TOWN COUNCIL AGENDA
SPECIAL MEETING

WEDNESDAY	TOWN COUNCIL CHAMBERS
DECEMBER 10, 2025 – 10:00 A.M.	4300 S. ATLANTIC AVENUE, PONCE INLET, FL

SUNSHINE LAW NOTICE FOR BOARD MEMBERS – Notice is hereby provided that one or more members of the Town's various boards may attend and speak at this meeting.

1.   Call to Order.

2.   Pledge of Allegiance.

3.   Roll Call.

4.   Discussion regarding proposed amendments to IAFF-4140 Collective Bargaining Agreement, Article 16 – Wages.

5.   Discussion – Updates to the 2025 Ponce Inlet employee classification and compensation study. – *presented by MGT Impact Solutions, LLC.*

6.   Adjournment.

If a person decides to appeal any decision made by the Town Council with respect to any matter considered at a meeting or hearing, he/she will need a record of the proceedings and that for such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Persons who require accommodation in order to attend this meeting should contact the Ponce Inlet Town Hall at 236-2150 **at least 48 hours prior to the meeting** *to request such assistance.*

A complete copy of the materials for this agenda is available at Town Hall.

MEMORANDUM
Town of Ponce Inlet
Human Resources / Town Clerk Department
The Town of Ponce Inlet staff shall be professional, caring and fair in delivering community excellence while ensuring Ponce Inlet citizens obtain the greatest value for their tax dollar.

To: Michael E. Disher, AICP, Town Manager

From: Kim Cherbano, Human Resource Director/Town Clerk

Date: December 1, 2025

Subject: Discussion regarding proposed amendments to IAFF-4140 Collective Bargaining Agreement, Article 16 – Wages

MEETING DATE: December 10, 2025

In 2001, the Town's fire department exercised its option to unionize with the International Association of Firefighters (IAFF). Since that time, two Collective Bargaining Agreements (CBA) have been ratified. The current CBA for Fiscal Years 2024-2027 was approved by the Town Council on December 19, 2024.

The current adopted CBA provides for Article 16 – Wages – to be "reopened" for negotiation after the first year for Fiscal Years 2025–2026 *and* 2026–2027. After several months of discussions, the Town's negotiation team (consisting of the Human Resources Director, Fire Chief, and the Town's labor attorney) and Fire Union reached a tentative agreement providing for two consecutive annual wage increases of 7.5% each year, along with 2.5% annual adjustments to the firefighters' position pay ranges. No changes to incentive pay are proposed and will remain the same as approved in 2024. The proposed pay increases and pay range adjustments are shown on **Attachments A** and **B**, respectively. The amended agreement will "lock in" the wage increases for the next two fiscal years. The proposed increase for this year is already included in the adopted budget for FY 25-26.

The Union ratified the proposed changes to Article 16-Wages on October 16, 2025.

Staff is presenting Article 16-Wages of the CBA for Fiscal Years 2025-2026 and 2026-2027 for discussion and direction on next step.

The Town's negotiating team will be present at the Council meeting to answer any questions.

Attachments
A. Summary FY 24-27 Hourly Rates
B. Pay Ranges FY 24-27
C. Proposed Amendments to IAFF-4140 Collective Bargaining Agreement, Article 16 – Wages
D. Adopted as of 12/19/2024, IAFF-4140 Collective Bargaining Agreement, Article 16 – Wages.
E. Employee Compensation
F. New Smyrna Beach Firefighter Pay Grades

Town of Ponce Inlet
Firefighters Rates
10/01/2024 - 09/30/27 Hourly Pay Rates (7.5%)

NAME	24/25 Hourly Rate		25/26 Hourly Rate	26/27 Hourly Rate
Abad, Juan (PM)	$ 17.490		$ 18.802	$ 20.212
Austell, Crystal (FF)	$ 17.162		$ 18.449	$ 19.833
Baxa-Breedlove, Eric (FF)	$ 19.858		$ 21.347	$ 22.948
Beaulieu, Antony (PM)	$ 17.278		$ 18.574	$ 19.967
Burke, Ryan (PM)	$ 17.279		$ 18.575	$ 19.968
Garcia, Branden (PM)	$ 18.715		$ 20.119	$ 21.628
Godawa, Bo (FF)	$ 16.893		$ 18.160	$ 19.522
Huddleston, Christian (PM)	$ 17.278		$ 18.574	$ 19.967
Inman, Andrew (PM)	$ 21.400		$ 23.005	$ 24.730
Juliano, John (LT)(PM)	$ 20.030		$ 21.527	$ 23.142
Kananen, Gage (FF)	$ 16.662		$ 17.912	$ 19.255
Lautenschlager, Wiley (FF)	$ 17.000		$ 18.275	$ 19.646
Lord, Jeffrey (FF)	$ 18.559		$ 19.951	$ 21.447
Reneker, Raymond (LT)(PM)	$ 20.876		$ 22.442	$ 24.125
Tornelli, Steven (LT)(PM)	$ 19.720		$ 21.203	$ 22.793

Fire Department Pay Rages for Fiscal Years 2024/2025 through 2026/2027

Position:	FY 24/25 (Current)		FY 25/26 (+2.5%)		FY 26/27 (+2.5%)	
	Min	Max	Min	Max	Min	Max
Firefighter	46,607	68,673	47,772	70,390	48,966	72,150
Driver/Engineer	49,805	73,679	51,050	75,490	52,327	77,409
Lieutenant	53,273	79,025	54,605	81,001	55,970	83,026

ARTICLE 16

WAGES

1.   For Fiscal Years 2024-25, 2025-2026, 2026-2027, bargaining unit employees will receive a total of 7.5% increase to their base wages each fiscal year. For Fiscal Years 2025-2026 and 2026-2027, the pay ranges for the bargaining unit positions will increase by 2.5% for each year and will be as follows:

Position:	FY 24/25 (Current)	FY 25/26 (+2.5%)	FY 26/27 (+2.5%)
Firefighter	46,607 – 68,673	47,772 – 70,390	48,966 – 72,150
Drive/Engineer	49,805 – 73,679	51,050 – 75,490	52,327 – 77,409
Lieutenant	53,273 – 79,025	54,605 – 81,001	55,970 – 83,026

Nothing herein shall prohibit the Town from hiring employees above the minimum pay of the range should the need arise.

2.   For Fiscal Years 2025-2026 and 2026-2027, any further negotiations related to Article 16 will be closed until the entire agreement is renegotiated for Fiscal Year 2027-2028. Attachment A represents the amended pay rates for the current bargaining unit members for Fiscal Years 2025-2026 and 2026-2027.

3.   Cleared certified paramedics shall receive certification pay of $3.00 per hour added to their regular rate for purposes of calculating overtime so long as they maintain their cleared certified status and paramedic certification. Bargaining unit employees assigned by the Town to serve as Paramedics shall be required to maintain their cleared status and paramedic certification and perform paramedic duties when assigned as a condition of their employment.

4.   Bargaining unit employees who are assigned as FTOs or Paramedic Preceptors shall receive assignment pay of $1.00 per hour added to their base rate hourly rate for purposes of calculating their regular rate of pay for all hours in which they are actively providing field training or paramedic precepting to a Town employee. Management shall determine the number of, qualifications for, and assignment/removal of employees as FTOs and Paramedic Preceptors.

5.   Bargaining unit employees who possess State of Florida Driver-Operator Certification shall receive an annual stipend of $600.

6.   Paramedics shall receive an additional $2.00 per hour for each hour worked while assigned on a rescue, and EMTs shall receive an additional $1.00 per hour for each hour worked while assigned to a rescue. To be eligible for the additional amounts, the employee has to work 4 or more hours of the shift on the rescue.

7.   This Article will be applied retroactive to the beginning of the first full pay period in FY 25-26 if this Agreement is ratified by the bargaining unit employees on or before November 30, 2025.

SIGNATURES:

FOR THE TOWN   FOR THE UNION

_____   _____
Michael E. Disher   John Juliano
Town Manager   Local 4140 President

_____   _____
Date   Date

PONCE INLET TOWN COUNCIL

_____   _____
Lois Paritsky   ATTEST – Town Clerk
Mayor

_____
Date

ARTICLE 16

WAGES

1.   For Fiscal Year2024-25, bargaining unit employees will receive a 7.5% increase to their base wages. The pay ranges for the bargaining unit positions will be as follows:

Firefighter		Driver/Engineer		Lieutenant	
Min	Max	Min	Max	Min	Max
$46,607	$68,673	$49,805	$73,649	$53,273	$79,025

Nothing herein shall prohibit the Town from hiring employees above the minimum of the pay range should the need arise.

2.   For Fiscal Years 2025-26 and 2026-27, wage and incentive increases will be established through reopener negotiations.

3.   Cleared certified paramedics shall receive certification pay of $3.00 per hour added to their regular rate for purposes of calculating overtime so long as they maintain their cleared certified status and paramedic certification. Bargaining unit employees assigned by the Town to serve as Paramedics shall be required to maintain their cleared status and paramedic certification and perform paramedic duties when assigned as a condition of their employment.

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Employee Compensation							
Name	Primary Position	Date of Hire	Yrs of Service	FY 25/26 Hrly	Annual -	Incentives	Benefits Percentage
ABAD, JUAN M	Firefighter	5/9/2022	3	18.802	54,751	10656	31.86
AUSTELL, CRYSTAL S	Firefighter	4/20/2022	3	18.449	53,723	600	31.86
BAXA-BREEDLOVE, ERIC	Firefighter	5/22/2024	1	21.347	62,162	600	29.98
BEAULIEU, ANTONY	Firefighter	4/24/2025	1	18.574	54,087	8736	31.86
BURKE, RYAN	Firefighter	7/2/2024	1	18.575	54,090	8736	31.86
GARCIA, BRANDEN G	Firefigher Driver/Engineer	10/13/2021	3	20.119	58,587	10656	31.86
GODAWA, BO	Firefighter	6/28/2023	2	18.160	52,882	0	31.86
HUDDLESTON, CHRISTIAN	Firefigher	8/19/2025	1.5 mth	18.576	54,093	0	31.86
INMAN, ANDREW	Firefigher Driver/Engineer	4/1/2024	1	23.005	66,991	10656	31.86
JULIANO, JOHN A	Lieutenant Firefighter Paramedic	10/13/2021	3.5	21.527	62,687	10656	29.98
KANANEN, GAGE	Firefighter	2/12/2024	1	17.912	52,160	0	31.86
KOJADINOVIC, IGOR	Firefigher Driver/Engineer	4/21/2016	9	20.815	60,613	9336	32.92
LAUTENSCHLAGER, WILEY	Firefighter	3/6/2025	1	18.275	53,217	0	31.86
LORD, JEFFREY	Firefighter	3/11/2024	1	19.951	58,097	600	31.86
RENEKER, RAYMOND C	Lieutenant Firefighter Paramedic	6/18/2018	7	22.442	65,351	9336	31.86
TORNELLI, STEVEN J	Lieutenant Firefighter Paramedic	7/7/2020	4	21.203	61,743	10656	31.86

New Smyrna Beach Firefighter Pay Grades

	Grade	Minimum	Fire Midpoint	Maximum	Range Spread	Step Progression
Firefighter	F1	51,251.20	66,842.77	82,434.34	60.8%	2.25%
Driver/Engineer 5%	F2	53,813.76	70,184.91	86,556.06	60.8%	2.25%
Lieutenant 7.5%	F3	57,849.79	75,448.78	93,047.76	60.8%	2.25%

	Grade	Minimum	Midpoint	Maximum	Range Spread	Step Progression
Firefighter	F1	$ 17.60	$ 22.95	$ 28.31	60.8%	2.25%
Driver/Engineer 5%	F2	$ 18.48	$ 24.10	$ 29.72	60.8%	2.25%
Lieutenant 7.5%	F3	$ 19.87	$ 25.91	$ 31.95	60.8%	2.25%

Firefigher	Driver	Lieutenant	STEP	Firefigher	Driver	Lieutenant
51,251.20	53,813.76	57,849.79	1	17.60	18.48	19.87
52,404.35	55,024.57	59,151.41	2	18.00	18.90	20.31
53,583.45	56,262.62	60,482.32	3	18.40	19.32	20.77
54,789.08	57,528.53	61,843.17	4	18.81	19.76	21.24
56,021.83	58,822.92	63,234.64	5	19.24	20.20	21.72
57,282.32	60,146.44	64,657.42	6	19.67	20.65	22.20
58,571.18	61,499.73	66,112.21	7	20.11	21.12	22.70
59,889.03	62,883.48	67,599.74	8	20.57	21.59	23.21
61,236.53	64,298.36	69,120.73	9	21.03	22.08	23.74
62,614.35	65,745.07	70,675.95	10	21.50	22.58	24.27
64,023.17	67,224.33	72,266.16	11	21.99	23.09	24.82
65,463.70	68,736.88	73,892.15	12	22.48	23.60	25.38
66,936.63	70,283.46	75,554.72	13	22.99	24.14	25.95
68,442.70	71,864.84	77,254.70	14	23.50	24.68	26.53
69,982.66	73,481.80	78,992.93	15	24.03	25.23	27.13
71,557.27	75,135.14	80,770.27	16	24.57	25.80	27.74
73,167.31	76,825.68	82,587.60	17	25.13	26.38	28.36
74,813.58	78,554.26	84,445.83	18	25.69	26.98	29.00
76,496.88	80,321.73	86,345.86	19	26.27	27.58	29.65
78,218.06	82,128.97	88,288.64	20	26.86	28.20	30.32

MEMORANDUM
Town of Ponce Inlet / Office of the Town Clerk
The Town of Ponce Inlet staff shall be professional, caring, and fair in delivering community excellence while ensuring Ponce Inlet citizens obtain the greatest value for their tax dollar.

To: Michael E. Disher, AICP, Town Manager

From: Kim Cherbano, Town Clerk

Date: December 1, 2025

Subject: Discussion - Updates to the 2025 Ponce Inlet employee classification and compensation study

MEETING DATE: December 10, 2025

1 **Introduction**
2 At the August 21, 2025 Town Council meeting, the initial results of the 2025 employee
3 classification and compensation study were presented by MGT Impact Solutions, LLC. The study
4 was conducted in furtherance of the Town Council goal for the Human Resources Department to,
5 "Continue to enhance efforts to attract and retain a talented, diverse, and energized workforce to
6 the meet the needs of the Town." The last such study was completed in 2016. The 2025 study has
7 since been updated based on feedback received from Council members and the public. The updated
8 study is attached to this memo, along with responses to written questions from the public.
9
10 **Discussion**
11 The report has been updated in four main respects. First, the number of comparable communities
12 has been reduced from 33 to 22 by removing county governments, county sheriff's offices, and
13 cities with incomplete survey responses as comparators. The remaining list includes 16
14 communities that achieved a compatibility score of 55+ along with six Volusia County
15 communities that are direct employee market competitors. Of the 22 communities, only 17
16 responded to the survey. Those 17 communities are the basis of the updated analysis.
17
18 Second, the study now includes a review of Town employee benefits compared to those offered
19 by the communities surveyed. Overall, the Town of Ponce Inlet provides a strong and well-
20 balanced benefit package that is cost effective for the Town and highly competitive for employees.
21 A few areas were identified for possible enhancement to further strengthen recruitment and
22 retention, including adjustments to the Personal Leave structure (which is below peer average at
23 all tenure levels), expanded Health Savings Account (HSA) contributions, and the introduction of
24 wellness incentives to promote a more health-focused benefits package.
25
26 Third, using the more limited set of comparable communities, the number of positions falling
27 below the new minimum salary level for their new respective pay grades has been reduced from
28 15 to eight. These positions are: Public Works Director, Deputy Fire Chief, Office Manager –
29 Police, Senior Permit Technician, Office Manager – PW, Crew Leader, Administrative Assistant,

30   and Museum Coordinator. The one-time cost to bring these employees to the new minimum salary
31   level is $35,082.
32
33   Fourth, the study no longer includes an across-the-board longevity adjustment. This was originally
34   proposed as a way to address wage compression issues at all levels of the organization. Wage
35   compression occurs when new hires are paid a starting salary close to what experienced employees
36   are paid, resulting in little difference in pay between employees with different levels of experience,
37   skill, or seniority. This can happen when market pressures force organizations to raise starting
38   salaries, but the salaries of existing employees are not raised as well.
39
40   The study now focuses on those long-tenured employees that are experiencing wage compression
41   the most significantly. MGT now recommends a 3% adjustment for employees who are within
42   15% of the new range minimum and also have over 10 years of service. This affects eight positions,
43   with a one-time cost to implement of $18,385. The total cost of both adjustments is $53,467, which
44   is not included in the FY 25/26 budget.
45
46   According to the Town's Labor Attorney, there is no impact on union positions, salaries, or
47   benefits that are already governed by the collective bargaining agreement currently in effect, and
48   no additional negotiations are required outside of the collective bargaining process already
49   underway.
50
51   **Conclusion**
52   This item is being presented as an update for discussion only to address any remaining questions
53   and concerns. Staff will then present the final document to the Town Council at a future meeting
54   with options for implementation.
55
56   **Attachments:**
57   1. Revised Classification and Compensation Study Final Report 2025
58   2. Questions & Answers Report
59   3. 2019-2024 Termination Report
60   4. Employee Compensation

MGT

Draft Report

NOVEMBER 2025

Classification and Compensation Study

Submitted by:

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Town of Ponce Inlet, FL

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Table 2 – Proposed Pay Ranges

APPENDICIES:
Appendix A: Job Analysis Questionnaire
Appendix B: Comparable Community Analysis
Appendix C: Detailed Data Sheets

STUDY SUMMARY

MGT is pleased to have had the opportunity to work with the Town of Ponce Inlet on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the Town can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees, the Town avoids the costs of re-recruitments and lost productivity while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures.

MGT understands the high expectations established in Ponce Inlet for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been considered in the analysis and reflected in the Study results.

A Classification and Compensation Study involves a considerable amount of information that can be time-intensive to summarize and present in a concise format. To assist with this, MGT has developed this Study Summary to provide a clear overview of the major steps and findings from the Study. The purpose of a well-structured Classification and Compensation Study is twofold. First, it establishes fair and consistent relationships among positions across all Town departments. Second, it ensures the Town's pay structure remains competitive by comparing employee compensation to similar positions in the external market. The following provides a brief summary of the overall process:

Job Evaluation Analysis and Job Classification System

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings**. Met with the Town Manager and HR Director to discuss Study methods and expectations, review the current Classification and Compensation Plan and organizational structure, answer questions, and review the scope and schedule of work.

