

FLORIDA KEYS AQUEDUCT AUTHORITY
BOARD OF DIRECTORS' LABOR COMMITTEE MEETING
Open to the Public

Florida Keys Aqueduct Authority
1100 Kennedy Drive
Key West, FL 33040

Tuesday, August 27, 2019

2:00 p.m.

AGENDA

1. **DOA – 01.** Review, Discussion and recommendation of the Evergreen Solution LLC Pay and Classification Plan for the Florida Keys Aqueduct Authority dated February 5, 2019
2. **BOD – 01.** Review, Discussion and recommendation of the Florida Retirements System's Designation of Senior Management Service Class (SMSC)
3. Discussion

Note: The Board of Directors does allow time for comments from the public, who have completed sign-in cards, on any Agenda Item or any specific areas of concern. Individuals will be allotted 3 minutes to make presentation. Representatives from established groups will be allotted 5 minutes to make presentation.

BOARD OF DIRECTORS, FLORIDA KEYS AQUEDUCT AUTHORITY

AGENDA ITEM SUMMARY

AGENDA ITEM: DOA-01 TAB: _____ CONSENT: REGULAR:

MEETING DATE: AUGUST 27, 2019 DIVISION: ADMINISTRATION

AGENDA TITLE: Review, Discussion and recommendation of Evergreen Solutions, LLC Pay and Classification Plan for the Florida Keys Aqueduct Authority dated February 5, 2019 .

ITEM BACKGROUND: In March 2018 Evergreen Solutions was engaged to conduct a Pay and Classification Study for the Authority. The purpose of the study was to analyze the Authority's classification and salary system and receive recommendations to improve the Authority's position in the market and analyze the internal and external equity of the compensation system. Evergreen Solutions has recommended that the Authority create a revised competitive open-range pay plan, slot all classifications into the plan based on external and internal equity and implement the new structure by transitioning employees' salaries into the plan. Existing employees' salaries were compared to the minimums of their classification's proposed pay ranges. Evergreen recommended if an employee's salary was below their pay range minimum, an adjustment be made to raise the individual's salary to the new minimum. Utilizing this approach, Evergreen recommends adjustments for 52 employees with an approximate annualized cost of \$140,212. With the time lag from the time this study was prepared and today, the adjustments would now affect 64 employees with a cost of \$182,124.86

PREVIOUS RELEVANT ACTION BY FCAA BOARD OF DIRECTORS:
 1999: FCAA Board adopted the DMG-Maximus Classification and Compensation Study Plan.
 2006: FCAA Board adopted a revised plan after receiving an updated study.
 2014: FCAA Board authorized Evergreen Solutions, LLC to complete a new Classification and Compensation Study. The Study was reviewed by the Board but no changes to the plan were implemented

STAFF RECOMMENDATION (MOTION): Board approve and adopt Evergreen Solutions Pay and Classification Plan for the Florida Keys Aqueduct Authority dated February 5, 2019 and adjust existing salaries below the classification pay range minimum. Effective October 1, 2019.

SUPPLEMENTAL INFORMATION: Attachments: Evergreen Solutions Pay and Classification Study for the FCAA Existing salary adjustment document.

DOCUMENTATION: Included: To-Follow: Not Required:
 Cost to FCAA: \$ \$182,124.86 BUDGETED: Yes No
 Cost to Others: \$ _____
 Total Cost: \$ \$182,124.86

DEPARTMENT: Executive Office **DEPARTMENT DIRECTOR APPROVAL:** _____

DIVISION DIRECTOR APPROVAL: _____

Reviewed by: Internal Auditor: [Signature] General Counsel: [Signature] Executive Director: [Signature]

BOARD ACTION:

Approved: Tabled: Disapproved: Recommendation Revised:

Comments: _____

Date: _____ Recording Clerk: _____

Pay and Classification Study for the Florida Keys Aqueduct Authority

FINAL REPORT



Evergreen Solutions, LLC

February 5, 2019

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Chapter 1 - Introduction

Evergreen Solutions, LLC (Evergreen) conducted a Pay and Classification Study for the Florida Keys Aqueduct Authority (FKAA) beginning in March 2018. The purpose of the study was to analyze its classification and compensation (salary) system and make recommendations to improve FKAA's competitive position in the market. The study activities involved analyzing the internal and external equity of FKAA's system and making recommendations in response to those findings. Evergreen was also tasked with preparing and providing revised job descriptions. The revised job descriptions will be provided to FKAA under separate cover.

Study tasks involved:

- holding a study kick-off meeting;
- analyzing FKAA's current salary structure to determine its strengths and weaknesses;
- conducting employee outreach by leading orientation and focus group sessions for employees and conducting interviews with department heads;
- facilitating discussions with FKAA's project team to develop an understanding of its compensation philosophy;
- collecting classification information through the Job Assessment Tool (JAT) process to analyze the internal equity of FKAA's classification system;
- developing recommendations for improvements to classification titles and the creation of new titles as appropriate;
- conducting a market salary survey to assess external equity (market competitiveness) of FKAA's current pay plan, and compare and contrast with peer organizations;
- developing a competitive compensation structure and slotting classifications into that structure while ensuring internal and external equity;
- developing optional methods for transitioning employees' salaries into the new structure and calculating cost estimates for implementation;
- providing FKAA with information and strategies regarding compensation and classification administration;
- preparing and submitting draft and final reports that summarize the study findings and recommendations; and



- updating job descriptions to reflect recommended classification changes and employee responses to the JAT, and Fair Labor Standards Act (FLSA) status recommendations.

1.1 STUDY METHODOLOGY

Evergreen Solutions used a combination of quantitative and qualitative methods to develop recommendations to improve FCAA's competitive position for its classification and compensation systems. Study activities included:

Kick-off Meeting

The kick-off meeting allowed members of the study team from FCAA and Evergreen to discuss different aspects of the study. During the meeting, information about FCAA's compensation and classification structure, and pay philosophy was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen to explain the types of data needed to begin the study.

Analysis of Current Conditions

This analysis provided an overall assessment of FCAA's current pay structure (plan) and related employee data at the time of the study. The current pay plan and the progression of employees' salaries through the pay ranges were examined during this process. The findings of this analysis are summarized in **Chapter 2** of this report.

Employee Outreach

Employee outreach consisted of focus group meetings and interviews with senior leaders. The focus group meetings and department head interviews allowed FCAA employees, supervisors, and senior leaders to identify practices that were working well and to suggest areas of opportunities for improvement regarding the compensation and classification system, and employee benefits. The feedback received during these sessions is summarized in **Chapter 3** of this report.

Compensation Philosophy

Evergreen conducted meetings with FCAA's project team to develop an understanding of its position with regard to employee compensation. Several key factors were examined and provided the framework for the recommended classification and compensation system and related pay practices.

Classification Analysis

To perform an analysis of FCAA's classification system, all employees were asked during employee outreach to complete a JAT to describe the work they performed in their own words. Supervisors were then asked to review their employees' JATs and provide additional information as needed about the position. The information provided in the completed JATs was utilized in the classification analysis in two ways. First, the work described was reviewed



to ensure that classification titles were appropriate. Second, the JATs were evaluated to quantify, by a scoring method, each classification's relative value within the organization. Each classification's score was based on employee and supervisor responses to the JAT, and the scores allowed for a comparison of classifications across FCAA.

Salary Survey

For the salary survey, peers were identified that compete with FCAA for human resources and/or provide similar services. Classifications representing a cross-section of the departments and levels of work were selected as benchmarks. After the selection of peers and benchmarks, a survey tool was developed for the collection of salary range data for each benchmark. The salary data collected during this survey were analyzed, and a summary of the data can be found in **Chapter 4** of this report.

Recommendations

During the review of the compensation philosophy, FCAA identified its desire to have a compensation structure highly competitive with the labor market. Understanding this, and utilizing the findings of the analysis of both internal and external equity, a new classification and compensation structure was created at this market point. Next, implementation options were developed to transition employees' salaries into the new structure (pay plan), and the associated costs of adjusting employees' salaries were estimated. Information was provided on how to execute the recommended salary adjustments, as well as how to maintain the classification and compensation system going forward. A summary of all study findings and recommendations can be found in **Chapter 5** of this report.

1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 - Assessment of Current Conditions
- Chapter 3 - Summary of Employee Outreach
- Chapter 4 - Market Summary
- Chapter 5 - Recommendations



Chapter 2 – Assessment of Current Conditions

The purpose of this evaluation was to provide an overall assessment of FKAA's compensation structure, employee salary progression, and employee counts in each department. Data included here reflect the conditions when the study began and should be considered, as such, a snapshot in time. The insights gained from this evaluation provided the basis for further analysis through the course of this study and were not considered sufficient cause for recommendations independently. Instead, the results of this evaluation were considered during the analysis of internal equity and peer market data. Subsequently, appropriate compensation related recommendations were developed for FKAA and are described later in this report.

2.1 PAY PLAN ANALYSIS

FKAA administered one pay plan for all employees. Exhibit 2A illustrates the plan which had an open-range design with established minimum, midpoint, and maximum salaries. The pay plan consisted of 33 ranges for 268 employees, with four ranges currently vacant. Range spreads—the percentage difference between the minimum and maximum of the pay ranges—started at 53 percent at the lower end of the pay plan and increased to 69 percent at the higher end of the plan, although with some anomalies.



EXHIBIT 2A
EMPLOYEE PAY PLAN

Minimum	Midpoint	Maximum	Range Spread	Employees
\$ 15,382	\$ 19,467	\$ 23,552	53%	1
\$ 21,216	\$ 26,775	\$ 32,333	52%	0
\$ 30,452	\$ 38,539	\$ 46,627	53%	1
\$ 31,824	\$ 35,737	\$ 39,650	25%	0
\$ 34,977	\$ 44,267	\$ 53,557	53%	2
\$ 39,501	\$ 49,992	\$ 60,483	53%	17
\$ 41,763	\$ 52,855	\$ 63,948	53%	20
\$ 44,024	\$ 55,717	\$ 67,410	53%	20
\$ 46,287	\$ 58,581	\$ 70,875	53%	27
\$ 48,550	\$ 61,445	\$ 74,340	53%	21
\$ 50,812	\$ 65,650	\$ 80,487	58%	43
\$ 53,074	\$ 68,571	\$ 84,069	58%	28
\$ 55,336	\$ 71,494	\$ 87,652	58%	16
\$ 57,598	\$ 74,417	\$ 91,235	58%	7
\$ 59,860	\$ 77,339	\$ 94,818	58%	7
\$ 61,200	\$ 77,234	\$ 93,269	52%	1
\$ 62,122	\$ 80,261	\$ 98,400	58%	8
\$ 63,938	\$ 82,607	\$ 101,277	58%	3
\$ 64,295	\$ 82,773	\$ 101,252	57%	1
\$ 66,107	\$ 85,410	\$ 104,714	58%	3
\$ 68,278	\$ 88,215	\$ 108,152	58%	7
\$ 70,448	\$ 91,020	\$ 111,591	58%	4
\$ 72,619	\$ 93,823	\$ 115,028	58%	6
\$ 74,788	\$ 96,627	\$ 118,465	58%	2
\$ 76,958	\$ 103,494	\$ 130,030	69%	3
\$ 79,129	\$ 106,412	\$ 133,695	69%	6
\$ 81,298	\$ 109,330	\$ 137,362	69%	1
\$ 83,471	\$ 112,251	\$ 141,030	69%	0
\$ 86,512	\$ 116,342	\$ 146,171	69%	1
\$ 92,926	\$ 124,967	\$ 157,008	69%	0
\$ 99,342	\$ 133,594	\$ 167,847	69%	8
\$ 116,446	\$ 156,597	\$ 196,748	69%	3
\$ 133,553	\$ 179,602	\$ 225,651	69%	1

Source: Created by Evergreen Solutions from data provided by FKAAs as of March 2018.



2.2 EMPLOYEE SALARY PLACEMENT BY PAY RANGE

When assessing the effectiveness of FCAA's pay plan and practices, it is important to analyze where employees' salaries fell within each pay range. Identifying those areas where there may have been clusters of employees' salaries could illuminate potential pay progression concerns within the current pay plan. It should be noted that employees' salaries, and the progression of the same, is associated with an organization's compensation philosophy—specifically, the method of salary progression and the availability of resources. Therefore, the placement of employees' salaries should be viewed with this context in mind.

Exhibit 2B illustrates the placement of employees' salaries relative to pay range minimums and maximums. The exhibit contains the following:

- the pay ranges,
- the number of employees in classifications assigned to the pay range,
- the number and percentage of employees with salaries below the minimum,
- the number and percentage of employees with salaries at the minimum,
- the number and percentage of employees with salaries at the maximum, and
- the number and percentage of employees with salaries above the maximum.



EXHIBIT 2B
SALARY PLACEMENT
BELOW MINIMUM AND ABOVE MAXIMUM BY PAY RANGE

Range	Employees	# < Min	% < Min	# at Min	% at Min	# at Max	% at Max	# > Max	% > Max
\$15,382 - \$23,552	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$21,216 - \$32,333	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$30,452 - \$46,627	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
\$31,824 - \$39,650	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$34,977 - \$53,557	2	0	0.0%	0	0.0%	0	0.0%	2	100.0%
\$39,501 - \$60,483	17	0	0.0%	2	11.8%	0	0.0%	1	5.9%
\$41,763 - \$63,948	20	0	0.0%	2	10.0%	1	5.0%	2	10.0%
\$44,024 - \$67,410	20	0	0.0%	1	5.0%	0	0.0%	2	10.0%
\$46,287 - \$70,875	27	0	0.0%	0	0.0%	1	3.7%	1	3.7%
\$48,550 - \$74,340	21	0	0.0%	0	0.0%	0	0.0%	4	19.0%
\$50,812 - \$80,487	43	0	0.0%	0	0.0%	1	2.3%	1	2.3%
\$53,074 - \$84,069	28	0	0.0%	0	0.0%	0	0.0%	5	17.9%
\$55,336 - \$87,652	16	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$57,598 - \$91,235	7	0	0.0%	0	0.0%	1	14.3%	1	14.3%
\$59,860 - \$94,818	7	0	0.0%	0	0.0%	0	0.0%	1	14.3%
\$61,200 - \$93,269	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$62,122 - \$98,400	8	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$63,938 - \$101,277	3	1	33.3%	0	0.0%	0	0.0%	0	0.0%
\$64,938 - \$101,252	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$66,107 - \$104,714	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$68,278 - \$108,152	7	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$70,448 - \$111,591	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$72,619 - \$115,028	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$74,788 - \$118,465	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$76,958 - \$130,030	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$79,129 - \$133,695	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$81,298 - \$137,362	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$83,471 - \$141,030	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$86,512 - \$146,171	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$92,926 - \$157,008	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$99,342 - \$167,847	8	0	0.0%	0	0.0%	1	12.5%	0	0.0%
\$116,446 - \$196,748	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$133,553 - \$225,651	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	268	1	0.4%	5	1.9%	5	1.9%	21	7.8%

Source: Created by Evergreen Solutions from data provided by FCAA as of March 2018.

Employees with salaries at the range minimum are typically new hires or are new to their classification following a recent promotion; on the other hand, employees with salaries at the range maximum are typically highly experienced and proficient in their classification. As Exhibit 2B illustrates, at the time of this study, there was one employee with a salary below their range minimum and 21 employees with a salary above their range maximum.

Exhibit 2C illustrates the placement of employees' salaries relative to pay range midpoints. The exhibit contains the following:

- the pay ranges,
- the number of employees in classifications assigned to the pay range,



- the number and percentage of employees with salaries below the midpoint,
- the number and percentage of employees with salaries near the midpoint (within a dollar amount), and
- the number and percentage of employees with salaries above the midpoint of each pay range.

