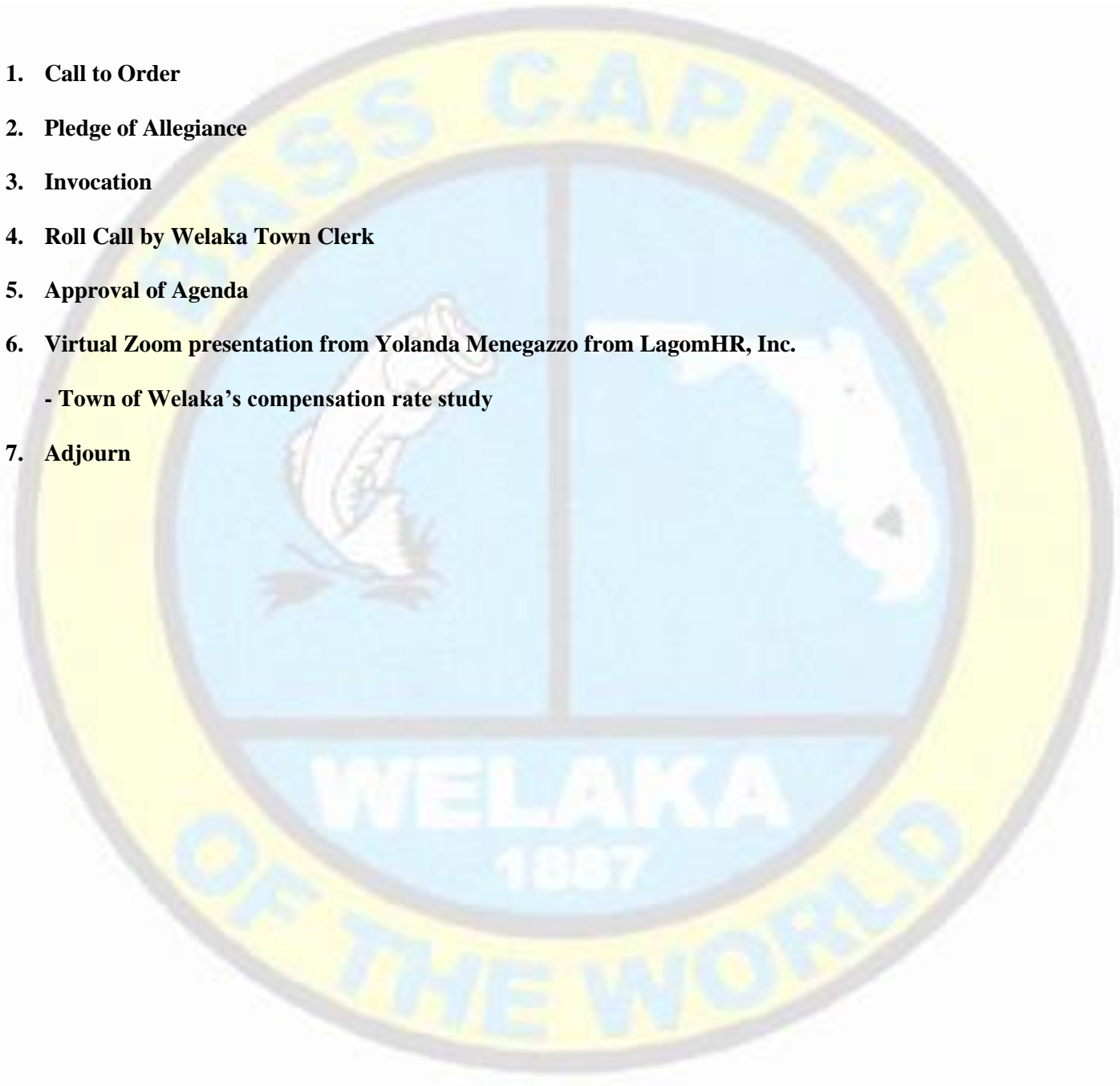


**TOWN OF WELAKA**  
**TOWN COUNCIL WORKSHOP**

August 2, 2023, at 10:00 AM  
Honorable Willie Washington, Jr. Town Council Room  
400 4<sup>th</sup> Avenue, Welaka, FL 32193

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Invocation**
4. **Roll Call by Welaka Town Clerk**
5. **Approval of Agenda**
6. **Virtual Zoom presentation from Yolanda Menegazzo from LagomHR, Inc.**
  - **Town of Welaka's compensation rate study**
7. **Adjourn**



**August 2023**

# COMPENSATION STUDY REPORT

TOWN OF WELAKA, FLORIDA



**Welaka, FL**  
*River of Lakes*

Prepared & Presented By:  
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## Table of Contents

Section 1: Executive Summary.....	4
Overview: .....	4
Purpose: .....	4
Data Sources: .....	5
Job Titles: .....	5
Salary Range Algorithm for Recommended Salary Ranges: .....	6
Job Descriptions: .....	7
Compensation Study Reports: .....	7
Section 2: Recommended Organizational Chart (version 1).....	8
Recommended Organizational Chart (version 2).....	9
Section 3: Compensation Study Market Results.....	10
<b>Assistant Town Clerk</b> Compensation Study Market Results .....	11
<b>Chief of Police</b> Compensation Study Market Results .....	12
<b>Code Enforcement Officer</b> Compensation Study Market Results.....	13
<b>Councilmember</b> Compensation Study Market Results.....	14
<b>Mayor</b> Compensation Study Market Results.....	15
<b>Police Officer</b> Compensation Study Market Results.....	16
<b>Public Works Director/Utilities Director</b> Compensation Study Market Results.....	17
<b>Public Works Maintenance Worker</b> Compensation Study Market Results.....	18
<b>Public Works Supervisor</b> Compensation Study Market Results.....	19
<b>Town Clerk/Finance Director/HR Administrator</b> Compensation Study Market Results.....	20
<b>Utilities Clerk</b> Compensation Study Market Results.....	21



<b>Utilities Maintenance Worker</b> Compensation Study Market Results.....	22
<b>Utilities Supervisor</b> Compensation Study Market Results .....	23
<b>Waste Water Treatment Plant Operator</b> Compensation Study Market Results.....	24
<b>Waste Water Treatment Plant Supervisor</b> Compensation Study Market Results .....	25
<b>Town Manager</b> Compensation Study Market Results.....	26
Section 4: Recommended Compensation Plan.....	27
Recommended Salary Ranges - Alphabetical Order Report .....	27
Recommended Salary Ranges - Department Report .....	28
Recommended Salary Ranges - Classification Report.....	29
Recommended Salary Ranges – Comparison to Current Salaries Report.....	30
Section 5: Recommended Implementation Plan .....	31
<b>Performance Evaluation Program</b> .....	31
<b>Employee Benefits Package</b> .....	32
Section 6: Future Maintenance.....	34
Section 6: Appendix .....	35

# Section 1: Executive Summary

## Overview:

The following Compensation Study Report was prepared and is being presented by LagomHR, Inc. for Town of Welaka.

The Compensation Study Report consists of five (5) major areas:

1. Executive Summary
2. Organizational Chart
3. Compensation Study Results
4. Compensation Study Recommended Salary Ranges
5. Recommendations for Implementation
6. Appendix of Data Provided

Town of Welaka was incorporated June 21, 1887. The total area of the Town is 1.4 square miles. Welaka falls within Putnam County and is approximately 90 miles south of Jacksonville, Florida.

The Town of Welaka is a Strong Mayor-Council form of government consisting of five (5) elected officials.