- **Material distribution**. Prepared a memorandum of explanation, which was distributed to employees. Held meetings with employees to discuss the Job Analysis Questionnaire (JAQ) and to explain the scope and purpose of the Study. Employees were provided time to complete the questionnaire. The JAQs were returned to MGT within approximately three (3) weeks of distribution.

- **Determined comparable communities and collected compensation data.** MGT determined a logical survey sample of "like" communities that impact the compensation market of Ponce Inlet. Then, MGT designed, and Ponce Inlet sent out the survey for the benchmark positions covered in the Study.

- **Job Evaluation Analysis and Establishment of a Classification Plan**. Upon return of the JAQs by the Town, MGT performed the following:

  - Read each JAQ and corresponding Job Description in its entirety.

  - Conducted virtual interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.

  - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.

  - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

Market Survey

The following tasks were included in this component of the Study:

- Compiled, summarized, and analyzed compensation data from the selected comparable communities. Developed detailed salary comparison tables illustrating how the Town of Ponce Inlet's salary ranges align with those of its peers. Conducted analyses at the 50th percentile, displaying data by community and position and presenting the results in a clear tabular format. Based on these findings, MGT established recommended salary ranges positioning Ponce Inlet competitively at the 50th percentile of the market.

- Based on the above data, developed, and recommended new salary schedules.

- Analyzed and reviewed collected benefit data and provided recommendations.

Draft and Final Report Preparation

- A preliminary analysis of the data and the recommended Classification and Compensation Plan was presented to the Town. MGT reviewed the initial findings with the Town Council during a Council meeting and incorporated feedback received during that discussion, including a comparison of benefits. The adjustments resulting from that input are reflected in this report.

- This draft report has been prepared by MGT and sent electronically to the Town.

- A presentation of these draft findings will be conducted in December.

- Once the presentation is made and review comments are returned by the Town a final report will be prepared and transmitted electronically.

Future Administration of the Classification and Compensation Plan

- Within the body of this report, MGT has outlined how the Town can maintain the Classification and Compensation Plan. MGT will supply the Town with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the Town remains competitive with the market in the years to come.

JOB EVALUATION

MGT's Job Evaluation methodology uses a quantitative point-factor system that compares all positions within the organization against consistent, objective criteria such as education, experience, work environment, and level of responsibility. This approach allows positions across all departments (e.g., Police, Administration, Finance, etc.) to be evaluated on the same basis, ensuring consistency and fairness in how roles are assessed.

It is important to emphasize that the evaluation focuses on the position itself—not the individual employee holding the role. Factors such as an employee's personal performance, length of service, or additional education beyond what is required for the job are not considered in determining a position's level. While an incumbent may feel their experience, performance, or workload warrants a higher rating, these are individual characteristics rather than job-based criteria and therefore are not used to evaluate the position.

The purpose of a Job Evaluation is to determine the relative level of each position in relation to others within the organization based on nine (9) clearly defined factors. These factor definitions serve as structured guidelines—offering consistency and objectivity while allowing for limited interpretation to account for job-specific nuances. The nine (9) factors used to evaluate the Town of Ponce Inlet's positions are as follows:

1. Preparation and Training

2. Experience Required

3. Decision-Making and Independent Judgment

4. Responsibility for Policy Development

5. Planning of Work

6. Contact with Others

7. Work of Others (Supervision Exercised)

8. Working Conditions

9. Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent's current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, MGT conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fits the appropriate level for the position. In other words, a position that supervises ten (10) full-time staff members would receive more points under the "Work of Others" factor than positions that do not supervise. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Skill Levels. Table 1 contains the Classification Plan, including the Position Title, Skill Level, and proposed Grade for the evaluated positions.

THE CLASSIFICATION PLAN

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Administrative Assistant), contains a specific set of duties and responsibilities, and that is the objective of the classification process, not the person currently holding that job. A classification is a grouping of positions that have similar levels of knowledge, skills, and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty, and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical; they can be in different departments, dealing with different subject matters, and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is not entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications, instead, they are management issues. Similarly, there is a tendency in some workforces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor, and the Classification Plan should not be used in this manner.

As an assessment of duties performed and responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan and helps management identify positions that have taken on (or, in some cases, reduced) duties and responsibilities. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of the work that they conduct and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders, as well as opportunities for lateral career development, are also evidenced by the logical grouping of allied occupational classifications and hierarchies.

SALARY DATA

The Town initiated this Study with the goal of ensuring that its Compensation Plan is both internally consistent and externally competitive. The Job Evaluation System described above was conducted to establish fair relationships among positions within the organization. To assess how the Town's compensation compares to the broader market, a comprehensive salary survey of comparable communities was also performed. The sections below outline the process used to review the labor market and collect salary data.

Selection of Comparable Communities for Data Purposes

Selecting communities for the comparison group is an important element in a Classification and Compensation Study. When selecting communities to serve as comparables, it is important to use particular criteria to evaluate the other communities to ensure that those chosen as comparables will be the most similar to Ponce Inlet.

To determine which communities should be used for survey purposes, MGT first considered all Florida communities in Flager, Volusia, Brevard, Duval, Indian River, Lake, Marion, Nassau, Orange, Putnam, Seminole, St. Johns and St. Lucie Counties with a population between approximately 2,000 and 13,000. Then, MGT applied the following criteria:

Criteria	Total Possible Points
1. Population	10
2. Per Capita Income	15
3. Median Value of Owner-Occupied Housing	15
4. Total Primary Government Expenditures	15
5. Property Tax Revenues	10
6. Full-time Employees	15
7. Full-time Salaries Paid (1 Month)	15
8. Proximity	5
	100

The eight (8) categories listed above were selected to mirror important criteria such as similar financial conditions, population, and proximity.

Within each of the eight (8) categories, ranges of compatibility were established. For example, the closer a community was to matching the Ponce Inlet's estimated population, the closer the community would be to receiving the maximum of ten (10) points. A community whose population was significantly larger or smaller than Town's population would receive fewer or even zero (0) points. Thus, a community achieving a total of one hundred (100) points would be considered most comparable to the Town of Ponce Inlet. A community with zero (0) points was therefore determined to be the least comparable to Ponce Inlet. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

A cutoff score of fifty-five (55) points was established to identify the communities most comparable to the Town of Ponce Inlet across the eight (8) evaluation categories. Based on this methodology, sixteen (16) communities achieved a compatibility score of fifty-five (55) points or higher on the comparison scale. In addition, MGT identified six (6) Volusia County communities for inclusion based on their close proximity, competitive market environment, and the presence of both fire and police departments, consistent with services available in Ponce Inlet. The resulting list of twenty-two (22) comparable communities is presented below:

Belle Isle	**Daytona Beach Shores**
Belleview	**Edgewater**
Bunnell	**Flagler Beach**
Cape Canaveral	**Fruitland Park**
Daytona Beach	**Holly Hill**
Indialantic	**Orange City**
Indian Harbour Beach	**Ormond Beach**
Indian River Shores	Satellite Beach
Neptune Beach	**South Daytona**
New Smyrna Beach	**St. Augustine Beach**
Oakland	Windermere

Bolded peers indicate the community responded to the survey or supplied MGT with a copy of their Compensation Plan/Salaries.

Market Survey

The Consultants then prepared and distributed a market survey to the twenty-two (22) comparable communities. Seventeen (17) of the communities responded to the survey or supplied MGT with a copy of their Compensation Plans/Salaries. Table 1 is a summary of the benchmark market survey data. The detailed market survey data for each position is contained in Appendix C.

It is important to make a few observations regarding Table 1 and Appendix C.

1) The salary data is information that was available as of April 2025 – May 2025. The new recommended salary ranges for the Town were developed using this salary data from the comparable communities.

2) Appendix C presents two distinct categories. **Category 1** includes all 17 communities that responded to the survey. **Category 2** includes only the eleven (11) comparable communities that responded to the survey and achieved a score of more than fifty-five (55) points.

3) Some of the comparable communities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50th, percentile to identify wage ranges for "average" and "above average" payers.

4) Data contained within Appendix C has been thoroughly reviewed.

Appraisal and Use of Salary Data

When comparing Ponce Inlet's current salaries to those offered by other employers in comparable communities, it is important to recognize that variations in compensation can result from several factors:

1. Organizational size and economic conditions: Smaller communities often require employees to "wear many hats," performing a wider range of duties and responsibilities than might typically be expected for a given position. Additionally, periods of economic constraint can lead organizations to "do more with less," further expanding individual roles. As a result, drawing direct comparisons between positions across communities can be challenging.

2. Differences in how employers value positions: Each organization places its own level of importance on particular positions or groups of employees. Market pressures may require some employers to offer higher salaries to attract or retain specific talent. Consequently, compensation practices can vary significantly even for similar types of work, and there is rarely a single, uniform pay rate across a given labor market.

3. Variability in job duties and responsibilities: Even positions that share the same title across different organizations may differ in scope, complexity, or responsibility, making exact comparisons difficult.

Despite these differences, comparative salary data remains one of the most reliable tools for assessing compensation relative to the broader market. It provides valuable insight into how peer organizations structure pay and how various classifications of work are valued externally. Equally important, however, are the internal position relationships established through the Job Evaluation portion of this Study, which ensure consistency and alignment within the organization.

The Market Survey Benefits and Findings

A review of benefits offered by the Town of Ponce Inlet compared to comparable communities indicates that the Town's overall benefits package is competitive within the market. However, several variations were observed and are summarized below.

Health Insurance – HMO Employee Only Coverage

Ponce Inlet	Employees do not contribute toward the premium. The Town pays the full amount of $740.33 per month for employee-only coverage.
Analysis	A majority of peer communities also cover 100% of the cost for employee-only HMO coverage. Three peers require employee contributions, averaging $32.60 per month. The average total plan cost among peers is $792.43 per month.
Recommendation	Ponce Inlet provides comparable coverage at a lower premium cost than the peer average, representing a cost savings to the Town. No changes recommended.

Health Insurance – HMO Family Coverage

Ponce Inlet	Employees selecting family coverage contribute $1,369.60 per month, with the Town paying the remaining $740.33 for the employee. (equals $2,109.93 monthly)
Analysis	Peers' average employee contribution is $918.24, while employer contributions average $1,218.97.
Recommendation	Ponce Inlet's employee share is higher and employer costs are lower, potential area for review in the future.

Health Insurance – PPO Plans

Ponce Inlet	The Town does not currently offer a PPO plan.
Analysis	Several peers offer PPO coverage, with average employer contributions of $918.90 (Employee Only) and $1,751.60 (Family), and average employee contributions of $74.22 (Employee Only) and $1,167.62 (Family).
Recommendation	The Town could consider introducing a PPO plan in the future to expand employee choice, though current HMO and HDHP options remain strong.

Health Insurance – High-Deductible Health Plan (HDHP) Employee Only Coverage

Ponce Inlet	Employees pay no premium; the Town covers 100% at $575.71 per month.
Analysis	Seven peers offer HDHP coverage, most covering 100% of employee-only premiums. Average employee contribution: $33.68; average employer premium: $619.13.
Recommendation	The Town's 100% employer coverage is an average/above average benefit to employees and the premium costs paid for by the Town are less than the peers making it a cost effective plan. No recommended changes.

Health Insurance – High-Deductible Health Plan (HDHP) Family Coverage

Ponce Inlet	Employees contribute $900.49 per month for their family; the Town contributes $740.33 per month for the employee.
Analysis	Peer averages: employee contribution $408.71; employer contribution $1,021.20.
Recommendation	The Town's coverage is cost-effective, with Town expenses remaining below the market average. However, employee contributions are somewhat higher than those of peer communities, the overall approach is reasonable and sustainable. No changes are recommended.

Health Savings Account (HSA) Contributions

Ponce Inlet	The Town contributes $164.62 per month ($1,975 annually) to employees who select employee only coverage on the HDHP.
Analysis	Roughly half of peers offer HSA contributions. Among those contributing, annual employer contributions range from $1,000–$1,900 depending on coverage level.
Recommendation	The Town's contribution is at or slightly above the market average; however, because many peer communities extend contributions to all coverage tiers, the Town's overall benefit value is moderately less competitive.

Dental Insurance

Ponce Inlet	Employee-only coverage is fully paid by the Town. Family coverage costs employees $13.30 per month, with the Town paying $15.20.
Analysis	Half of peers require employee contributions for single coverage (avg. $21.36) and all require contributions for family coverage (avg. $75.34). Employer costs average $32.99 (Employee Only) and $33.13 (Family).
Recommendation	Ponce Inlet's provides dental options at a lower cost to both employees and the Town. No changes are recommended.

Vision Insurance

Ponce Inlet	Employee-only coverage is fully paid by the Town; family coverage costs employees $4.02 per month, with the Town also paying $4.02.
Analysis	Half of peers require employee contributions for single coverage (avg. $5.11) and all require contributions for family coverage (avg. $21.17). Employer costs average $21.94 (Employee Only) and $9.09 (Family).
Recommendation	Ponce Inlet's provides vision options at a lower cost to both employees and the Town. No changes are recommended.

Life Insurance

Ponce Inlet	The Town provides life insurance equal to 1x annual salary, fully paid by the Town.
Analysis	All peers offer life insurance, typically 1x annual salary or flat coverage ($25,000–$100,000). Some offer 2x salary or enhanced coverage for executives.
Recommendation	Ponce Inlet's coverage aligns with market standards. Maintain current benefit.

Retirement Benefits

Ponce Inlet	The Town participates in Florida Retirement System (FRS). Employees contribute 3%, with employer contributions that vary by classification as determined each year by the State. The Town also offers 457(b) plans with no employer match.
Analysis	All peers participate in FRS or a defined contribution plan. Several supplement FRS with 401(a)/457(b) options, offering employer matches (6–14%) or step vesting. Enhanced contributions are common for Police and Fire.
Recommendation	Ponce Inlet's participation in FRS ensures stable, competitive retirement benefits. To further strengthen long-term competitiveness, the Town could consider an employer match to the 457(b) plans in the future.

Holiday Days

Ponce Inlet	Provides 12 paid holidays per year, which includes a floating holiday.
Analysis	Peer range: 9–15 holidays; average: 11.18.
Recommendation	No change recommended.

Paid Time Off (PTO)

Ponce Inlet offers a comprehensive Paid Time Off (PTO) bank, which combines vacation, sick, and personal leave into a single accrual system. A few peer agencies use a similar structure, while others maintain separate banks for each leave type. Within public-sector and private-sector best practices, consolidated PTO banks are increasingly preferred for their flexibility and ease of administration.

The table below summarizes total PTO accruals by milestone year of service. While sick and personal leave components remain consistent, vacation accruals increase at designated service milestones.

Tenure	Avg. of Peers	Ponce Inlet
At 1 Year	27.07	18.0
At 5 Years	29.97	24.0
At 10 Years	33.88	30.0
At 15 Years	35.42	33.0
At 20 Years	37.33	33.0
At 25 Years	38.33	36.0

Analysis: Ponce Inlet's PTO structure is below peer averages at all tenure levels.

Recommendation: The proposed structure below improves competitiveness while maintaining fiscal prudence. It narrows the gap between Ponce Inlet and peer communities by approximately 3–5 days per tenure point, signaling a commitment to employee retention without exceeding the market.

Tenure	Recommended PTO
At 1 Year	22.0
At 5 Years	25.0
At 10 Years	30.0
At 15 Years	33.0
At 20 Years	35.0
At 25 Years	37.0

Ponce Inlet also provide exempt employees with an additional five (5) days of PTO annually that does not roll over each year. MGT recommends that this should be maintained because exempt employees are not eligible for overtime pay, this additional leave is a fair and cost-effective way to recognize the extra time and flexibility often required in their positions. The "use-it-or-lose-it" design encourages employees to take time off for rest and balance while preventing the accumulation of unused leave. Continuing this practice supports employee well-being, helps manage workload demands, and reinforces the Town's commitment to being a supportive and competitive employer.

Carryover/Buy Back

Ponce Inlet	The Town offers an annual Personal Leave (PL) buyback each May, allowing employees to cash out up to 80 hours (paid in November) when eligibility criteria are met. Personal Leave rollover is also permitted, with general and police employees allowed to carry over up to 480 hours.
Analysis	Most communities offer some form of sick leave donation or buy-back, though the generosity of programs varies widely, with several providing structured buy-back hours or donation options. PTO payout practices differ significantly, with some cities offering substantial cash-out opportunities while others provide no payout at all. Carryover limits also range broadly, from as low as 120 hours to over 900 hours in the most generous systems. The average carryover amount for PTO is 675 for general employees; most communities have larger amounts for Police/Fire employees.
Recommendation	The Town's program is competitive; however, increasing the allowable carryover/payout amounts would better align Ponce Inlet with peer communities and move the policy closer to the average.

Other Benefits

Benefit	Ponce Inlet detail	How it compares
Pet Insurance	100% employee-paid only; discount offered	Maintain (several peers don't offer)
Short-Term Disability	100% employer-paid	Above average (commonly employee-paid)
Long-Term Disability	100% employer-paid	Above average (commonly employee-paid)
Education Assistance / Tuition Reimbursement	Up to $2,000/yr	Average (typical $1k–$2.5k)

Vehicle Allowance	Role-based: $1,950 (PD) → $6,000 (TM)	Maintain - in line with peers
Cell Phone Allowance	$900/yr for Dept. Heads or Town-issued phone	Maintain - in line with peers
Employee Assistance Program (EAP)	100% employer-paid	Maintain - in line with peers
Paid Parental Leave (beyond FMLA)	Not offered	One peer offers limited paid leave
Wellness Program	Through FHCP	Maintain - most tie to health plan
Fitness Center / Gym Discounts	Through FHCP	Maintain
PTO to Volunteer	Not offered	Some offer limited hours
Fraud Protection	100% employee paid	One peer offers protection 100% employee cost

Total Compensation Analysis:

Total compensation includes all employer-funded costs associated with an employee, beyond base salary. These costs consist of:
- Health, dental, and vision insurance premiums paid by the Town;
- Paid time off (holidays, vacation, sick, and personal leave), which represents a cost to the Town since employees are compensated while not working;
- Retirement contributions;
- Medicare and FICA; and
- Federal Unemployment Tax Act (FUTA) contributions.