**EXHIBIT 2C
SALARY PLACEMENT ABOVE AND BELOW MIDPOINT
BY PAY RANGE**

Range	Employees	# < Mid	% < Mid	# at Mid	% at Mid	# > Mid	% > Mid
\$15,382 - \$23,552	1	0	0.0%	0	0.0%	1	100.0%
\$21,216 - \$32,333	0	0	0.0%	0	0.0%	0	0.0%
\$30,452 - \$46,627	1	0	0.0%	0	0.0%	1	100.0%
\$31,824 - \$39,650	0	0	0.0%	0	0.0%	0	0.0%
\$34,977 - \$53,557	2	0	0.0%	0	0.0%	2	100.0%
\$39,501 - \$60,483	17	14	82.4%	0	0.0%	3	17.6%
\$41,763 - \$63,948	20	12	60.0%	0	0.0%	8	40.0%
\$44,024 - \$67,410	20	13	65.0%	0	0.0%	7	35.0%
\$46,287 - \$70,875	27	14	51.9%	0	0.0%	13	48.1%
\$48,550 - \$74,340	21	10	47.6%	0	0.0%	11	52.4%
\$50,812 - \$80,487	43	21	48.8%	0	0.0%	22	51.2%
\$53,074 - \$84,069	28	11	39.3%	0	0.0%	17	60.7%
\$55,336 - \$87,652	16	11	68.8%	0	0.0%	5	31.3%
\$57,598 - \$91,235	7	1	14.3%	0	0.0%	6	85.7%
\$59,860 - \$94,818	7	1	14.3%	0	0.0%	6	85.7%
\$61,200 - \$93,269	1	1	100.0%	0	0.0%	0	0.0%
\$62,122 - \$98,400	8	5	62.5%	0	0.0%	3	37.5%
\$63,938 - \$101,277	3	3	100.0%	0	0.0%	0	0.0%
\$64,938 - \$101,252	1	0	0.0%	0	0.0%	1	100.0%
\$66,107 - \$104,714	3	2	66.7%	0	0.0%	1	33.3%
\$68,278 - \$108,152	7	4	57.1%	0	0.0%	3	42.9%
\$70,448 - \$111,591	4	3	75.0%	0	0.0%	1	25.0%
\$72,619 - \$115,028	6	3	50.0%	0	0.0%	3	50.0%
\$74,788 - \$118,465	2	0	0.0%	0	0.0%	2	100.0%
\$76,958 - \$130,030	3	3	100.0%	0	0.0%	0	0.0%
\$79,129 - \$133,695	6	3	50.0%	0	0.0%	3	50.0%
\$81,298 - \$137,362	1	1	100.0%	0	0.0%	0	0.0%
\$83,471 - \$141,030	0	0	0.0%	0	0.0%	0	0.0%
\$86,512 - \$146,171	1	0	0.0%	0	0.0%	1	100.0%
\$92,926 - \$157,008	0	0	0.0%	0	0.0%	0	0.0%
\$99,342 - \$167,847	8	2	25.0%	0	0.0%	6	75.0%
\$116,446 - \$196,748	3	0	0.0%	0	0.0%	3	100.0%
\$133,553 - \$225,651	1	0	0.0%	0	0.0%	1	100.0%
Total	268	138	51.5%	0	0.0%	130	48.5%

Source: Created by Evergreen Solutions from data provided by FCAA as of March 2018.



Employees with salaries close to the midpoint of a pay range should be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, range midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint.

Of the 268 employees with classifications in FKAA's pay plan, 138 employees (51.5 percent) had salaries below the midpoint of their respective range, no employees had salaries at the midpoint, and 130 employees (48.5 percent) had salaries above the midpoint.

2.3 SALARY QUARTILE ANALYSIS

This section provides an additional analysis of the distribution of employees' salaries across the pay ranges at the time of this study. Examining employee salary placement by range quartile provided insight into whether clustering of employees' salaries existed within each pay range. For this analysis, employees' salaries were slotted within one of four equal distributions. The first quartile (0-25) represents the lowest 25 percent of the pay range. The second quartile (26-50) represents the segment of the pay range above the first quartile up to the pay range's midpoint. The third quartile (51-75) represents the part of the pay range above the midpoint up to the 75th percentile of the pay range. The fourth quartile (76-100) is the highest 25 percent of the pay range. This analytical method provided an opportunity to assess how employees' salaries are disbursed throughout each range.

Exhibit 3D provides a breakdown of placement of employees' salaries relative to salary quartile and provides the following:

- the pay ranges,
- the number of employees per pay range, and
- the location (by quartile) of the employees' salaries within each range.

FKAA's employees' salaries were fairly evenly distributed throughout their pay ranges. In order of employee concentration, 77 employees (28.73 percent) earned in the first quartile of their respective pay ranges, 71 (26.49 percent) in the fourth quartile, 61 (22.76 percent) in the second quartile, and 59 (22.01 percent) in the third quartile.



**EXHIBIT 2D
SALARY QUARTILE ANALYSIS**

Range	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
\$15,382 - \$23,552	1	0	0	0	1
\$21,216 - \$32,333	0	0	0	0	0
\$30,452 - \$46,627	1	0	0	0	1
\$31,824 - \$39,650	0	0	0	0	0
\$34,977 - \$53,557	2	0	0	0	2
\$39,501 - \$60,483	17	12	2	1	2
\$41,763 - \$63,948	20	10	2	4	4
\$44,024 - \$67,410	20	7	6	2	5
\$46,287 - \$70,875	27	11	3	5	8
\$48,550 - \$74,340	21	7	3	5	6
\$50,812 - \$80,487	43	10	11	8	14
\$53,074 - \$84,069	28	4	7	8	9
\$55,336 - \$87,652	16	3	8	4	1
\$57,598 - \$91,235	7	0	1	2	4
\$59,860 - \$94,818	7	1	0	5	1
\$61,200 - \$93,269	1	0	1	0	0
\$62,122 - \$98,400	8	1	4	3	0
\$63,938 - \$101,277	3	2	1	0	0
\$64,938 - \$101,252	1	0	0	0	1
\$66,107 - \$104,714	3	0	2	1	0
\$68,278 - \$108,152	7	2	2	3	0
\$70,448 - \$111,591	4	2	1	0	1
\$72,619 - \$115,028	6	3	0	1	2
\$74,788 - \$118,465	2	0	0	0	2
\$76,958 - \$130,030	3	1	2	0	0
\$79,129 - \$133,695	6	0	3	2	1
\$81,298 - \$137,362	1	0	1	0	0
\$83,471 - \$141,030	0	0	0	0	0
\$86,512 - \$146,171	1	0	0	0	1
\$92,926 - \$157,008	0	0	0	0	0
\$99,342 - \$167,847	8	1	1	3	3
\$116,446 - \$196,748	3	0	0	1	2
\$133,553 - \$225,651	1	0	0	1	0
Overall Total	268	77	61	59	71
Percentage		28.73%	22.76%	22.01%	26.49%

Source: Created by Evergreen Solutions from data provided by FCAA as of March 2018.

2.4 EMPLOYEES BY DEPARTMENT

At the time the study commenced, FCAA employed 268 individuals across eight departments. Exhibit 2E depicts the number of employees and the number of classifications in each department and is intended only to provide basic information regarding how employees are



distributed among departments. Also provided is the percentage breakdown of employees by department.

**EXHIBIT 2E
EMPLOYEES BY DEPARTMENT**

Department	Employees	Classes	% of Total
Customer Service	34	9	12.7%
Engineering	42	30	15.7%
Executive	8	8	3.0%
Finance	30	22	11.2%
Human Resources	4	4	1.5%
Information Technology	8	8	3.0%
Operations	116	45	43.3%
Wastewater	26	12	9.7%
Total	268	138	100.0%

Source: Created by Evergreen Solutions from data provided by FKAA as of March 2018.

As the exhibit illustrates, the largest department in FKAA is Operations, with 116 employees representing 43.3 percent of the FKAA's workforce.

2.5 SUMMARY

Overall, FKAA's compensation structure offered a firm foundation on which to improve. The key points of the current structure were:

- FKAA administered an open-range pay plan for 268 employees with 33 pay ranges.
- Employees' salaries were fairly evenly distributed throughout the pay plan, with almost half of employees' salaries falling above and slightly over half falling below their salary midpoints.

FKAA's pay plan provided employees with a clear pay structure and opportunities for salary growth. The information gained from this review of current conditions was used in conjunction with the market analysis data and internal equity review to develop recommendations for a competitive compensation plan that would best align with FKAA's compensation philosophy moving forward. These recommendations can be found in **Chapter 5** of this report.



Chapter 3 - Summary of Employee Outreach

Following the study kick-off, Evergreen consultants visited FKAA in March 2018 to conduct Employee Outreach. The process consisted of facilitating focus group meetings with employees and supervisors, as well as conducting interviews with department heads. During these meetings, questions were asked that were designed to gather participant feedback on several topics related to the study. To provide an opportunity for those who could not attend a session to provide input, an electronic survey was made available to all employees which included the same questions.

Participant responses from both methods were reviewed and provided the study team valuable information regarding the employees' and leaders' perceptions of the current compensation and classification system. Summarized below are their comments, perceptions, and suggestions related to each topic area.

3.1 GENERAL FEEDBACK

Many employees stated that they lived in area in which they worked and enjoyed serving the community in which they lived. Also, the benefits provided by FKAA were mentioned as a strong pull for many. While many of the comments received during outreach were positive, there was a perception that the current pay structure does not match market conditions. While Evergreen receives this input frequently while conducting these studies, this belief was expressed by employees in most of the sessions.

3.2 COMPENSATION

During the interviews and focus groups, employees expressed the following thoughts (beliefs) relating to FKAA's compensation system:

- there was limited opportunity for progression within salary ranges;
- the step system previously in place should be reinstated;
- the annual across the board Cost of Living Adjustment (COLA) had not kept pace with the reality of the conditions in FKAA's service area;
- there was little incentive for the administrative/office positions to acquire additional experience, education, training, or certifications due to lack of or inadequate additional compensation; and
- there were significant inconsistencies with pay for similar work across FKAA.

3.3 CLASSIFICATION

Meeting participants expressed the following relating to FCAA's classification system:

- job titles did not always match the actual duties performed;
- there was not always a clear path of progression within a job family;
- there need to be levels within job families to provide advancement opportunities; and
- more consistency in titles was needed across departments.

3.4 MARKET PEERS

Outreach participants were asked to identify organizations they considered to be market peers competing for employees performing similar work. The most common responses are listed below and were considered when developing the list of peers for the salary survey:

- Florida Keys Electric Cooperative,
- Keys Energy Services,
- Key West Resort Utilities,
- Miami-Dade County, and
- Florida Power and Light.

3.5 BENEFITS

Although a review of employee benefits was not a focus of this study, interview and focus group participants were asked for feedback in this regard. Meeting participants commented that the employee benefits package was among the top reasons for seeking employment and remaining with FCAA. In particular, employees appreciated the generous retirement benefits. Some employees commented, however, that the ability to “sell back” unused vacation time would be appreciated.

3.6 SUMMARY

Overall, employees expressed satisfaction for working for FCAA and appreciated the generous benefits package. However, they believed that FCAA's compensation system was not competitive with the region's labor market. Also, they would like to see classification system changes that facilitate career progression and ensure that job titles accurately reflect the work being performed.

The concerns expressed and reported above are common and exist in many organizations today. FCAA's commitment to seeking employee input and feedback regarding the compensation and classification system is a positive step toward improvement in these areas. The input received during employee outreach served to provide a foundation for understanding the current environment while conducting the remainder of the study. It was considered when developing the recommendations provided in **Chapter 5** of this report.

Chapter 4 – Market Summary

This chapter provides a market analysis in which FKAA's salary ranges were compared to those at peer organizations. The data collected were used to evaluate the overall compensation at FKAA at the time of this study. It is important to note that the market comparisons contained herein do not translate at the individual level and are instead used to provide an overall analysis. The utilized methodology is not intended to evaluate salaries paid to individuals as this is typically determined through a combination of factors, which could include: the demand for a job, a candidate's prior experience, or an individual's negotiation skills during the hiring process.

Furthermore, it should be noted that market comparisons are best thought of as a snapshot of current market conditions. In other words, market conditions change and can change quickly; therefore, while market surveys are useful for making updates to salary structures or benefits provided to employees, they must be done at regular intervals if FKAA wishes to remain current with its market peers and salary trends.

4.1 SALARY SURVEY RESULTS

Evergreen collected pay range information from target organizations utilizing a salary survey tool. The development of this tool included selecting benchmark classifications to be surveyed. The desired outcome was to select a cross-section of FKAA's classifications, so that the surveyed positions made up a subset of all work areas and levels of classifications in FKAA. The job title, a description of assigned duties, and the education and experience requirements were provided in the survey tool for each benchmark classification.

The target peers were selected by Evergreen with concurrence from FKAA's project team. Several factors were utilized when developing this peer list, including organization size, cost of living, and the relative population being served by the organization. All data collected were adjusted for cost of living using a national cost of living index factor which allowed salary dollars from organizations outside of the immediate recruiting area to be adjusted for the cost of living relative to FKAA. **Exhibit 4A** provides the list of market peers from which data were collected for 62 benchmark classifications.



EXHIBIT 4A
MARKET PEERS

Market Peers
Alameda County Water District
Albuquerque Water Authority
California Department of Water Resources
Central Arizona Water Conservation District
City of Hialeah Department of Water & Sewers
Coachella Valley Water District
Contra Costa Water District
District of Columbia Water and Sewer Authority
East Bay Municipal Utility District
Eversource Energy (formerly Northeast Utilities)
Fairfax Water Authority
JEA (formerly Jacksonville Electric Authority)
La Mesa-Sweetwater Branch, CA
Las Vegas Valley Water District
Los Angeles Department of Water and Power
Massachusetts Water Resources Authority
Metropolitan Water District of Southern California
Miami-Dade Water and Sewer Department
Monroe County Water Authority, NY
Napa County Flood Control and Water Conservation District
New York City Department of Environmental Protection
North Miami Department of Water and Sewers
Orlando Utilities Commission
San Diego County Water Authority
San Francisco Public Utilities Commission
San Luis Delta Mendota Water Authority, CA
Santa Clara Valley Water District
Solano County Water Agency, CA
South Florida Water Management District
Southwest Florida Water Management District
St. Petersburg Water Resources Department
Suffolk County Water Authority
Tampa Water Department
Washington Suburban Sanitary Commission
Western Virginia Water Authority

*Bold indicates data was collected from peer



FKAA expressed a desire to have a salary structure that would be competitive at the 75th percentile of the market. Based on this, Evergreen needed to first conduct a comparison of its current structure, or salary ranges for the benchmark classifications to the 75th percentile of the data collected from the targets (peers). **Exhibit 4B** provides a summary of these results and contains the following information:

- The market salary range information for each classification. This indicates the 75th percentile minimum, midpoint, and maximum of the peer survey data for each benchmark classification.
- The percent differentials (to FKAA's existing salary ranges). A positive differential indicates FKAA was above the targets' 75th percentile for that classification at the minimum, midpoint, or maximum. A negative differential indicates FKAA was below the 75th percentile for that classification. The final row provides the average percent differentials for the minimum, midpoint, and maximum for all benchmarked classifications. This represents an average of all classifications' differentials. Some positions did not have current salary ranges and no differentials could be calculated or provided in the exhibit.
- The survey average range width. This provides the average range spread for each classification surveyed determined by the 75th percentile minimum and maximum salaries of the respondents, relative to the minimum. The average survey range spread for each classification is located in the 2nd to the last column. The average survey range spread for all the classifications collectively is provided in the final row. The number of responses collected for each classification is provided in the final column and the average number of responses for all the classifications is provided in the final row.
- **Note:** FKAA had range spreads on average of 60.0 percent while the peers' average range spread was 37.8 percent. This difference in range spreads impacted the differentials (at midpoints and maximums) presented in the comparisons below.



