ May be designated Senior Permit Technician and placed at grade 12.

⁸ May be designated Senior Building Inspector and placed at grade 17.

DEPT	POSITION	GRADE
PUB/3	Investigator	18 ⁹
PUB/4	Administrative Coordinator	14
PUB/5	Administrative Assistant	12
PUB/6	Receptionist	7
PUR/1	Purchasing Director	24
PW/1	Public Works Director	25
PW/2	Office Manager	16
PW/3	Inventory Technician	12
PW/4	Administrative Clerk	9
PW-FM/1	Fleet Maintenance Supervisor	19
PW-FM/2	Lead Mechanic	16
PW-FM/3	Mechanic II	14
PW-FM/4	Mechanic I	12
PW-RD/1	Assistant Public Works Director	23
PW-RD/2	Construction Supervisor	19
PW-RD/3	Crew Supervisor	16
PW-RD/4	Crewleader	14 ¹⁰
PW-RD/5	Heavy Equipment Operator	14
PW-RD/6	Senior Equipment Operator	12
PW-RD/7	Equipment Operator	10
PW-SWD/1	Solid Waste Crew Supervisor	16
PW-SWD/2	Senior Equipment Operator	12
PW-SWD/3	Equipment Operator	10
PW-SWM/1	Stormwater Manager	21
PW-SWM/2	Stormwater Technician	16
SC/2	Superior Court Services Coordinator	14
SD/1	Chief Deputy	24
SD/2	Major	23
SD/3	Sheriff Captain	22
SD/4	Sheriff Lieutenant	21
SD/5	Sheriff Sergeant	19
SD/6	Sheriff Business Manager	18
SD/7	Sheriff Corporal	18
SD/8	Investigator	18
SD/9	Senior Deputy Sheriff	17

⁹ May be designated Senior Investigator and placed at grade 19.

¹⁰ May be designated Senior Crewleader and placed at grade 15.

DEPT	POSITION	GRADE
SD/10	Deputy Sheriff	16
SD/11	Maintenance Supervisor - Jail	14
SD/12	Administrative Coordinator	14
SD/13	Intelligence Analyst	14
SD/14	Senior Detention Officer	14
SD/15	Crime Scene/evidence Technician	14
SD/16	Detention Officer	13
SD/17	Records Technician Supervisor	12
SD/18	Maintenance Technician - Jail	12
SD/19	Administrative Assistant - Jail	12
SD/20	Records Technician	10
SD/21	Administrative Secretary	10
TA/1	Chief Appraiser	25
TA/2	Assistant Chief Appraiser	23
TA/3	Real Property Appraiser Supervisor	20
TA/4	Commercial/Industrial Appraiser	17
TA/5	Personal Property Auditor	17
TA/6	GIS Coordinator/Appraiser III	17
TA/7	GIS Coordinator	16
TA/8	Conservation Use Specialist/Appraiser II	15
TA/9	Personal Property Appraiser II	15
TA/10	Real Property Appraiser I	14 ¹¹
TA/11	GIS Assistant	12
TA/12	Appraisal Technician	12
TC/1	Chief Deputy Tax Commissioner	22
TC/2	Deputy Tax Commissioner - Accountant	19
TC/3	Property Tax Supervisor	16
TC/4	Motor Vehicles Supervisor	16
TC/5	Assistant Motor Vehicles Supervisor	15
TC/6	Delinquent Tax Specialist	15
TC/7	Tag/Tax Clerk I	10 ¹²
TO/1	Traffic Operations Director	19
TO/2	Traffic & Sign Technician	10 ¹³
WD/1	Water Department Director and General Manager Walton County Water and Sewer Authority	25

¹¹ May be designated Real Property Appraiser II and placed at grade 15, Real Property Appraiser III and placed at grade 16; Real Property Appraiser IV and placed at grade 17.

¹² May be designated Tag/Tax Clerk II and placed at grade 11; Tag/Tax Clerk III and placed at grade 12.

¹³ May be designated Senior Traffic & Sign Technician and placed at grade 12.

DEPT	POSITION	GRADE
WD/2	Security / Electromechanical Systems Manager	21
WD/3	Water System Distribution Coordinator	21
WD/4	Looping and Line Supervisor	18
WD/5	Distribution and Repair Supervisor	19
WD/6	Looping and Line Crew Supervisor	16
WD/7	Water Distribution Crew Supervisor	16
WD/8	Office Manager	16
WD/9	Senior Utility Service Worker	14
WD/10	Utility Locator	12
WD/11	Utility Billing Technician	12
WD/12	Utility Service Worker I	10 ¹⁴
WD/13	Customer Service Representative I	10 ¹⁵

¹³ May be designated Utility Service Worker II and placed at grade 12.