When comparing total compensation to that of peer communities, Ponce Inlet consistently aligns at or slightly below the average. Variability occurs depending on:
- The selected health insurance tier (e.g., employee-only vs. family coverage); and
- The employee's years of service, as increased PTO accrual raises the overall total compensation percentage.

The tables below compare the addition benefit cost above base salary between Ponce Inlet and the Peer Average at different salary levels and years of service, with the higher percentage in **bold**.

HMO Plan – Employee-Only Coverage (Includes all other benefits – dental, vision, life, etc.)

Salary	Years of Service	Ponce Inlet	Peer Average
$50,000	5 years	31.86%	**32.28%**
$50,000	10 years	31.09%	**32.87%**
$50,000	15 years	**33.43%**	33.14%
$75,000	5 years	28.23%	**28.68%**
$75,000	10 years	**29.40%**	29.34%
$75,000	15 years	**29.97%**	29.63%
$100,000	5 years	26.27%	**26.72%**
$100,000	10 years	**27.50%**	27.42%
$100,000	15 years	**28.10%**	27.73%

HMO Plan – Family Coverage (Includes all other benefits – dental, vision, life, etc.)

Salary	Years of Service	Ponce Inlet	Peer Average
$50,000	5 years	31.86%	**37.47%**
$50,000	10 years	32.92%	**38.02%**
$50,000	15 years	33.43%	**38.26%**
$75,000	5 years	28.23%	**32.82%**
$75,000	10 years	29.40%	**33.44%**
$75,000	15 years	29.97%	**33.71%**
$100,000	5 years	26.27%	**30.15%**
$100,000	10 years	27.50%	**30.81%**
$100,000	15 years	28.10%	**31.10%**

HDHP Plan – Employee-Only Coverage (Includes all other benefits – dental, vision, life, etc.)

Salary	Years of Service	Ponce Inlet	Peer Average
$50,000	5 years	29.98%	**31.83%**
$50,000	10 years	31.09%	**32.44%**
$50,000	15 years	31.63%	**32.71%**
$75,000	5 years	26.85%	**28.35%**
$75,000	10 years	28.06%	**29.02%**
$75,000	15 years	28.66%	**29.32%**
$100,000	5 years	25.18%	**26.47%**
$100,000	10 years	26.45%	**27.17%**
$100,000	15 years	27.07%	**27.48%**

HDHP Plan – Family Coverage (Includes all other benefits – dental, vision, life, etc.)

Salary	Years of Service	Ponce Inlet	Peer Average
$50,000	5 years	31.86%	**35.38%**
$50,000	10 years	32.92%	**35.97%**
$50,000	15 years	33.23%	**36.20%**
$75,000	5 years	28.23%	**31.13%**
$75,000	10 years	29.40%	**31.79%**
$75,000	15 years	29.83%	**32.83%**
$100,000	5 years	26.27%	**28.74%**
$100,000	10 years	27.50%	**29.43%**
$100,000	15 years	27.99%	**29.71%**

These trends remain consistent across other salary points and within the plan options. The primary driver of higher total compensation percentages among peer communities is that several contribute more generously toward family health insurance, resulting in higher total compensation percentages relative to Ponce Inlet.

General Benefit Summary

Overall, the Town of Ponce Inlet provides a strong and well-balanced benefits package that is both cost-effective for the Town and highly competitive for employees. There are a few areas that could be enhanced over time to further strengthen recruitment and retention. The Town could consider adding an employer match to the 457(b) retirement plan to align with peer practices and improve long-term competitiveness. Expanding Health Savings Account (HSA) contributions to all coverage tiers would also increase the overall value of the high-deductible health plan. Additionally, introducing paid parental leave, volunteer PTO, or wellness incentives could modernize the benefits package and support continued employee engagement and satisfaction.

COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

Development of the Compensation Plan

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

1) Providing for equal compensation for work of equivalent job content and responsibility.

2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.

3) Establishing compensation ranges that compare favorably with those of other equivalent communities within the appropriate labor market.

Compensation Plan Options for the Town's Consideration

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

1) Defined Increment Plan: This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, they systematically advance through the compensation range. The performance evaluation and resulting salary increment increase occur annually.

2) Open Range Merit Plan: This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by Town Administration.

3) Blended Merit Plan: This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward and be motivated differently by the Compensation Plan they work under. Management personnel who are goal-oriented may have a higher acceptance of the Open Range Merit Plan and thus tend to be more comfortable with this method of compensation. Mid-to-low-level positions may want the assurance of a defined salary increase based on satisfactory performance.

Each system provides advantages and disadvantages, which should be evaluated by the community to determine the most appropriate system to be established.

Proposed Compensation Plan and Structure

Within the market analysis, MGT refers to percentiles. Percentiles indicate where salaries or salary ranges fall in comparison to the other salaries or salary ranges from the comparable communities. The 50th percentile is the median (or middle) of the data set. When a community is considering which percentile to compensate employees at, they are deciding where they want their employee salaries and salary ranges to fall within the market of comparable communities. For example, if a community selects the 50th percentile, that means they would be paying a fair market rate at the 50th percentile or middle of the comparable communities. If a community selects the 60th percentile, then the salary ranges would be 10% higher than the middle of the market.

An essential step in developing a comprehensive Compensation Plan is defining the Town's overall approach to compensation. For this study, the Town's strategy is to align employee salaries with the 50th percentile (market median), ensuring that compensation remains competitive with similar organizations while supporting sound fiscal management.

The next step in this process is to combine the Skill Levels included in Table 1 with the proposed salary ranges in Table 2. The Classification and Compensation Plan consists of twelve (12) pay grades, one (1) being lowest and twelve (12) being highest, and is broken down into the following five (5) bands:

Grades 1 – 3:   Pay Band A

Grades 4 – 6:   Pay Band B

Grades 7 – 8:   Pay Band C

Grade 9:   Pay Band D

Grades 10 – 12:   Pay Band E

All proposed pay ranges are open ranges. There is a 10% gradation between the Grades within each Band. All Grades have a 40% range spread from minimum to maximum.

Note: Gradation refers to the incremental relationship between the minimum pay of one grade and that of the next higher grade. In this structure, the starting compensation for employees in Grade 2 is 10% higher than in Grade 1, and this pattern continues throughout the pay plan within each pay band. Gradation levels may vary based on the relationship of market salary data to each grade, the total number of grades within the compensation structure, and the overall width of the established pay ranges.

Table 1 combines all of the classification and compensation data at the 50th percentile.

Table 1 presents the results for Category 1 (all 17 communities) and Category 2 (11 respondents that received 55+ points). While MGT initially planned to develop separate pay recommendations for each group, a detailed review of the market data in conjunction with the classification plan revealed that compensation levels across both categories were highly comparable. As a result, MGT combined the analyses and developed a single proposed pay plan that reflects the overall market data for all recommended 17 comparable communities that responded to the survey or supplied MGT with their compensation data.

Implementation and Administration of the Compensation Plan

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range. This affects eight (8) employees.

Position	Annual Salary	New Grade	New Minimum	Cost to Minimum or Wage Compression Adjustment
Public Works Director	74,243	10	93,500	19,257
Deputy Fire Chief	79,740	9	80,000	260
Office Manager - Police	49,125	5	50,600	1,475
Senior Permit Technician	46,385	5	46,000	4,215
Office Manager - PW	47,454	5	50,600	3,146
Crew Leader	49,532	5	50,600	1,068
Administrative Assistant	44,562	4	46,000	1,438
Museum Coordinator	41,777	4	46,000	4,223
				35,082

2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.

MGT also looked at compression and is recommending a wage compression adjustment for employees that are falling within 15% of the new range minimum and have over 10 years of service. This wage compression adjustment for employees in the bottom 15% of the new proposed pay range is essential to maintaining internal fairness and avoiding pay compression that can undermine the integrity of the entire compensation structure. By bringing these employees to a more competitive and fair wage level, the Town protects itself from costly turnover, preserves critical expertise, and strengthens its ability to attract and retain top talent. MGT recommends at least a 3% adjustment for employees who have more than ten years of experience and are falling within 15% of the minimum proposed pay range. The adjustment would affect the 8 positions noted below.

Job Title:	Current Salary	Proposed Grade	3% Adjustment Cost
Human Resources Director / Town Clerk	104,455	10	3,134
Sergeant	71,894	8	2,157
Sergeant	74512	8	2,235
Code Compliance Manager/Fire Marshall	69,065	8	2,072
Chief Building Official/Floodplain Mgr.	110,115	10	3,303
P&D Permitting Manager	69,514	8	2,085
Police Officer	64,752	6	1,943
Office Manager - Fire	52,802	5	1,584
Total:			18,513

FUTURE ADMINISTRATION OF THE PLAN

To keep salary levels competitive, the Town should review salary ranges annually. The survey group used in this Study has been validated as comparable to Ponce Inlet and can continue to serve as the primary market reference until a future reassessment is warranted. Each year, MGT recommends conducting a market check of these communities to identify the average percentage adjustments granted—whether as across-the-board increases or general range updates. The Town may choose to provide an across-the-board increase informed by these findings. Separately, employees who have not reached the top of their range should continue to progress within the range based on sustained contribution, growth in role proficiency, and the Town's financial capacity. Employees should progress through their pay ranges annually as the budget allows, ensuring fair and consistent advancement aligned with industry standards. Increases may be granted based on either longevity or demonstrated performance, recognizing both dedication and excellence. In keeping with common public sector and industry practices, employees should generally be at or near the midpoint of their pay range by approximately eight years in their position, reflecting steady and sustained professional growth. This approach promotes retention, rewards contribution, and maintains equitable, competitive compensation within the organization's pay structure.

MGT further recommends adjusting the salary ranges for each grade by the average percentage observed across the comparable group—regardless of whether the Town provides an across-the-board increase in a given year. The Town can retain its current approach to administering in-range movement or, over time, transition to a fully contribution-based model by updating policies and procedures to support that change.

Administering the Classification Plan is an ongoing responsibility. The Plan is not static; it should adapt to organizational changes to maintain consistent, defensible relationships among positions.

Types of Plan Changes

1. Elimination of a Position: When a position is abolished—or when duties change so substantially that the existing classification no longer fits—the position should be removed from the Plan.

2. Creation of a New Position: Establish a new classification when enduring work needs arise that are not addressed by existing positions. Exercise caution to ensure the need is justified, does not duplicate current roles, cannot be met by adjusting existing positions, and reflects a sustained (not temporary) requirement.

3. Revision of an Existing Position: When there are substantial changes to job requirements, scope, or complexity, the position should be reviewed, re-scored, and, if appropriate, reclassified to a higher or lower grade.

All changes should be thoroughly evaluated to preserve the integrity of the Classification and Compensation Plan. Town Administration has been provided the Job Analysis Questionnaire and Job Factor Scoring Sheet to support grading of newly created or revised positions. Per the Study contract, MGT is available to assist with scoring and to advise on maintaining consistent application across departments.

Appreciation

MGT appreciated the opportunity to work with the Town of Ponce Inlet on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the Town Manager and HR Director for the significant amount of work and support dedicated to the project.

Table 1 - Comprehensive Table
Town of Ponce Inlet, FL

Position:	Skill Level	New Grade	50th Percentile Salary Survey Data Category 1 (All 17 Respondents)			50th Percentile Salary Survey Data Category 2 (11 Comparables 55+)			Current Salary Range		Proposed Salary Range 50th Percentile		
			Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Maximum			
	800 - 850	12									113,135	135,762	158,389
Public Safety Director		12	n/a	n/a	n/a	n/a		n/a	94,201	142,161			
	745 - 795	11									102,850	123,420	143,990
Fire Chief		11	92,507	121,756	151,005	92,717	122,850	152,983	85,559	128,767			
Police Chief		11	92,507	122,100	151,694	92,717	122,850	152,983	85,559	128,767			
Finance Director		11	95,139	122,855	150,571	92,028	118,743	145,457	85,559	128,767			
Planning & Development Director		11	94,956	120,247	145,538	92,296	116,739	141,181	85,559	128,767			
	690 - 740	10									93,500	112,200	130,900
Chief Building Official/ Floodplain Manager		10	85,442	115,570	145,698	88,302	117,000	145,698	70,760	105,828			
Public Works Director		10	93,626	120,615	147,604	90,267	115,829	141,391	70,760	105,828			
IT Director		10	82,407	103,417	124,426	86,142	108,412	130,683	77,774	116,700			
Human Resources Director / Town Clerk		10	82,679	105,480	128,281	69,187	92,279	115,370	77,774	116,700			
	635 - 685	9									80,000	96,000	112,000
Deputy Fire Chief		9	76,158	100,947	125,736	n/a	n/a	n/a	70,760	105,828			
Police Lieutenant		9	77,683	99,294	120,906	77,747	98,933	120,120	70,760	105,828			
Principal Planner		9	n/a	n/a	n/a	n/a	n/a	n/a	64,442	96,034			
Assistant Finance Director		9	73,989	92,718	111,446	67,850	88,551	109,252	64,442	96,034			
	580 - 630	8									63,800	76,560	89,320
Assistant Public Works Manager		8	68,932	90,189	111,446	68,579	89,048	109,517	54,476	80,588			
Senior Planner		8	67,489	85,249	103,009	69,187	86,098	103,009	58,749	87,211			
Cultural Services Manager		8	66,607	90,798	114,990	n/a	n/a	n/a	54,476	80,588			
P&D Permitting Manager		8	46,512	62,380	78,249	38,526	51,047	63,568	47,330	69,511			
Code Compliance Manager/Fire Marshal		8	50,939	69,846	88,754	48,000	62,633	77,267	47,330	69,511			
Sergeant		8	67,486	83,407	99,328	73,250	89,314	105,378	50,556	74,512			
	525 - 575	7									58,000	69,600	81,200
Patrol Corporal		7	55,208	72,294	89,379	54,876	70,649	86,421	47,330	69,511			
Investigator		7	52,138	66,544	80,950	50,288	62,894	75,500	44,343	64,882			
Building Inspector		7	53,118	68,849	84,580	53,118	67,630	82,142	50,556	74,512			
	470 - 520	6									55,660	66,792	77,924
Grant Coordinator/Accountant		6	57,089	69,198	81,307	n/a	n/a	n/a	54,476	80,588			
Sr. Accountant		6	51,501	68,203	84,905	n/a	n/a	n/a	47,330	69,511			
Human Resources Coordinator		6	52,401	64,738	77,076	47,486	64,397	81,307	44,343	64,882			
Police Officer		6	52,613	67,646	82,680	52,050	67,365	82,680	44,343	64,882			
Deputy Town Clerk		6	50,356	65,462	80,569	n/a	n/a	n/a	47,330	69,511			
	415 - 465	5									50,600	60,720	70,840
Crew Leader		5	45,760	60,523	75,286	42,994	57,179	71,365	44,343	64,882			
Office Manager - Police		5	46,821	60,559	74,298	49,254	61,948	74,641	41,576	60,593			
Maintenance Technician III		5	39,790	51,931	64,071	37,825	48,818	59,811	36,644	52,948			
Office Manager - PW		5	46,821	60,559	74,298	49,254	61,948	74,641	41,576	60,593			
Office Manager - Fire		5	46,821	60,559	74,298	49,254	61,948	74,641	41,576	60,593			
Senior Permit Technician		5	39,858	51,423	62,987	38,693	50,411	62,130	39,015	56,624			
IT Technician		5	50,356	65,462	80,569	50,356	65,462	80,569	47,330	69,511			
	360 - 410	4									46,000	55,200	64,400
Property Maintenance and Housing Inspector		4	44,760	58,256	71,753	46,030	59,977	73,923	39,015	56,624			
Maintenance Technician II		4	36,691	46,779	56,867	36,996	47,057	57,117	34,704	49,942			
Permit Technician		4	n/a	n/a	n/a	n/a	n/a	n/a	41,576	60,593			
Accounting Specialist - Utility Billing		4	41,751	53,866	65,981	38,605	47,185	55,765	44,343	64,882			
Assistant Deputy Clerk - Records Coordinator		4	n/a	n/a	n/a	n/a	n/a	n/a	44,343	64,882			
Cultural Services Coordinator		4	n/a	n/a	n/a	n/a	n/a	n/a	39,015	56,624			
Administrative Assistant		4	41,610	53,118	64,626	41,954	54,018	66,082	36,644	52,948			
	305 - 355	3									38,115	45,738	53,361
Office Specialist - Police		3	36,452	46,992	57,533	36,691	47,902	59,114	32,982	47,132			
Maintenance Technician I		3	34,840	44,585	54,330	35,235	45,074	54,912	31,198	44,506			
Office Specialist		3	35,339	44,922	54,505	35,069	44,179	53,290	32,982	47,132			
	250 - 300	2									34,650	41,580	48,510
Custodian		2	33,100	41,996	50,891	33,710	42,739	51,768	31,198	44,506			
	Up to 245										31,500	37,800	44,100
No Positions in Grade		1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			

Table 2 - Proposed Pay Ranges
Town of Ponce Inlet, FL

Grade	Minimum	Midpoint	Maximum	Gradation
50th Percentile - Proposed Pay Ranges				Gradation
Pay Band E				
12	113,135	135,762	158,389	10.00%
11	102,850	123,420	143,990	
10	93,500	112,200	130,900	
Pay Band D				
9	80,000	96,000	112,000	n/a
Pay Band C				
8	63,800	76,560	89,320	10.00%
7	58,000	69,600	81,200	
Pay Band B				
6	55,660	66,792	77,924	10.00%
5	50,600	60,720	70,840	
4	46,000	55,200	64,400	
Pay Band A				
3	38,115	45,738	53,361	10.00%
2	34,650	41,580	48,510	
1	31,500	37,800	44,100	

APPENDIX A

MGT

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

Town of Ponce Inlet, FL

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME ☐ PART TIME ☐
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	DEPARTMENT:
NAME OF IMMEDIATE SUPERVISOR:	THEIR TITLE:

INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete their section.

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

Feel free to add more numbers/duties if necessary.

FACTOR 1. Education & Training: In your opinion, what kind of education and training is necessary to perform your job?