**EXHIBIT 4B
MARKET SALARY SURVEY SUMMARY**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Average Range Width	# Resp.
	75th %ile	% Diff	75th %ile	% Diff	75th %ile	% Diff		
Accountant	\$56,386.97	-16.1%	\$62,894.68	-2.4%	\$72,665.83	2.3%	39.0%	22
Accounting Manager	\$97,282.59	-30.1%	\$114,830.55	-18.8%	\$134,327.64	-13.4%	37.0%	15
Accounts Receivable Specialist	\$45,678.10	-3.8%	\$55,901.44	-0.3%	\$66,124.78	1.9%	52.7%	8
Asset Management Program Administrator	\$73,274.07	-18.0%	\$90,802.94	-13.1%	\$105,706.39	-7.4%	50.0%	4
Benefits and Risk Manager	\$97,368.59	-34.1%	\$116,691.20	-24.4%	\$133,601.15	-16.1%	44.2%	12
Billing Manager	\$86,614.09	-35.5%	\$104,856.94	-26.9%	\$123,099.79	-21.5%	39.3%	4
Billing Specialist	\$48,368.70	-15.8%	\$56,314.85	-6.5%	\$64,261.00	-0.5%	38.7%	7
Buyer	\$58,513.88	-15.2%	\$70,390.96	-7.2%	\$82,583.90	-2.6%	41.4%	19
Construction Crew Supervisor	\$71,098.18	2.1%	\$91,386.91	2.6%	\$108,934.31	5.3%	42.2%	8
Construction Equipment Operator	\$56,540.37	-16.5%	\$62,340.29	-1.5%	\$68,280.58	8.2%	23.9%	14
Construction Manager	\$92,671.90	-17.1%	\$118,843.22	-11.7%	\$141,137.86	-5.6%	48.3%	7
Customer Service Area Manager	\$76,544.33	-15.8%	\$96,822.98	-13.4%	\$119,158.55	-13.8%	35.2%	8
Customer Service Field Representative	\$52,806.14	-14.1%	\$58,499.33	0.1%	\$66,244.11	6.5%	30.7%	9
Customer Service Representative	\$43,204.10	-9.4%	\$49,927.02	0.1%	\$59,390.93	1.8%	37.5%	16
Deputy Executive Director of Utility Operations	\$146,198.97	-25.6%	\$171,872.51	-9.8%	\$199,187.12	-1.2%	37.5%	7
Distribution System Operator A (Licensed)	\$56,610.56	-11.4%	\$62,173.70	5.3%	\$67,736.85	15.8%	27.5%	9
Electrical/Instrumentation/Control Manager	\$106,665.20	-34.8%	\$121,969.36	-14.6%	\$140,749.86	-5.3%	40.5%	6
Electrical/Instrumentation/Control Supervisor	\$84,834.68	-	\$97,514.52	-	\$108,178.23	-	33.6%	12
Electronic Systems Specialist	\$61,946.87	-3.5%	\$75,676.60	2.1%	\$83,040.13	12.4%	35.3%	13
Engineer - Associate	\$79,983.81	-	\$90,955.52	-	\$105,567.05	-	35.8%	13
Engineer - Principal	\$98,603.30	-	\$117,395.41	-	\$133,090.21	-	38.4%	11
Engineer - Senior	\$89,758.47	-	\$107,810.58	-	\$123,226.52	-	39.3%	19
Engineering Manager	\$112,291.11	-13.0%	\$137,077.26	-2.6%	\$159,528.95	5.0%	40.1%	17
Executive Assistant	\$61,772.21	-21.6%	\$71,205.43	-8.5%	\$88,595.65	-10.1%	51.1%	19
Executive Director	\$173,132.39	-29.6%	\$259,614.61	-44.6%	\$253,088.17	-12.2%	43.6%	7
Facility Maintenance and Construction Supervisor	\$86,431.70	-26.6%	\$98,986.58	-12.2%	\$110,454.36	-2.1%	39.5%	13
Facility Maintenance Mechanic A	\$56,521.12	-11.2%	\$58,807.33	10.4%	\$69,108.03	14.1%	26.2%	15
Finance Manager	\$106,604.19	-7.3%	\$133,612.27	0.0%	\$171,100.76	-1.9%	42.7%	13
Finance Specialist	\$54,518.51	-23.8%	\$71,041.61	-27.5%	\$87,024.43	-29.1%	53.9%	7
Garage Mechanic A	\$52,764.60	-3.8%	\$59,136.64	9.9%	\$69,359.98	13.8%	31.8%	11
General Counsel	\$191,814.51	-64.7%	\$205,964.69	-31.5%	\$234,707.24	-19.3%	43.5%	7
Human Resources Manager	\$118,213.27	-19.0%	\$138,430.39	-3.6%	\$174,300.97	-3.8%	45.4%	17
Information Technology Manager	\$113,074.65	-13.8%	\$133,596.36	0.0%	\$163,941.70	2.3%	42.3%	14
Instrumentation and Control Specialist	\$73,877.66	-18.9%	\$77,334.72	3.6%	\$86,314.51	12.3%	22.2%	10
Leak Control Technician A (Level 1 License)	\$42,423.87	16.5%	\$55,266.81	15.8%	\$68,109.75	15.4%	49.9%	4
Legal Assistant	\$51,083.66	-0.5%	\$63,691.21	3.0%	\$78,500.33	2.5%	49.6%	9
Master Electrician	\$72,945.13	-26.6%	\$80,998.85	-8.8%	\$88,874.80	2.6%	30.5%	13
Office Assistant	\$34,683.22	-13.9%	\$43,494.92	-12.9%	\$53,845.62	-15.5%	43.1%	14
Pipeline Controlman	\$67,666.58	-27.5%	\$76,132.82	-11.0%	\$85,995.22	-2.3%	38.7%	6
Plant Operator and Maintenance Mechanic A	\$67,750.35	-33.3%	\$72,410.55	-10.3%	\$81,194.72	-0.9%	27.8%	14
Procurement and Inventory Manager	\$93,040.38	-32.1%	\$119,304.45	-31.1%	\$141,239.35	-26.6%	47.8%	13
Public Information Manager	\$101,612.41	-32.0%	\$125,943.28	-21.7%	\$149,584.32	-15.0%	47.1%	14
Records Data Entry Clerk	\$42,274.57	-20.9%	\$48,733.28	-10.1%	\$55,111.10	-2.9%	43.7%	10
Reverse Osmosis Plant Operator A/Laboratory Technical Director	\$96,754.45	-55.7%	\$110,483.09	-37.7%	\$123,470.45	-25.5%	31.3%	4
Safety, Security and Training Manager	\$91,444.44	-25.9%	\$111,754.20	-19.1%	\$124,049.38	-7.8%	41.8%	16
Software Developer	\$71,406.31	1.7%	\$86,542.68	7.8%	\$104,322.20	9.3%	46.6%	10
Technical Systems Specialist	\$59,271.63	-7.1%	\$77,004.21	-7.7%	\$93,738.64	-6.9%	35.6%	12
Valve/Hydrant and Meter Technician B	\$51,999.23	-2.3%	\$57,594.21	12.3%	\$63,189.19	21.5%	27.7%	9
Wastewater Operations Maintenance Mechanic A	\$66,485.81	-30.8%	\$71,199.14	-8.5%	\$74,991.77	6.8%	25.3%	10
Wastewater Operations Mechanical Supervisor	\$70,514.05	-3.3%	\$83,913.20	4.9%	\$97,312.35	10.0%	40.0%	5



EXHIBIT 4B
MARKET SALARY SURVEY SUMMARY (CONTINUED)

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Average	#
	75th %ile	% Diff	75th %ile	% Diff	75th %ile	% Diff		
Wastewater Operations Manager	\$118,690.48	-19.5%	\$138,262.93	-3.5%	\$154,737.60	7.8%	39.6%	4
Wastewater Operations Treatment Plant Operator A	\$68,930.09	-24.6%	\$72,248.05	-1.1%	\$76,025.62	13.3%	19.0%	6
Wastewater Operations Treatment Plant Operator Supervisor	\$91,894.71	-30.4%	\$100,383.72	-10.3%	\$109,208.24	2.1%	32.6%	7
Water Operations Area Manager	\$116,837.36	-	\$132,216.53	-	\$148,243.51	-	30.8%	3
Water Quality and Environmental Manager	\$106,544.66	-46.7%	\$125,750.29	-34.0%	\$146,370.56	-27.2%	39.7%	11
Water Quality Control Technician	\$59,341.58	-11.8%	\$77,134.44	-12.5%	\$86,821.46	-3.3%	44.1%	10
Water Treatment Plant Facilities Maintenance Foreman	\$84,283.08	-40.8%	\$93,363.49	-20.7%	\$102,443.90	-8.0%	28.9%	9
Water Treatment Plant Mechanic A	\$63,172.57	-24.3%	\$70,633.55	-7.6%	\$76,137.03	5.4%	28.0%	12
Water Treatment Plant Operator A	\$64,490.64	-12.0%	\$72,643.25	2.4%	\$82,512.56	9.6%	32.4%	17
Water Treatment Plant Supervisor/Laboratory Technical Director	\$91,884.76	-30.4%	\$106,601.47	-17.1%	\$120,249.27	-7.8%	33.9%	14
Water Operations Manager	\$130,245.99	-31.1%	\$155,657.36	-16.5%	\$171,263.47	-2.0%	37.0%	10
Overall Average		-19.8%		-7.9%		-1.3%	37.8%	10.7

Market Minimums

A starting point of the analysis was to compare the peer's market minimum for each classification to FCAA's range minimums. Market minimums are generally considered as an entry level salary for employees who meet the minimum qualifications of a classification. Those employees with salaries at or near the range minimums typically are unlikely to have mastered the job and probably have not acquired the skills and experience necessary to be fully proficient in their classification.

As Exhibit 4B illustrates, for the benchmark classifications, FCAA was, on average, approximately 19.8 percent below the desired market position at the minimum of the respective salary ranges. The following observations can be made based on the collected data:

- The surveyed position differentials ranged from 64.7 percent below market minimum in the case of the General Counsel classification to 16.5 percent above market for the Leak Control Technician A (Level 1 License) classification.
- Of the 56 classifications surveyed with differentials, 53 classifications (94.6 percent) had differentials below the desired market position at the minimum.

Market Midpoints

Market midpoints are important to consider because they are commonly recognized as the salary point at which employees are fully proficient in satisfactorily performing their work. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect his or her salary to be placed.



As **Exhibit 4B** illustrates, for the benchmarked classifications, FCAA was, on average, 7.9 percent below its desired market position at the midpoint of the respective salary ranges. Based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 44.6 percent below the desired market midpoint in the case of the Executive Director classification to 15.8 percent above market for the Leak Control Technician A (Level 1 License) classification.
- Of the 56 classifications surveyed with differentials, 40 classifications (71.4 percent) had differentials below the desired market position at the midpoint.

Market Maximums

In this section, salary range maximums are compared to the peers' 75th percentile of maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing employees. Additionally, being competitive at the maximum allows organizations to attract highly qualified individuals for in-demand classifications.

As **Exhibit 4B** illustrates, FCAA's benchmarked positions were, on average, 1.3 percent below the desired market position at the maximum of the respective salary ranges. Based on the collected data, the following observations can be made:

- The surveyed position differentials ranged from 29.1 percent below the desired market position maximum in the case of the Finance Specialist classification to 21.5 percent above market for the Valve/Hydrant and Meter Technician B classification.
- Of the 56 classifications surveyed with differentials, 31 classifications (55.3 percent) were below the desired market position at the maximum.

4.2 MARKET SUMMARY

It should again be noted that the standing of a classification's pay range compared to the market is not a definitive assessment of an individual employee's salary being equally above or below market. A salary range does, however, speak to FCAA's general ability to recruit and retain talent over time. If a range minimum is significantly lower than the market, FCAA could find itself losing out to its market peers when it seeks to fill a position. It is equally true that range maximums lower than the market may serve as a disincentive for experienced employees to remain at FCAA.

From the analysis of the data gathered in the external assessment discussed above, the benchmark classifications' ranges were generally found to be below FCAA's desired goal of being competitive with its peers. The survey average range width was calculated to be significantly lower than FCAA's current range plan. For this reason, emphasis was placed on utilizing the peers' calculated differential at the midpoint rather than range spreads when developing the recommendations presented in the next chapter.



Chapter 5 - Recommendations

The analysis of FKAA's classification and compensation system revealed some areas of opportunities for improvement. Evergreen worked to build on the strength of the existing pay structure while placing focus on developing a more competitive compensation system and a sound classification structure. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

5.1 CLASSIFICATION SYSTEM

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

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

FINDING

Overall, the classification system utilized by FKAA was sound. However, there were some instances of titles that could be modified to better reflect the tasks assigned to the position.

RECOMMENDATION 1: Revise the titles of some classifications, and expand titles for other positions.

Exhibit 5A provides a list of the recommended changes to the classification system. Not listed are minor changes e.g., spelling out abbreviated words; however, listed are modifications to entire classifications and those that had changes for one or two employees in a classification. The foundation for all recommendations was the work performed by employees as described in their JATs, best practices in the Human Resources field, or unique needs which required a specific titling method. Evergreen worked jointly with FKAA's project team in developing the list of changes.