## Purpose:

A pay philosophy is an organization's commitment to how it values its employees as well as a strategy for competitive advantage against other employers. The purpose of a good compensation philosophy is to attract, retain, and motivate highly trained and experienced professionals. A good compensation philosophy also allows for consistency and fairness, which virtually eliminates unequal pay variances and can avoid possible legal employment issues.

Per the request of Town of Welaka, the following is a Compensation Study Report that provides an overall comparison of Town of Welaka's current salary ranges and current market salary data.

In an effort to complete this analysis, salary data was gathered for each position housed within the Town and then averaged in order to reach a current market value. After attaining the market value, a comparison was executed to determine the discrepancy between other similar municipalities and government entities to the existing Town of Welaka salary ranges.

When conducting this compensation analysis, the existing wages served as the foundation for this project. The compiled market salary data and the proposed salary ranges based off the market data were updated using a model that allows a salary range spread for new hires through tenured employees, allowing room for growth up through the cap. The ultimate objective is to encourage long-term employment, reduction in turnover, and highly motivated and productive employees.

**Data Sources:**

The Compensation Study Report consists of the mean/average salaries compiled from municipalities of a similar population size, capital, and general vicinity using their data for fiscal year 2022-2023. The list of sources requested for the Town of Compensation Study are below.

Government Entity	County	Population	Police Department	Utilities Department
City of Archer	Alachua County	1,152	No	Yes
City of Bunnell	Flagler County	2,676	Yes	Yes
City of Crescent City	Putnam County	1,654	No	Yes
City of Dunnellon	Marion County	1,967	Yes	Yes
City of Hawthorne	Alachua County	1,500	No	Yes
City of High Springs	Alachua County	6,415	Yes	Yes
City of Lake Helen	Volusia County	2,863	Yes	Yes
Putnam County	Putnam County	73,321	Yes	Yes
Town of Micanopy	Alachua County	647	No	Yes
Town of Penney Farms	Clay County	705	No	Yes
Town of Pierson	Volusia County	1,542	No	Yes
Town of Ponce Inlet	Volusia County	3,411	Yes	Yes

In addition to the salary data presented by the above government entities, additional research was conducted on salaries to understand wages and cost of living adjustments within the state of Florida. All research and compensation data responses can be located in the Appendix.

**Job Titles:**

Job titles vary between organizations. Town of Welaka currently has 14 job titles that were surveyed. The Town of Welaka Council also expressed interest in a future Town Manager or Town Administrator. Therefore, the Town Manager/Administrator role was included in the Compensation Study Report for a total of 15 surveyed positions.

The market data collected during the Compensation Study consists of various job titles with similar job descriptions and duties. See below example where the highlighted column for a System Support Technician displays the different titles surveyed for the same position:

Source	Surveyed Position Title	Minimum Salary	Midpoint Salary	Maximum Salary
Sample City	Support Technician	Sample	Sample	Sample
Sample City	Support Technician	Sample	Sample	Sample
Sample City	Support Technician	Sample	Sample	Sample
Sample City	Help Desk	Sample	Sample	Sample
Sample City	Support Technician	Sample	Sample	Sample
Sample City	Computer Technician	Sample	Sample	Sample
Sample City	Support Technician	Sample	Sample	Sample

### Salary Range Algorithm for Recommended Salary Ranges:

The recommended ranges of the charts found within the analysis were computed through an algorithm. According to the Society of Human Resources Management (SHRM), a traditional salary range is between thirty and forty percent. According to the experts at SHRM, the purpose of their Salary Range Guide is to provide a basic set of steps for creating compensation grades. This guide is intended for general use and should be tailored to meet an organization’s specific needs and goals. In order to modify the salary ranges to Town of Welaka, a conservative spread is proposed at thirty-five percent (35%) spread from the starting/minimum salary through the maximum salary.

The salary survey algorithm was based off of the Market Salary Results (MSR) for the average salary of each position in each government entity that was surveyed. Employers often choose the midpoint of the salary range using the 50<sup>th</sup> percentile as the median in order to meet the market, which in the case of this specific salary survey proved to be the most consistent salary data provided by all data sources.

It is recommended that the maximum cap of each salary pertains solely to performance evaluation increases. Cost of Living Adjustments (COLA) are not inclusive of the maximum salary range cap. See below example of the salary survey algorithm.

Salary Range Algorithm Sample:

Position	Minimum Salary	Midpoint Salary	Maximum Salary
Sample Position	Midpoint Market Salary x .85	Midpoint Market Salary Results (MMSR)	Midpoint Market Salary x 1.15



### **Job Descriptions:**

Analyzing the job descriptions is a critical component to the proposed salary ranges because it accurately reflects job duties, responsibilities, and qualifications corresponding with each position and municipality in the survey. It is important to note that job descriptions are “living breathing documents” and are expected to evolve, improve, and be updated regularly. Employees and supervisors are encouraged to review their job descriptions at least once per year to ensure accuracy in their daily duties and responsibilities.

### **Compensation Study Reports:**

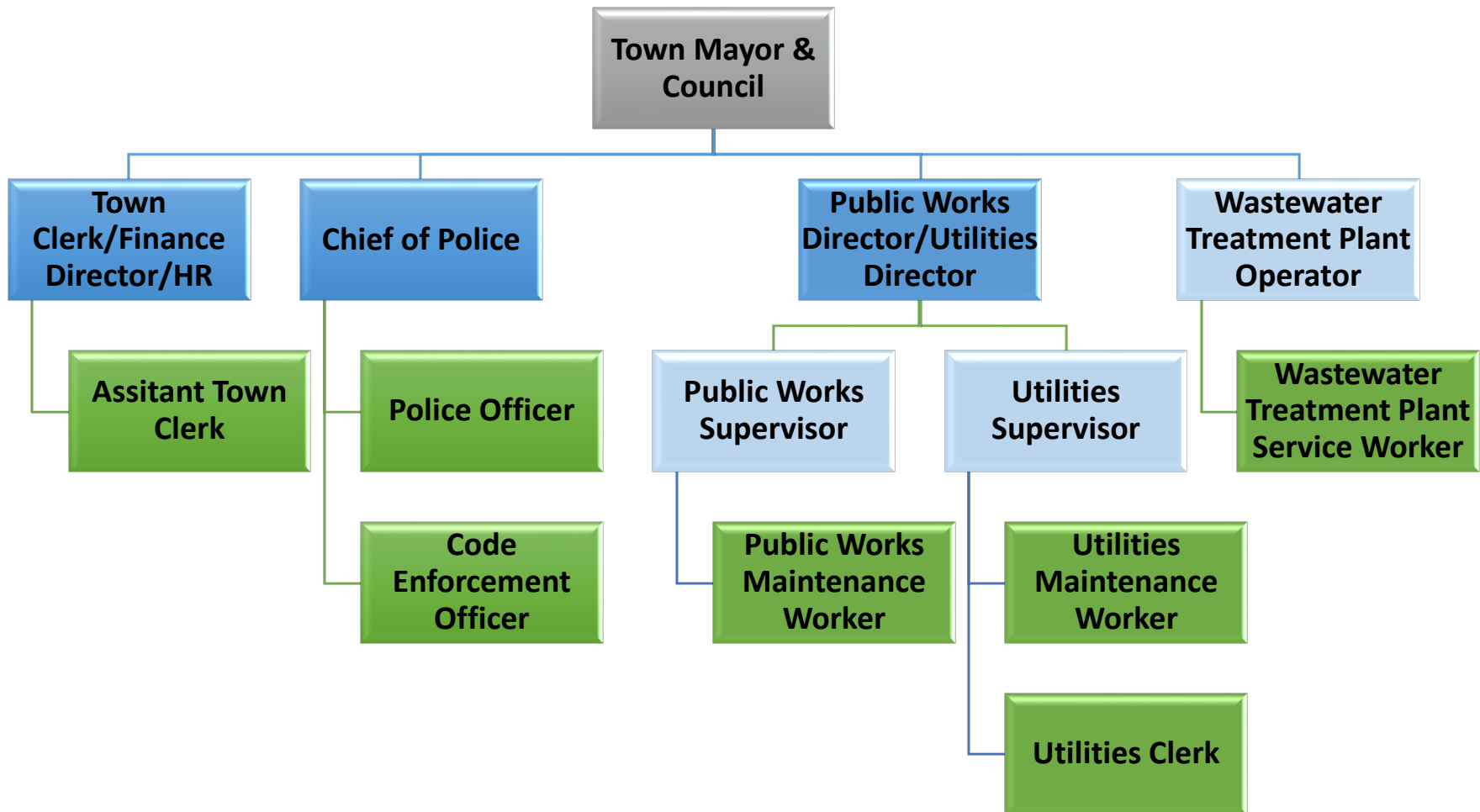
In order to provide the Compensation Study Reports in the most convenient fashion and allow for review and analysis of the data presented, the proposal reports consist of:

- 1.** Alphabetical Order by Job Title
- 2.** Department
- 3.** Position Classification
- 4.** Comparison to Current Salaries





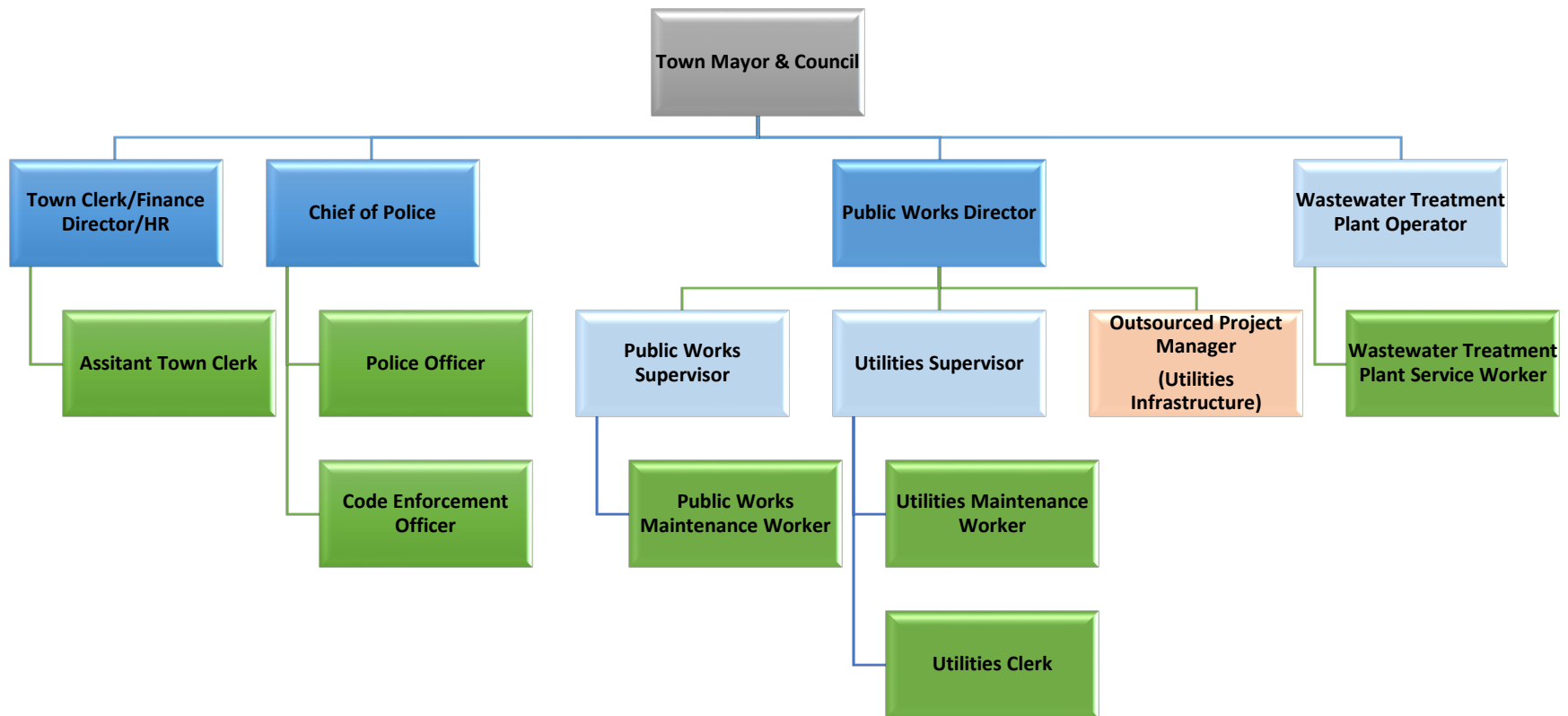
## Section 2: Recommended Organizational Chart (version 1)



\*\*Department Heads (Town Clerk, Police Chief, and Public Works/Utilities Director) should be exempt/salaried classifications. All other positions for Supervisors & Employees should be non-exempt/hourly classifications.



## Recommended Organizational Chart (version 2)



\*\*Department Heads (Town Clerk, Police Chief, and Public Works/Utilities Director) should be exempt/salaried classifications. All other positions for Supervisors & Employees should be non-exempt/hourly classifications. Outsourced Project Manager should be a 1099 Independent Contractor with 1-3 years contract.



## Section 3: Compensation Study Market Results

Assistant Town Clerk	Chief of Police	Code Enforcement Officer	Councilmember
Mayor	Police Officer	Public Works Director/Utilities Director	Public Works Maintenance Worker
Public Works Supervisor	Town Clerk/Finance Director/Human Resources Administrator	Utilities Clerk	Utilities Maintenance Worker
Utilities Supervisor	WWTP Operator	WWTP Supervisor	



### Assistant Town Clerk Compensation Study Market Results

Municipality	Position	Minimum Salary	Midpoint Salary	Maximum Salary	Actual Compensation of Employee(s)
Town of Welaka	Assistant Town Clerk	N/A	N/A	N/A	\$ 28,392.00
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Deputy City Clerk	\$ 41,930.19	\$ 54,509.25	\$ 67,088.31	\$ 46,779.20
City of Crescent City	City Clerk	\$ 46,500.00	N/A	N/A	\$ 39,500.00
City of Dunnellon	Assistant City Clerk	\$ 44,657.00	\$ 54,859.00	\$ 65,061.00	\$ 45,103.50
City of Hawthorne	Deputy City Clerk	\$ 35,360.00	\$ 41,600.00	\$ 47,840.00	\$ 31,595.20
City of High Springs	Deputy City Clerk	\$ 53,289.60	\$ 71,416.80	\$ 89,544.00	N/A
City of Lake Helen	N/A	N/A	N/A	N/A	N/A
Putnam County	N/A	N/A	N/A	N/A	N/A
Town of Micanopy	Deputy Town Clerk	\$ 39,069.06	\$ 42,180.40	\$ 45,291.74	\$ 40,248.00
Town of Penney Farms	N/A	N/A	N/A	N/A	N/A
Town of Pierson	N/A	N/A	N/A	N/A	N/A
Town of Ponce Inlet	Deputy Clerk	\$ 45,330.00	\$ 56,420.50	\$ 67,511.00	\$ 63,802.00