☐ LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.

☐ LEVEL 2**:** High school diploma (GED) or equivalent.

☐ LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.

☐ LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.

☐ LEVEL 5: Completion of four-year college degree program.

☐ LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.

☐ LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

FACTOR 2. Years of Experience: How much previous work experience do you feel is necessary to perform your job?

LEVEL 1:	LEVEL 2:	LEVEL 3:	LEVEL 4:	LEVEL 5:
☐ Less Than 1 Year	☐ 1 to 3 Years	☐ 4 to 6 Years	☐ 7 to 10 Years	☐ More than 10 Years

What is the minimum number of years required?

What specific experience is necessary?

FACTOR 3. Independent Judgment and Decision Making

Part 1: How much discretion do you have in making decisions with or without the input or direction of your supervisor?

☐ LITTLE: Little discretion or independent judgment exercised.

☐ SOME: Some discretion or judgment exercised, but supervisor is normally available.

☐ OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.

☐ HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.

☐ VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

Part 2: If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

☐ MINOR: Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.

☐ MODERATE: Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.

☐ SERIOUS: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.

☐ CRITICAL: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

FACTOR 4. Responsibility for Policy Development: Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

☐ LEVEL 1: Position involves only the execution of policies or use of existing procedures.

☐ LEVEL 2: May provide some input to supervisor when policies and procedures are updated.

☐ LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.

☐ LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.

☐ LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.

☐ LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

FACTOR 5. Planning: How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- ☐ LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
- ☐ LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
- ☐ LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
- ☐ LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
- ☐ LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).

FACTOR 6. Contacts with Others: In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- ☐ LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- ☐ LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- ☐ LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- ☐ LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- ☐ LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- ☐ LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- ☐ LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

FACTOR 7. Supervision Given:

Do you supervise or assign work to other employees? ☐ Yes ☐ No

If yes:

☐ LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?

☐ LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.

☐ LEVEL 3: Position is responsible for the direct and/or indirect supervision of two to five full time (or full time equivalent) employees.

☐ LEVEL 4: Position is responsible for the direct and/or indirect supervision of six to 15 full time (or full time equivalent) employees.

☐ LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.

☐ LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.

☐ LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

FACTOR 8. Physical Demands: Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	☐	☐	
Lifting 20-50 pounds	☐	☐	
Lifting 50+ pounds	☐	☐	
Climbing	☐	☐	
Walking	☐	☐	
Kneeling	☐	☐	
Crouching	☐	☐	
Crawling	☐	☐	
Bending	☐	☐	
Sitting	☐	☐	
Prolonged Standing	☐	☐	
Prolonged Visual Concentration	☐	☐	

Unpleasant or Hazardous Conditions: Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	☐	☐	
Dust	☐	☐	
Heat	☐	☐	
Cold	☐	☐	
Odors	☐	☐	
Noise	☐	☐	
Vibration	☐	☐	
Wetness/Humidity	☐	☐	
Toxic Agents	☐	☐	

Electrical Currents	☐ ☐
Heavy Machinery	☐ ☐
Violence	☐ ☐
Disease	☐ ☐
Smoke `	☐ ☐
Other	☐ ☐

FACTOR 9. Use of Technology/Specialized Equipment: Please check the level of technology or specialized equipment use needed for you to perform your job.

☐ LEVEL 1: Position has no responsibility for, or use of, technology.

☐ LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.

☐ LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.

☐ LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.

☐ LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.

☐ LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.

☐ LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).

☐ LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

10. Comments/Additional Information: Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

Type your name and the date below, then save this form as a Word document with the file name of "JobTitle.LastName.FirstName" and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

_____   _____

EMPLOYEE'S SIGNATURE OR TYPED NAME   ***DATE***

MGT USE ONLY:

THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee's portion of the questionnaire. The intent of this section is informational for MGT use only and not intended for distribution.**

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.

2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.

3. How long has this employee worked for you?

4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to the Town Administration. If using a printed copy of this form, sign and date it before forwarding.

SUPERVISOR'S SIGNATURE OR TYPED NAME   ***DATE***

If Supervisor isn't Department Head, Department Head should review this form as well.

☐ I have read the above and substantially concur.
☐ I have read the above and have the following comments:

Type your name and the date below, and then email this form to the [ORG] Administration. If using a printed copy of this form, sign and date it before forwarding.

DEPARTMENT HEAD SIGNATURE OR TYPED NAME   ***DATE***

IMPORTANT DATES:

April 18th – May 2nd:
Employees complete and submit the JAQs to their Supervisors. Please save file as follows: JobTitle.LastName.FirstName.

May 2nd – May 9th:
Supervisors and Department Heads review and then submit the JAQs to Human Resources.

May 9th – May 16th:
Human Resources collects and then submits the JAQs to MGT.

Week of May 26th:

MGT conducts virtual interviews with at least one employee in each position to expand upon the information shared in the JAQ.

APPENDIX B

1. Population: Maximum 10 Points

3,392

Factor	Minimum Range			Maximum Range			Points
1.50	2,261	3,392		3,392	5,088		10
2.00	1,696	2,260		5,089	6,784		8
2.50	1,357	1,695		6,785	8,480		6
3.00	1,131	1,356		8,481	10,176		2
All Others							0

2. Income Per Capita: Maximum 15 Points

82,267

Factor	Minimum Range			Maximum Range			Points
1.50	54,845	82,267		82,267	123,401		15
2.00	41,134	54,844		123,402	164,534		11
2.50	32,907	41,133		164,535	205,668		7
3.00	27,422	32,906		205,669	246,801		3
All Others							0

3. Median Housing Value of Owner Occupied Units: Maximum 15 Points

502,100

Factor	Minimum Range			Maximum Range			Points
1.50	334,733	502,100		502,100	753,150		15
2.00	251,050	334,732		753,151	1,004,200		11
2.50	200,840	251,049		1,004,201	1,255,250		7
3.00	167,367	200,839		1,255,251	1,506,300		3
All Others							0

4. Total Primary Government Expenditures: Maximum 15 Points

12,913 Thousand

Factor	Minimum Range			Maximum Range			Points
1.50	8,609	12,913		12,913	19,369		15
2.00	6,456	8,608		19,370	25,826		11
2.50	5,165	6,455		25,827	32,282		7
3.00	4,304	5,164		32,283	38,739		3
All Others							0

5. Property Tax Revenues: Maximum 10 Points

5,745 Thousand

Factor	Minimum Range			Maximum Range			Points
1.50	3,830	5,745		5,745	8,617		10
2.00	2,872	3,829		8,618	11,489		8
2.50	2,298	2,871		11,490	14,362		6
3.00	1,915	2,297		14,363	17,234		2
All Others							0

6. Full-time Employees: Maximum 15 Points

62

Factor	Minimum Range			Maximum Range			Points
1.50	41	62		62	93		15
2.00	31	40		94	124		11
2.50	25	30		125	155		7
3.00	21	24		156	186		3
All Others							0

7. Full Time Salaries (1 Month): Maximum 15 Points

330,179

	Minimum Range			Maximum Range			Points
1.50	220,119	330,179		330,179	495,269		15
2.00	165,090	219,118		496,270	660,358		11
2.50	132,072	164,089		661,359	825,448		7
3.00	110,060	131,071		826,449	990,537		3
All Others							0

8. Proximity in Miles: Maximum 5 Points

Factor:	Points
1 to 50 Miles	5
51 to 100 Miles	3
101 to 150 Miles	1
All Others	0

Initial screen:

Florida communities in Flagler, Volusia, Brevard, Duval, Indian River, Lake, Marion, Martin, Nassau, Orange, Putnam, Seminole, St. Johns and St. Lucie counties with populations between approximately 2,000 and 13,000. Inclduing the following communities: Daytona Beach, Edgewater, New Smyrna Beach, and Ormond Beach.

Sources:

(1) Most Recent Annual Financial Reports on Florida Department of Financial Services for Total Expenditures and Property Tax Revenue: https://logerx.myfloridacfo.gov/LogerX/SubmittedReports

(2) Census Report for Population, Median Housing Value and Income Per Capita: https://censusreporter.org/

(3) U.S. Census Bureau Annual Survey of Public Employment & Payroll 2022: FT Employees & FT Payroll (1 month period). https://www.census.gov/programs-surveys/apes/data.html

(4) Google Maps: Proximity (lowest mileage listed)

Municipality	Population	Max. Points	Income Per Capita	Max. Points	Median Value Owner-Occupied Housing	Max. Points	Total Exp. (thousand)	Max Points	Property Tax Revenue (thousand)	Max. Points	Full Time Employees	Max. Points	Full Time Payroll (1 mo.)	Max. Points	Proximity (miles)	Max. Points	Total Points	Fire & Police?
Ponce Inlet	3,392	10	82,267	15	502,100	15	12,913	15	5,745	10	62	15	330,179	15	0	5	100	F/P
Belle Isle	7,053	6	69,435	15	474,700	15	11,582	15	4,080	10	26	7	59,123	0	70	3	71	P
Belleview	5,569	8	27,874	3	183,400	3	10,225	15	1,565	0	56	15	270,641	15	86	3	62	P
Bunnell	3,511	10	25,536	0	247,800	7	8,664	15	1,811	0	55	15	231,497	15	34	5	67	P
Cape Canaveral	9,976	2	53,639	11	323,900	11	19,809	11	5,658	10	56	15	253,094	15	74	3	78	-
Cocoa Beach	11,341	0	62,557	15	451,800	15	42,905	0	16,148	2	174	3	859,817	3	79	3	41	F/P
Daytona Beach	82,493	2	32,595	3	315,000	11	227,766	0	39,661	0	902	0	4,532,348	0	10	5	21	F/P
Daytona Beach Shores	5,139	8	59,918	15	410,800	15	18,234	15	8,942	8	81	15	447,399	15	6	5	96	Merged
Eatonville	2,582	10	22,294	0	176,600	3	6,216	7	2,284	2	34	11	152,310	7	58	3	43	P
Edgewater	23,314	2	34,850	7	238,700	7	38,695	3	9,749	8	194	3	948,973	3	13	5	35	F/P
Edgewood	2,710	10	61,483	15	452,400	15	4,562	3	2,368	6	17	0	88,107	0	67	3	52	P
Flagler Beach	5,250	8	64,575	15	496,800	15	17,709	15	5,411	10	79	15	359,263	15	29	5	98	F/P
Fruitland Park	8,482	2	43,524	11	375,100	15	12,163	15	4,462	10	59	15	238,625	15	84	3	86	P
Grant-Valkaria	4,655	10	48,743	11	481,400	15	6,344	7	698	0	6	0	32,303	0	99	3	46	-
Holly Hill	13,002	0	31,982	3	168,800	3	25,228	11	6,455	10	108	11	461,245	15	13	5	58	F/P
Indian Harbour Beach	8,991	2	58,998	15	387,400	15	8,979	15	6,478	10	56	15	280,535	15	89	3	90	P
Indian River Shores	4,324	10	147,524	11	1,085,600	7	8,707	15	5,274	10	35	11	239,851	15	128	1	80	Merged
Indiatlantic	3,033	10	67,804	15	568,100	15	5,676	7	3,680	8	33	11	191,310	11	93	3	80	F/P
Lake Helen	2,877	10	33,309	7	344,900	15	4,104	0	1,005	0	14	0	61,534	0	28	5	37	P
Malabar	3,017	10	58,519	15	441,700	15	2,543	0	1,498	0	20	0	54,113	0	96	3	43	F
Mascotte	7,407	6	25,317	0	286,200	11	7,456	11	1,874	0	30	7	110,305	3	89	3	41	P
Melbourne Beach	3,237	10	64,512	15	634,400	15	4,259	0	2,945	8	20	0	80,071	0	94	3	51	P
Neptune Beach	7,199	6	71,949	15	613,500	15	13,320	15	3,345	8	70	15	380,149	15	108	1	90	P
New Smyrna Beach	31,212	2	55,181	15	365,900	15	63,611	0	23,888	0	259	0	1,281,983	0	14	5	37	F/P
Oak Hill	2,147	8	34,609	7	281,300	11	2,595	0	948	0	11	0	33,821	0	27	5	31	-
Oakland	3,566	10	58,941	15	487,900	15	16,954	15	3,949	10	30	7	149,376	7	76	3	82	P
Orange City	13,768	0	37,886	7	241,800	7	26,145	7	7,905	10	128	7	708,102	7	34	5	50	F/P
Ormond Beach	43,514	2	44,176	11	320,300	11	83,932	0	17,027	2	360	0	1,788,208	0	20	5	31	F/P
Palatka	10,558	2	19,217	0	112,300	0	32,276	7	3,573	8	131	7	561,493	11	69	3	38	F/P
Palm Shores	1,479	6	44,371	11	341,800	15	918	0	0	0	0	0	0	0	79	3	35	-
Satellite Beach	11,250	0	53,416	11	459,800	15	18,656	15	11,283	8	98	11	488,894	15	87	3	78	F/P
South Daytona	13,322	0	31,675	3	210,500	7	26,917	7	4,593	10	128	7	682,052	7	8	5	46	F/P
St. Augustine Beach	6,819	6	64,397	15	590,100	15	9,348	15	4,926	10	64	15	280,905	15	57	3	94	P
Umatilla	3,793	10	34,419	7	194,500	3	8,744	15	1,669	0	33	11	124,306	3	59	3	52	P
Windermere	3,034	10	101,291	15	906,600	11	7,524	11	3,168	8	26	7	139,143	7	74	3	72	P

Municipality	Population	Max. Points	Income Per Capita	Max. Points	Median Value Owner-Occupied Housing	Max. Points	Total Exp. (thousand)	Max Points	Property Tax Revenue (thousand)	Max. Points	Full Time Employees	Max. Points	Full Time Payroll (1 mo.)	Max. Points	Proximity (miles)	Max. Points	Total Points	Fire & Police?
Ponce Inlet	3,392	10	82,267	15	502,100	15	12,913	15	5,745	10	62	15	330,179	15	0	5	100	F/P
Flagler Beach	5,250	8	64,575	15	496,800	15	17,709	15	5,411	10	79	15	359,263	15	29	5	98	F/P
Daytona Beach Shores	5,139	8	59,918	15	410,800	15	18,234	15	8,942	8	81	15	447,399	15	6	5	96	Merged
St. Augustine Beach	6,819	6	64,397	15	590,100	15	9,348	15	4,926	10	64	15	280,905	15	57	3	94	P
Indian Harbour Beach	8,991	2	58,998	15	387,400	15	8,979	15	6,478	10	56	15	280,535	15	89	3	90	P
Neptune Beach	7,199	6	71,949	15	613,500	15	13,320	15	3,345	8	70	15	380,149	15	108	1	90	P
Fruitland Park	8,482	2	43,524	11	375,100	15	12,163	15	4,462	10	59	15	238,625	15	84	3	86	P
Oakland	3,566	10	58,941	15	487,900	15	16,954	15	3,949	10	30	7	149,376	7	76	3	82	P
Indian River Shores	4,324	10	147,524	11	1,085,600	7	8,707	15	5,274	10	35	11	239,851	15	128	1	80	Merged
Indiatlantic	3,033	10	67,804	15	568,100	15	5,676	7	3,680	8	33	11	191,310	11	93	3	80	F/P
Cape Canaveral	9,976	2	53,639	11	323,900	11	19,809	11	5,658	10	56	15	253,094	15	74	3	78	-
Satellite Beach	11,250	0	53,416	11	459,800	15	18,656	15	11,283	8	98	11	488,894	15	87	3	78	F/P
Windermere	3,034	10	101,291	15	906,600	11	7,524	11	3,168	8	26	7	139,143	7	74	3	72	P
Belle Isle	7,053	6	69,435	15	474,700	15	11,582	15	4,080	10	26	7	59,123	0	70	3	71	P
Bunnell	3,511	10	25,536	0	247,800	7	8,664	15	1,811	0	55	15	231,497	15	34	5	67	P
Belleview	5,569	8	27,874	3	183,400	3	10,225	15	1,565	0	56	15	270,641	15	86	3	62	P
Holly Hill	13,002	0	31,982	3	168,800	3	25,228	11	6,455	10	108	11	461,245	15	13	5	58	F/P
Edgewood	2,710	10	61,483	15	452,400	15	4,562	3	2,368	6	17	0	88,107	0	67	3	52	P
Umatilla	3,793	10	34,419	7	194,500	3	8,744	15	1,669	0	33	11	124,306	3	59	3	52	P
Melbourne Beach	3,237	10	64,512	15	634,400	15	4,259	0	2,945	8	20	0	80,071	0	94	3	51	P
Orange City	13,768	0	37,886	7	241,800	7	26,145	7	7,905	10	128	7	708,102	7	34	5	50	F/P
Grant-Valkaria	4,655	10	48,743	11	481,400	15	6,344	7	698	0	6	0	32,303	0	99	3	46	-
South Daytona	13,322	0	31,675	3	210,500	7	26,917	7	4,593	10	128	7	682,052	7	8	5	46	F/P
Eatonville	2,582	10	22,294	0	176,600	3	6,216	7	2,284	2	34	11	152,310	7	58	3	43	P
Malabar	3,017	10	58,519	15	441,700	15	2,543	0	1,498	0	20	0	54,113	0	96	3	43	F
Cocoa Beach	11,341	0	62,557	15	451,800	15	42,905	0	16,148	2	174	3	859,817	3	79	3	41	F/P
Mascotte	7,407	6	25,317	0	286,200	11	7,456	11	1,874	0	30	7	110,305	3	89	3	41	P
Palatka	10,558	2	19,217	0	112,300	0	32,276	7	3,573	8	131	7	561,493	11	69	3	38	F/P
Lake Helen	2,877	10	33,309	7	344,900	15	4,104	0	1,005	0	14	0	61,534	0	28	5	37	P
New Smyrna Beach	31,212	2	55,181	15	365,900	15	63,611	0	23,888	0	259	0	1,281,983	0	14	5	37	F/P
Palm Shores	1,479	6	44,371	11	341,800	15	918	0	0	0	0	0	0	0	79	3	35	-
Edgewater	23,314	2	34,850	7	238,700	7	38,695	3	9,749	8	194	0	948,973	3	13	5	35	F/P
Oak Hill*	2,147	8	34,609	7	281,300	11	2,595	0	948	0	11	0	33,821	0	27	5	31	-
Ormond Beach	43,514	2	44,176	11	320,300	11	83,932	0	17,027	2	360	0	1,788,208	0	20	5	31	F/P
Daytona Beach	82,493	2	32,595	3	315,000	11	227,766	0	39,661	0	902	0	4,532,348	0	10	5	21	F/P

Top Comparables - Total Comparability Points of 55 or Greater, plus six (6) Volusia County communities.