EXHIBIT 5A
PROPOSED CLASSIFICATION CHANGES

Current Class Title	Recommended Class Title
Admin Asst - Eng Contracts & Permitting	Administrative Analyst
Administrative Assistant- Engineering	Administrative Analyst
Administrative Assistant Production/Trans.	Executive Assistant II
Application Support Lead/DBA	IT Technician III
Applications Support Specialist/DBA	IT Technician I
Construction Equipment Operator	Construction Equipment Operator I
Construction Manager	Project Manager
Construction Worker C	Construction Worker II
Construction Worker D	Construction Worker I
Contract Field Representative	Contract Field Representative I
CS Sr. Clerical Asst.	Customer Service Representative II
Customer Service Area Manager - Lower Keys	Customer Service Superintendent
Customer Service Area Manager-Middle Keys	Customer Service Superintendent
Customer Service Area Manager-Upper Keys	Customer Service Superintendent
Customer Service Representative	Customer Service Representative I
Deputy Executive Dir.of Utility Operations	Deputy Executive Director - Engineering and Operations
Distribution System Oper A w/o level 1 license	Water Distribution System Operator II
Distribution System Oper A with level 1 licen	Water Distribution System Operator III
Distribution System Operator B	Water Distribution System Operator II
Distribution System Operator C	Water Distribution System Operator I
Distribution System Operator D	Water Distribution System Operator Trainee
Draftsman	Engineering Technician I
Electrical/Instrumentation/Controls Manager	EI&C Superintendent
Electronic/Electrical Systems Specialist	EI&C Technician
Engineering Projects Administrator	Engineering Planner
Engineering Technician	Engineering Technician II
Executive Assistant - I/C Auditor	Executive Assistant II
Executive Assistant - Info. Technology Dept.	Executive Assistant II
Executive Assistant- Human Resources	Executive Assistant II
Executive Assistant-Administration	Executive Assistant III
Executive Asst. - Engineering	Executive Assistant III
Executive Asst./Wastewater	Executive Assistant II
Facility Maintenance & Construction Supv.	Facilities Maintenance Supervisor
Facility Maintenance Mechanic A	Facilities Maintenance Mechanic IV
Facility Maintenance Mechanic B	Facilities Maintenance Mechanic III
Facility Maintenance Mechanic C	Facilities Maintenance Mechanic II
Facility Maintenance Mechanic D	Facilities Maintenance Mechanic I



EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES

Current Class Title	Recommended Class Title
Field Office Clerical Assistant	Executive Assistant I
Fleet Maintenance Foreman	Garage Mechanic Foreman
G.I.S Technical Support Specialist	GIS Technician I
Garage Mechanic A	Garage Mechanic II
Garage Mechanic B	Garage Mechanic I
Geographical Information Systems Coordinator	GIS Technician II
Infrastructure Support Specialist	IT Technician III
Instrumentation & Control Specialist	EI&C Technician
Internal / Compliance Auditor	Internal Auditor
Journeyman Electrician	Electrician I
Journeyman Electrician Inspector	Electrician I
Leak Control Tech. A with Level 1 License	Leak Control Technician II
Leak Control Technician w/o Level 1 License	Leak Control Technician I
Legal Assistant	Executive Assistant III
Manager of Capital Projects (new)	Managing Director of Capital Projects
Manager of Customer Service (new)	Managing Director of Customer Service
Manager of Engineering	Managing Director of Operations Support
Manager of Finance	Managing Director of Finance
Manager of Human Resources	Managing Director of Human Resources
Manager of Information Technology	Managing Director of Information Technology
Manager of Wastewater Operations	Managing Director of Wastewater Operations
Manager of Water Operations	Managing Director of Water Operations
Master Electrician	Electrician II
Meter Systems Coordinator	Administrative Analyst
Office Coordinator-Operations	Executive Assistant II
Office Service Assistant	Courier
Operations Area Manager-Lower Keys	Water Field Operations Superintendent
Operations Area Manager-Middle Keys	Water Field Operations Superintendent
Operations Area Manager-Upper Keys	Water Field Operations Superintendent
Operations Supervisor	Water Operations Supervisor
Operations Supervisor/CDL Tester	Water Operations Supervisor
Pipeline Controlman	Water Transmission System Operator
Pipeline Controlman Trainee	Water Transmission System Operator Trainee
Plant Operator & Maint. Mech. B	Facility Operator/Mechanic I
Plant Operator & Maintenance Mechanic A	Facility Operator/Mechanic II
Production & Transmission Assistant Manager	Water Transmission Superintendent
Public Information Manager	Managing Director of Public Information
Records Data Entry Clerk	Records Clerk



EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES

Current Class Title	Recommended Class Title
Reverse Osmosis Plant Oper. A/Lab. Tech. Dir.	Water Treatment Plant Operator III
Reverse Osmosis Plant Operator A	Water Treatment Plant Operator III
Safety, Security & Training Manager	Safety and Training Manager
Senior Contract Field Representative	Contract Field Representative II
Senior Engineering Technician	Engineering Technician III
Senior Facilities Maintenance Mechanic	Facilities Maintenance Foreman
Senior Water Quality Control Technician	Water Quality Technician II
Sr. Construction Equipment Operator	Construction Equipment Operator II
Stock Island Plant Operator	Facilities Maintenance Mechanic III
System Administrator/Programmer	IT Technician IV
Technical Support Specialist	IT Technician II
Technical Systems Specialist	IT Technician II
Utility Design Supervisor	Engineering Design Supervisor
Valve/Hydrant & Meter Technician A	Water Appurtenance Technician
Wastewater Maintenance Mechanic A	Facilities Maintenance Mechanic IV
Wastewater Maintenance Mechanic B	Facilities Maintenance Mechanic III
Wastewater Maintenance Mechanic C	Facilities Maintenance Mechanic II
Wastewater Maintenance Mechanic D	Facilities Maintenance Mechanic I
Wastewater Maintenance Mechanic Foreman	Facilities Maintenance Foreman
Wastewater Mechanical Supervisor	Facilities Maintenance Supervisor
Wastewater Treatment Plant Operator A	Wastewater Treatment Plant Operator III
Wastewater Treatment Plant Operator B	Wastewater Treatment Plant Operator II
Wastewater Treatment Plant Operator C	Wastewater Treatment Plant Operator I
Wastewater Treatment Plt Operator Supervisor	Wastewater Treatment Plant Supervisor
Water Demand Management/Loss Programs Supervisor	Leak Control Supervisor
Water Quality & Environmental Manager	Water Quality Superintendent
Water Quality Control Technician	Water Quality Technician I
Water Treatment Plant Mechanic A	Facilities Maintenance Mechanic IV
Water Treatment Plant Mechanic B	Facilities Maintenance Mechanic III
Water Treatment Plant Operator A	Water Treatment Plant Operator III
Water Treatment Plant Operator B	Water Treatment Plant Operator II
Water Treatment Plant Operator C	Water Treatment Plant Operator I
Water Treatment Plt Facilities Maint Foreman	Facilities Maintenance Foreman
WTP Supervisor/ Laboratory Technical Director	Water Treatment Superintendent



FINDING

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

RECOMMENDATION 2: Revise all job descriptions to include updated classification information provided in the JAT, and review job descriptions annually for accuracy.

The process of reviewing and updating FCAA job descriptions as well as comments received from employees and supervisors during outreach revealed they did not, in some cases accurately reflect current work performed. To minimize this becoming a concern again in the future, Evergreen recommends a regular review of these descriptions, and FLSA status determinations. To the extent possible, a review of the employee's assigned job classification (description) should occur concurrent with his/her annual performance evaluation. This would be an appropriate time to review the job description for the classification as it should accurately represent the work the employee will perform during an evaluation period. Review of the FLSA determination as well as other aspects of the job, such as physical requirements required to perform essential functions will also ensure consistent, continuous compliance with the American's with Disabilities Act (ADA) protection. At the time of this report, Evergreen was in the process of revising the job descriptions for all classifications. These will be provided to FCAA under separate cover.

5.2 COMPENSATION SYSTEM

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, FCAA's pay ranges for selected benchmark classifications were compared to the 75th percentile of the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report.

During the internal equity assessment, consideration of the relationships between and the type of work being performed by the FCAA's employees were reviewed and analyzed. Specifically, a composite score was assigned to each of the classifications that quantified the classification's level of five separate compensatory factors. The level for each factor was determined based on responses to the JAT. The results of both analyses were utilized when developing the recommendations below.

FINDING

FCAA's salary ranges were behind its desired market position for many of the benchmark classifications at the minimum, midpoint, and maximums. Implementing a revised, more



competitive pay structure would provide FCAA with an improved ability to attract, hire and retain employees.

RECOMMENDATION 3: Create a revised competitive open-range pay plan aligned with FCAA's compensation philosophy that reflects its desired market position and best practices; slot all classifications into the plan based on external and internal equity; and implement the new structure by transitioning employees' salaries into the plan.

Exhibit 5B shows the proposed new open-range pay plan which has 27 pay ranges. The range spreads begin at 55%, increase to 60% starting at Grade 13, and progress to 65% starting at Grade 22.

**EXHIBIT 5B
PROPOSED PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread	Range Progression
1	\$ 20,800.00	\$ 26,520.00	\$ 32,240.00	55%	-
2	\$ 37,353.81	\$ 47,626.11	\$ 57,898.41	55%	-
3	\$ 39,408.27	\$ 50,245.55	\$ 61,082.82	55%	5.5%
4	\$ 41,575.73	\$ 53,009.05	\$ 64,442.38	55%	5.5%
5	\$ 43,862.39	\$ 55,924.55	\$ 67,986.71	55%	5.5%
6	\$ 46,274.82	\$ 59,000.40	\$ 71,725.98	55%	5.5%
7	\$ 48,819.94	\$ 62,245.42	\$ 75,670.90	55%	5.5%
8	\$ 51,505.03	\$ 65,668.92	\$ 79,832.80	55%	5.5%
9	\$ 54,337.81	\$ 69,280.71	\$ 84,223.61	55%	5.5%
10	\$ 57,326.39	\$ 73,091.15	\$ 88,855.91	55%	5.5%
11	\$ 60,479.34	\$ 77,111.16	\$ 93,742.98	55%	5.5%
12	\$ 63,805.71	\$ 81,352.28	\$ 98,898.84	55%	5.5%
13	\$ 67,315.02	\$ 87,509.53	\$107,704.03	60%	5.5%
14	\$ 71,017.35	\$ 92,322.55	\$113,627.75	60%	5.5%
15	\$ 74,923.30	\$ 97,400.29	\$119,877.28	60%	5.5%
16	\$ 79,044.08	\$102,757.31	\$126,470.53	60%	5.5%
17	\$ 83,391.51	\$108,408.96	\$133,426.41	60%	5.5%
18	\$ 87,978.04	\$114,371.45	\$140,764.86	60%	5.5%
19	\$ 92,816.83	\$120,661.88	\$148,506.93	60%	5.5%
20	\$ 97,921.76	\$127,298.28	\$156,674.81	60%	5.5%
21	\$103,307.45	\$134,299.69	\$165,291.93	60%	5.5%
22	\$108,989.36	\$144,410.91	\$179,832.45	65%	5.5%
23	\$114,983.78	\$152,353.51	\$189,723.23	65%	5.5%
24	\$121,307.89	\$160,732.95	\$200,158.01	65%	5.5%
25	\$139,504.07	\$184,842.89	\$230,181.71	65%	15.0%
26	\$160,429.68	\$212,569.33	\$264,708.97	65%	15.0%
27	\$184,494.13	\$244,454.72	\$304,415.32	65%	15.0%



After developing the new pay plan, Evergreen slotted each proposed classification into the appropriate pay range in the recommended plan. Both internal and external equity were analyzed when slotting the classifications. Assigning classifications to pay ranges requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in **Chapter 4** were not the sole criteria for the proposed pay ranges. Some classifications' assignments varied from their associated market range due to the other factors mentioned above. The resulting recommended pay ranges for each of FKAAs' classifications are shown in **Exhibit 5C**. It should also be noted that the recommended classification titles are utilized in the exhibit.

**EXHIBIT 5C
PROPOSED PAY RANGES**

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Records Shredding Clerk	1	\$ 20,800.00	\$ 26,520.00	\$ 32,240.00
Student Intern				
Courier	2	\$ 37,353.81	\$ 47,626.11	\$ 57,898.41
Records Clerk	3	\$ 39,408.27	\$ 50,245.55	\$ 61,082.82
Customer Service Representative I	4	\$ 41,575.73	\$ 53,009.05	\$ 64,442.38
Billing Specialist				
Construction Worker I				
Customer Service Field Representative	5	\$ 43,862.39	\$ 55,924.55	\$ 67,986.71
Storekeeper				
Water Distribution System Operator Trainee				
Accounts Receivable Specialist				
Customer Service Representative II				
Engineering Technician I				
Leak Control Technician I	6	\$ 46,274.82	\$ 59,000.40	\$ 71,725.98
Wastewater Treatment Plant Operator Trainee				
Water Distribution System Operator I				
Water Treatment Plant Operator Trainee				
Facilities Maintenance Mechanic I				
Garage Mechanic I	7	\$ 48,819.94	\$ 62,245.42	\$ 75,670.90
Leak Control Technician II				
Asset Management Program Administrator				
Construction Equipment Operator I				
Construction Worker II				
Executive Assistant I				
Facilities Maintenance Mechanic II				
Facility Operator/Mechanic I	8	\$ 51,505.03	\$ 65,668.92	\$ 79,832.80
Garage Mechanic II				
Wastewater Treatment Plant Operator I				
Water Distribution System Operator II				
Water Transmission System Operator Trainee				
Water Treatment Plant Operator I				



EXHIBIT 5C
PROPOSED PAY RANGES (CONTINUED)

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accountant				
Administrative Analyst				
Facilities Maintenance Mechanic III				
Facility Operator/Mechanic II	9	\$ 54,337.81	\$ 69,280.71	\$ 84,223.61
IT Technician I				
Purchasing Office Administrator				
Warehouse Coordinator				
Buyer				
Construction Equipment Operator II				
Contract Field Representative I				
Electrician I				
Engineering Technician II				
Executive Assistant II				
Facilities Maintenance Mechanic IV				
Finance Specialist	10	\$ 57,326.39	\$ 73,091.15	\$ 88,855.91
GIS Technician I				
Wastewater Treatment Plant Operator II				
Water Appurtenance Technician				
Water Distribution System Operator III				
Water Quality Technician I				
Water Treatment Plant Operator II				
Welder				
Accounting Coordinator				
Billing Coordinator				
Central Payment Processing Coordinator				
Contract Field Representative II				
Customer Service Coordinator				
EI&C Technician				
Executive Assistant III	11	\$ 60,479.34	\$ 77,111.16	\$ 93,742.98
Executive Office Coordinator				
Garage Mechanic Foreman				
Human Resources Coordinator				
IT Technician II				
Water Quality Technician II				
Water Transmission System Operator				
Construction Crew Foreman				
Engineering Planner				
Engineering Technician III				
Facilities Maintenance Foreman	12	\$ 63,805.71	\$ 81,352.28	\$ 98,898.84
GIS Technician II				
Wastewater Treatment Plant Operator III				
Water Treatment Plant Operator III				



EXHIBIT 5C
PROPOSED PAY RANGES (CONTINUED)

Recommended Class Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Customer Service Field Supervisor	13	\$ 67,315.02	\$ 87,509.53	\$ 107,704.03
IT Technician III				
Electrician II				
Facilities Maintenance Supervisor				
Leak Control Supervisor	14	\$ 71,017.35	\$ 92,322.55	\$ 113,627.75
Records Supervisor				
Water Operations Supervisor				
Water Transmission Supervisor				
Assistant/Associate Engineer				
Construction Crew Supervisor				
El&C Supervisor	15	\$ 74,923.30	\$ 97,400.29	\$ 119,877.28
Engineering Design Supervisor				
IT Technician IV				
Customer Service Superintendent				
Wastewater Treatment Plant Supervisor	16	\$ 79,044.08	\$ 102,757.31	\$ 126,470.53
Water Treatment Plant Supervisor				
Accounting Manager				
Billing Manager	17	\$ 83,391.51	\$ 108,408.96	\$ 133,426.41
Procurement and Inventory Manager				
Benefits & Risk Manager				
Safety and Training Manager				
Water Field Operations Superintendent	18	\$ 87,978.04	\$ 114,371.45	\$ 140,764.86
Water Transmission Superintendent				
Water Treatment Superintendent				
Project Manager	19	\$ 92,816.83	\$ 120,661.88	\$ 148,506.93
Senior Engineer				
El&C Superintendent				
Principal Engineer	20	\$ 97,921.76	\$ 127,298.28	\$ 156,674.81
Water Quality Superintendent				
Managing Director of Capital Projects				
Managing Director of Customer Service				
Managing Director of Public Information	21	\$ 103,307.45	\$ 134,299.69	\$ 165,291.93
Managing Director of Wastewater Operations				
Managing Director of Water Operations				
Managing Director of Finance				
Managing Director of Human Resources	22	\$ 108,989.36	\$ 144,410.91	\$ 179,832.45
Managing Director of Information Technology				
Managing Director of Operations Support	23	\$ 114,983.78	\$ 152,353.51	\$ 189,723.23
Internal Auditor	24	\$ 121,307.89	\$ 160,732.95	\$ 200,158.01
Deputy Executive Director - Administration	25	\$ 139,504.07	\$ 184,842.89	\$ 230,181.71
Deputy Executive Director - Engineering and Operations				
General Counsel	26	\$ 160,429.68	\$ 212,569.33	\$ 264,708.97
Executive Director	27	\$ 184,494.13	\$ 244,454.72	\$ 304,415.32



After assigning pay ranges to classifications, the next step was to develop appropriate methods (options) for transitioning employees' salaries into the revised plan. This was done utilizing equitable methods (options) for calculating salaries in the new pay plan and determining whether adjustments were necessary to individual salaries to bring them to their calculated salary. Evergreen calculated and provided optional transition methods in implementing the new plan. At the time of this report, FCAA was considering the following recommendations.