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary	Midpoint Salary	Maximum Salary	Minimum Salary	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly Rate			Annual Salary			
<b>Assistant Town Clerk</b>	\$ 20.46	\$ 24.07	\$ 27.68	\$ 42,558.43	\$ 50,068.74	\$ 57,579.05	35%



### Chief of Police Compensation Study Market Results

Municipality	Position	Minimum Salary	Midpoint Salary	Maximum Salary	Actual Compensation of Employee(s)
Town of Welaka	Chief of Police	N/A	N/A	N/A	\$ 50,232.00
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Chief of Police	\$ 88,238.02	\$ 114,709.43	\$ 141,180.84	\$ 93,149.94
City of Crescent City	N/A	N/A	N/A	N/A	N/A
City of Dunnellon	Police Chief	\$ 53,452.00	\$ 65,852.50	\$ 78,253.00	\$ 71,749.86
City of Hawthorne	N/A	N/A	N/A	N/A	N/A
City of High Springs	Police Chief	\$ 79,832.06	\$ 105,764.84	\$ 131,697.62	N/A
City of Lake Helen	Police Chief	N/A	N/A	N/A	\$ 85,000.00
Putnam County	N/A	N/A	N/A	N/A	N/A
Town of Micanopy	N/A	N/A	N/A	N/A	N/A
Town of Penney Farms	N/A	N/A	N/A	N/A	N/A
Town of Pierson	N/A	N/A	N/A	N/A	N/A
Town of Ponce Inlet	Police Chief	\$ 83,559.00	\$ 105,163.00	\$ 126,767.00	\$ 117,401.00

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary	Midpoint Salary	Maximum Salary	Minimum Salary	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly Rate			Annual Salary			
Chief of Police	\$ 38.94	\$ 45.82	\$ 52.69	\$ 81,003.26	\$ 95,297.95	\$ 109,592.65	35%



### Code Enforcement Officer Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Code Enforcement Officer	N/A	N/A	N/A	\$ 38,480.00
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Code Enforcement Officer	\$ 37,254.43	\$ 48,430.76	\$ 59,607.09	\$ 43,908.80
City of Crescent City	Code Enforcement Officer	\$ 38,230.40	\$ 45,874.40	\$ 53,518.40	\$ 30,388.80
City of Dunnellon	Code Enforcement Officer	\$ 30,772.00	\$ 37,465.00	\$ 44,158.00	\$ 43,118.40
City of Hawthorne	N/A	N/A	N/A	N/A	N/A
City of High Springs	Code Enforcement Officer	\$ 35,131.20	\$ 44,782.40	\$ 54,433.60	N/A
City of Lake Helen	N/A	N/A	N/A	N/A	N/A
Putnam County	Code Enforcement Officer	\$ 26,416.41	\$ 34,288.96	\$ 42,161.50	N/A
Town of Micanopy	N/A	N/A	N/A	N/A	N/A
Town of Penney Farms	N/A	N/A	N/A	N/A	N/A
Town of Pierson	N/A	N/A	N/A	N/A	N/A
Town of Ponce Inlet	Code Compliance Manager	\$ 45,330.00	\$ 56,420.50	\$ 67,511.00	\$ 62,893.00

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Code Enforcement Officer</b>	\$ 17.15	\$ 20.17	\$ 23.20	\$ 35,668.33	\$ 41,962.74	\$ 48,257.15	35%



### Councilmember Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Elected Official(s) (Monthly)	Actual Compensation of Elected Official(s)
Town of Welaka	Councilmember	N/A	N/A	N/A	\$ 200.00	\$ 2,400.00
City of Archer	N/A	N/A	N/A	N/A	N/A	
City of Bunnell	Comissioner	N/A	N/A	N/A	\$ 720.00	\$ 8,640.00
City of Crescent City	N/A	N/A	N/A	N/A	N/A	
City of Dunnellon	Councilmember	N/A	N/A	N/A	\$ 150.00	\$ 1,800.00
City of Hawthorne	Commissioner	N/A	N/A	N/A	\$ 500.00	\$ 6,000.00
City of High Springs	Commissioner	N/A	N/A	N/A	\$ 927.00	\$ 11,124.00
City of Lake Helen	Commissioner	N/A	N/A	N/A	\$ 607.92	\$ 7,295.00
Putnam County	N/A	N/A	N/A	N/A	N/A	N/A
Town of Micanopy	Commissioner	N/A	N/A	N/A	\$ 500.00	\$ 6,000.00
Town of Penney Farms	Councilmember	N/A	N/A	N/A	\$ 107.67	\$ 1,292.00
Town of Pierson	Councilmember	N/A	N/A	N/A	\$ 316.48	\$ 3,797.76
Town of Ponce Inlet	Councilmember	N/A	N/A	N/A	\$ 962.92	\$ 11,555.00

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Monthly			Annual Salary			
<b>Councilmember</b>	\$ 452.58	\$ 532.44	\$ 612.31	\$ 5,430.91	\$ 6,389.31	\$ 7,347.70	35%



### Mayor Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Elected Official(s) (Monthly)	Actual Compensation of Elected Official(s)
Town of Welaka	Mayor	N/A	N/A	N/A	\$ 800.00	\$ 9,600.00
City of Archer	N/A	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Mayor	N/A	N/A	N/A	\$ 900.00	\$ 10,800.00
City of Crescent City	N/A	N/A	N/A	N/A	N/A	N/A
City of Dunnellon	Mayor	N/A	N/A	N/A	\$ 150.00	\$ 1,800.00
City of Hawthorne	Mayor	N/A	N/A	N/A	\$ 600.00	\$ 7,200.00
City of High Springs	N/A	N/A	N/A	N/A	N/A	N/A
City of Lake Helen	Mayor	N/A	N/A	N/A	\$ 867.42	\$ 10,409.00
Putnam County	N/A	N/A	N/A	N/A	N/A	N/A
Town of Micanopy	Mayor	N/A	N/A	N/A	\$ 800.00	\$ 9,600.00
Town of Penney Farms	Mayor	N/A	N/A	N/A	\$ 107.67	\$ 1,292.00
Town of Pierson	Mayor	N/A	N/A	N/A	\$ 370.60	\$ 4,447.20
Town of Ponce Inlet	Mayor	N/A	N/A	N/A	\$ 1,123.50	\$ 13,482.00

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Monthly			Annual Salary			
<b>Mayor</b>	\$ 522.66	\$ 614.90	\$ 707.13	\$ 6,271.96	\$ 7,378.78	\$ 8,485.59	35%





### Police Officer Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Police Officer	N/A	N/A	N/A	\$ 41,600.00
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Police Officer	\$ 36,890.38	\$ 47,260.23	\$ 57,630.08	\$ 43,632.68
City of Crescent City	N/A	N/A	N/A	N/A	N/A
City of Dunnellon	Police Officer	\$ 40,863.00	\$ 50,116.50	\$ 59,370.00	\$ 42,369.60
City of Hawthorne	N/A	N/A	N/A	N/A	N/A
City of High Springs	Police Officer	\$ 37,336.00	\$ 38,396.80	\$ 39,457.60	N/A
City of Lake Helen	Police Officer	N/A	N/A	N/A	\$ 46,703.83
Putnam County	Deputy Sheriff	\$ 42,817.38	N/A	N/A	N/A
Town of Micanopy	N/A	N/A	N/A	N/A	N/A
Town of Penney Farms	N/A	N/A	N/A	N/A	N/A
Town of Pierson	N/A	N/A	N/A	N/A	N/A
Town of Ponce Inlet	Law Enforcement Officer	\$ 42,343.00	\$ 52,612.50	\$ 62,882.00	\$ 47,255.17