¹⁴ May be designated Customer Service Representative II and placed at grade 12.

Appendix B
Position/Grade Analysis by Grade
Walton County Personnel Project

DEPT	POSITION	GRADE
TA/1	Chief Appraiser	25
FIN/1	Chief Finance Officer	25
E-911/1	E911 Director	25
EMS/1	Emergency Medical Services Director	25
FAC/1	Facilities/Risk Management Director	25
FD/1	Fire Chief	25
HR/1	Human Resources Director	25
IT/1	Information Technology Director	25
PR/1	Parks and Recreation Director	25
P&D/1	Planning and Development Director	25
PW/1	Public Works Director	25
WD/1	Water Department Director and General Manager Walton County Water and Sewer Authority	25
SD/1	Chief Deputy	24
EMA/1	Emergency Management Director	24
PUR/1	Purchasing Director	24
TA/2	Assistant Chief Appraiser	23
E-911/2	Assistant E-911 Director	23
EMS/2	Assistant Emergency Medical Services Director	23
FIN/2	Assistant Finance Director	23
FD/2	Assistant Fire Chief	23
HR/2	Assistant Human Resources Director	23
IT/2	Assistant Information Technology Director	23
P&D/2	Assistant Planning and Development Director	23
PW-RD/1	Assistant Public Works Director	23
DA/1	Deputy Chief Assistant District Attorney	23
SD/2	Major	23
AC/1	Animal Control Director	22
PR/2	Assistant Parks and Recreation Director	22
TC/1	Chief Deputy Tax Commissioner	22
FD/4	Fire Battalion Chief	22
FD/3	Fire Training Officer - Battalion Chief	22
KWB/1	Keep Walton Beautiful/Recycling Director	22
PUB/1	Senior Assistant Public Defender	22
IT/3	Senior Systems Administrator	22
SD/3	Sheriff Captain	22

DEPT	POSITION	GRADE
DA/2	Assistant District Attorney	21
PUB/2	Assistant Public Defender	21
P&D/3	Building Official	21
P&D-PL/1	Civil Engineer	21
BE/1	Director of Elections	21
FD/5	EMS Training Officer	21
FD/6	Fire Captain	21
JC/1	Intake/Probation Administrator and Director of Programs	21
IT/4	Network Administrator	21
BOC/1	Public Information Officer/Webmaster	21
WD/2	Security / Electromechanical Systems Manager	21
SD/4	Sheriff Lieutenant	21
PW-SWM/1	Stormwater Manager	21
WD/3	Water System Distribution Coordinator	21
DA/3	Chief Investigator	20
TA/3	Real Property Appraiser Supervisor	20
CC/1	Chief Deputy Clerk	19
PC/1	Chief Probate Court Clerk	19
JC/2	Clerk of Juvenile Court	19
PW-RD/2	Construction Supervisor	19
TC/2	Deputy Tax Commissioner - Accountant	19
WD/5	Distribution and Repair Supervisor	19
E-911/3	E911 Network Administrator	19
EMS/4	EMS Shift Supervisor	19
EMS/3	EMS Training Supervisor	19
FAC/2	Facilities Maintenance Manager	19
FD/7	Fire Lieutenant	19
PW-FM/1	Fleet Maintenance Supervisor	19
PR/3	Parks Maintenance Division Manager	19
P&D-CD/2	Plan Reviewer/Building Inspector	19
FIN/3	Senior Accountant	19
SD/5	Sheriff Sergeant	19
IT/5	Systems Administrator	19
TO/1	Traffic Operations Director	19
HR/3	Benefits Analyst	18
P&D-PL/2	Chief Engineering Technician	18
DA/4	Investigator	18
PUB/3	Investigator	18 ⁹
SD/8	Investigator	18

⁹ May be designated Senior Investigator and placed at grade 19.