Bring Employees' Salaries to New Minimums

Employees' salaries were compared to the minimums of their classification's proposed pay ranges. If an employee's salary was below his or her classification's pay range minimum, an adjustment was proposed to raise the individual's salary to the minimum.

Utilizing this approach, adjustments were recommended for 52 employees with an approximate annualized cost of **\$140,212**. This was the approximate cost for salary adjustments (only) and did not include the associated costs for employee benefits.

Current Range Penetration – Capped at Midpoint

A calculation was performed to determine the relative position of an employee's salary in the current pay range. The employee's recommended salary calculation was based on the employee's new salary being placed at the same relative position in the proposed range. For example, if an employee's salary was 40% into the current pay range, the proposed salary was placed at 40% into the recommended pay range. This method placed an employee's salary in the new range based on the relative position in the current range, yet did not place any salary beyond new midpoints unless the salary was already above that point, as no employee salary was reduced. Furthermore, all employees with a recommended grade of 24 or higher were excluded from this solution option and did not receive salary adjustments.

Utilizing this approach, adjustments were recommended for 146 employees with an approximate annualized cost of **\$740,279**. This was the approximate cost for salary adjustments (only) and did not include the associated costs for employee benefits. This option included the Bring Employees' Salaries to New Minimums cost.

5.3 SYSTEM ADMINISTRATION

FCAA's compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

RECOMMENDATION 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay range assignments if necessary.



While it is unlikely that the pay plan in total will need to be adjusted for several years, a small number of classifications' pay ranges may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, FKAA should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay range of the classification(s). If increasing a classification's pay range based on market data does not help with the recruitment and/or retention issues, it may be necessary for FKAA to offer incentives to attract employees to the position and/or to encourage employees to remain in the position.

RECOMMENDATION 5: Conduct a comprehensive classification and compensation study every three to five years.

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place FKAA in less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 6: Review and revise, as appropriate, guidelines for progressing employee salaries through the pay plan, including those for determining salaries of newly hired employees and employees who have been promoted or transferred to a different classification or department.

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

Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board, time based, and employee performance based. FKAA intends to continue utilizing both across the board adjustments and employee performance-based increases. It is recommended that FKAA continuously evaluate, as it has with this study its individual salary progression methods for employees' salaries and make changes to align with its compensation philosophy as appropriate.

New Hires

Typically, an employee holding the minimum education and experience requirements for a classification is hired at or near the classification's pay range minimum. However, for recruiting purposes FKAA needs the ability to offer salaries to new employees that consider prior related experience. It is recommended that FKAA continue to allow flexibility when establishing new employee salaries. It is also important, however, when determining new hire salaries to, when possible, preserve the internal equity of employees' salaries within the classification.



Promotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moving the salary into the new pay range, and ensuring internal equity in the new classification. For example, a range of three to seven percent increase is common today, with consideration given to preserving the internal equity of employees' salaries within the classification. FCAA has established promotion guidelines which will continue to require review going forward to remain current with best practice.

Transfers

An employee transfer occurs when an employee is reassigned to a classification at the same pay range as his or her current classification or when an employee's classification stays the same, but his or her department changes. In either of these cases, it is likely that no adjustment is necessary to the employee's salary. The only situation in which a salary adjustment would be needed for a transferred employee would be if his or her current salary is not aligned with the salaries of employees in the new classification or department. If that occurs, it may be necessary to adjust the salary of the employee or the incumbents of the classification to ensure salary equity within the new classification.

5.4 SUMMARY

The recommendations in this chapter provide an update to the compensation and classification system for FCAA's employees. If implemented, the recommendations will enhance FCAA's competitiveness in the labor market. By implementing the new pay plan, it will have a responsive compensation system for several years to come. While the upkeep of this will require work, FCAA will find that having a more competitive compensation system that enhances strong recruitment and employee retention is well worth this commitment.



Evergreen Study- Employee list

Proposed Job Title	Current Salary	PROPOSED MIN	BRING TO MIN - Annual Adjustments/Cost
Accountant	\$ 52,436.80	\$ 57,326.39	\$ 4,889.59
Accountant	\$ 52,018.30	\$ 57,326.39	\$ 5,308.09
Accountant	\$ 52,516.05	\$ 57,326.39	\$ 4,810.34
Administrative Analyst	\$ 52,862.16	\$ 54,337.81	\$ 1,475.65
Administrative Analyst	\$ 54,250.35	\$ 54,337.81	\$ 87.46
Billing Manager	\$ 75,000.12	\$ 83,391.50	\$ 8,391.38
Construction Worker I	\$ 43,446.21	\$ 43,862.39	\$ 416.18
Construction Worker I	\$ 43,016.06	\$ 43,862.39	\$ 846.33
Construction Worker II	\$ 50,094.51	\$ 51,505.03	\$ 1,410.52
Contract Field Representative I	\$ 57,013.22	\$ 57,326.39	\$ 313.17
Customer Service Representative I	\$ 40,705.60	\$ 41,575.72	\$ 870.12
Customer Service Representative I	\$ 41,112.66	\$ 41,575.72	\$ 463.06
Customer Service Representative I	\$ 41,092.48	\$ 41,575.72	\$ 483.24
Customer Service Representative I	\$ 40,705.60	\$ 41,575.72	\$ 870.12
Customer Service Representative I	\$ 40,705.60	\$ 41,575.72	\$ 870.12
Customer Service Supervisor	\$ 57,981.87	\$ 60,479.34	\$ 2,497.47
Executive Assistant I	\$ 43,168.32	\$ 51,505.03	\$ 8,336.71
Executive Assistant I	\$ 51,196.08	\$ 51,505.03	\$ 308.95
Executive Assistant II	\$ 55,505.22	\$ 57,326.39	\$ 1,821.17
Facilities Maintenance Mechanic I	\$ 47,863.71	\$ 48,819.94	\$ 956.23
Finance Specialist	\$ 50,260.08	\$ 54,337.81	\$ 4,077.73
Safety and Training Manager	\$ 82,472.42	\$ 87,978.04	\$ 5,505.62
Utility Mechanic II	\$ 51,379.12	\$ 51,505.03	\$ 125.91
Utility Mechanic II	\$ 51,376.00	\$ 51,505.03	\$ 129.03
Utility Mechanic II	\$ 50,006.53	\$ 51,505.03	\$ 1,498.50
Wastewater Treatment Plant Operator I	\$ 47,840.00	\$ 51,505.03	\$ 3,665.03
Wastewater Treatment Plant Operator I	\$ 47,675.26	\$ 51,505.03	\$ 3,829.77
Wastewater Treatment Plant Operator I	\$ 47,675.26	\$ 51,505.03	\$ 3,829.77
Wastewater Treatment Plant Operator I	\$ 47,675.26	\$ 51,505.03	\$ 3,829.77
Wastewater Treatment Plant Operator I	\$ 47,840.00	\$ 51,505.03	\$ 3,665.03
Wastewater Treatment Plant Operator I	\$ 48,932.42	\$ 51,505.03	\$ 2,572.61

Wastewater Treatment Plant Operator I	\$	48,880.00	\$	51,505.03	\$	2,625.03
Wastewater Treatment Plant Operator I	\$	47,689.82	\$	51,505.03	\$	3,815.21
Wastewater Treatment Plant Operator II	\$	53,709.97	\$	57,326.39	\$	3,616.42
Wastewater Treatment Plant Operator III	\$	59,656.69	\$	63,805.70	\$	4,149.01
Wastewater Treatment Plant Supervisor	\$	78,979.68	\$	79,044.08	\$	64.40
Wastewater Treatment Plant Supervisor	\$	78,979.68	\$	79,044.08	\$	64.40
Water Distribution System Operator I	\$	46,216.77	\$	46,274.82	\$	58.05
Water Distribution System Operator I	\$	43,168.32	\$	46,274.82	\$	3,106.50
Water Distribution System Operator I	\$	44,008.64	\$	46,274.82	\$	2,266.18
Water Distribution System Operator II	\$	47,928.61	\$	51,505.03	\$	3,576.42
Water Distribution System Operator II	\$	48,534.51	\$	51,505.03	\$	2,970.52
Water Distribution System Operator III	\$	55,242.51	\$	57,326.39	\$	2,083.88
Water Distribution System Operator III	\$	56,169.57	\$	57,326.39	\$	1,156.82
Water Distribution System Operator III	\$	55,789.34	\$	57,326.39	\$	1,537.05
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	41,112.66	\$	43,862.39	\$	2,749.73
Water Distribution System Operator Trainee	\$	40,689.38	\$	43,862.39	\$	3,173.01
Water Distribution System Operator Trainee	\$	41,112.66	\$	43,862.39	\$	2,749.73
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	41,091.23	\$	43,862.39	\$	2,771.16
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Distribution System Operator Trainee	\$	40,705.60	\$	43,862.39	\$	3,156.79
Water Quality Superintendent	\$	79,070.58	\$	97,921.75	\$	18,851.17
Water Transmission System Operator	\$	53,572.59	\$	60,479.54	\$	1,906.75
Water Transmission System Operator Trainee	\$	48,707.78	\$	51,505.03	\$	2,797.25
				\$		182,124.87



Key West Chamber of Commerce Wage and Benefit Survey

May 2019

The Key West Chamber of Commerce has made every effort to ensure the accuracy of this survey. However, the information upon which this report is based has been provided by outside sources. This document may not be reproduced or used for publication without written authorization from the Key West Chamber of Commerce. © 2019

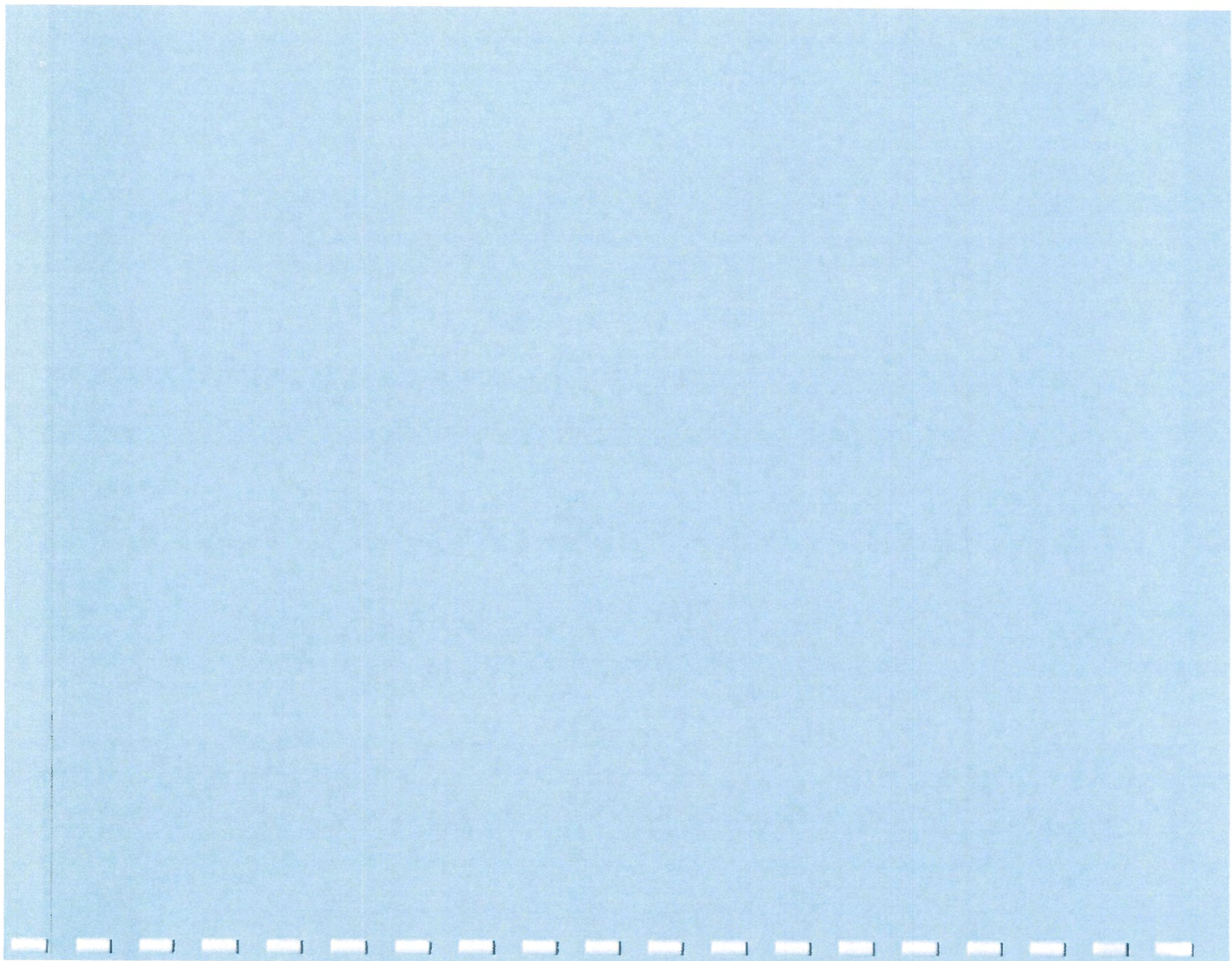


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NOTES AND DEFINITIONS

Calculation Methodology – All averages in the benefits portion of the report are weighted by the number of employees in the respondent group. This ensures that the averages for the group accurately represent the averages for all of the employees in the group.

Mean – The “arithmetic mean” or “arithmetic average” is the sum of the values in a data group divided by the number of values. This measure is a good measure to get the general range of a group. However, if the high and low are at extremes or if the values are not concentrated at the high or the low end of the range, the measure can be skewed to the top or the bottom of the range.

Median – The median of a group of data points is the value of the middle point when all the points in the group are arranged in ascending or descending order in terms of values. This is a good measure of the “typical” level of observed values because it is always the center value in the group, regardless of how many data points exist.

Quartiles – Quartiles subdivide a distribution of measurements according to the proportion of frequencies observed. As the median divides the data in half, the quartiles divide it into quarters.

Footnotes:

1. FTE – Full Time Employees Positions
2. Percent of group eligible – This measure assumes that all full time employees are eligible for the benefit described and weights the measure by employees in the whole group. Since the companies vary in number of employees, the percentage of companies offering and the percentage of group eligible can vary greatly.