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Police Officer</b>	\$ 18.93	\$ 22.27	\$ 25.61	\$ 39,370.19	\$ 46,317.87	\$ 53,265.55	35%



### Public Works Director/Utilities Director Compensation Study Market Results

Municipality	Position	Minimum Salary	Midpoint Salary	Maximum Salary	Actual Compensation of Employee(s)
Town of Welaka	Public Works Director/Utilities Director	N/A	N/A	N/A	N/A
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Infrastructure Director	\$ 88,238.02	\$ 114,709.43	\$ 141,180.84	\$ 99,302.38
City of Crescent City	Public Works Director	\$ 50,107.20	\$ 60,122.40	\$ 70,137.60	\$ 43,937.00
City of Dunnellon	N/A	N/A	N/A	N/A	N/A
City of Hawthorne	Director of Parks & Recreation	\$ 33,280.00	\$ 42,640.00	\$ 52,000.00	\$ 45,198.40
City of High Springs	Public Works Director	\$ 59,945.60	\$ 82,253.60	\$ 104,561.60	N/A
City of Lake Helen	Public Works Director	N/A	N/A	N/A	\$ 65,000.00
Putnam County	Executive Director of Public Works	\$ 66,780.05	\$ 90,540.46	\$ 114,300.86	N/A
Town of Micanopy	N/A	N/A	N/A	N/A	N/A
Town of Penney Farms	N/A	N/A	N/A	N/A	N/A
Town of Pierson	N/A	N/A	N/A	N/A	N/A
Town of Ponce Inlet	Planning & Development Director	\$ 83,559.00	\$ 105,163.00	\$ 126,767.00	N/A

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary	Midpoint Salary	Maximum Salary	Minimum Salary	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly Rate			Annual Salary			
<b>Public Works Director/Utilities Director</b>	\$ 32.64	\$ 38.40	\$ 44.16	\$ 67,892.83	\$ 79,873.91	\$ 91,855.00	35%



### Public Works Maintenance Worker Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Public Works Maintenance Worker	N/A	N/A	N/A	\$ 29,383.47
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Public Works Maintenance Tech I	\$ 31,200.00	\$ 40,560.00	\$ 49,920.00	\$ 36,282.13
City of Crescent City	Public Works Laborer - Streets, Water, Parks	\$ 31,200.00	\$ 36,660.00	\$ 42,120.00	\$ 31,200.00
City of Dunnellon	Service Worker I	\$ 26,572.00	\$ 32,253.00	\$ 37,934.00	\$ 26,582.40
City of Hawthorne	Maintenance Worker	\$ 24,960.00	\$ 30,160.00	\$ 35,360.00	\$ 32,136.00
City of High Springs	Service Worker I	\$ 27,809.60	\$ 35,464.00	\$ 43,118.40	N/A
City of Lake Helen	General Maintenance Worker	N/A	N/A	N/A	\$ 38,740.00
Putnam County	Maintenance Worker	\$ 19,060.15	\$ 24,746.91	\$ 30,433.66	N/A
Town of Micanopy	Public Works Employee	\$ 33,072.00	\$ 35,705.76	\$ 38,339.51	\$ 32,635.20
Town of Penney Farms	Public Works Technician	N/A	N/A	N/A	\$ 36,266.67
Town of Pierson	Public Works Foreman	N/A	N/A	N/A	\$ 36,836.80
Town of Ponce Inlet	Maintenance Technician I	\$ 29,198.00	\$ 35,852.00	\$ 42,506.00	\$ 32,972.67

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Public Works Maintenance Worker</b>	\$ 14.24	\$ 16.75	\$ 19.26	\$ 29,614.40	\$ 34,840.47	\$ 40,066.54	35%



## Public Works Supervisor Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Public Works Supervisor	N/A	N/A	N/A	\$ 40,414.40
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Public Works Crew Leader	\$ 36,169.35	\$ 47,020.16	\$ 57,870.96	\$ 43,773.60
City of Crescent City	Water, Streets, Parks Supervisor	\$ 38,230.40	\$ 45,874.40	\$ 53,518.40	\$ 35,360.00
City of Dunnellon	Public Works Manager	\$ 51,089.00	\$ 62,899.50	\$ 74,710.00	\$ 57,213.00
City of Hawthorne	Public Works Supervisor	\$ 43,680.00	\$ 57,200.00	\$ 70,720.00	N/A
City of High Springs	Public Works Supervisor	\$ 53,289.60	\$ 71,416.80	\$ 89,544.00	N/A
City of Lake Helen	N/A	N/A	N/A	N/A	N/A
Putnam County	Road Maintenance Superintendent	\$ 45,920.49	\$ 59,586.96	\$ 73,253.42	N/A
Town of Micanopy	Public Works Supervisor	\$ 53,135.68	\$ 57,367.25	\$ 61,598.82	N/A
Town of Penney Farms	N/A	N/A	N/A	N/A	N/A
Town of Pierson	N/A	N/A	N/A	N/A	N/A
Town of Ponce Inlet	Assistant Public Works Manager	\$ 52,476.00	\$ 65,532.00	\$ 78,588.00	\$ 60,145.00

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Public Works Supervisor</b>	\$ 23.85	\$ 28.06	\$ 32.27	\$ 49,607.81	\$ 58,362.13	\$ 67,116.45	35%



### Town Clerk/Finance Director/HR Administrator Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Town Clerk/Finance Director/HR Administrator	N/A	N/A	N/A	\$ 62,254.40
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	City Clerk/Finance Director	\$ 88,238.02	\$ 114,709.43	\$ 141,180.84	\$ 96,386.40
City of Crescent City	Director of Finance	\$ 75,192.00	\$ 90,230.40	\$ 105,268.80	\$ 60,000.00
City of Dunnellon	City Clerk/HR Manager	\$ 53,452.00	\$ 65,852.50	\$ 78,253.00	\$ 74,256.00
City of Hawthorne	City Clerk	\$ 39,520.00	\$ 49,920.00	\$ 60,320.00	\$ 51,563.20
City of High Springs	City Clerk	\$ 68,443.19	\$ 90,682.28	\$ 112,921.37	N/A
City of Lake Helen	Director of Administration	N/A	N/A	N/A	\$ 75,000.00
Putnam County	Executive Director HR & Administrative Services	\$ 66,780.05	\$ 90,540.46	\$ 114,300.86	N/A
Town of Micanopy	N/A	N/A	N/A	N/A	N/A
Town of Penney Farms	Town Clerk	N/A	N/A	N/A	\$ 46,170.00
Town of Pierson	Town Clerk	N/A	N/A	N/A	\$ 44,158.40
Town of Ponce Inlet	HR Director/Town Clerk	\$ 75,774.00	\$ 95,237.00	\$ 114,700.00	\$ 90,049.00

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Town Clerk/Finance Director/HR</b>	\$ 29.92	\$ 35.21	\$ 40.49	\$ 62,242.96	\$ 73,227.01	\$ 84,211.06	35%