Municipality	County	Population	Max. Points	Income Per Capita	Max. Points	Median Value Owner-Occupied Housing	Max. Points	Total Exp. (thousand)	Max Points	Property Tax Revenue (thousand)	Max. Points	Full Time Employees	Max. Points	Full Time Payroll (1 mo.)	Max. Points	Proximity (miles)	Max. Points	Total Points	Fire & Police?
Ponce Inlet	Volusia	3,392	10	82,267	15	502,100	15	12,913	15	5,745	10	62	15	330,179	15	0	5	100	F/P
Flagler Beach	Flagler	5,250	8	64,575	15	496,800	15	17,709	15	5,411	10	79	15	359,263	15	29	5	98	F/P
Daytona Beach Shores	Volusia	5,139	8	59,918	15	410,800	15	18,234	15	8,942	8	81	15	447,399	15	6	5	96	Merged
St. Augustine Beach	St. Johns	6,819	6	64,397	15	590,100	15	9,348	15	4,926	10	64	15	280,905	15	57	3	94	P
Indian Harbour Beach	Brevard	8,991	2	58,998	15	387,400	15	8,979	15	6,478	10	56	15	280,535	15	89	3	90	P
Neptune Beach	Duval	7,199	6	71,949	15	613,500	15	13,320	15	3,345	8	70	15	380,149	15	108	1	90	P
Fruitland Park	Lake	8,482	2	43,524	11	375,100	15	12,163	15	4,462	10	59	15	238,625	15	84	3	86	P
Oakland	Orange	3,566	10	58,941	15	487,900	15	16,954	15	3,949	10	30	7	149,376	7	76	3	82	P
Indian River Shores	Indian River	4,324	10	147,524	11	1,085,600	7	8,707	15	5,274	10	35	11	239,851	15	128	1	80	Merged
Indiatlantic	Brevard	3,033	10	67,804	15	568,100	15	5,676	7	3,680	8	33	11	191,310	11	93	3	80	F/P
Cape Canaveral	Brevard	9,976	2	53,639	11	323,900	11	19,809	11	5,658	10	56	15	253,094	15	74	3	78	-
Satellite Beach	Brevard	11,250	0	53,416	11	459,800	15	18,656	15	11,283	8	98	11	488,894	15	87	3	78	F/P
Windermere	Orange	3,034	10	101,291	15	906,600	11	7,524	11	3,168	8	26	7	139,143	7	74	3	72	P
Belle Isle	Orange	7,053	6	69,435	15	474,700	15	11,582	15	4,080	10	26	7	59,123	0	70	3	71	P
Bunnell	Flagler	3,511	10	25,536	0	247,800	7	8,664	15	1,811	0	55	15	231,497	15	34	5	67	P
Belleview	Marion	5,569	8	27,874	3	183,400	3	10,225	15	1,565	0	56	15	270,641	15	86	3	62	P
Holly Hill	Volusia	13,002	2	31,982	3	168,800	3	25,228	11	6,455	10	108	11	461,245	15	13	5	60	F/P

MGT recommended the addition of the following communities based on their close proximity, competitive market environment, and the presence of both fire and police departments, consistent with services available in Ponce Inlet.

Municipality	County	Population	Max. Points	Income Per Capita	Max. Points	Median Value Owner-Occupied Housing	Max. Points	Total Exp. (thousand)	Max Points	Property Tax Revenue (thousand)	Max. Points	Full Time Employees	Max. Points	Full Time Payroll (1 mo.)	Max. Points	Proximity (miles)	Max. Points	Total Points	Fire & Police?
Orange City	Volusia	13,768	2	37,886	7	241,800	7	26,145	7	7,905	10	128	7	708,102	7	34	5	52	F/P
South Daytona	Volusia	13,322	2	31,675	3	210,500	7	26,917	7	4,593	10	128	7	682,052	7	8	5	48	F/P
Daytona Beach	Volusia	82,493	2	32,595	3	315,000	11	227,766	0	39,661	0	902	0	4,532,348	0	10	5	21	F/P
Edgewater	Volusia	23,314	2	34,850	7	238,700	7	38,695	3	9,749	8	194	0	948,973	3	13	5	35	F/P
New Smyrna Beach	Volusia	31,212	2	55,181	15	365,900	15	63,611	0	23,888	0	259	0	1,281,983	0	14	5	37	F/P
Ormond Beach	Volusia	43,514	2	44,176	11	320,300	11	83,932	0	17,027	2	360	0	1,788,208	0	20	5	31	F/P

APPENDIX C

	Finance Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	Finance Director				113,755
Belleview	Finance Director	99,228	128,823	158,418	127,665
Bunnell	Finance Director	88,238	114,709	141,181	103,938
Cape Canaveral					
Daytona Beach Shores	Finance Director				130,563
Flagler Beach	Finance Director	88,302	117,000	145,698	130,291
Fruitland Park	Finance Director	65,551	100,848	136,144	97,864
Holly Hill	Finance Director	92,296	110,756	129,215	121,368
Indian Harbor Beach	Comptroller	98,163	130,203	162,243	130,000
Indian River Shores					
St. Augustine Beach	Finance Director	92,028	118,743	145,457	101,850
Daytona Beach	Chief Financial Officer	110,060	150,600	191,140	181,102
Edgewater	Finance Director	95,139	127,795	160,451	130,915
New Smyrna Beach	Finance Director	114,290	148,577	182,864	145,000
Orange City	Finance Director	104,729	114,836	124,942	145,154
Ormond Beach	Finance Director	94,956	125,812	156,669	
South Daytona	Finance Director	95,410	122,990	150,571	132,392
Ponce Inlet	Finance Director	85,559	107,163	128,767	105,359
50th Percentile Category 1 - Green and Blue Communities		95,139	122,855	150,571	130,146
50th Percentile Category 2 - Green Communities		92,028	118,743	145,457	121,368

Comparable Community	Assistant Finance Director				
	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Deputy Finance Dir.	77,747	98,933	120,120	98,855
Bunnell					
Cape Canaveral					
Daytona Beach Shores	Asst Director Finance Ops	67,850	88,816	109,782	
Flagler Beach	Assistant Finance Director	59,755	79,185	98,614	11,592
Fruitland Park	Deputy Finance Director	58,828	84,040	109,252	84,760
Holly Hill	Assistant Finance Director	73,578	88,294	103,009	
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Assistant Financial Officer	85,442	122,486	159,530	132,618
Edgewater					
New Smyrna Beach	Assistant Finance Director	89,549	116,414	143,279	100,255
Orange City	Assistant Finance Director	86,161	94,476	102,790	119,419
Ormond Beach	Assistant Finance Director	74,400	98,575	122,750	
South Daytona	Assistant Finance Director	68,557	90,834	113,110	89,378
Ponce Inlet	Assistant Finance Director	64,442	80,238	96,034	83,671
50th Percentile Category 1 - Green and Blue Communities		73,989	92,718	111,446	98,855
50th Percentile Category 2 - Green Communities		67,850	88,551	109,252	84,760

	Senior Accountant				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Accountant I-III	50,981	78,291	105,602	68,994
Bunnell					
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach					
Fruitland Park					
Holly Hill	Senior Accountant	58,656	70,387	82,118	69,909
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Financial Business Analyst	50,527	67,716	84,905	67,300
Edgewater					
New Smyrna Beach					
Orange City					
Ormond Beach	Staff Accountant	52,862	68,721	84,580	
South Daytona	Accountant	51,501	68,245	84,989	75,691
Ponce Inlet	Senior Accountant	47,330	58,421	69,511	63,531
50th Percentile Category 1 - Green and Blue Communities		51,501	68,203	84,905	69,451
50th Percentile Category 2 - Green Communities		n/a	n/a	n/a	n/a

	Grants Coordinator/Accounting Specialist				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell	Accountant	45,348	58,952	72,556	51,563
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach					
Fruitland Park					
Holly Hill	Grants Coord/Accting Spec	58,656	70,387	82,118	58,656
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	See Financial Business Analyst				
Edgewater	Grant Administrator	47,736	64,116	80,496	52,998
New Smyrna Beach	Fiscal Analyst I	63,641	82,733	101,826	65,536
Orange City	Grants Coord./Acctg. Splst.	64,294	70,500	76,706	89,112
Ormond Beach	Grants Coordinator	55,522	72,176	88,831	
South Daytona					
Ponce Inlet	Grants Coord/Accounting Spec	54,476	67,532	80,588	57,224
50th Percentile Category 1 - Green and Blue Communities		57,089	69,198	81,307	58,656
50th Percentile Category 2 - Green Communities		n/a	n/a	n/a	n/a

	Utility Billing/Accounting Specialist				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell	Utility Billing/Accounting Spec	33,100	43,030	52,960	36,774
Cape Canaveral					
Daytona Beach Shores	Accting Clerk III/Utility Billing	46,030	59,977	73,923	
Flagler Beach					
Fruitland Park					
Holly Hill	Finance Clerk III	38,605	47,185	55,765	43,784
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Senior Account Clerk	37,140	49,774	62,407	46,648
Edgewater	Utility Billing Specialist	42,058	55,806	69,555	64,251
New Smyrna Beach	Account Technician III	45,228	58,797	72,366	45,568
Orange City	Utility Billing/Acctg. Splst.	41,445	45,445	49,444	57,443
Ormond Beach	Utilities Billing Specialist	45,647	59,348	73,048	
South Daytona					
Ponce Inlet	Utility Billing/Accounting Spec	44,343	54,613	64,882	58,573
50th Percentile Category 1 - Green and Blue Communities		41,751	53,866	65,981	46,108
50th Percentile Category 2 - Green Communities		38,605	47,185	55,765	40,279

	Office Specialist				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Customer Service Rep	34,486	43,888	53,290	49,681
Bunnell	Utility Clerk / Cashier	31,200	40,560	49,920	34,133
Cape Canaveral					
Daytona Beach Shores	Accounting Clerk I	35,069	45,490	55,910	
Flagler Beach	Utility Billing Clerk	36,691	48,616	60,540	42,931
Fruitland Park					
Holly Hill	Finance Clerk I	35,610	43,243	50,877	35,610
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Customer Service Rep.	37,140	49,774	62,407	41,800
Edgewater	Finance Clerk I	34,611	44,554	54,496	37,995
New Smyrna Beach	Account Technician II	39,070	50,791	62,512	40,535
Orange City	Office Specialist	45,692	50,102	54,512	63,330
Ormond Beach	Account Clerk	34,072	44,285	54,497	
South Daytona					
Ponce Inlet	Office Specialist	32,982	40,057	47,132	47,414
50th Percentile Category 1 - Green and Blue Communities		35,339	44,922	54,505	41,168
50th Percentile Category 2 - Green Communities		35,069	44,179	53,290	39,270

	Human Resources Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	HR/RM Manager	77,747	98,933	120,120	92,492
Bunnell	Human Resources Manager	60,770	79,001	97,232	76,045
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach	Human Resources Director	69,187	91,672	114,158	104,353
Fruitland Park	HR & Risk Mgt. Director	65,551	100,996	136,441	88,400
Holly Hill	Human Resources Manager	82,407	98,889	115,370	97,365
Indian Harbor Beach					
Indian River Shores	Human Resources Director				117,978
St. Augustine Beach					
Daytona Beach	Human Resources Director	110,060	150,600	191,140	191,140
Edgewater	Human Resources Director	86,299	115,918	145,538	138,154
New Smyrna Beach	Human Resources Director	108,848	141,502	174,156	130,056
Orange City	Human Resources Director	99,742	109,367	118,992	138,242
Ormond Beach	Human Resources Director				
South Daytona	Human Resources Director	82,950	109,907	136,864	118,165
Ponce Inlet	HR Director/Town Clerk	77,774	97,237	116,700	104,455
50th Percentile Category 1 - Green and Blue Communities		82,679	105,480	128,281	117,978
50th Percentile Category 2 - Green Communities		69,187	92,279	115,370	94,929

	HR Coordinator				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	HR/RM Admin Asst	44,034	56,025	68,016	57,200
Bunnell	HR Administrator	40,709	52,922	65,134	
Cape Canaveral					
Daytona Beach Shores	HR Generalist	60,674	79,342	98,010	
Flagler Beach					
Fruitland Park	HR Coordinator	50,939	72,769	94,598	60,000
Holly Hill					
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach					
Edgewater	HR Coordinator	40,498	53,352	66,206	43,222
New Smyrna Beach	HR Coordinator	57,724	75,042	92,359	58,656
Orange City	HR Coordinator	58,317	63,945	69,572	80,827
Ormond Beach	Human Resources Generalist	53,862	69,221	84,580	
South Daytona					
Ponce Inlet	HR Coordinator	44,343	54,613	64,882	65,009
50th Percentile Category 1 - Green and Blue Communities		52,401	64,738	77,076	58,656
50th Percentile Category 2 - Green Communities		47,486	64,397	81,307	58,600

	Town Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	City Clerk				96,781
Belleview	City Clerk	77,747	98,933	120,120	81,634
Bunnell	City Clerk	88,238	114,709	141,181	120,286
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach	City Clerk	69,187	91,672	114,158	110,157
Fruitland Park	City Clerk	65,551	100,996	136,441	94,993
Holly Hill	City Clerk	65,695	78,834	91,973	75,150
Indian Harbor Beach	City Clerk	80,759	107,119	133,478	103,693
Indian River Shores	Town Clerk				129,214
St. Augustine Beach	Town Clerk	72,813	95,816	118,818	74,227
Daytona Beach	City Clerk	95,696	137,186	178,675	149,692
Edgewater	City Clerk				107,099
New Smyrna Beach	City Clerk	98,728	128,346	157,965	98,728
Orange City					
Ormond Beach	City Clerk	82,029	108,689	135,348	
South Daytona					
Ponce Inlet	HR Director/Town Clerk	77,774	97,237	116,700	104,455
50th Percentile Category 1 - Green and Blue Communities		79,253	106,833	134,413	101,211
50th Percentile Category 2 - Green Communities		72,813	96,467	120,120	96,781

	Deputy Town Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell	Deputy City Clerk	41,930	54,509	67,088	
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach	Deputy Clerk	44,598	59,093	73,587	66,310
Fruitland Park					
Holly Hill					
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Assistant City Clerk	55,580	74,488	93,395	83,506
Edgewater					
New Smyrna Beach	Assistant City Clerk	60,610	78,794	96,977	
Orange City	Deputy Clerk	45,693	50,103	54,512	63,660
Ormond Beach	Deputy City Clerk	50,356	65,462	80,569	
South Daytona	Deputy Clerk	62,317	82,576	102,835	97,136
Ponce Inlet	Deputy Clerk	47,330	58,421	69,511	55,874
50th Percentile Category 1 - Green and Blue Communities		50,356	65,462	80,569	74,908
50th Percentile Category 2 - Green Communities		n/a	n/a	n/a	n/a

	Assistant Deputy Clerk				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach					
Fruitland Park					
Holly Hill					
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach					
Edgewater	Assistant to the City Clerk	40,498	53,352	66,206	44,949
New Smyrna Beach					
Orange City					
Ormond Beach	Assistant City Clerk	45,669	59,369	73,070	
South Daytona					
Ponce Inlet	Assistant Deputy Clerk	44,343	54,613	64,882	55,788
50th Percentile Category 1 - Green and Blue Communities		n/a	n/a	n/a	n/a
50th Percentile Category 2 - Green Communities		n/a	n/a	n/a	n/a

	IT Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	IT Director	99,228	128,823	158,418	143,073
Bunnell					
Cape Canaveral					
Daytona Beach Shores	IT Manager	89,877	117,936	145,995	
Flagler Beach	IT Coordinator	69,187	91,672	114,158	104,229
Fruitland Park					
Holly Hill	IT Manager	82,407	98,889	115,370	98,862
Indian Harbor Beach	Chief Information Officer	108,224	143,549	178,873	116,501
Indian River Shores	IT Director				97,500
St. Augustine Beach	IT Manager	66,950	84,975	103,000	68,250
Daytona Beach	Chief Information Officer	85,443	122,487	159,530	149,748
Edgewater	IT Administrator	58,032	77,938	97,843	97,843
New Smyrna Beach	IT Director	114,290	148,577	182,864	127,861
Orange City	IT Director	55,540	60,900	66,259	76,978
Ormond Beach					
South Daytona	IT Director	75,400	99,913	124,426	104,312
Ponce Inlet	IT Director	77,774	97,237	116,700	97,192
50th Percentile Category 1 - Green and Blue Communities		82,407	103,417	124,426	104,229
50th Percentile Category 2 - Green Communities		86,142	108,412	130,683	101,546

	IT Technician				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Tech Support Specialist I	50,981	64,854	78,728	56,805
Bunnell	Senior IT Analyst	60,770	79,001	97,232	86,112
Cape Canaveral					
Daytona Beach Shores	Desktop Support Technician	43,576	56,732	69,888	
Flagler Beach					
Fruitland Park					
Holly Hill					
Indian Harbor Beach	IT Specialist	47,218	62,630	78,042	57,990
Indian River Shores					
St. Augustine Beach	IT Specialist	48,851	66,320	83,789	48,381
Daytona Beach	IT Services Tech	55,580	74,488	93,395	67,648
Edgewater	IT Technician	43,306	58,146	72,987	62,234
New Smyrna Beach	IT Support Specialist	52,358	68,065	83,772	53,131
Orange City					
Ormond Beach	Information Systems Specialist	50,356	65,462	80,569	
South Daytona					
Ponce Inlet	IT Technician	47,330	58,421	69,511	62,665
50th Percentile Category 1 - Green and Blue Communities		50,356	65,462	80,569	57,990
50th Percentile Category 2 - Green Communities		48,851	63,790	78,728	57,397