Key West Chamber of Commerce
2019 Wage & Benefit Survey
Executive Summary

- Surveys were received from 68 private companies covering 3,267 employees (about 20% of the employed Key West Labor Force) and from 18 public entities covering 3,445 employees who work both in Key West and across Monroe County.
 - Of the 68 companies reporting this year, 46 also reported last year and 22 were new respondents. Therefore, direct comparisons between years can contain variations due to a different mix of respondents and consistency of reporting only local Key West positions. While the private sector report for this year shows 3,267 full time employees and the report from last year showed 2,803, a count of same-company FTE headcount for the private sector shows a 1.5% decrease of 52 employees from the 2018 report to this year's report.
 - The 18 public entities reported a combined 247 job vacancies even though the total number of people employed rose by 14 amongst the public entities that responded in both 2018 and 2019. The City of Key West added to staff by eight individuals and Monroe County added 41 people to their payroll.
- Respecting Paid Time Off (*page 2 of 9 in the benefit section*), the public sector enjoys more annual days off with pay than private sector employees:

	<u>Private Sector</u>	<u>Public Sector</u>
Paid Vacation Days (first year)	9	11
Paid Holidays	7	11
Paid Sick Days Off	8	12
Floating Days	<u>2</u>	<u>2</u>
Total	26*	36

- * It should be noted that many respondents in tourism businesses do not designate specific holidays since these are normal workdays in the industry. Instead, they administer paid time off as a lump-amount undefined as vacation, holiday, sick or floating days. If these businesses are considered, the total for paid time off would be reduced to 16 days from the 26 days shown above.
- Healthcare, Dental, Vision and other insurances such as long-term and short-term Disability, Life, and Accidental Death & Dismemberment insurances are given on *pages 3 thru 6 of the benefits section* and a key on "How to Read the Survey Results" is shown on the sample pages facing. Most private sector companies offer healthcare insurance, and because they tend to be the larger firms, most of the workforce (85%) are able to obtain group coverage. Further, half (53%) of the companies that offer healthcare insurance pay a portion of the costs. The average premium paid was 69%. All public sector employees are covered by healthcare insurance and 5 of the 18 entities reported paying 100% of employee healthcare insurance cost. The average paid by public sector employers is 93%.
- Wage increases are covered on *page 9 of 9*. Respondents were asked what type of wage adjustments were given in their organization in 2018. The types of adjustments given were "Across-the-Board," Performance Based or Merit increases, Cost-of-Living increases, and any Year-End Bonus amounts. It is important to note that the average rates of increase shown for each type of adjustment are only for those companies/organizations that actually gave a raise. For example, 12 of 68 companies in the private sector gave "Across-the-Board" increases to their 293 employees and the average of those wages given was 3.3%. However, that means 2,974 employees of the 3,267 private sector employees received no "Across-the-Board" increase. If one takes this into account, the effective percentage increase across ALL employees would be 1.2%. This same methodology is employed for all four types of adjustments. Once this is done, it is possible to add each type of increase given to arrive at an Overall Additive Percentage Increase of 2.5% as an effective wage increase covering all private sector employees and 2.0% for all public sector employees.
- The Wages Section of the report lists specific job categories from both the private and public sectors. The private sector wages for each job are shown as a consolidated average of the number of respondents reporting. Because it is public knowledge, the public sector jobs are identified by the reporting entity and averaged among all public organizations responding for each job.

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SAMPLE

Number of establishments that responded to the survey:

Number of full-time equivalent employees covered by the companies that responded in the survey.

Calculated as the total number of employees terminated during preceding year divided by the total number of FTE and Part-Time positions in each organization. The average is weighted by the number of employees in each employer relative to the total sector.

Number of employees hired for a limited term and not receiving benefits.

Calculated as the number of open (unfilled) positions divided by the total of FTE and part-time positions. The percentage is weight-averaged by number of employees in each employer relative to the total sector.

This is the number of hours comprising a workweek reported by each employer and weight-averaged for the respective sector. For example, of the 6 Large Lodging establishments responding to the survey, their work weeks ranged from 35 hour weeks to 40 hour weeks. These were weighted by the number of employees in each establishment resulting in a weighted average of 39.1 hours in a work week.

	Number Of Responses In Group	Number Of FTE ¹ in Company	Avg. Estimated Turnover Rate	Number of Part Time Empls. in Company	Number Contract Empls. in Company	Known % of FTE w/2nd job	Current Average Vacancy Rate	Estimated Avg. # of Applicants Per Posting	General Ease of Hiring Reported	General Satisfaction w/applicant Pool	Average # of Hours In Work Week	% of Co's that Pay for meal break	Non Exempt Employees	
													% of Co's Who Pay Overtime	% of Co's Who Give Comp time
<i>Private Entities</i>														
Banking	2	124	24%	1	0	2500%	6600%	25	Mod. Difficult	Sometimes	40.0	50%	100%	0%
Professional Office	8	355	17%	181	30	6200%	1300%	9	Difficult	Sometimes	39.5	47%	50%	11%
Large Lodging	11	1,429	40%	164	179	54200%	14400%	15	Difficult	Sometimes	39.1	12%	45%	0%
<i>All Private</i>	68	3,267	29%	669	346	104200%	32200%	11	Difficult	Sometimes	39.5	52%	64%	5%

Public Entities

Keys Energy Services	129	7%	0	0	1700%	300%	30	Mod. Difficult	Usually	40.0	No	Yes	No
City of Key West	492	14%	4	2	15000%	2600%	5	Mod. Difficult	Sometimes	40.0	No	Yes	No
FL Keys Aqueduct Authority	278	7%	1	6	4500%	900%	40	Mod. Difficult	Usually	40.0	No	Yes	No
MC School District	1,143	15%	2	254	45000%	4200%	17	Difficult	Sometimes	37.5	No	Yes	No
MC BOCC	218	14%	3	2	NR	3700%	20	Mod. Difficult	Usually	40.0	No	Yes	Yes
<i>All Public</i>	3,445	16%	37	333	97900%	24706%	16	Mod. Difficult	Sometimes	39.4	12%	82%	41%

Because Public Entities are each listed separately, there is no need to list the number of responses in the each entity. Each is "1"

¹FTE= Full Time Employees

²Number (or percent) of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

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This gives the average hours that the entity requires of its employees before granting Paid Time Off (PTO) such as vacation time, holidays, sick time and any "floating" time off. The averages are calculated as weighted averages, based on number of employees.

Participants were asked for the number of days paid for each category of paid time off, Holidays, Sick Time, Vacation and any Floating Days Off scheduled at the will of the employee subject to approval by the employer. It is important to note that the days shown below are the average number of days given by employers and excludes those instances where the employer does not offer such paid time off.

For example, of the 11 Large Lodging properties that responded to the survey, four of those reported providing sick days per year, while the remainder reported that sick days were not provided. This report displays the weighted average of those four properties that provided sick days to their employees and does not include the affect of the properties that did not provide sick time.

	Number Of Responses In Group	Number Of FTE ¹ in Company	PAID TIME OFF														
			Avg. Hours to Qualify for PTO	Avg. # of Holidays	Average for Those Who Don't Consolidate All Time Off				All Respondents PTO Consolidated (Note 1)				Carry Over Time				
					Paid Sick Days	Floating Days	Paid Vacation Days				(Includes All Paid Time Off)				Vacation Time?	Sick Time?	
							1-12 mo.	13-24 mos	25-36 mos	61+ mos	1-12 mo.	13-24 mos	25-36 mos	61+ mos			
Private Entities																	
Banking	2	124	34	10	9	1	6	10	10	15	30	34	35	40	0%	50%	
Professional Office	8	355	34	8	9	4	11	11	11	16	25	26	27	32	50%	11%	
Large Lodging	11	1,429	31	6	4	0	5	10	12	17	13	16	16	23	27%	9%	
All Private	68	3,267	32	7	8	2	9	10	12	15	18	19	19	25	43%	11%	

Note 1 - Includes entities with PTO administered as a lump amount, not defined as Vacation, Holiday, Sick or Floating days

Public Entities

Keys Energy Services	129	40	13	12	0	12	12	12	15	37	37	37	40	Yes	Yes
City of Key West	492	10	12	12	2	10	10	10	15	36	36	36	41	Yes	Yes
FL Keys Aqueduct Authority	278	40	12	12	1	12	12	12	15	37	37	37	40	Yes	Yes
MC School District	1,143	20	7	12	0	12	12	12	15	53	53	53	56	Yes	Yes
MC BOCC	218	25	13	13	0	13	13	13	16	39	39	39	42	Yes	Yes
All Public	3,445	24	11	12	2	11	12	12	15	42	42	43	46	88%	94%

¹FTE= Full Time Employees

²Number (or percent) of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

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This column gives the average minimum hours that the employer requires its employees to work per week before granting Healthcare benefits. The averages are calculated as weighted averages, based on number of employees.

This column shows the percentage of companies that OFFER coverage to their qualifying employees. Here, eight companies of eight responding (100%) offered this coverage to their employees working a minimum of 32 hours weekly.

This column shows the percentage of employees in the sector that work for an employer offering coverage. Here, 355 of the 355 full time equivalent employees (100%) were eligible coverage.

This column shows the percentage of companies that pay all or a portion of the coverage offered. Here, four of the eight companies (50%) pay some portion of the employee's healthcare coverage.

This column shows the average percentage (weighted by employee count) of the premium paid by employers in the Sector, ignoring those who don't pay any portion of the premium. Here, the average employer pays 75% and the employee pays 25% of the premium.

	Number Of Responses In Group	Number Of FTE ¹ in Company	Healthcare Coverage for Employee					Healthcare Coverage for Dependents				
			Average Min hours to Qualify	% of Employers Offering	% of FTE Eligible ²	% of Co's That Pay Part of Premium	Avg. % Paid by Cos. That Pay	% of Employers Offering	% of Group Eligible ²	% of Co's That Pay Part of Premium	Avg. % Paid by Co's That Pay	
<i>Private Entities</i>												
Banking	2	124	30	100%	100%	80%	78%	100%	100%	50%	50%	
Professional Office	8	355	32	100%	100%	50%	75%	75%	84%	22%	76%	
Large Lodging	11	1,429	29	100%	94%	73%	73%	81%	56%	9%	80%	
All Private	68	3,267	31	85%	89%	53%	69%	71%	73%	19%	72%	

Summary Statement for Private Sector Employee Healthcare Coverage: Of the 84 companies responding to the survey, 54 companies (64%) offered healthcare benefits to their employees that worked, on average, 30 hours per week. Because the larger companies tend to be in a position to offer these benefits, 2,902 of the 3,224 employees (90%) working in these companies are able to obtain group coverage. Most companies that offer healthcare insurance to their employees pay at least a portion of the costs (47 of the 54 that offered). The average amount paid by these companies was 74% of the cost of the coverage.

Public Entities

Keys Energy Services	129	40	Yes	100%	Yes	100%	Yes	100%	No	NR
City of Key West	492	30	Yes	100%	Yes	95%	Yes	100%	No	NR
FL Keys Aqueduct Authority	278	40	Yes	100%	Yes	100%	Yes	100%	Yes	30%
MC School District	1,143	21	Yes	100%	Yes	77%	Yes	100%	Yes	67%
MC BOCC	218	25	Yes	100%	Yes	96%	Yes	100%	Yes	50%
All Public	3,445	23	94%	98%	94%	93%	94%	98%	59%	66%

Summary Statement for Public Sector Employee Healthcare Coverage: Of the 18 entities responding to the survey, all (100%) offered healthcare benefits to their employees that worked, on average, 23 hours per week. All 3,455 full time employees working the qualifying minimum hours per week were eligible to receive group health insurance coverage. All of the public entities that offer healthcare insurance to their employees pay at least a portion of the costs. The average amount paid by these companies was 94% of the cost of the coverage.

¹FTE= Full Time Employees

²Number (or percent) of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

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This column shows the percentage of companies that OFFER coverage to their qualifying employees. Here, eight companies of eight responding (100%) Offered this coverage to their employees working a minimum of 32 hours weekly.

This column shows the percentage of employees in the sector that work for an employer offering coverage. Here, 355 of the 355 full time equivalent employees (100%) were eligible coverage.

This column shows the percentage of companies that pay all or a portion of the coverage offered. Here, four of the eight companies (50%) pay some portion of the employee's healthcare coverage.

This column show the average percentage (weighted by employee count) of the premium paid by employers in the Sector, ignoring those who don't pay any portion of the premium. Here, the average employer pays 63% and the employee pays 37% of the premium

	Number Of Responses In Group	Number Of FTE ¹ in Company	Employee Dental Coverage				Dental Coverage for Dependents				
			% of Employers Offering	% of Group Eligible ²	% of Co's That Pay Part of Premium	Avg. % paid by Co's That Pay	% of Employers Offering	% of Group Eligible ²	% of Co's That Pay Part of Premium	Avg. % paid by Co's That Pay	
<i>Private Entities</i>											
Banking	2	124	100%	100%	100%	91%	100%	100%	50%	24%	
Professional Office	8	355	100%	100%	50%	63%	70%	84%	22%	45%	
Large Lodging	11	1,429	100%	94%	9%	80%	76%	56%	9%	56%	
All Private	68	3,267	81%	89%	30%	67%	67%	73%	13%	20%	

Public Entities

Keys Energy Services	129	Yes	100%	No	NR	Yes	100%	No	NR
City of Key West	492	Yes	100%	Yes	95%	Yes	100%	No	NR
FL Keys Aqueduct Authority	278	Yes	100%	Yes	100%	Yes	100%	No	NR
MC School District	1,143	Yes	100%	No	NR	Yes	100%	No	NR
MC BOCC	218	Yes	100%	No	NR	Yes	100%	No	NR
All Public	3,445		94%	94%	24%	91%	94%	98%	12%

¹FTE= Full Time Employees

²Number (or percent) of employers in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

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<p><i>This column shows the percentage of companies that OFFER coverage to their qualifying employees. Here, eight companies of eight responding (100%) offered this coverage to their employees working a minimum of 32 hours weekly.</i></p>	<p><i>This column shows the percentage of employees in the sector that work for an employer offering coverage. Here, 355 of the 355 full time equivalent employees (100%) were eligible coverage.</i></p>	<p><i>This column shows the percentage of companies that pay all or a portion of the coverage offered. Here, one of the four companies (25%) pay some portion of the employee's healthcare coverage.</i></p>	<p><i>This column shows the average percentage (weighted by employee count) of the premium paid by employers in the Sector, ignoring those who don't pay any portion of the premium. Here, the average employer pays 63% and the employee pays 37% of the premium.</i></p>
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	Number Of Responses In Group	Number Of FTE ¹ in Company	Employee Vision Coverage				Vision Coverage for Dependents				
			% of Employers Offering	% of Group Eligible ²	% of Co's That Pay Part of Premium	Avg. % paid by Co's That Pay	% of Employers Offering	% of Group Eligible ²	% of Co's That Pay Part of Premium	Avg. % paid by Co's That Pay	
<i>Private Entities</i>											
Banking	2	124	100%	100%	50%	91%	50%	81%	50%	0%	
Professional Office	8	355	100%	100%	25%	63%	33%	194%	11%	64%	
Large Lodging	11	1,429	94%	94%	9%	80%	27%	38%	9%	80%	
All Private	68	3,267	84%	89%	25%	78%	35%	64%	9%	14%	

Public Entities

Keys Energy Services	129	Yes	100%	No	NR	Yes	100%	No	NR	
City of Key West	492	Yes	100%	Yes	95%	Yes	100%	No	NR	
FL Keys Aqueduct Authority	278	Yes	100%	Yes	100%	Yes	100%	No	NR	
MC School District	1,143	Yes	100%	No	NR	Yes	100%	No	NR	
MC BOCC	218	Yes	100%	No	NR	Yes	100%	No	NR	
All Public	3,445		88%	96%	24%	93%	88%	96%	12%	78%

¹FTE= Full Time Employees

²Number (or percent) of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

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This column shows the percentage of companies that OFFER coverage to their qualifying employees. Here, six companies of eight responding (75%) Offered this coverage to their employees working a minimum of 32 hours weekly.

This column shows the percentage of employees in the sector that work for an employer offering coverage. Here, 326 of the 355 full time equivalent employees (92%) were eligible coverage.