DEPT	POSITION	GRADE
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WD/4	Looping and Line Supervisor	18
SD/6	Sheriff Business Manager	18
SD/7	Sheriff Corporal	18
DA-VS/1	Victim Services Manager	18
AC/2	Assistant Animal Control Director	17
BE/2	Assistant Director of Elections	17
TA/4	Commercial/Industrial Appraiser	17
E-911/5	Communications Shift Supervisor	17
BOC/2	Executive Assistant	17
P&D-PL/3	Fire Code Specialist	17
FD/8	Fire Data Information Specialist	17
P&D/4	GIS Analyst	17
TA/6	GIS Coordinator/Appraiser III	17
JC/4	Intake and Community Service Officer	17
JC/3	Intake and Probation Officer	17
FD/9	Logistics Officer	17
EMS/5	Paramedic	17
FIN/4	Payroll Coordinator	17
TA/5	Personal Property Auditor	17
PR/4	Senior Athletic Coordinator	17
SD/9	Senior Deputy Sheriff	17
E-911/4	Training/Q.A. Supervisor	17
JC/5	Truancy Coordinator and Investigation	17
FIN/5	Accountant	16
P&D-PL/4	Building Inspector	16 ⁷
P&D-CD/1	Chief Code Enforcement Officer	16
MC/1	Chief Deputy Clerk - Magistrate Court - Civil	16
MC/2	Chief Deputy Clerk - Magistrate Court - Criminal	16
PR/5	Community Centers Supervisor	16
PW-RD/3	Crew Supervisor	16
SD/10	Deputy Sheriff	16
P&D-PL/5	Development Inspector	16
FAC/4	Facilities IT Specialist	16
FAC/5	Facilities Maintenance Crew Supervisor	16
FD/10	Fire Apparatus Technician (Mechanic)	16
FD/11	Firefighter II	16 ²
TA/7	GIS Coordinator	16
HR/4	Human Resources Specialist	16 ⁴

² May be designated Firefighter III (Firefighter/Driver Engineer) and receive a 1 step increase.

⁴ May be designated Senior Human Resources Specialist and placed at grade 17.

⁷ May be designated Senior Building Inspector and placed at grade 17.

DEPT	POSITION	GRADE
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PW-FM/2	Lead Mechanic	16
WD/6	Looping and Line Crew Supervisor	16
TC/4	Motor Vehicles Supervisor	16
PW/2	Office Manager	16
WD/8	Office Manager	16
PR/6	Parks Maintenance Supervisor	16
TC/3	Property Tax Supervisor	16
FAC/3	Risk and Liability Specialist	16
PW-SWD/1	Solid Waste Crew Supervisor	16
PW-SWM/2	Stormwater Technician	16
WD/7	Water Distribution Crew Supervisor	16
TC/5	Assistant Motor Vehicles Supervisor	15
TA/8	Conservation Use Specialist/Appraiser II	15
TC/6	Delinquent Tax Specialist	15
EMS/6	Emergency Medical Technician - Intermediate	15 ¹
FD/12	Firefighter I	15
FAC/6	HVAC Technician	15
TA/9	Personal Property Appraiser II	15
FAC/7	Administrative Coordinator	14
PR/7	Administrative Coordinator	14
PUB/4	Administrative Coordinator	14
SD/12	Administrative Coordinator	14
AC/3	Animal Control Supervisor	14
JC/6	Assistant Clerk of Juvenile Court	14
PR/8	Athletic Coordinator	14
P&D-CD/3	Code Enforcement Officer	14
CC/3	Court Accounting Coordinator	14
PW-RD/4	Crewleader	14 ¹⁰
SD/15	Crime Scene/evidence Technician	14
FAC/8	Facilities Maintenance Technician III	14
PW-RD/5	Heavy Equipment Operator	14
HR/5	Human Resources Coordinator	14
SD/13	Intelligence Analyst	14
SD/11	Maintenance Supervisor - Jail	14
PW-FM/3	Mechanic II	14
CC/2	Real Estate Division Supervisor	14
TA/10	Real Property Appraiser I	14 ¹¹
SD/14	Senior Detention Officer	14

¹ May be increased 1 step upon obtaining certification as an EMT Advanced.

¹⁰ May be designated Senior Crewleader and placed at grade 15.

¹¹ May be designated Real Property Appraiser II and placed at grade 15, Real Property Appraiser III and placed at grade 16; Real Property Appraiser IV and placed at grade 17.

DEPT	POSITION	GRADE
WD/9	Senior Utility Service Worker	14
SC/2	Superior Court Services Coordinator	14
P&D/5	Zoning Technician	14
SD/16	Detention Officer	13
E-911/6	Senior Communications Officer	13
FIN/6	Accounting Technician	12 ³
EMA/2	Administrative Assistant	12
EMS/7	Administrative Assistant	12
FD/13	Administrative Assistant	12
KWB/3	Administrative Assistant	12
PUB/5	Administrative Assistant	12
E-911/8	Administrative Assistant	12
SD/19	Administrative Assistant - Jail	12
TA/12	Appraisal Technician	12
PR/9	Athletic Specialist	12
FAC/9	Building Services Supervisor	12
E-911/7	Communications Officer	12
BE/3	Elections Technician	12
FAC/10	Facilities Maintenance Technician II	12
TA/11	GIS Assistant	12
PW/3	Inventory Technician	12
DA/5	Legal Assistant	12
SD/18	Maintenance Technician - Jail	12
PW-FM/4	Mechanic I	12
PR/10	Parks Maintenance Crewleader	12
SD/17	Records Technician Supervisor	12
KWB/2	Recycling Supervisor	12
CC/4	Senior Deputy Clerk	12
PW-RD/6	Senior Equipment Operator	12
PW-SWD/2	Senior Equipment Operator	12
PC/2	Senior Probate Court Clerk	12
WD/11	Utility Billing Technician	12
WD/10	Utility Locator	12
DA-VS/3	Victim Compensation Advocate	12
DA-VS/2	Victim Witness Assistant	12
AC/4	Animal Control Officer	11
SD/21	Administrative Secretary	10
BOE/1	Board of Equalization Secretary	10
PR/12	Community Center Specialist	10