	Planning & Development Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Development Services Director	99,228	128,823	158,418	120,181
Bunnell	Community Dev Director	88,238	114,709	141,181	92,248
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach					
Fruitland Park					
Holly Hill	Planning & Development Dir	92,296	110,756	129,215	120,078
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Planning Director	110,060	150,600	191,140	181,442
Edgewater	Development Services Director	86,299	115,918	145,538	128,502
New Smyrna Beach	Development Services Director	126,005	163,806	201,608	142,585
Orange City	Planning & Dvlpmt. Director	104,729	114,836	124,942	145,154
Ormond Beach	Planning Director	94,956	125,812	156,669	
South Daytona	Community Dev Director	82,950	109,907	136,864	114,192
Ponce Inlet	Planning & Development Dir	85,559	107,163	128,767	110,291
50th Percentile Category 1 - Green and Blue Communities		94,956	120,247	145,538	124,342
50th Percentile Category 2 - Green Communities		92,296	116,739	141,181	120,078

Principal Planner					
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach					
Fruitland Park					
Holly Hill					
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Planning Manager	85,443	122,487	159,530	128,236
Edgewater					
New Smyrna Beach	Planning Manager	103,664	134,764	165,863	106,761
Orange City					
Ormond Beach					
South Daytona					
Ponce Inlet	Principal Planner	64,442	80,238	96,034	92,873
50th Percentile Category 1 - Green and Blue Communities		n/a	n/a	n/a	n/a
50th Percentile Category 2 - Green Communities		n/a	n/a	n/a	n/a

	Senior Planner				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell	Planner	55,120	71,656	88,192	
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach	Planner	69,187	91,672	114,158	115,003
Fruitland Park					
Holly Hill	Senior Planner	73,578	88,294	103,009	84,614
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Senior Planner	61,137	81,937	102,736	78,564
Edgewater	Senior Planner	52,603	70,678	88,754	
New Smyrna Beach	Chief Planner	77,356	100,563	123,770	84,439
Orange City					
Ormond Beach	Senior Planner	67,489	87,741	107,992	
South Daytona					
Ponce Inlet	Senior Planner	58,749	72,980	87,211	80,340
50th Percentile Category 1 - Green and Blue Communities		67,489	85,249	103,009	84,527
50th Percentile Category 2 - Green Communities		69,187	86,098	103,009	99,809

	Chief Building Official			
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores	Chief Building Official	89,877	117,936	145,995	
Flagler Beach	Chief Building Official	88,302	117,000	145,698	119,184
Fruitland Park					
Holly Hill	Chief Building Official	82,407	98,889	115,370	108,222
Indian Harbor Beach	Chief Building Official	89,036	118,098	147,159	118,382
Indian River Shores	Chief Building Official				162,922
St. Augustine Beach	Chief Building Official	82,859	108,802	134,745	109,070
Daytona Beach	Chief Building Official	85,442	122,486	159,530	159,530
Edgewater					
New Smyrna Beach	Chief Building Official	103,664	134,764	165,863	115,000
Orange City					
Ormond Beach	Chief Building Official	70,846	93,877	116,908	
South Daytona	Chief Building Official	75,400	99,913	124,426	123,760
Ponce Inlet	Chief Building Official	70,760	88,294	105,828	110,115
50th Percentile Category 1 - Green and Blue Communities		85,442	115,570	145,698	118,783
50th Percentile Category 2 - Green Communities		88,302	117,000	145,698	118,382

Code Compliance Manager					
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	Code Enforcement Officer	48,000	51,033	54,066	
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach	Code Enforcement Officer	46,828	62,048	77,267	52,312
Fruitland Park	Code Enforcement Officer	50,939	72,769	94,598	59,093
Holly Hill					
Indian Harbor Beach					
Indian River Shores	Code Compliance Manager				96,705
St. Augustine Beach					
Daytona Beach	Code Compl. Division Mgr.	69,352	99,421	129,489	118,926
Edgewater	Code Enforcement Supervisor	52,603	70,678	88,754	56,139
New Smyrna Beach	Code Compliance Supervisor	48,677	63,280	77,883	54,045
Orange City					
Ormond Beach	Neighborhood Improve. Mgr	67,489	89,419	111,349	
South Daytona					
Ponce Inlet	Code Compliance Manager	47,330	58,421	69,511	69,065
50th Percentile Category 1 - Green and Blue Communities		50,939	69,846	88,754	57,616
50th Percentile Category 2 - Green Communities		48,000	62,633	77,267	59,093

	Planning & Development Permitting Coord/Office Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Bldg & Plng Spec I-IV	46,238	62,483	78,728	55,973
Bunnell	Coordinator	37,254	48,431	59,607	55,640
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach	Permit Tech/Coord	38,526	51,047	63,568	49,067
Fruitland Park	Permit Tech II	37,897	50,534	63,170	49,843
Holly Hill					
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach	Permit Manager	53,118	67,630	82,142	69,201
Daytona Beach	Permits & Lic. Spvsr.	46,785	62,700	78,615	67,239
Edgewater					
New Smyrna Beach	Permit Supervisor	48,677	63,280	77,883	52,889
Orange City					
Ormond Beach	Permit Manager	50,356	65,462	80,569	
South Daytona					
Ponce Inlet	P&D Permit Coord/Off Mgr	47,330	58,421	69,511	69,514
50th Percentile Category 1 - Green and Blue Communities		46,512	62,380	78,249	55,640
50th Percentile Category 2 - Green Communities		38,526	51,047	63,568	55,640

Administrative Assistant					
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	Administrative Assistant				43,636
Belleview	Executive Assistant (PW)	48,547	61,766	74,984	60,008
Bunnell	Administrative Assistant	33,100	43,030	52,960	40,518
Cape Canaveral					
Daytona Beach Shores	Administrative Assistant	41,267	53,674	66,082	
Flagler Beach	Exec Asst to Public Works Dir	42,475	56,279	70,083	52,000
Fruitland Park	Administrative Assistant	37,897	50,534	63,170	41,350
Holly Hill	Administrative Assistant	41,954	51,584	61,214	54,434
Indian Harbor Beach	Administrative Assistant	42,828	56,807	70,786	45,760
Indian River Shores	Administrative Assistant	73,589	77,605	81,620	
St. Augustine Beach	Administrative Assistant	37,370	47,696	58,022	45,612
Daytona Beach	Office Specialist III	37,139	49,773	62,407	43,685
Edgewater	Administrative Assistant	38,917	50,991	63,066	
New Smyrna Beach	Administrative Specialist III	43,075	55,997	68,920	47,019
Orange City					
Ormond Beach	Administrative Assistant	35,794	46,530	57,266	
South Daytona	Executive Assistant	44,595	56,857	69,118	51,459
Ponce Inlet	Administrative Assistant	36,644	44,796	52,948	44,562
50th Percentile Category 1 - Green and Blue Communities		41,610	53,118	64,626	45,760
50th Percentile Category 2 - Green Communities		41,954	54,018	66,082	45,686

	Building Inspector				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores	Building Inspector	48,610	63,398	78,187	
Flagler Beach	Building Inspector	59,920	76,919	93,918	61,495
Fruitland Park					
Holly Hill					
Indian Harbor Beach					
Indian River Shores	Building Inspector				101,446
St. Augustine Beach	Building Inspector	53,118	67,630	82,142	76,787
Daytona Beach	Combination Inspector	55,580	74,488	93,395	67,831
Edgewater	Senior Building Inspector	50,128	67,330	84,531	62,566
New Smyrna Beach	Combination Inspector	60,610	78,794	96,977	63,819
Orange City					
Ormond Beach	Building Inspector	52,862	68,721	84,580	
South Daytona					
Ponce Inlet	Building Inspector	50,556	62,534	74,512	65,090
50th Percentile Category 1 - Green and Blue Communities		53,118	68,849	84,580	65,825
50th Percentile Category 2 - Green Communities		53,118	67,630	82,142	76,787

	Permit Technician				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Dev Services Tech I-V	41,933	60,330	78,728	51,210
Bunnell					
Cape Canaveral					
Daytona Beach Shores	Permit Technician	37,024	48,069	59,114	
Flagler Beach	Permit Technician	38,526	51,047	63,568	40,560
Fruitland Park	Permit Technician	31,574	42,110	52,645	33,280
Holly Hill	Licensing/Permit & Zoning Tech	49,962	56,046	62,130	51,002
Indian Harbor Beach					
Indian River Shores	Permit Technician	54,695	76,594	98,492	
St. Augustine Beach	Permit Technician	38,693	48,980	59,266	43,892
Daytona Beach	Permit Technician	37,139	49,773	62,407	46,139
Edgewater	Permit Technician	37,357	48,714	60,070	44,564
New Smyrna Beach	License & Permit Technician	41,024	53,331	65,638	42,245
Orange City					
Ormond Beach	Permit Technician	41,418	53,832	66,247	
South Daytona	Permit Technician	42,474	54,153	65,832	43,971
Ponce Inlet	Permit Technician	39,015	47,820	56,624	46,790
50th Percentile Category 1 - Green and Blue Communities		39,858	51,423	62,987	43,971
50th Percentile Category 2 - Green Communities		38,693	50,411	62,130	43,892

	Property Maintenance & Housing Inspector				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores	Code Enforcement Officer	46,030	59,977	73,923	
Flagler Beach	Code Enforcement Officer	46,828	62,048	77,267	52,312
Fruitland Park					
Holly Hill	Rental Housing Inspector	38,605	47,185	55,765	
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Code Compl. Rental Insp.	50,527	67,716	84,905	65,864
Edgewater					
New Smyrna Beach					
Orange City					
Ormond Beach	Neighborhood Improve. Off.	43,489	56,536	69,582	
South Daytona	Code Enforcement Officer	42,474	54,153	65,832	49,712
Ponce Inlet	Property Maint & Housing Insp	39,015	47,820	56,624	51,032
50th Percentile Category 1 - Green and Blue Communities		44,760	58,256	71,753	52,312
50th Percentile Category 2 - Green Communities		46,030	59,977	73,923	52,312

	Cultural Services Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Events/Promotions Manager	61,950	78,831	95,712	67,005
Bunnell					
Cape Canaveral					
Daytona Beach Shores	Recreation Director				122,699
Flagler Beach					
Fruitland Park					
Holly Hill					
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Parks & Recreation Mgr.	63,050	90,384	117,717	108,953
Edgewater	Parks & Recreation Director	86,299	115,918	145,538	104,770
New Smyrna Beach	Civic Center Manager	70,164	91,213	112,263	71,201
Orange City					
Ormond Beach					
South Daytona					
Ponce Inlet	Cultural Services Manager	54,476	67,532	80,588	64,936
50th Percentile Category 1 - Green and Blue Communities		66,607	90,798	114,990	104,770
50th Percentile Category 2 - Green Communities		n/a	n/a	n/a	n/a

	Cultural Services Coordinator			
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach					
Fruitland Park					
Holly Hill					
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach					
Edgewater					
New Smyrna Beach					
Orange City					
Ormond Beach	Cultural Center Coordinator	50,356	65,606	80,857	
South Daytona	Recreation Coordinator	46,821	62,036	77,251	49,650
Ponce Inlet	Cultural Services Coordinator	36,644	44,796	52,948	41,777
50th Percentile Category 1 - Green and Blue Communities		n/a	n/a	n/a	n/a
50th Percentile Category 2 - Green Communities		n/a	n/a	n/a	n/a

	Public Works Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	Public Works Director				101,493
Belleview	Public Works Director	99,228	128,823	158,418	156,157
Bunnell	City Engineer	88,238	114,709	141,181	103,834
Cape Canaveral					
Daytona Beach Shores	Community Services Director				135,904
Flagler Beach					
Fruitland Park	Public Works Director	65,551	100,848	136,145	90,709
Holly Hill	PW Director/City Engineer	92,296	101,526	110,756	106,226
Indian Harbor Beach	Public Works Director	98,163	130,203	162,243	101,018
Indian River Shores	Public Works Director				92,585
St. Augustine Beach	Public Works Director	86,788	114,195	141,601	92,400
Daytona Beach	Public Works Director	110,060	150,600	191,140	188,548
Edgewater					
New Smyrna Beach					
Orange City	Public Works Director	121,237	132,937	144,636	168,034
Ormond Beach	Public Works Director	94,956	125,812	156,669	
South Daytona	Public Works Director	91,250	120,910	150,571	102,981
Ponce Inlet	Public Works Director	70,760	88,294	105,828	74,243
50th Percentile Category 1 - Green and Blue Communities		93,626	120,615	147,604	103,407
50th Percentile Category 2 - Green Communities		90,267	115,829	141,391	101,493

Assistant Public Works Manager					
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores	Deputy Director Public Works	67,850	88,816	109,782	
Flagler Beach					
Fruitland Park	Deputy Public Works Director	58,828	84,040	109,252	68,723
Holly Hill	Deputy Public Works Director	73,578	88,294	103,009	86,278
Indian Harbor Beach					
Indian River Shores	Assistant Public Works Mgr.				66,231
St. Augustine Beach	Assistant Public Works Dir.	69,308	91,992	114,676	81,900
Daytona Beach					
Edgewater					
New Smyrna Beach					
Orange City					
Ormond Beach	Public Works Operations Mgr	74,400	98,575	122,750	
South Daytona	Assistant Public Works Dir.	68,557	90,834	113,110	95,576
Ponce Inlet	Assistant Public Works Mgr	54,476	67,532	80,588	66,234
50th Percentile Category 1 - Green and Blue Communities		68,932	90,189	111,446	81,900
50th Percentile Category 2 - Green Communities		68,579	89,048	109,517	75,312

	Maintenance Tech I				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	Public Works Technician	40,404	44,763	49,122	
Belleview	Streets Maint or Utility Svc Tech	34,486	46,624	58,761	38,305
Bunnell	PW Maintenance Technician I	31,200	40,560	49,920	39,874
Cape Canaveral					
Daytona Beach Shores	Maintenance Worker I	35,069	45,490	55,910	
Flagler Beach	Facilities Maintenance Worker	33,280	44,096	54,912	38,345
Fruitland Park	PW Service Worker I	36,566	46,842	57,117	48,838
Holly Hill	Maintenance Worker I	35,610	43,243	50,877	36,546
Indian Harbor Beach	Maintenance Tech I	35,235	46,736	58,236	38,000
Indian River Shores					
St. Augustine Beach	Service Worker I	36,421	43,656	50,891	35,360
Daytona Beach	Maintenance Worker I	31,200	40,371	49,541	35,094
Edgewater	Parks Maintenance Worker	34,611	44,554	54,496	34,541
New Smyrna Beach	Equipment Operator I	35,438	46,069	56,700	36,766
Orange City					
Ormond Beach	Maintenance Worker I	31,200	35,984	40,768	
South Daytona	Maintenance Worker I	33,280	43,722	54,163	35,859
Ponce Inlet	Maintenance Tech I	31,198	37,852	44,506	39,967
50th Percentile Category 1 - Green and Blue Communities		34,840	44,585	54,330	36,766
50th Percentile Category 2 - Green Communities		35,235	45,074	54,912	38,305

	Maintenance Tech II				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Streets Maint or Utility Svc Tech	36,213	50,502	64,792	45,074
Bunnell	PW Maintenance Technician II	32,136	41,777	51,418	
Cape Canaveral					
Daytona Beach Shores	Maintenance Worker II	37,024	48,069	59,114	
Flagler Beach					
Fruitland Park	PW Service Worker II	36,566	46,842	57,117	48,838
Holly Hill	Maint Worker II -CDL rqd	37,066	45,157	53,248	40,664
Indian Harbor Beach	Maintenance Tech II	36,996	50,601	64,205	42,000
Indian River Shores					
St. Augustine Beach	Service Worker II	37,620	44,719	51,818	39,008
Daytona Beach	Maintenance Worker II	31,840	42,673	53,505	40,255
Edgewater					
New Smyrna Beach	Equipment Operator II	37,210	48,372	59,535	38,605
Orange City					
Ormond Beach	Maintenance Worker II	32,698	41,069	49,440	
South Daytona	Maintenance Worker II	36,691	46,779	56,867	40,331
Ponce Inlet	Maintenance Tech II	34,704	42,323	49,942	45,867
50th Percentile Category 1 - Green and Blue Communities		36,691	46,779	56,867	40,498
50th Percentile Category 2 - Green Communities		36,996	47,057	57,117	42,000

	Maintenance Tech III				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Utility Service Tech III	46,238	58,833	71,427	vacant
Bunnell	PW Maintenance Technician III	33,100	43,030	52,960	
Cape Canaveral					
Daytona Beach Shores	Maintenance Worker III	39,083	50,794	62,504	
Flagler Beach					
Fruitland Park	PW Service Worker III	36,566	46,842	57,117	48,880
Holly Hill					
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Maintenance Worker III	46,784	62,700	78,615	68,000
Edgewater	Distribution System Operator 3	40,498	53,352	66,206	52,270
New Smyrna Beach	Equipment Operator III	41,024	53,331	65,638	42,562
Orange City					
Ormond Beach	Maintenance Worker III	33,461	42,682	51,903	
South Daytona					
Ponce Inlet	Maintenance Tech III	39,015	47,820	56,624	
50th Percentile Category 1 - Green and Blue Communities		39,790	51,931	64,071	50,575
50th Percentile Category 2 - Green Communities		37,825	48,818	59,811	48,880

	Crew Leader				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Crew Leader, Streets or Utilities	41,933	64,376	86,819	60,757
Bunnell	Crew Leader	36,169	47,020	57,871	52,395
Cape Canaveral					
Daytona Beach Shores	Maintenance Supervisor	46,030	59,977	73,923	
Flagler Beach	Public Works Supervisor	62,754	83,150	103,545	79,560
Fruitland Park	Crew Chief Roads & Streets	44,034	56,420	68,806	48,880
Holly Hill	Lead Maint Worker-HEO	41,954	51,584	61,214	41,954
Indian Harbor Beach	Crew Leader	40,789	54,102	67,415	67,415
Indian River Shores					
St. Augustine Beach	Foreman	51,658	68,414	85,170	67,300
Daytona Beach	Maintenance Supvsr. III	46,784	62,700	78,615	68,000
Edgewater	Parks Team Leader	45,490	61,069	76,648	48,214
New Smyrna Beach	Supervisor	54,975	71,468	87,961	59,160
Orange City	Crew Leader	50,736	55,418	60,099	69,822
Ormond Beach	Maintenance Lead	47,936	62,312	76,689	
South Daytona	Crew Leader	40,435	51,563	62,691	50,440
Ponce Inlet	Crew Leader	44,343	54,613	64,882	50,550
50th Percentile Category 1 - Green and Blue Communities		45,760	60,523	75,286	59,958
50th Percentile Category 2 - Green Communities		42,994	57,179	71,365	60,757