### Utilities Clerk Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Utilities Clerk	N/A	N/A	N/A	\$ 31,200.00
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Utility Clerk/Cashier	\$ 31,200.00	\$ 40,560.00	\$ 49,920.00	\$ 33,280.00
City of Crescent City	Utility Billing Specialist	\$ 33,384.00	\$ 40,060.50	\$ 46,737.00	\$ 33,280.00
City of Dunnellon	Working Coordinator Public Works	\$ 30,154.00	\$ 36,730.50	\$ 43,307.00	\$ 30,742.40
City of Hawthorne	Customer Service Specialist	\$ 22,880.00	\$ 28,080.00	\$ 33,280.00	N/A
City of High Springs	Public Works Clerk	\$ 29,473.60	\$ 37,596.00	\$ 45,718.40	N/A
City of Lake Helen	N/A	N/A	N/A	N/A	N/A
Putnam County	Utilities Service Representative	\$ 23,971.19	\$ 31,085.74	\$ 38,200.28	N/A
Town of Micanopy	N/A	N/A	N/A	N/A	N/A
Town of Penney Farms	N/A	N/A	N/A	N/A	N/A
Town of Pierson	Utility Water Clerk	N/A	N/A	N/A	\$ 22,152.00
Town of Ponce Inlet	Utility Billing/Accounting Specialist	\$ 42,343.00	\$ 52,612.50	\$ 62,882.00	\$ 52,707.00

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Utilities Clerk</b>	\$ 14.76	\$ 17.36	\$ 19.96	\$ 30,693.21	\$ 36,109.65	\$ 41,526.10	35%



### Utilities Maintenance Worker Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Utilities Maintenance Worker	N/A	N/A	N/A	\$ 29,224.00
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Utilities Maintenance Technician I	\$ 32,136.00	\$ 41,776.80	\$ 51,417.60	\$ 35,526.40
City of Crescent City	Meter Reader Water/Gas	\$ 33,384.00	\$ 40,060.80	\$ 46,737.60	\$ 31,200.00
City of Dunnellon	N/A	N/A	N/A	N/A	N/A
City of Hawthorne	Water/Wastewater Operator C	\$ 31,200.00	\$ 38,480.00	\$ 45,760.00	N/A
City of High Springs	Foreman	\$ 35,131.20	\$ 44,782.40	\$ 54,433.60	N/A
City of Lake Helen	N/A	N/A	N/A	N/A	N/A
Putnam County	Utilities Service Worker	\$ 19,732.74	\$ 25,602.07	\$ 31,471.40	N/A
Town of Micanopy	N/A	N/A	N/A	N/A	N/A
Town of Penney Farms	N/A	N/A	N/A	N/A	N/A
Town of Pierson	Public Works Water	N/A	N/A	N/A	\$ 31,699.20
Town of Ponce Inlet	N/A	N/A	N/A	N/A	N/A

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Utilities Maintenance Worker</b>	\$ 14.54	\$ 17.11	\$ 19.68	\$ 30,251.57	\$ 35,590.08	\$ 40,928.59	35%



### Utilities Supervisor Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Utilities Supervisor	N/A	N/A	N/A	\$ 43,680.00
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Utilities Crew Chief	\$ 43,188.10	\$ 56,144.53	\$ 69,100.95	\$ 47,798.40
City of Crescent City	Water, Streets, Parks Supervisor	\$ 38,230.40	\$ 45,874.40	\$ 53,518.40	\$ 35,360.00
City of Dunnellon	N/A	N/A	N/A	N/A	N/A
City of Hawthorne	Public Works Supervisor	\$ 43,680.00	\$ 57,200.00	\$ 70,720.00	N/A
City of High Springs	Public Works Supervisor	\$ 53,289.60	\$ 71,416.80	\$ 89,544.00	N/A
City of Lake Helen	N/A	N/A	N/A	N/A	N/A
Putnam County	Distribution/Collection Systems Supervisor	\$ 35,423.76	\$ 45,956.64	\$ 56,489.52	N/A
Town of Micanopy	N/A	N/A	N/A	N/A	N/A
Town of Penney Farms	Water Utility Administrator	N/A	N/A	N/A	\$ 42,000.00
Town of Pierson	N/A	N/A	N/A	N/A	N/A
Town of Ponce Inlet	N/A	N/A	N/A	N/A	N/A

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Utilities Supervisor</b>	\$ 20.98	\$ 24.69	\$ 28.39	\$ 43,644.38	\$ 51,346.33	\$ 59,048.28	35%





### Wastewater Treatment Plant Operator Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Waste Water Treatment Plant Operator	N/A	N/A	N/A	\$ 93,600.00
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Wastewater Plant Operator I	\$ 39,523.23	\$ 51,380.20	\$ 63,237.16	\$ 45,219.20
City of Crescent City	Water Treatment Plant Operator - C Dual	\$ 38,230.40	\$ 45,874.40	\$ 53,518.40	\$ 41,803.00
City of Dunnellon	N/A	N/A	N/A	N/A	N/A
City of Hawthorne	Water/Wastewater Dual C	\$ 35,360.00	\$ 41,600.00	\$ 47,840.00	N/A
City of High Springs	N/A	N/A	N/A	N/A	N/A
City of Lake Helen	N/A	N/A	N/A	N/A	N/A
Putnam County	Utilities Lead Service Worker	\$ 23,192.51	\$ 30,095.38	\$ 36,998.24	N/A
Town of Micanopy	N/A	N/A	N/A	N/A	N/A
Town of Penney Farms	N/A	N/A	N/A	N/A	N/A
Town of Pierson	N/A	N/A	N/A	N/A	N/A
Town of Ponce Inlet	N/A	N/A	N/A	N/A	N/A

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Waste Water Treatment Plant Operator</b>	\$ 17.26	\$ 20.31	\$ 23.35	\$ 35,901.87	\$ 42,237.49	\$ 48,573.12	35%



### Wastewater Treatment Plant Supervisor Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Waste Water Treatment Plant Supervisor	N/A	N/A	N/A	\$ 93,600.00
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	Chief Wastewater Operator	\$ 52,495.40	\$ 68,244.02	\$ 83,992.64	\$ 60,278.40
City of Crescent City	N/A	N/A	N/A	N/A	N/A
City of Dunnellon	N/A	N/A	N/A	N/A	N/A
City of Hawthorne	N/A	N/A	N/A	N/A	N/A
City of High Springs	N/A	N/A	N/A	N/A	N/A
City of Lake Helen	N/A	N/A	N/A	N/A	N/A
Putnam County	Distribution/Collection Systems Supervisor	\$ 35,423.76	\$ 45,956.64	\$ 56,489.52	N/A
Town of Micanopy	N/A	N/A	N/A	N/A	N/A
Town of Penney Farms	Water Utility Administrator	N/A	N/A	N/A	\$ 42,000.00
Town of Pierson	N/A	N/A	N/A	N/A	N/A
Town of Ponce Inlet	N/A	N/A	N/A	N/A	N/A

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Waste Water Treatment Plant Supervisor</b>	\$ 21.28	\$ 25.03	\$ 28.79	\$ 44,256.85	\$ 52,066.89	\$ 59,876.92	35%



### Town Manager Compensation Study Market Results

Municipality	Position	Minimum Salary Range	Midpoint Salary	Maximum Salary Range	Actual Compensation of Employee(s)
Town of Welaka	Town Manager	N/A	N/A	N/A	N/A
City of Archer	N/A	N/A	N/A	N/A	N/A
City of Bunnell	City Manager	\$ 106,768.01	\$ 138,798.42	\$ 170,828.82	\$ 102,772.80
City of Crescent City	City Manager	\$ 94,681.60	\$ 113,620.00	\$ 132,558.40	\$ 94,500.00
City of Dunnellon	City Administrator	\$ 77,193.00	\$ 88,146.00	\$ 99,099.00	N/A
City of Hawthorne	City Manager	N/A	N/A	N/A	\$ 78,000.00
City of High Springs	City Manager	\$ 100,006.40	\$ 132,506.40	\$ 165,006.40	N/A
City of Lake Helen	City Administrator	N/A	N/A	N/A	\$ 115,000.00
Putnam County	County Administrator	\$ 89,815.84	\$ 134,480.92	\$ 179,146.00	N/A
Town of Micanopy	Town Administrator/Clerk	\$ 65,508.00	\$ 70,724.87	\$ 75,941.73	\$ 69,497.48
Town of Penney Farms	Town Manager	N/A	N/A	N/A	\$ 61,956.00
Town of Pierson	N/A	N/A	N/A	N/A	N/A
Town of Ponce Inlet	N/A	N/A	N/A	N/A	N/A

\*\*The compensation rates highlighted in green were used to gather the midpoint salary amount reflected in the following data.