	Number Of Responses In Group	Number Of FTE ¹ in Company	Long Term Disability		Short Term Disability		Life Insurance		AD&D	
			% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²
<i>Private Entities</i>										
Banking	2	124	100%	35%	0%	0%	100%	100%	100%	100%
Professional Office	8	355	75%	92%	33%	25%	44%	25%	28%	92%
Large Lodging	11	1,429	72%	21%	45%	58%	55%	65%	36%	56%
<i>All Private</i>	68	3,267	59%	48%	29%	64%	45%	80%	35%	52%

Public Entities

Keys Energy Services	129	Yes	100%	No	0%	Yes	100%	Yes	100%
City of Key West	492	No	0%	No	0%	Yes	100%	Yes	100%
FL Keys Aqueduct Authority	278	No	0%	No	0%	Yes	100%	Yes	100%
MC School District	1,143	Yes	100%	Yes	100%	Yes	100%	Yes	100%
MC BOCC	218	Yes	100%	Yes	100%	Yes	100%	Yes	100%
<i>All Public</i>	3,445		59%	56%	65%	69%	94%	97%	94%

¹FTE= Full Time Employees

²Number (or percent) of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

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SAMPLE

This column shows the percentage of companies that OFFER coverage to their qualifying employees. Here, five companies of eight responding (62%) Offered this coverage to their employees working a minimum of 32 hours weekly.

This column shows the percentage of employees in the sector that work for an employer offering coverage. Here, 213 of the 355 full time equivalent employees (60%) were eligible coverage.

	Number Of Responses In Group	Number Of FTE ¹ in Company	401(k) or 403(b)		Deferred Comp. Plan		IRA		Pension/Defined Benefit		Retirement Health	
			% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²
<i>Private Entities</i>												
Banking	2	124	100%	40%	0%	0%	100%	75%	0%	0%	0%	0%
Professional Office	8	355	62%	60%	10%	2%	20%	2%	0%	0%	0%	0%
Large Lodging	11	1,429	63%	65%	0%	8%	10%	40%	0%	0%	0%	0%
All Private	68	3,267	48%	44%	3%	4%	18%	13%	4%	1%	1%	1%

Public Entities

Keys Energy Services	129	No	0%	Yes	100%	No	0%	Yes	100%	No	0%
City of Key West	492	No	0%	Yes	100%	No	0%	Yes	100%	No	0%
FL Keys Aqueduct Authority	278	No	0%	Yes	100%	No	0%	Yes	100%	No	0%
MC School District	1,143	Yes	100%	Yes	100%	Yes	100%	Yes	100%	Yes	100%
MC BOCC	218	No	0%	Yes	100%	No	0%	Yes	100%	Yes	100%
All Public	3,445		35%	58%	76%	94%	12%	34%	82%	97%	67%

¹FTE= Full Time Employees

²Number (or percent) of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

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This column shows the percentage of companies that OFFER coverage to their qualifying employees. Here, two companies of eight responding (25%) Offered this coverage to their employees working a minimum of 32 hours weekly.

This column shows the percentage of employees in the sector that work for an employer offering coverage. Here, 166 of the 355 full time equivalent employees (45%) were eligible coverage.

	Number Of Responses In Group	Number Of FTE ¹ in Company	Tuition Assistance		Professional Dev.		Memberships		Housing Benefit	
			% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²
<i>Private Entities</i>										
Banking	2	124	50%	81%	0%	0%	50%	19%	0%	0%
Professional Office	8	355	25%	45%	25%	80%	37%	108%	0%	0%
Large Lodging	11	1,429	18%	38%	9%	7%	18%	18%	18%	25%
All Private	68	3,267	21%	37%	15%	21%	37%	42%	6%	8%

Public Entities

Keys Energy Services	129	Yes	100%	Yes	100%	Yes	100%	No	0%
City of Key West	492	No	0%	No	0%	Yes	100%	No	0%
FL Keys Aqueduct Authority	278	Yes	100%	No	0%	Yes	100%	No	0%
MC School District	1,143	No	0%	No	0%	Yes	100%	No	0%
MC BOCC	218	Yes	100%	No	0%	No	0%	No	0%
All Public	3,445		71%	47%	59%	27%	53%	81%	0%

¹FTE= Full Time Employees

²Number (or percent) of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

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The number of employers within the sector that offered an Across-the-Board wage increase to employees. Here, there were four employers in the sector that offered such an Across-the-Board increase out of the eight that responded.

The number of employees within the sector that were offered an Across-the-Board wage increase. Here, there were 99 employees in the sector that were offered such an increase out of the 355 employed within the businesses that responded.

The weighted average percentage of increase granted to the employees in the sector that received increases. Here, the weighted average increase was 4.2% for the 99 employees that received an Across-the-Board wage increase. The average does not include the 256 employees of the other four companies that did not give such an increase.

The totals for the Private Entities should be read as "12 of the 68 employers in the Private Sector granted Across-the-Board wage increase. These affected 293 employees. The average of the Across-the-Board increases given to these employees was 3.3%. If one considers that 2,974 employees in the Private sector did not receive such increases, the effective increase across ALL employees would calculate to 0.3%.

	Number Of Responses	Number Of FTE ¹ in Company	Across the Board Increase in 2018			Merit Increase in 2018			COLA in 2018			Year End Bonus in 2018		
			No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given	No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given	No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given	No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given
Private Entities														
Banking	2	124	1	23	2.5%	2	101	2.5%	0	0	0.0%	0	0	0.0%
Professional Office	8	355	4	99	4.2%	3	284	2.0%	2	13	5.0%	2	13	10.0%
Large Lodging	11	1,429	0	0	0.0%	4	791	3.7%	0	0	0.0%	6	53	18.0%
All Private	68	3,267	12	293	3.3%	32	1,810	3.3%	3	20	5.0%	25	218	18.8%

Memo: Effective % incr. across ALL employees → 0.3% 1.8% 0.0% 1.5%

Overall Additive % Increase (Across-the-Board + Merit + COLA + Year End Bonus) across ALL employees → 3.6%

Public Entities	No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given	No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given	No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given	No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given
Keys Energy Services		129	2.4%	No	0	0.0%	No	0	0.0%	No	0	0.0%
City of Key West		492	4.0%	No	0	0.0%	No	0	0.0%	No	0	0.0%
FL Keys Aqueduct Authority		278	0.0%	Yes	278	2.0%	Yes	278	3.0%	No	0	0.0%
MC School District		1,143	0.0%	Yes	1,143	2.0%	No	0	0.0%	No	0	0.0%
MC BOCC		218	2.1%	No	0	2.7%	No	0	0.0%	No	0	0.0%
All Public		3,445	1.5%	47%	1,074	1.6%	18%	387	2.5%	6%	92	4.0%

Memo: Effective % incr. across ALL employees → 1.0% 1.1% 0.2% 0.1%

Overall Additive % Increase (Across-the-Board + Merit + COLA + Year End Bonus) across ALL employees → 2.5%

Once calculating the effective % wage increase across ALL employees by type of increase as was discussed above, it is then possible to add the effective increases for each type of wage increase together to arrive at an Overall Additive % Increase for both the Private Sector and the Public Sector. Thus, Across-the-Board increases + Merit (or Performance) increases + COLA increases and Year End Bonuses equal an Overall Additive Wage Increase.
Note that this does not mean every Private sector employee received these percentage or that every Public sector received these percentage increases.

¹FTE= Full Time Employees
²Number (or percent) of employees in entire business category (e.g. Banking) eligible for benefit
NR=Not Reported

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	Number Of Responses In Group	Number Of FTE ¹ in Company	Avg. Estimated Turnover Rate	Number of Part Time Empls. in Company	Number Contract Empls. in Company	Known # of FTE w/2nd job	Current Number of Vacancy	Estimated Avg. # of Applicants Per Posting	General Ease of Hiring Reported	General Satisfaction w/applicant Pool	Average # of Hours In-Work Week	% of Co's that Pay for meal break	Non Exempt Employees	
													% of Co's Who Pay Overtime	% of Co's Who Give Comp time
<i>Private Entities</i>														
Banking	2	124	24%	1	0	25	66	25	Mod. Difficult	Sometimes	40.0	50%	100%	0%
Professional Office	8	355	17%	181	30	62	13	9	Difficult	Sometimes	39.5	47%	50%	11%
Non-profit	5	83	23%	16	4	12	17	9	Difficult	Rarely	39.8	100%	80%	40%
Large Lodging	11	1,429	40%	164	179	542	144	15	Difficult	Sometimes	39.1	12%	45%	0%
Small Lodging	7	89	18%	26	23	16	4	11	Difficult	Rarely	39.7	71%	71%	0%
Food Service	16	778	57%	181	96	324	67	8	Difficult	Sometimes	39.9	85%	25%	0%
Retail	6	64	44%	32	2	5	0	21	Mod. Difficult	Rarely	39.1	63%	117%	0%
Water Activity	2	32	16%	7	2	22	2	5	Difficult	Rarely	40.0	25%	50%	0%
Attraction	7	125	26%	15	0	28	2	7	Difficult	Rarely	40.0	43%	86%	0%
Wholesale/Industrial	4	188	23%	46	10	6	7	10	Difficult	Rarely	39.9	25%	175%	0%
<i>All Private</i>	68	3,267	29%	669	346	1,042	322	11	Difficult	Sometimes	39.5	52%	64%	5%

Public Entities

MC Supervisor of Elections	6	10%	0	0	1	1	10	Mod. Difficult	Usually	37.5	No	Yes	No
16th Judicial Circuit Court	38	25%	1	1	8	7	10	Mod. Difficult	Sometimes	40.0	Yes	No	Yes
U.S. Navy	233	3%	3	0	50	35	10	Mod. Difficult	Sometimes	40.0	No	Yes	Yes
Keys Energy Services	129	7%	0	0	17	3	30	Mod. Difficult	Usually	40.0	No	Yes	No
City of Key West	492	14%	4	2	150	26	5	Mod. Difficult	Sometimes	40.0	No	Yes	No
FL Keys Aqueduct Authority	278	7%	1	6	45	9	40	Mod. Difficult	Usually	40.0	No	Yes	No
MC School District	1,143	15%	2	254	450	42	17	Difficult	Sometimes	37.5	No	Yes	No
FL Keys Community College	92	23%	3	68	8	4	15	Mod. Difficult	Usually	37.5	No	Yes	Yes
MC Property App	38	3%	2	0	3	5	5	Mod. Difficult	Sometimes	25.0	No	Yes	No
FL Keys Mosquito Control	22	17%	1	0	6	2	15	Mod. Difficult	Sometimes	40.0	No	Yes	Yes
MC BOCC	218	14%	3	2	NR	37	20	Mod. Difficult	Usually	40.0	No	Yes	Yes
MC Clerk of Circuit Court	50	27%	0	0	7	5	10	Easy	Sometimes	37.5	No	No	Yes
Public Defender's Office	25	16%	0	0	3	3	10	Difficult	Sometimes	37.5	No	Yes	No
MC Sheriff's Office	548	17%	10	0	225	64	6	Mod. Difficult	Sometimes	40.0	No	Yes	Yes
FL Dept. of Children and Families	8	50%	0	0	2	2	30	Difficult	Rarely	40.0	Yes	Yes	No
Key West Housing Authority	65	8%	6	0	0	2	10	Difficult	Rarely	40.0	No	Yes	No
Florida Dept Health MC	27	NR	0	0	0	0	0	NR	NR	NR	NR	NR	NR
MC Tax Collector	33	9%	1	0	4	0	12	Mod. Difficult	Sometimes	40.0	No	Yes	No
<i>All Public</i>	3,445	16%	37	333	979	247	16	Mod. Difficult	Sometimes	39.4	12%	82%	41%

¹FTE= Full Time Employees

²Number of employees in entire business category (e.g. Banking) eligible for benefits

NR=Not Reported

Key West Chamber of Commerce
Wage and Benefit Survey
2019

Private Entities	Number Of Responses In Group	Number Of FTE ¹ in Company	Avg. Hours to Qualify for PTO	Avg. # of Holidays	PAID TIME OFF												Carry Over Time	
					Average for Those Who Don't Consolidate All Time Off								All Respondents PTO Consolidated (Note 1)				Vacation Time?	Sick Time?
					Paid Sick Days	Floating Days	Paid Vacation Days				(Includes All Paid Time Off)							
							1-12 mo.	13-24 mos	25-36 mos	61+ mos	1-12 mo.	13-24 mos	25-36 mos	61+ mos				
Banking	2	124	34	10	9	1	6	10	10	15	30	34	35	40	0%	50%		
Professional Office	8	355	34	8	9	4	11	11	11	16	25	26	27	32	50%	11%		
Non-profit	5	83	31	9	10	0	10	13	14	18	24	26	26	30	100%	40%		
Large Lodging	11	1,429	31	6	4	0	5	10	12	17	13	16	16	23	27%	9%		
Small Lodging	7	89	36	5	3	1	6	9	10	11	13	16	17	17	14%	0%		
Food Service	16	778	31	2	6	0	10	9	13	15	11	10	14	15	19%	0%		
Retail	6	64	27	3	7	3	7	7	11	14	11	11	12	19	100%	33%		
Water Activity	2	32	30	1	0	0	0	0	0	0	11	11	11	11	25%	0%		
Attraction	7	125	29	6	6	0	8	10	10	13	14	15	15	21	43%	14%		
Wholesale/Industrial	4	188	37	7	2	0	9	13	13	16	17	21	21	25	25%	0%		
All Private	68	3,267	32	7	8	2	9	10	12	15	18	19	19	25	43%	11%		

Note 1 - Includes entities with PTO administered as a lump amount, not defined as Vacation, Holiday, Sick or Floating days

Public Entities

MC Supervisor of Elections	6	25	13	13	1	13	13	13	16	40	40	40	43	Yes	Yes
16th Judicial Circuit Court	38	20	12	13	1	13	13	13	15	39	39	39	41	Yes	Yes
U.S Navy	233	32	10	13	0	13	13	20	20	36	36	43	43	Yes	Yes
Keys Energy Services	129	40	13	12	0	12	12	12	15	37	37	37	40	Yes	Yes
City of Key West	492	10	12	12	2	10	10	10	15	36	36	36	41	Yes	Yes
FL Keys Aqueduct Authority	278	40	12	12	1	12	12	12	15	37	37	37	40	Yes	Yes
MC School District	1,143	20	7	12	0	12	12	12	15	53	53	53	56	Yes	Yes
FL Keys Community College	92	38	25	12	0	10	10	10	10	47	47	47	47	Yes	Yes
MC Property App.	38	25	12	13	0	11	11	11	16	36	36	36	41	Yes	Yes
FL Keys Mosquito Control	22	38	12	12	0	12	12	15	15	36	36	39	39	Yes	Yes
MC BOCC	218	25	13	13	0	13	13	13	16	39	39	39	42	Yes	Yes
MC Clerk of Circuit Court	50	30	12	13	0	13	13	13	16	38	38	38	41	Yes	Yes
MC Property Appraiser	25	38	9	10	0	13	13	13	16	32	32	32	35	Yes	Yes
MC Sheriff's Office	548	25	12	12	0	10	11	12	15	34	35	36	39	Yes	Yes
FL Dept. of Children and Families	8	40	6	14	0	3	4	4	5	14	14	14	14	Yes	Yes
Key West Housing Authority	65	20	12	NR	0	12	12	18	18	24	24	30	30	Yes	Yes
Florida Dept Health MC	27	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
MC Tax Collector	33	40	12	13	0	5	10	10	10	30	35	35	35	No	Yes
All Public	3,445	24	11	12	2	11	12	12	15	42	42	43	46	88%	94%