	Custodian				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Custodian	32,843	40,591	48,339	39,707
Bunnell	P&R Maintenance Technician	33,100	43,030	52,960	38,438
Cape Canaveral					
Daytona Beach Shores	Custodian	39,083	50,794	62,504	
Flagler Beach					
Fruitland Park	Custodian	31,574	42,110	52,645	39,520
Holly Hill	Custodian	34,320	39,853	45,386	41,461
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach	Janitor	36,421	43,656	50,891	32,760
Daytona Beach	Maint. Worker I/Custodian	31,200	40,371	49,541	35,094
Edgewater					
New Smyrna Beach	Building Maintenance Worker I	33,750	43,875	54,000	33,100
Orange City					
Ormond Beach	Custodian	31,200	35,984	40,768	
South Daytona					
Ponce Inlet	Custodian	31,198	37,852	44,506	36,558
50th Percentile Category 1 - Green and Blue Communities		33,100	41,996	50,891	38,438
50th Percentile Category 2 - Green Communities		33,710	42,739	51,768	39,520

	Public Safety Director				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores	Public Safety Director				170,327
Flagler Beach					
Fruitland Park					
Holly Hill					
Indian Harbor Beach					
Indian River Shores	Public Safety Director				169,860
St. Augustine Beach					
Daytona Beach					
Edgewater					
New Smyrna Beach					
Orange City					
Ormond Beach					
South Daytona					
Ponce Inlet	Public Safety Director	94,201	118,181	142,161	139,164
50th Percentile Category 1 - Green and Blue Communities		n/a	n/a	n/a	n/a
50th Percentile Category 2 - Green Communities		n/a	n/a	n/a	n/a

	Police Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	Police Chief				133,999
Belleview	Police Chief	99,228	128,823	158,418	143,073
Bunnell	Police Chief	88,238	114,709	141,181	106,954
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach	Police Chief	92,717	122,850	152,983	118,040
Fruitland Park	Police Chief	83,481	111,308	139,135	90,043
Holly Hill	Police Chief	92,296	110,756	129,215	110,240
Indian Harbor Beach	Police Chief	108,224	143,549	178,873	149,267
Indian River Shores	Police Chief				117,677
St. Augustine Beach	Police Chief	107,214	137,877	168,540	119,167
Daytona Beach					
Edgewater	Police Chief	90,626	121,722	152,818	130,915
New Smyrna Beach	Police Chief	126,005	163,806	201,608	165,000
Orange City	Police Chief	109,965	120,577	131,189	152,412
Ormond Beach	Police Chief	90,422	119,807	149,192	
South Daytona	Police Chief	91,250	120,910	150,571	119,621
Ponce Inlet	Police Chief	85,559	107,163	128,767	125,258
50th Percentile Category 1 - Green and Blue Communities		92,507	122,100	151,694	119,621
50th Percentile Category 2 - Green Communities		92,717	122,850	152,983	118,040

	Police Lieutenant			
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	Deputy Chief				113,943
Belleview	Police Lieutenant	77,747	98,933	120,120	100,460
Bunnell	Police Lieutenant	66,847	86,901	106,955	82,014
Cape Canaveral					
Daytona Beach Shores	Lieutenant	82,555	108,264	133,973	
Flagler Beach	Deputy Police Chief	80,092	106,122	132,152	100,922
Fruitland Park	Police Lieutenant	63,123	84,165	105,206	82,191
Holly Hill					
Indian Harbor Beach	Police Lieutenant	73,250	97,159	121,068	90,000
Indian River Shores	Police Lieutenant				143,465
St. Augustine Beach	Police Lieutenant	80,878	93,532	106,185	87,027
Daytona Beach	Deputy Police Chief	98,063	136,808	175,552	172,067
Edgewater	Deputy Police Chief	77,189	98,966	120,744	
New Smyrna Beach	Deputy Police Chief	114,290	148,577	182,864	
Orange City					
Ormond Beach	Police Lieutenant	64,263	85,147	106,030	
South Daytona	Police Lieutenant	77,619	100,901	124,182	86,399
Ponce Inlet	Police Lieutenant	70,760	88,294	105,828	94,855
50th Percentile Category 1 - Green and Blue Communities		77,683	99,294	120,906	95,230
50th Percentile Category 2 - Green Communities		77,747	98,933	120,120	95,230

	Police Corporal				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	Police Corporal	52,773	70,978	89,182	
Belleview	Police Corporal	61,963	78,842	95,722	67,012
Bunnell	Police Corporal	55,100	69,380	83,660	
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach					
Fruitland Park	Senior Police Officer	54,652	72,870	91,087	59,354
Holly Hill	Police Corporal	55,317	68,445	81,574	
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach	Police Corporal	54,420	64,773	75,126	67,947
Daytona Beach					
Edgewater					
New Smyrna Beach	Police Corporal	60,807	79,049	97,290	61,705
Orange City					
Ormond Beach	Police Corporal	61,040	75,308	89,576	
South Daytona					
Ponce Inlet	Police Corporal	47,330	58,421	69,511	62,804
50th Percentile Category 1 - Green and Blue Communities		55,208	72,294	89,379	64,359
50th Percentile Category 2 - Green Communities		54,876	70,649	86,421	67,012

	Police Sergeant			
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	Police Sergeant	80,079	92,728	105,378	
Belleview	Police Sergeant	75,296	95,826	116,355	84,538
Bunnell	Police Sergeant	60,812	76,806	92,799	70,000
Cape Canaveral					
Daytona Beach Shores	Sergeant	75,894	98,892	121,889	
Flagler Beach	Police Sergeant				87,453
Fruitland Park	Police Sergeant	57,385	76,514	95,642	72,085
Holly Hill	Police Sergeant	61,091	76,670	92,250	69,626
Indian Harbor Beach	Police Sergeant	73,250	97,159	121,068	80,000
Indian River Shores	Police Sergeant	89,164	98,925	108,686	
St. Augustine Beach	Police Sergeant	71,675	84,329	96,983	77,224
Daytona Beach	Police Sergeant	65,795	82,348	98,901	84,972
Edgewater	Police Sergeant	63,489	81,409	99,328	71,562
New Smyrna Beach	Police Sergeant	72,968	94,858	116,749	74,046
Orange City	Police Sergeant	66,894	75,463	84,032	101,169
Ormond Beach	Police Sergeant	66,059	81,983	97,907	
South Daytona	Police Sergeant	67,486	87,742	107,999	71,919
Ponce Inlet	Police Sergeant	50,556	62,534	74,512	74,888
50th Percentile Category 1 - Green and Blue Communities		67,486	83,407	99,328	75,635
50th Percentile Category 2 - Green Communities		73,250	89,314	105,378	77,224

	Police Investigator				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell	Detective	50,000	62,750	75,500	73,008
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach	Police Investigator				72,443
Fruitland Park	Detective	54,652	72,870	91,087	63,270
Holly Hill	Police Investigator	50,288	62,223	74,158	55,869
Indian Harbor Beach					
Indian River Shores	Police Investigator				95,313
St. Augustine Beach					
Daytona Beach					
Edgewater					
New Smyrna Beach					
Orange City					
Ormond Beach					
South Daytona	Police Officer CID	53,988	70,194	86,399	80,153
Ponce Inlet	Police Investigator				59,223
50th Percentile Category 1 - Green and Blue Communities		52,138	66,544	80,950	72,726
50th Percentile Category 2 - Green Communities		50,288	62,894	75,500	72,443

	Police Officer				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle	Law Enforcement Officer	50,743	68,248	85,752	
Belleview	Police Officer	53,518	68,099	82,680	53,518
Bunnell	Police Officer	50,000	62,750	75,500	57,637
Cape Canaveral					
Daytona Beach Shores	Police Officer	52,722	68,436	84,150	
Flagler Beach	Law Enforcement Officer				66,729
Fruitland Park	Police Officer	52,050	69,400	86,750	53,363
Holly Hill	Police Officer	50,288	62,223	74,158	59,994
Indian Harbor Beach	Police Officer	52,058	69,050	86,041	60,000
Indian River Shores	Law Enforcement Officer	51,967	64,895	77,823	
St. Augustine Beach	Law Enforcement Officer	56,650	67,663	78,675	56,650
Daytona Beach	Police Officer	53,615	68,685	83,754	64,200
Edgewater	Police Officer	52,613	67,158	81,703	60,887
New Smyrna Beach	Police Officer	52,875	68,738	84,600	54,450
Orange City	Law Enforcement Officer	52,417	59,128	65,839	79,260
Ormond Beach	Police Officer	55,987	68,583	81,178	
South Daytona	Police Officer	53,988	70,194	86,399	58,466
Ponce Inlet	Police Officer	44,343	54,613	64,882	57,259
50th Percentile Category 1 - Green and Blue Communities		52,613	67,646	82,680	59,230
50th Percentile Category 2 - Green Communities		52,050	67,365	82,680	57,637

	Office Manager				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Executive Asst to Police Chief	48,547	61,766	74,984	74,422
Bunnell	PD Administrative Assistant	33,100	43,030	52,960	42,869
Cape Canaveral					
Daytona Beach Shores	Admin Asst-Public Safety	54,309	70,918	87,526	
Flagler Beach	Exec Asst to Police Chief	42,475	56,279	70,083	56,326
Fruitland Park					
Holly Hill	Office Manager-Police Dept.	49,962	62,130	74,298	
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach	Office Manager	54,420	67,649	80,878	65,445
Daytona Beach					
Edgewater	Administrative Coordinator	38,917	50,991	63,066	41,995
New Smyrna Beach					
Orange City					
Ormond Beach	Office Manager/Chief Sec'y	41,418	53,843	66,269	
South Daytona	Administrative Assistant	46,821	62,036	77,251	69,742
Ponce Inlet	Office Manager	41,576	51,085	60,593	49,794
50th Percentile Category 1 - Green and Blue Communities		46,821	60,559	74,298	60,886
50th Percentile Category 2 - Green Communities		49,254	61,948	74,641	60,886

	Office Specialist				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview	Records Data Specialist	36,213	46,082	55,952	41,330
Bunnell					
Cape Canaveral					
Daytona Beach Shores	Records Clerk	37,024	48,069	59,114	
Flagler Beach	Police Records Clerk	36,691	48,616	60,540	47,008
Fruitland Park	Administrative Assistant	37,897	50,534	63,170	41,787
Holly Hill	Police Service Clerk	35,610	43,243	50,877	36,525
Indian Harbor Beach					
Indian River Shores					
St. Augustine Beach					
Daytona Beach	Office Specialist III	37,139	49,773	62,407	
Edgewater	Records Clerk	34,611	44,554	54,496	35,901
New Smyrna Beach	Administrative Specialist II	39,070	50,791	62,512	40,535
Orange City					
Ormond Beach	Records Specialist	34,072	44,285	54,497	
South Daytona	Records Clerk	34,944	44,554	54,163	46,488
Ponce Inlet	Office Specialist	32,982	40,057	47,132	45,435
50th Percentile Category 1 - Green and Blue Communities		36,452	46,992	57,533	41,330
50th Percentile Category 2 - Green Communities		36,691	47,902	59,114	41,558

	Fire Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach	Fire Chief	92,717	122,850	152,983	108,223
Fruitland Park					
Holly Hill	Fire Chief	92,296	110,756	129,215	117,478
Indian Harbor Beach	Fire Chief	108,224	143,549	178,873	119,062
Indian River Shores					
St. Augustine Beach					
Daytona Beach					
Edgewater	Fire Chief	90,626	121,722	152,818	130,915
New Smyrna Beach	Fire Chief	126,005	163,806	201,608	133,647
Orange City	Fire Chief	109,965	120,577	131,189	152,412
Ormond Beach	Fire Chief	90,422	119,807	149,192	
South Daytona	Fire Chief	62,150	99,507	136,864	118,955
Ponce Inlet	Fire Chief	85,559	107,163	128,767	
50th Percentile Category 1 - Green and Blue Communities		92,507	121,756	151,005	119,062
50th Percentile Category 2 - Green Communities		92,717	122,850	152,983	117,478

	Deputy Fire Chief				
Comparable Community	Title & Position Comments	Minimum Rate:	Midpoint:	Maximum Rate:	Actual Salary:
Belle Isle					
Belleview					
Bunnell					
Cape Canaveral					
Daytona Beach Shores					
Flagler Beach	Deputy Fire Chief	72,646	96,256	119,866	vacant
Fruitland Park					
Holly Hill					
Indian Harbor Beach					
Indian River Shores	Deputy Fire Chief				109,110
St. Augustine Beach					
Daytona Beach	Deputy Fire Chief	76,158	109,310	142,462	129,437
Edgewater	Deputy Chief	74,547	100,142	125,736	113,734
New Smyrna Beach	Deputy Fire Chief	114,290	148,577	182,864	117,719
Orange City	Deputy Fire Chief	91,670	100,516	109,362	127,055
Ormond Beach	Deputy Fire Chief	82,029	108,689	135,348	
South Daytona	Fire Commander	72,259	90,324	108,389	89,794
Ponce Inlet	Deputy Fire Chief	70,760	88,294	105,828	79,740
50th Percentile Category 1 - Green and Blue Communities		76,158	100,947	125,736	115,727
50th Percentile Category 2 - Green Communities		n/a	n/a	n/a	n/a

2025 Ponce Inlet Classification and Compensation Study
Questions And Answers:

Attrition & Staffing

1. **Of the 59 employees who left, what were the specific reasons (retirement, dismissal, discipline, performance, relocation, pay, etc.)?** Reference the attached Employee Termination Report.

2. **How many were senior-level staff, and how many have returned?** Reference the attached Employee Termination Report - Ten senior staff level employees left.

3. **By discipline and job level, where has attrition occurred?** Reference the attached Employee Termination Report.

4. **Were any terminations a net positive for the Town (e.g., due to performance/attendance issues)?** In a few cases, yes. The removal of underperforming employees is essential to maintain productivity and preserve departmental culture.

5. **Do we know if salary was truly the primary driver of turnover?** Not specifically. We know that 24% of the 59 employees that left went to the surrounding local governments and another 20% was due to involuntary turnover.

6. **Will MGT then specifically outline which positions are out-of-range - both below and above their recommended salary?** MGT has provided this information in #19 – although, none at present are over the *new* recommended maximum.

Longevity Pay & Payroll Data

7. **Who are the targeted employees for the longevity payout request, with hire dates and dollar amounts for each?** Based on feedback from the previous presentation, MGT is recommending a wage compression adjustment for employees that are falling within 15% of the new range minimum and have over 10 years of service. This wage compression adjustment for employees in the bottom 15% of the new proposed pay range is essential to maintaining internal fairness and avoiding pay compression that can undermine the integrity of the entire compensation structure. By bringing these employees to a more competitive and fair wage level, the Town protects itself from costly turnover, preserves critical expertise, and strengthens its ability to attract and retain top talent. MGT recommends at least a 3% adjustment for employees who have more than ten years of experience and are falling within 15% of the minimum proposed pay range. The adjustment would affect the 8 positions noted below:

Name	Position	Annual Salary	Years of Service	Proposed New Grade	Wage Compression Adjustment
CHERBANO, KIM	Human Resources Director/Town Clerk	104,455	19	10	3,134
RUDD, DOUGLAS L	Sergeant	74,512	28	8	2,235
RYAN, WILLIAM C	Sergeant	71,894	17	8	2,157
SCHLEIFER, GARY E	Police Officer	64,752	17	6	1,943
HUGLER, REBECCA A	Office Manager - Fire	52,802	11	5	1,584
BAKER, ROBERT H	Chief Building Official/Floodplain Mgr.	110,115	10	10	3,303
HOOKER, DAVID A	Code Compliance Mgr./Fire Marshall	69,065	10	8	2,072
PIERCE, AMI M	P&D Permitting Manager	69,514	20	8	2,085
Total:					18,513

8. **Can we see a full payroll breakdown: name, job title, tier, base salary, benefits load (as % of base), stipends/incentives (one-time vs recurring), retirement contribution %, and hire/start date?** See Attachment 4.

9. **Who conducted the longevity analysis included in the Town's memo, and was it based on comparable community data?** The longevity analysis referenced in the Town's memo was recommended by MGT, using their established methodology for assessing long-term staffing and compensation sustainability. The analysis was informed by industry standards, professional best practices, and broader market data that reflect trends across comparable organizations. Since the initial recommendation the Town has asked MGT to revise the recommendation as noted/shown above in Question 7.

MGT Comparable Communities Study

10. **Why didn't MGT limit its survey to the 16 communities that met the 55-point criteria (of which 11 responded)?** Following the original meeting, MGT refined the analysis to focus exclusively on the original communities that scored 55+ points on the survey and to incorporate six (6) additional communities within Volusia County. Of the twenty-two (22) recommended comparators, seventeen (17) provided responses to the survey or supplied MGT with their Compensation Plans or salary information. In the updated report, MGT presents the original communities that scored 55+ points on the survey separately from the additional Volusia County communities to ensure a clear and distinct comparison.

11. **Why were 3 non-qualifying communities (Orange City, South Daytona, Cocoa Beach) added, while others with higher points (Edgewood, Umatilla, Melbourne Beach) were bypassed?** Those three communities were added because they each have both fire and police departments. Among the top comparable communities, only **six** had public safety functions. These additional three were selected as the next highest-ranking comparables

with fire and police services in order to provide additional sets of market data specific to those functions. Based on the new revised analysis discussed above, Cocoa Beach is no longer included.

12. **Why did the Town add 14 additional entities that were not comparable by MGT's criteria (many much larger counties and agencies)?** As talked about above, this has been revised since the initial meeting and now only the original communities that scored 55+ points on the survey 55+ will be presented along with the 6 Volusia County communities that are competitors in the marketplace. Originally, the Town had used these as comparables in the past during the 2016 Salary Study completed by Evergreen because they are competitors in the local job marketplace, so MGT incorporated them into the initial list which has since been removed.