### Market Results Average

Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly			Annual Salary			
<b>Town Manager</b>	\$ 40.74	\$ 47.93	\$ 55.12	\$ 84,736.22	\$ 99,689.67	\$ 114,643.11	35%



# Section 4: Recommended Compensation Plan

## Recommended Salary Ranges - Alphabetical Order Report

Recommended Salary Ranges							
Alphabetical Order							
Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread
	Hourly/Monthly			Annual Salary			
Assistant Town Clerk	\$ 16.35	\$ 19.23	\$ 22.12	\$ 34,000.00	\$ 40,000.00	\$ 46,000.00	35%
Chief of Police	\$ 32.69	\$ 38.46	\$ 44.23	\$ 68,000.00	\$ 80,000.00	\$ 92,000.00	35%
Code Enforcement Officer	\$ 15.94	\$ 18.75	\$ 21.56	\$ 33,150.00	\$ 39,000.00	\$ 44,850.00	35%
Councilmember	\$ 425.00	\$ 500.00	\$ 575.00	\$ 5,100.00	\$ 6,000.00	\$ 6,900.00	35%
Mayor	\$ 680.00	\$ 800.00	\$ 920.00	\$ 8,160.00	\$ 9,600.00	\$ 11,040.00	35%
Police Officer	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%
Public Works Director/Utilities Director	\$ 27.38	\$ 32.21	\$ 37.04	\$ 56,950.00	\$ 67,000.00	\$ 77,050.00	35%
Public Works Maintenance Worker	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%
Public Works Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%
Town Clerk/Finance Director/HR	\$ 26.56	\$ 31.25	\$ 35.94	\$ 55,250.00	\$ 65,000.00	\$ 74,750.00	35%
Utilities Clerk	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%
Utilities Maintenance Worker	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%
Utilities Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%
Waste Water Treatment Plant Operator	\$ 17.16	\$ 20.19	\$ 23.22	\$ 35,700.00	\$ 42,000.00	\$ 48,300.00	35%
Waste Water Treatment Plant Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%
Town Manager	\$ 37.60	\$ 44.23	\$ 50.87	\$ 78,200.00	\$ 92,000.00	\$ 105,800.00	35%



## Recommended Salary Ranges - Department Report

<b>Recommended Salary Ranges</b>								
<b>By Department</b>								
Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread	Department
	Hourly/Monthly			Annual Salary				
Mayor	\$ 680.00	\$ 800.00	\$ 920.00	\$ 8,160.00	\$ 9,600.00	\$ 11,040.00	35%	Elected Officials
Councilmember	\$ 425.00	\$ 500.00	\$ 575.00	\$ 5,100.00	\$ 6,000.00	\$ 6,900.00	35%	Elected Officials
Town Manager	\$ 37.60	\$ 44.23	\$ 50.87	\$ 78,200.00	\$ 92,000.00	\$ 105,800.00	35%	Administration
Town Clerk/Finance Director/HR	\$ 26.56	\$ 31.25	\$ 35.94	\$ 55,250.00	\$ 65,000.00	\$ 74,750.00	35%	Administration
Assistant Town Clerk	\$ 16.35	\$ 19.23	\$ 22.12	\$ 34,000.00	\$ 40,000.00	\$ 46,000.00	35%	Administration
Chief of Police	\$ 32.69	\$ 38.46	\$ 44.23	\$ 68,000.00	\$ 80,000.00	\$ 92,000.00	35%	Police
Police Officer	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Police
Code Enforcement Officer	\$ 15.94	\$ 18.75	\$ 21.56	\$ 33,150.00	\$ 39,000.00	\$ 44,850.00	35%	Police
Public Works Director/Utilities Director	\$ 27.38	\$ 32.21	\$ 37.04	\$ 56,950.00	\$ 67,000.00	\$ 77,050.00	35%	Public Works
Public Works Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Public Works
Public Works Maintenance Worker	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%	Public Works
Waste Water Treatment Plant Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Utilities
Waste Water Treatment Plant Operator	\$ 17.16	\$ 20.19	\$ 23.22	\$ 35,700.00	\$ 42,000.00	\$ 48,300.00	35%	Utilities
Utilities Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Utilities
Utilities Maintenance Worker	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%	Utilities
Utilities Clerk	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%	Utilities



## Recommended Salary Ranges - Classification Report

<b>Recommended Salary Ranges</b>								
<b>By Classification</b>								
Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread	Classification
	Hourly/Monthly			Annual Salary				
Mayor	\$ 680.00	\$ 800.00	\$ 920.00	\$ 8,160.00	\$ 9,600.00	\$ 11,040.00	35%	Elected Officials
Councilmember	\$ 425.00	\$ 500.00	\$ 575.00	\$ 5,100.00	\$ 6,000.00	\$ 6,900.00	35%	Elected Officials
Town Manager	\$ 37.60	\$ 44.23	\$ 50.87	\$ 78,200.00	\$ 92,000.00	\$ 105,800.00	35%	Executive Management
Chief of Police	\$ 32.69	\$ 38.46	\$ 44.23	\$ 68,000.00	\$ 80,000.00	\$ 92,000.00	35%	Director/Department Head
Public Works Director/Utilities Director	\$ 27.38	\$ 32.21	\$ 37.04	\$ 56,950.00	\$ 67,000.00	\$ 77,050.00	35%	Director/Department Head
Town Clerk/Finance Director/HR	\$ 26.56	\$ 31.25	\$ 35.94	\$ 55,250.00	\$ 65,000.00	\$ 74,750.00	35%	Director/Department Head
Public Works Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Supervisor/Manager
Utilities Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Supervisor/Manager
Waste Water Treatment Plant Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Supervisor/Manager
Assistant Town Clerk	\$ 16.35	\$ 19.23	\$ 22.12	\$ 34,000.00	\$ 40,000.00	\$ 46,000.00	35%	Employee
Code Enforcement Officer	\$ 15.94	\$ 18.75	\$ 21.56	\$ 33,150.00	\$ 39,000.00	\$ 44,850.00	35%	Employee
Police Officer	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Employee
Public Works Maintenance Worker	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%	Employee
Utilities Clerk	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%	Employee
Utilities Maintenance Worker	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%	Employee
Waste Water Treatment Plant Operator	\$ 17.16	\$ 20.19	\$ 23.22	\$ 35,700.00	\$ 42,000.00	\$ 48,300.00	35%	Employee