³ May be designated Senior Accounting Technician and placed at grade 14.

DEPT	POSITION	GRADE
WD/13	Customer Service Representative I	10 ¹⁵
CC/5	Deputy Clerk	10
BE/4	Elections Clerk	10
PW-RD/7	Equipment Operator	10
PW-SWD/3	Equipment Operator	10
FAC/11	Facilities Maintenance Technician I	10
JC/7	Intake Deputy Clerk	10
JC/8	Juvenile Court Deputy Clerk	10
AC/5	Kennel Technician	10
MC/4	Magistrate Court Clerk - Civil	10 ⁶
MC/3	Magistrate Court Clerk - Criminal	10 ⁵
P&D/6	Permit Technician	10 ⁸
PC/3	Probate Court Clerk	10
C-EXT/1	Program Assistant - 4H	10
SD/20	Records Technician	10
KWB/4	Recycling Technician	10
TC/7	Tag/Tax Clerk I	10 ¹²
PR/11	Senior Parks Maintenance Worker	10
TO/2	Traffic & Sign Technician	10 ¹³
WD/12	Utility Service Worker I	10 ¹⁴
DA/6	Administrative Clerk	9
FAC/12	Administrative Clerk	9
PW/4	Administrative Clerk	9
PR/13	Parks Maintenance Worker	9
PR/15	Athletic Aide	7
FAC/13	Building Service Worker	7
PR/14	Community Center Assistant	7
BOC/3	Receptionist	7
PUB/6	Receptionist	7
PR/16	Splash Park Attendant	7

⁵ May be designated Senior Magistrate Court Clerk - Criminal and placed at grade 12.

⁶ May be designated Senior Magistrate Court Clerk - Civil and placed at grade 12.

⁸ May be designated Senior Permit Technician and placed at grade 12.

¹² May be designated Tag/Tax Clerk II and placed at grade 11; Tag/Tax Clerk III and placed at grade 12.

¹³ May be designated Senior Traffic & Sign Technician and placed at grade 12.

¹⁴ May be designated Utility Service Worker II and placed at grade 12.

¹⁵ May be designated Customer Service Representative II and placed at grade 12.

Appendix C

Salary Survey Summary

Walton County Personnel Project

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median
Accountant	\$45,150	\$43,564	\$71,005	\$69,142
Accounting Technician	\$34,360	\$33,733	\$54,485	\$53,933
Advanced Emergency Medical Technician	\$41,695	\$40,938	\$71,468	\$71,451
Animal Control Director	\$58,599	\$56,159	\$90,647	\$78,637
Animal Control Officer	\$33,573	\$33,000	\$51,342	\$51,729
Assistant District Attorney	\$56,463	\$56,812	\$90,194	\$86,446
Assistant Public Defender	\$58,634	\$57,861	\$87,197	\$86,446
Athletic Coordinator	\$39,895	\$40,074	\$63,197	\$65,486
Building Inspector	\$40,031	\$39,442	\$64,871	\$65,430
Chief Appraiser	\$81,849	\$80,273	\$126,265	\$122,145
Chief Deputy Sheriff	\$79,266	\$80,338	\$125,325	\$122,243
Chief Deputy Clerk (COC)	\$51,534	\$48,989	\$81,847	\$75,201
Chief Deputy Clerk-Magistrate Court-Civil	\$43,493	\$46,177	\$70,778	\$73,883
Chief Deputy Tax Commissioner	\$62,804	\$61,298	\$102,835	\$110,864
Chief Finance Officer	\$88,859	\$83,792	\$137,681	\$129,770
Chief Probate Court Clerk	\$48,966	\$49,466	\$77,684	\$76,304
Clerk of Juvenile Court	\$50,650	\$49,466	\$82,762	\$78,036
Code Enforcement Officer	\$37,637	\$37,309	\$59,935	\$59,777
Communications Officer	\$34,922	\$35,118	\$55,551	\$55,473
Communications Shift Supervisor	\$44,029	\$44,381	\$70,987	\$72,212
Crew Supervisor	\$41,635	\$40,014	\$66,788	\$67,139
Customer Service Representative I	\$29,141	\$29,203	\$46,425	\$46,155
Deputy Clerk (COC)	\$31,476	\$31,396	\$49,534	\$47,793
Deputy Sheriff	\$42,091	\$42,310	\$62,813	\$63,297