13. **Will MGT re-run its analysis using only the 11 valid comparable communities?**
    Yes – included in the report.

14. **Can MGT provide a list and results based only on these 11, excluding non-responders and "N/A" data in Appendix C?**
    Yes – included in the report.

Benefits & Total Compensation

15. **Why did MGT only analyze base salary, not benefits?**
    Based on MGT's extensive experience working with local government organizations, the firm has consistently found that employee benefit packages tend to be relatively uniform across jurisdictions. As a result, benefits generally do not serve as a primary differentiator in *attracting and retaining* qualified staff. Instead, market data continues to demonstrate that base salary remains the most influential and meaningful factor in overall compensation competitiveness.

    Given this, MGT maintains that analyzing market data and focusing on base-salary comparisons is a sound and effective approach for understanding an organization's position within the labor market. This method allows for clear, measurable benchmarking and provides the strongest basis for evaluating pay structures.

    Nevertheless, to ensure that this Study offers a comprehensive and well-rounded assessment, MGT has expanded the scope of work to include an evaluation of employee benefits. Incorporating this analysis will provide additional context, allow for more complete comparisons across peer organizations, and further strengthen the Study's findings and recommendations.

16. **Do we know benefit loads and cost-sharing policies (employer vs employee out-of-pocket) for the comparable communities?** Yes, MGT ran a full benefit analysis and this new information is presented in the updated report.

17. **How does our total compensation (salary + benefits) compare to the 11 true comparables?** MGT has run a full benefit analysis and this new information is shared in the updated report.

18. **The MGT Final Report p. 8 states "compensation associated with longevity or other fringe benefits was not analyzed". The Town's August 11 memo, p. 2, outlines 4 "implementation options". These options all include "longevity incentives".** The updated report now focuses on wage compression for long-tenured employees.

Job Comparisons & Pay Plan

19. **How were the 15 positions identified for salary increases, and where is the analysis showing comparability?** Based on the updated analysis with the adjustment of the comparable communities and the new proposed pay ranges, there are now only 8 positions falling below the market minimum, and MGT recommends an adjustment to the minimum of the proposed salary range. The positions are shown below with the additional cost to bring them to minimum.

Name	Primary Position	Annual Salary	Proposed New Grade	Proposed New Minimum	Cost to Minimum
VACANT	Deputy Fire Chief	79,740	9	80,000	260
MANCHESTER, GINA C	Office Manager - Police	49,125	5	50,600	1,475
HORNBUCKLE, BAILEY	Administrative Assistant	44,562	4	46,000	1,438
DEAN, LOIS E	Senior Permit Technician	46,385	5	50,600	4,215
WARGO, STEVEN	Public Works Director	74,243	10	93,500	19,257
GATROST, LINDSAY	Office Manager - PW	47,454	5	50,600	3,146
STEWART, RANDALL S	Crew Leader	49,532	5	50,600	1,068
COTTON, JULIE	Cultural Services Coordinator	41,777	4	46,000	4,223
Total:					**35,082**

When developing a compensation plan, MGT's approach relies most heavily on maintaining internal equity across the Town's pay and compensation structure. The foundation of this process is the evaluation and scoring of positions, followed by grouping them into skill levels and grades. This internal structure is critical because job duties and responsibilities can vary significantly from community to community, making it essential to first understand how roles function within the Town itself. Once the internal framework is established, MGT then collects and analyzes external market data. Market data for each position is aggregated at the grade level—for example, all 50th percentile market data for positions within Grade 6 are averaged to determine the overall market rate for that grade. From this analysis, we develop proposed pay ranges that closely align with the market while also ensuring consistency across the plan.

In practice, the proposed ranges are structured with a uniform range spread (40%) and a logical progression from one grade to the next. The goal is to ensure fairness by compensating positions with similar scores—based on nine job evaluation factors—at comparable levels. For instance, the market data for Grade 6 positions averages between $51,955 and $82,323, while the proposed pay range for Grade 6 is $55,660 to $77,924. While the ranges do not match the market data exactly, they are designed to balance external competitiveness with internal consistency through careful gradation between grades.

20. **Did MGT compare job descriptions, or were salary matches used without function alignment?** MGT does not conduct a line-by-line review of individual job descriptions as part of the compensation study process. Instead, our approach focuses on ensuring overall market alignment by analyzing job titles and core functions. To support this, the market survey includes concise position descriptions that provide sufficient detail to align roles across comparable organizations. This methodology allows us to capture the intent and scope of the positions while maintaining consistency and comparability in the market data. Our goal is to ensure that positions are matched based on their primary responsibilities and functional role in the organization, rather than on unique internal nuances that may not translate across jurisdictions.

21. **Is there a breakdown of how the Town calculated "total cost" for the four implementation scenarios?** These options are no longer being considered with the adjustments and changes referenced in the prior questions and based on the feedback from the initial presentation. Implementation will be discussed with future updates.

22. **Clarify: is the recommended salary range 40% or 50% (conflict between consultant presentation and August 11 memo)?** 40% range spread from minimum to maximum for each pay grade.

Definition:

Career change: Working in a different field

Education: Left to pursue educational opportunities for career advancement

Involuntary: Asked to resign or terminated

Medical - Unable to work

Private-sector: Currently employed outside of local government.

Relocated: Moved out of area

Retired: Fully retired and no longer employed.

Employee Name	Position	Date of Hire	Termination Date	Reason
ADMINISTRATIVE DEPT				
WITT, JEANEEN	Town Manager	5/16/2005	10/22/2022	Holly Hill
HUNT, PEG	Deputy Clerk	10/19/1998	3/28/2024	Medical
ARNAUD, VALERIE	SR UB Spec/Acct Asst	7/5/2004	10/31/2020	Retired
PLANNING & DEVELOPMENT DIVISION				
JOULANI, AREF	Director	8/13/2007	2/27/2021	Private-sector
FRAZIER, BEVERLY	Senior Planner	3/23/2020	6/6/2022	St. Johns County
MENDENHALL, ADAM	Principal Planner	6/1/2021	5/31/2023	Sanford
INFORMATION TECHNOLOGY DEPT				
IRWIN , AARON	IT Manger	1/11/2019	7/19/2021	Ormond
POLICE DEPT				
DUNKELMANN, LOUISE	Administrative Asst	7/15/2020	11/21/2020	Medical
RIPPEON, DANIEL	LEO	9/27/2021	7/24/2022	Edgewater
DESFORGES, TIM	LEO	11/11/2019	4/13/2021	Relocated, FL panhandle
FUTCH, GREGORY	LEO	10/3/2016	12/18/2020	Retired
OLIVEIRA, GEORGE	LEO	3/15/2021	4/8/2021	South Daytona
PREIS, RICHARD	Corporal	7/8/2019	7/31/2023	Involuntary
JOHNSON, ERIC	LEO	1/25/2021	9/10/2024	Involuntary
COURNEYA, BRIAN	LEO	5/28/2019	6/17/2021	Relocated, Texas
WALKER, MARK	Detective/LT	9/20/2010	9/2/2020	Retired
BINZ, WANDA	Supervisor Admin	3/24/1999	7/31/2020	Retired
FABRIZIO, FRANK	Police Chief	3/5/2017	12/2/2019	Private-sector
PETERSON, LAUREN	LEO	4/23/2018	10/9/2019	Private-sector
FIRE DEPT				
RODRIGUEZ, OSCAR	FF	12/20/2021	2/11/2022	Ormond Beach
STEFFEN, PETER	FF D/E	10/15/2014	3/22/2024	Retired
WARD, JOHN	FF LT	8/7/2023	5/2/2024	Deceased
BROOKS, JOHN	FF D/E	9/22/2008	9/25/2021	Private-sector
MILLAN, JUAN	FF	10/13/2021	4/13/2022	Relocated, Ocala
GEORGE, DEREK	FF LT	7/27/1995	8/10/2021	Involuntary
TAYLOR, NOBLE	Deputy Fire Chief	4/27/2020	7/14/2023	Private-sector 8
VESCOVI, DOMINIC	FF	4/13/2020	9/25/2021	Volusia County
FATTOUH, FADI	FF	3/5/2020	3/5/2024	Career change
DAVIS, JOHN	FF	4/14/2020	5/12/2020	Relocated, Washington State
OBERST, KYLE	FF	8/8/2012	8/10/2021	Involuntary
YOUNG, ROY	FF LT	8/9/2004	6/19/2023	Retired
SEVERSON, SUSANNE	FF LT	9/21/2004	6/19/2023	Involuntary
HERREN, CHERYL	FF D/E	8/25/2005	10/8/2021	Career change
JACKSON, ARIEL	FF	11/29/2021	12/4/2023	Education
BUILDING / CODE DIVISION				
JOSHUA, CHERYL	Permit Tech	3/4/2024	8/19/2024	Involuntary
NIEVES, STEVE	Admin Assistant	2/13/2023	12/15/2023	Education
LEE, AMBER	Admin Assistant	8/31/2022	11/30/2022	Family
RIZZO, LAUREN	Permit Asst	10/1/2017	1/24/2020	South Daytona
WEISS, CAITLIN	Permit Asst	1/1/2020	7/31/2020	South Daytona

Categories	Percentage
Career Change 3	5%
Education 2	3%
Family 1	2%
Involuntary 12	20%
Marines 1	2%
Medical/Deceased 5	8%
Private Sector 8	14%
Relocated 5	8%
Retired 6	10%
Surrounding Entities 14	24%
Unknown 2	3%
Total	100%

PUBLIC WORKS DEPT

Name	Title	Start	End	Reason
GRIFFITH, FRED	Director	8/1/2021	8/2/2024	Involuntary
JOHNSTON, FRANK	Maintenance Tech	1/21/2020	5/12/2020	Unknown
BLEWITT, TYLER	Maintenance Tech 2	5/11/2020	5/13/2024	Involuntary
THIEL, TERRY	Maintenance Tech	4/13/2020	11/10/2020	Involuntary
JOWERS, JEFFREY	Crew Leader	6/15/2020	6/21/2024	Daytona Beach Shores
PARKER, MICHAEL	Maintenance Tech	4/13/2020	8/10/2020	Relocated, New York
GUNTER, KEITH	PW Director	11/1/1998	4/27/2020	Involuntary
REPYNECK, ERIK	Crew Leader	1/9/2017	3/6/2020	Volusia County
MORAVEC, DARIO	Crew Leader	2/29/2016	7/1/2020	Deceased
MILLER, JEFFREY	Maintenance Tech 3	9/22/1992	1/9/2024	Deceased
IBRAHIM, JESSICA	Maintenance Tech	9/17/2018	3/30/2020	Involuntary
BERRY, TIM	Maintenance Tech	9/20/2018	4/3/2020	NSB
ZACCARIA, MATTHEW	Maintenance Tech	6/27/2024	7/5/2024	Private-sector
BAKER, ROBERT	Maintenance Tech	2/16/2021	12/2/2022	Private-sector
SUMMERS, CONNOR	Maintenance Tech	1/25/2024	5/17/2024	Marines
SPEARS, AMBER	Office Manager	2/16/2021	8/4/2023	Daytona Beach
GRAY, NEIL	Maintenance Tech	10/5/2020	11/20/2020	Unknown
SCHENK, KAREN	Office Manager	11/20/2020	6/11/2021	Private-sector

CULTURAL SERVICES DEPT

Name	Title	Start	End	Reason
ZENGOTITA, AMY	Cult Serv Manager	5/5/2014	2/28/2020	South Daytona
LAGRECA, JENNIFER	Museum Educ /Program Coordinator	5/25/2021	12/22/2023	Involuntary

Employee Compensation

Name	Primary Position	Date of Hire	Yrs of Service	FY 25/26 Hrly	Annual -	Stipends / Incentives	Benefits Percentage
ADMINISTRATION							
BRESSETT, KIM M	SR. ACCOUNTANT	2/42021	4	30.544	63,532	0	29.98
CHERBANO, KIM	Human Resources Director / Town Clerk	10/24/2006	19	50.219	104,456	0	27.99
DOWLING, AMY	Human Resources Coordinator	5/30/2024	5	31.254	65,008	0	31.86
GJESSING, STEPHANIE	Deputy Town Clerk	4/11/2022	3	26.862	55,873	2500	29.98
GULLO, DEBRA A	OFFICE SPECIALIST	10/22/2001	24	22.795	47,414	0	29.98
HALL, JERI G	Assistant Finance Director	4/10/2023	4	40.227	83,672	0	28.23
LILL, HEATHER M	Accounting Specialist - Utility Billing	2/23/2020	5	28.160	58,573	0	29.98
M^CCOLL, KIM M	Finance Director	4/25/2016	9	50.653	105,358	0	27.50
STEWART, DEBBIE LYNN	Assistant Deputy Clerk - Records Coordinator	4/10/2023	2	26.821	55,788	0	31.86
STURNO, CHAD	Grant Coordinator/Accountant	7/29/2024	<1	27.511	57,223	0	31.86
PLANNING & DEVELOPMENT							
WHEATCRAFT, LARRY	SENIOR PLANNER	6/2/2025	6/2/25	38.625	80,340	0	29.98
LEAR, DARREN	Planning & Development Director	12/4/2023	1.5	53.024	110,290	0	26.27
RIPPEY, PATRICIA M	PRINCIPAL PLANNER	1/3/2023	2.4	44.651	92,874	0	26.27
IT							
BARBER, JOSHUA I	IT Technician	1/3/2023	2.5	30.128	62,666	0	31.86
OKUM, RANDY P	IT DIRECTOR	9/7/2021	3.5	46.727	97,192	0	26.27
POLICE							
BROWNING, NEIL	Police Officer	10/26/2023	2	25.577	55,860	0	29.98
CHRISTENSEN, MICHAEL E	Investigator	8/31/2021	3.75	28.742	59,783	0	31.86
GLAZIER, JEFFREY L	Police Chief	7/9/2020	5	60.196	125,208	0	27.07
HICKS, DONALD GERALD	Police Officer	10/7/2019	5	26.620	58,138	1,000	28.23
HUNCHARD, JOSEPH	Police Officer	7/31/2023	2	25.580	55,867	0	29.98
KEARNEY, BRIAN	Police Officer	2/4/2025	3 mos.	25.574	55,854	0	29.98
MAHOI, MUSA M	Patrol Corporal	8/20/2018	6	28.606	62,476	0	31.86
MANCHESTER, GINA C	Office Manager - Police	2/16/2016	9	23.618	49,125	0	29.98
MEAD, COREY A	Police Lieutenant	1/31/2000	28	45.603	94,854	0	28.10
RUDD, DOUGLAS L	Sergeant	4/17/1997	28	34.117	74,512	0	29.97
RYAN, WILLIAM C	Sergeant	7/14/2008	17	32.919	71,895	0	29.97
SCHLEIFER, GARY E	Police Officer	7/14/2008	17	29.649	64,753	1000	33.43
SEXTON, DANA	Office Specialist	10/3/2023	1.5	20.209	42,035	0	29.98

Employee Compensation

WAGERS, JASON	Police Officer	4/25/2024	1	25.576	55,858	0	29.98
WALKER, MICHAEL ANTHONY	Police Officer	10/4/2022	2.5	25.580	55,867	0	31.86
ROMANOWICZ, BENJAMIN	Police Officer	9/22/2025	9/22/25	25.573	55,851	0	29.98
VACANT	Police Officer			25.574	55,854	0	
FIRE							
HUGLER, REBECCA A	Office Manager - Fire	4/7/2014	11	25.385	52,801	22500	31.09
VACANT	Deputy Fire Chief			38.337	79,741	0	28.23
SCALES, DANIEL J	FIRE CHIEF	10/1/2001	24	66.905	139,162	0	27.07
BUILDING							
BAKER, ROBERT H	Chief Building Official/ Floodplain Manager	12/8/2014	10	52.940	110,115	0	27.50
DEAN, LOIS E	SENIOR Permit Technician	8/10/2020	5	22.301	46,386	0	31.86
HAIGHT, PHILIP	BUILDING INSPECTOR	2/3/2025	0.5	31.293	65,089	0	28.23
HOOKER, DAVID A	Code Compliance Manager/Fire Marshall	7/6/2015	10	33.204	69,064	5000	31.86
HORNBUCKLE, BAILEY	Administrative Assistant	9/9/2024	1	21.424	44,562	0	31.86
MINCEY, TRAVIS C	Property Maintenance and Housing Inspector	12/6/2021	3.5	24.535	51,033	0	31.86
PIERCE, AMI M	P&D Permitting Manager	11/8/2004	20	33.420	69,514	10000	29.97
RICCI, HEATHER	Permit Technician	9/12/2024	1	22.495	46,790	0	31.86
PUBLIC WORKS							
BARNHART, STANLEY	CREW LEADER	1/9/2023	2.5	24.792	51,567	4020	31.86
DUNLAP, STEVEN W	Assistant Public Works Manager	4/13/2020	5	31.843	66,233	5520	31.86
FLOYD, JUAN	Maintenance Technician I	9/17/2024	1	18.375	38,220	260	31.86
GATROST, LINDSAY	Office Manager - PW	1/5/2021	4	22.815	47,455	2500	31.86
HUNT, LARRY	Maintenance Technician I	2/5/2024	1.5	19.714	41,005	260	31.86
LADONE, JOSEPH	Maintenance Technician I	7/8/2024	1	19.714	41,005	260	31.86
RUIZ, ERIC	Maintenance Technician I	5/22/2017	9	22.051	45,866	3740	29.98
SPAMPANATO, DEBRA T	CUSTODIAN	10/5/2020	4	17.573	36,552		31.86
STEWART, RANDALL S	CREW LEADER	10/4/2021	4	23.814	49,533	4020	31.86
WARGO, STEVEN	PUBLIC WORKS DIRECTOR	10/1/2024	1	35.694	74,244		28.23
WRIGHT, PHILLIP	Maintenance Technician I	5/6/2024	1	19.055	39,634	260	31.86
VACANT	Mid-year hires 4/1/26	4/1/2026		18.375	19,110		
VACANT	Mid-year hires 4/1/26	4/1/2026		18.375	19,110		
CULTURAL SERVICES							
ALEX, JACQUELINE C	Cultural Services DIRECTOR	3/16/2020	5	31.219	64,936		31.86
COTTON, JULIE	MUSEUM COORDINATOR	7/3/2024	0.75	20.085	41,777		31.86