### Recommended Salary Ranges – Comparison to Current Salaries Report

Recommended Salary Ranges											
Comparison to Current Salaries											
Position	Minimum Salary Range	Midpoint Salary	Maximum Salary	Minimum Salary Range	Midpoint Salary	Maximum Salary	Salary Spread	Department	Current Annual Salary	Discrepancy from Starting Salary	Discrepancy from Midpoint Salary
	Hourly/Monthly			Annual Salary							
Mayor	\$ 680.00	\$ 800.00	\$ 920.00	\$ 8,160.00	\$ 9,600.00	\$ 11,040.00	35%	Elected Officials	\$ 9,600.00	18%	0%
Councilmember	\$ 425.00	\$ 500.00	\$ 575.00	\$ 5,100.00	\$ 6,000.00	\$ 6,900.00	35%	Elected Officials	\$ 2,400.00	-53%	-60%
Town Manager	\$ 37.60	\$ 44.23	\$ 50.87	\$ 78,200.00	\$ 92,000.00	\$ 105,800.00	35%	Administration	N/A	N/A	N/A
Town Clerk/Finance Director/HR	\$ 26.56	\$ 31.25	\$ 35.94	\$ 55,250.00	\$ 65,000.00	\$ 74,750.00	35%	Administration	\$ 62,254.40	13%	-4%
Assistant Town Clerk	\$ 16.35	\$ 19.23	\$ 22.12	\$ 34,000.00	\$ 40,000.00	\$ 46,000.00	35%	Administration	\$ 28,392.00	-16%	-29%
Chief of Police	\$ 32.69	\$ 38.46	\$ 44.23	\$ 68,000.00	\$ 80,000.00	\$ 92,000.00	35%	Police	\$ 50,232.00	-26%	-37%
Police Officer	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Police	\$ 41,600.00	-2%	-17%
Code Enforcement Officer	\$ 15.94	\$ 18.75	\$ 21.56	\$ 33,150.00	\$ 39,000.00	\$ 44,850.00	35%	Police	\$ 38,480.00	16%	-1%
Public Works Director/Utilities Director	\$ 27.38	\$ 32.21	\$ 37.04	\$ 56,950.00	\$ 67,000.00	\$ 77,050.00	35%	Public Works	N/A	N/A	N/A
Public Works Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Public Works	\$ 40,414.40	-5%	-19%
Public Works Maintenance Worker	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%	Public Works	\$ 29,383.47	-6%	-20%
Waste Water Treatment Plant Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Utilities	\$ 93,600.00	120%	87%
Waste Water Treatment Plant Operator	\$ 17.16	\$ 20.19	\$ 23.22	\$ 35,700.00	\$ 42,000.00	\$ 48,300.00	35%	Utilities	\$ 93,600.00	162%	123%
Utilities Supervisor	\$ 20.43	\$ 24.04	\$ 27.64	\$ 42,500.00	\$ 50,000.00	\$ 57,500.00	35%	Utilities	\$ 43,680.00	3%	-13%
Utilities Maintenance Worker	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%	Utilities	\$ 29,224.00	-6%	-20%
Utilities Clerk	\$ 15.00	\$ 17.64	\$ 20.29	\$ 31,195.00	\$ 36,700.00	\$ 42,205.00	35%	Utilities	\$ 31,200.00	0%	-15%

## Section 5: Recommended Implementation Plan

Should the Town of Welaka approve of the proposed Compensation Plan provided by LagomHR, Inc., we believe it should be implemented in the following manner.

1. New Hires: New Hires should be contracted/hired between the minimum and mid-point of the salary range in order to allow for future growth in their role. New hires will be eligible for an annual salary increases based on performance and responsibilities.
2. Existing Employees Under the New Minimum Salary Range: Existing Town of Welaka employee(s) that earn under the new minimum salary range for his/her position, shall be moved up to the beginning of the salary range after a 90-day probationary period. The employee will be evaluated based on performance and responsibilities. Example, employee earning \$12.00 per hour shall be moved up to the beginning of the salary range at the 90 days probationary period to \$15.00 per hour. These employees will continue to be eligible for the annual performance-based salary increase.
3. Existing Employees Over the New Minimum Salary Range: Existing Town of Welaka employee(s) that currently earn over the newly established minimum salary range will not have any changes to their salary at this time. They will, however, be eligible for the annual performance-based increases. Any employee(s) over the maximum salary cap should only be eligible for COLA increases if offered by the Town.

The above implementation plan promotes salary increases to be EARNED based on performance after careful evaluation.

Below is a recommended Performance Evaluation Program for the Town of Welaka.

### Performance Evaluation Program

The Town of Welaka Performance Evaluation program is a process by which supervisors and employees can come together to discuss goals, objectives, and expected performance deliverables throughout the year.

- Performance evaluations should occur at the 90 days probationary period for new hires and then annually prior to the start of the Town's fiscal year for existing employees. It is recommended that the process begin in June and be completed by July. This will allow for the Finance Department to include accurate salaries in the upcoming fiscal year budget.
- The Town Clerk/Human Resources will make the announcement for Supervisors to begin the evaluation process on June 1<sup>st</sup> and be responsible for collecting the evaluations with a deadline of July 15<sup>th</sup>.
- Supervisors will be responsible for 1) evaluating the employee's performance over the course of the current fiscal year, 2) documenting performance highlights/commendations/deliverables within the current fiscal year, 3) any areas where there is room



for improvement in the areas of performance and behavior, and 4) lastly, detailing goals and deliverables for the upcoming fiscal year.

- Employees must be provided an opportunity to see and comment on the evaluation in both an in-person discussion as well as in-writing on the performance evaluation document. If any employee(s) refuses to sign or acknowledge their performance evaluation, the supervisor must sign and date the document making reference of the refusal to sign.
- It is important to note that a performance evaluation may not always result in an automatic salary increase. Salary increases for performance and COLA are based on the Town's finances. Any other salary adjustments for matters such as promotions, acting/temporary capacity, additional responsibilities added to the job, and other matters that occur outside of the annual performance evaluation process should be approved by the Town Mayor together with an explanation memorandum that is saved in the employee's personnel file.
- Supervisors should provide ongoing feedback throughout the fiscal year and not wait for the annual performance evaluation process to provide positive feedback or communicate areas of room for improvement. Areas of room for improvement should be discussed, documented, and addressed immediately.

A performance evaluation committee shall be established to ensure employees are being held accountable for the duties and responsibilities listed in their Job Descriptions and assigned by their supervisors as well as to determine the appropriate salary increases for each employee. Any employees who fail to perform shall receive progressive discipline issued by their immediate supervisor and will not be eligible for the annual salary increase. The objective is to foster an environment of productivity and allow employees to have a projected plan of their salary growth.

It is recommended that the Performance Evaluation Forms be shortened and reformatted to permit a fast, yet effective process. Supervisors should not be discouraged from conducting evaluations because of lengthy documentation.

### **Employee Benefits Package**

Most of the surveyed cities paid 100% of the employee only medical insurance base HMO plan. The Town of Welaka currently contributes 80% towards the employee only medical and dental insurance plans. It is recommended to explore the option of 100% coverage for employee only medical coverage. Other benefits to continue offering or explore to offer in the future are listed below:

- Medical insurance
- Dental insurance
- Vision insurance
- Life insurance (group term life insurance \$25,000) with supplemental life insurance at the employee's expense



- Supplemental insurance (accident, hospital, short-term disability, long-term disability, critical illness)
- 457 Defined Contribution Plan
- Paid Time Off (lumped together into 1 PTO category – reduces unexcused absences and promotes planned absences. Should have a cash-out cap for retirees or terminations.)
- Paid Holidays
- Flex-Time for administrative positions (explore this possibility in the future if not being provided at this time. Very popular for working parents, savings for gasoline, etc.)



## **Section 6: Future Maintenance**

It is recommended that the Town of Welaka update their Compensation Plan every 3 years.



## Section 6: Appendix

The Appendix section of this salary analysis contains the following information:

- All salary data compiled from each data source for each position.
- Town of Welaka Salary Data
- Other Research Performed for Cost of Living and Average Compensation for Law Enforcement Positions
- ICMA Report on Forms of Government