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median
Detention Officer	\$36,463	\$35,796	\$54,769	\$55,426
Director of Elections	\$58,790	\$55,773	\$90,532	\$84,917
Elections Clerk	\$31,169	\$30,855	\$47,297	\$46,574
Emergency Management Director	\$77,662	\$79,285	\$120,254	\$123,350
Emergency Medical Services Director	\$83,420	\$83,420	\$125,131	\$125,131
Equipment Operator	\$30,741	\$31,410	\$48,177	\$49,509
Executive Assistant	\$43,324	\$45,300	\$69,625	\$73,883
Facilities Maintenance Manager	\$51,906	\$52,599	\$82,684	\$85,893
Facilities Maintenance Technician III	\$35,514	\$35,010	\$55,851	\$58,904
Fire Battalion Chief	\$63,695	\$63,144	\$103,178	\$98,803
Fire Captain	\$55,687	\$55,599	\$87,780	\$84,857
Fire Chief	\$90,739	\$89,425	\$140,577	\$137,282
Fire Lieutenant	\$49,957	\$50,108	\$78,417	\$74,855
Firefighter I	\$40,143	\$40,207	\$63,924	\$61,294
GIS Analyst	\$44,742	\$44,841	\$72,383	\$72,047
Heavy Equipment Operator	\$35,904	\$36,814	\$56,581	\$56,594
Human Resources Director	\$85,435	\$80,273	\$131,854	\$122,145
Human Resources Specialist	\$41,100	\$41,056	\$64,580	\$62,316
HVAC Technician	\$38,690	\$39,190	\$57,571	\$57,185
Information Technology Director	\$81,891	\$80,273	\$127,789	\$122,145
Intake Deputy Clerk (JC)	\$32,939	\$31,627	\$55,091	\$55,011
Investigator (DA)	\$44,289	\$44,218	\$69,774	\$70,012
Keep Walton Beautiful/Recycling Director	\$62,862	\$57,132	\$97,464	\$91,511
Magistrate Court Clerk - Civil	\$31,093	\$31,382	\$48,974	\$48,229
Major	\$70,976	\$72,840	\$112,563	\$110,834
Mechanic I	\$36,439	\$35,841	\$54,880	\$54,090
Network Administrator	\$56,161	\$55,879	\$89,697	\$83,827

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median
Paramedic	\$43,094	\$42,706	\$69,715	\$64,632
Parks and Recreation Director	\$81,882	\$80,273	\$126,315	\$122,145
Parks Maintenance Division Manager	\$48,731	\$48,323	\$76,426	\$74,164
Parks Maintenance Worker	\$30,903	\$29,896	\$47,309	\$46,506
Permit Technician	\$32,695	\$32,194	\$53,089	\$52,755
Planning and Development Director	\$83,814	\$79,091	\$129,693	\$120,217
Probate Court Clerk	\$31,376	\$31,396	\$49,442	\$48,284
Public Works Director	\$91,239	\$87,587	\$140,991	\$136,492
Real Property Appraiser I	\$37,224	\$37,624	\$59,240	\$58,801
Real Property Appraiser Supervisor	\$55,908	\$55,996	\$84,444	\$83,529
Records Technician	\$32,049	\$31,396	\$50,737	\$49,509
Recycling Technician	\$32,652	\$32,000	\$50,270	\$50,056
Sheriff Captain	\$62,870	\$64,270	\$99,954	\$98,777
Sheriff Lieutenant	\$54,825	\$54,160	\$85,710	\$82,411
Sheriff Sergeant	\$49,560	\$48,988	\$77,751	\$74,661
Tag/Tax Clerk I	\$31,182	\$31,409	\$48,871	\$47,793
Utility Locator	\$35,124	\$35,402	\$54,164	\$55,259
Utility Service Worker I	\$29,057	\$29,202	\$44,393	\$44,882
Water Department Director & GM Walton County Water and Sewer Authority	\$92,859	\$93,092	\$145,268	\$141,651
Water Distribution Crew Supervisor	\$42,068	\$41,121	\$67,815	\$71,702