¹FTE= Full Time Employees

²Number of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

Key West Chamber of Commerce
Wage and Benefit Survey
2019

	Number Of Responses In Group	Number Of FTE ¹ in Company	Healthcare Coverage for Employee					Healthcare Coverage for Dependents				
			Average Min hours to Qualify	% of Employers Offering	% of FTE Eligible ²	% of Co's That Pay Part of Premium	Avg. % Paid by Co's. That Pay	% of Employers Offering	% of Group Eligible ²	% of Co's That Pay Part of Premium	Avg. % Paid by Co's That Pay	
<i>Private Entities</i>												
Banking	2	124	30	100%	100%	80%	78%	100%	100%	50%	50%	
Professional Office	8	355	32	100%	100%	50%	75%	75%	84%	22%	76%	
Non-profit	5	83	31	80%	96%	80%	93%	80%	24%	0%	0%	
Large Lodging	11	1,429	29	100%	94%	73%	73%	81%	56%	9%	80%	
Small Lodging	7	89	29	71%	92%	57%	90%	14%	76%	0%	0%	
Food Service	16	778	31	81%	100%	25%	75%	75%	29%	13%	64%	
Retail	6	64	28	83%	84%	16%	71%	66%	95%	50%	68%	
Water Activity	2	32	30	50%	56%	50%	0%	50%	85%	0%	0%	
Attraction	7	125	28	85%	83%	28%	66%	71%	100%	43%	63%	
Wholesale/Industrial	4	188	36	100%	85%	75%	69%	100%	85%	25%	80%	
<i>All Private</i>	68	3,267	31	85%	89%	53%	69%	71%	73%	19%	72%	

Public Entities

MC Supervisor of Elections	8	25	Yes	100%	Yes	90%	Yes	100%	Yes	63%
16th Judicial Circuit Court	38	20	Yes	100%	Yes	90%	Yes	100%	Yes	90%
US Navy	233	32	Yes	100%	Yes	70%	Yes	100%	Yes	70%
Keys Energy Services	129	40	Yes	100%	Yes	100%	Yes	100%	No	NR
City of Key West	492	30	Yes	100%	Yes	95%	Yes	100%	No	NR
FL Keys Aqueduct Authority	278	40	Yes	100%	Yes	100%	Yes	100%	Yes	30%
MC School District	1,143	21	Yes	100%	Yes	77%	Yes	100%	Yes	67%
FL Keys Community College	92	38	Yes	100%	Yes	100%	Yes	100%	No	NR
MC Property Appraiser	38	25	Yes	100%	Yes	93%	Yes	100%	Yes	63%
FL Keys Mosquito Control	22	38	Yes	100%	Yes	100%	Yes	100%	Yes	85%
MC BOCC	218	25	Yes	100%	Yes	96%	Yes	100%	Yes	50%
MC Clerk of Circuit Court	50	30	Yes	100%	Yes	90%	Yes	100%	No	NR
MC Property Appraiser	25	38	Yes	100%	Yes	90%	Yes	100%	No	NR
MC Sheriff's Office	548	25	Yes	100%	Yes	96%	Yes	100%	No	NR
FL Dept. of Children and Families	8	8	Yes	100%	Yes	95%	Yes	100%	Yes	95%
Key West Housing Authority	65	30	Yes	100%	Yes	100%	Yes	100%	No	NR
Florida Dept. Health MC	27	NR	NR	NR	NR	NR	NR	NR	NR	NR
MC Tax Collector	33	25	Yes	100%	Yes	97%	Yes	100%	Yes	50%
<i>All Public</i>	3,445	23	94%	98%	94%	93%	94%	98%	59%	66%

¹FTE= Full Time Employees.

²Number of employees in same business category (e.g. Banking) eligible for benefits
NR=Not Reported

Key West Chamber of Commerce
Wage and Benefit Survey
2019

	Number Of Responses In Group	Number Of FTE ¹ in Company	Employee Dental Coverage				Dental Coverage for Dependents				
			% of Employers Offering	% of Group Eligible ²	% of Co's That Pay Part of Premium	Avg. % paid by Co's That Pay	% of Employers Offering	% of Group Eligible ²	% of Co's That Pay Part of Premium	Avg. % paid by Co's That Pay	
<i>Private Entities</i>											
Banking	2	124	100%	100%	100%	91%	100%	100%	50%	24%	
Professional Office	8	355	100%	100%	50%	63%	70%	84%	22%	45%	
Non-profit	5	83	60%	96%	40%	100%	80%	24%	20%	0%	
Large Lodging	11	1,429	100%	94%	9%	80%	76%	56%	9%	56%	
Small Lodging	7	89	71%	92%	14%	100%	14%	76%	0%	0%	
Food Service	16	778	75%	100%	6%	75%	75%	29%	6%	0%	
Retail	6	64	83%	84%	67%	57%	66%	93%	0%	0%	
Water Activity	2	32	50%	56%	0%	0%	25%	85%	0%	0%	
Attraction	7	125	83%	83%	57%	45%	83%	100%	14%	50%	
Wholesale/Industrial	4	188	85%	85%	25%	80%	85%	85%	25%	25%	
<i>All Private</i>	68	3,267	81%	89%	30%	67%	67%	73%	13%	20%	

Public Entities

MC Supervisor of Elections	6	Yes	100%	No	NR	Yes	100%	No	NR	
16th Judicial Circuit Court	38	Yes	100%	No	NR	Yes	100%	No	NR	
US Navy	233	Yes	100%	Yes	70%	Yes	100%	Yes	70%	
Keys Energy Services	129	Yes	100%	No	NR	Yes	100%	No	NR	
City of Key West	492	Yes	100%	Yes	95%	Yes	100%	No	NR	
FL Keys Aqueduct Authority	278	Yes	100%	Yes	100%	Yes	100%	No	NR	
MC School District	1,143	Yes	100%	No	NR	Yes	100%	No	NR	
FL Keys Community College	92	Yes	100%	No	NR	Yes	100%	No	NR	
MC Property Appraiser	38	Yes	100%	No	NR	Yes	100%	No	NR	
FL Keys Mosquito Control	22	Yes	100%	Yes	100%	Yes	100%	Yes	85%	
MC BOCC	218	Yes	100%	No	NR	Yes	100%	No	NR	
MC Clerk of Circuit Court	50	Yes	100%	No	NR	Yes	100%	No	NR	
MC Property Appraiser	25	Yes	100%	No	NR	Yes	100%	No	NR	
MC Sheriff's Office	548	Yes	100%	No	NR	Yes	100%	No	NR	
FL Dept. of Children and Families	8	Yes	100%	No	NR	Yes	100%	No	NR	
Key West Housing Authority	65	Yes	100%	No	NR		Yes	No	NR	
Florida Dept Health MC	27	NR	NR	NR	NR	NR	NR	NR	NR	
MC Tax Collector	33	Yes	100%	No	NR	Yes	100%	No	NR	
<i>All Public</i>	3,445		94%	94%	24%	91%	94%	98%	12%	78%

¹FTE= Full Time Employees

²Number of employees in entire business category (e.g. Banking) eligible for benefit.
NR=Not Reported.

Key West Chamber of Commerce
Wage and Benefit Survey
2019

	Number Of Responses	Number Of FTE ¹ in Company	Employee Vision Coverage				Vision Coverage for Dependents			
			% of Employers Offering	% of Group Eligible ²	% of Co's That Pay Part of Premium	Avg. % paid by Co's That Pay	% of Employers Offering	% of Group Eligible ²	% of Co's That Pay Part of Premium	Avg. % paid by Co's That Pay
<i>Private Entities</i>										
Banking	2	124	100%	100%	50%	91%	50%	81%	50%	0%
Professional Office	8	355	100%	100%	25%	63%	33%	194%	11%	64%
Non-profit	5	83	96%	96%	20%	100%	60%	24%	0%	0%
Large Lodging	11	1,429	94%	94%	9%	80%	27%	38%	9%	80%
Small Lodging	7	89	71%	92%	14%	100%	14%	7%	0%	0%
Food Service	16	778	75%	100%	6%	75%	19%	29%	6%	0%
Retail	6	64	83%	84%	33%	88%	67%	295%	0%	0%
Water Activity	2	32	50%	56%	50%	0%	0%	0%	0%	0%
Attraction	7	125	83%	83%	14%	57%	57%	159%	14%	0%
Wholesale/Industrial	4	188	85%	85%	25%	50%	75%	61%	25%	0%
<i>All Private</i>	68	3,267	84%	89%	25%	78%	35%	64%	9%	14%

Public Entities

MC Supervisor of Elections	6	Yes	100%	No	NR	Yes	100%	No	NR	
16th Judicial Circuit Court	38	No	0%	No	NR	No	0%	No	NR	
US Navy	233	Yes	100%	Yes	70%	Yes	70%	Yes	70%	
Keys Energy Services	129	Yes	100%	No	NR	Yes	100%	No	NR	
City of Key West	492	Yes	100%	Yes	95%	Yes	100%	No	NR	
FL Keys Aqueduct Authority	278	Yes	100%	Yes	100%	Yes	100%	No	NR	
MC School District	1,143	Yes	100%	No	NR	Yes	100%	No	NR	
FL Keys Community College	92	Yes	100%	No	NR	Yes	100%	No	NR	
MC Property Appraiser	38	No	0%	No	NR	No	0%	No	NR	
FL Keys Mosquito Control	22	Yes	100%	Yes	100%	Yes	100%	Yes	85%	
MC BOCC	218	Yes	100%	No	NR	Yes	100%	No	NR	
MC Clerk of Circuit Court	50	Yes	100%	No	NR	Yes	100%	No	NR	
MC Property Appraiser	25	Yes	100%	No	NR	Yes	100%	No	NR	
MC Sheriff's Office	548	Yes	100%	No	NR	Yes	100%	No	NR	
FL Dept. of Children and Families	8	Yes	100%	No	NR	Yes	100%	No	NR	
Key West Housing Authority	65	Yes	100%	Yes	100%	No	0%	No	NR	
Florida Dept Health MC	27	NR	NR	NR	NR	NR	NR	NR	NR	
MC Tax Collector	33	Yes	100%	No	NR	Yes	100%	No	NR	
<i>All Public</i>	3,445		88%	96%	24%	93%	88%	96%	12%	78%

¹FTE = Full Time Employees

²Number of employees in entire business category (e.g. Banking) eligible for benefit
NR=Not Reported.

Key West Chamber of Commerce
Wage and Benefit Survey
2019

	Number Of Responses In Group	Number Of FTE ¹ in Company	Long Term Disability		Short Term Disability		Life Insurance		AD&D	
			% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²
<i>Private Entities</i>										
Banking	2	124	100%	35%	0%	0%	100%	100%	100%	100%
Professional Office	8	355	75%	92%	33%	25%	44%	25%	28%	92%
Non-profit	5	83	60%	56%	60%	24%	80%	30%	60%	24%
Large Lodging	11	1,429	72%	21%	45%	58%	55%	65%	36%	56%
Small Lodging	7	89	42%	17%	29%	34%	29%	34%	14%	7%
Food/Service	16	778	75%	65%	19%	29%	19%	29%	19%	29%
Retail	6	64	50%	64%	25%	27%	67%	4%	67%	75%
Water Activity	2	32	0%	0%	0%	0%	0%	0%	0%	0%
Attraction	7	125	38%	64%	27%	35%	57%	40%	57%	64%
Wholesale/Industrial	4	188	75%	65%	50%	53%	75%	61%	50%	75%
<i>All Private</i>	68	3,267	59%	48%	29%	64%	45%	80%	35%	52%

Public Entities

MC Supervisor of Elections	6	Yes	100%	Yes	100%	Yes	100%	Yes	100%
16th Judicial Circuit Court	38	No	0%	No	0%	No	0%	No	0%
US Navy	233	Yes	100%	Yes	100%	Yes	100%	Yes	100%
Keys Energy Services	129	Yes	100%	No	0%	Yes	100%	Yes	100%
City of Key West	492	No	0%	No	0%	Yes	100%	Yes	100%
FL Keys Aqueduct Authority	278	No	0%	No	0%	Yes	100%	Yes	100%
MC School District	1,143	Yes	100%	Yes	100%	Yes	100%	Yes	100%
FL Keys Community College	92	Yes	100%	Yes	100%	Yes	100%	Yes	100%
MC Property Appraiser	38	No	0%	No	0%	Yes	100%	Yes	100%
FL Keys Mosquito Control	22	No	0%	Yes	100%	Yes	100%	Yes	100%
MC BOCC	218	Yes	100%	Yes	100%	Yes	100%	Yes	100%
MC Clerk of Circuit Court	50	Yes	100%	Yes	100%	Yes	100%	Yes	100%
MC Property Appraiser	25	Yes	100%	Yes	100%	Yes	100%	Yes	100%
MC Sheriff's Office	548	No	0%	Yes	100%	Yes	100%	Yes	100%
FL Dept. of Children and Families	8	Yes	100%	Yes	100%	Yes	100%	Yes	100%
Key West Housing Authority	65	No	0%	No	0%	Yes	100%	Yes	100%
FL Dept Health MC	27	NR	NR	NR	NR	NR	NR	NR	NR
MC Tax Collector	33	No	0%	No	0%	Yes	100%	Yes	100%
<i>All Public</i>	3,445		59%	56%	65%	69%	94%	97%	94%

¹FTE= Full Time Employees

²Number of employees in entire business category (e.g. Banking) eligible for benefit
NR=Not Reported

Key West Chamber of Commerce
Wage and Benefit Survey
2019

	Number Of Responses In Group	Number Of FTE ¹ in Company	401(k) or 403(b)		Deferred Comp. Plan		IRA		Pension/Defined Benefit		Retirement Health	
			% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²
<i>Private Entities</i>												
Banking	2	124	100%	50%	0%	0%	100%	75%	0%	0%	0%	0%
Professional Office	8	355	62%	60%	10%	2%	20%	2%	0%	0%	0%	0%
Non-profit	5	83	0%	12%	20%	0%	0%	0%	40%	18%	20%	12%
Large Lodging	11	1,429	63%	65%	0%	8%	10%	40%	0%	0%	0%	0%
Small Lodging	7	89	28%	7%	0%	0%	0%	0%	14%	12%	0%	0%
Food Service	16	778	19%	23%	0%	0%	0%	0%	0%	0%	0%	0%
Retail	6	64	50%	66%	0%	0%	17%	20%	0%	0%	0%	0%
Water Activity	2	32	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Attraction	7	125	77%	77%	0%	0%	10%	0%	0%	0%	0%	0%
Wholesale/Industrial	4	188	78%	78%	25%	37%	25%	7%	0%	0%	0%	0%
<i>All Private</i>	68	3,267	47%	44%	3%	4%	18%	13%	4%	1%	1%	1%

Public Entities

MC Supervisor of Elections	6	No	0%	Yes	100%	No	0%	No	0%	Yes	100%	
16th Judicial Circuit Court	38	Yes	100%	Yes	100%	No	0%	Yes	100%	Yes	100%	
US Navy	233	Yes	100%	Yes	100%	No	0%	Yes	100%	Yes	100%	
Keys Energy Services	129	No	0%	Yes	100%	No	0%	Yes	100%	No	0%	
City of Key West	492	No	0%	Yes	100%	No	0%	Yes	100%	No	0%	
FL Keys Aqueduct Authority	278	No	0%	Yes	100%	No	0%	Yes	100%	No	0%	
MC School District	1,143	Yes	100%	Yes	100%	Yes	100%	Yes	100%	Yes	100%	
FL Keys Community College	92	No	0%	No	0%	No	0%	Yes	100%	No	0%	
MC Property Appraiser	38	No	0%	No	0%	No	0%	No	0%	No	0%	
FL Keys Mosquito Control	22	No	0%	No	0%	No	0%	Yes	100%	No	0%	
MC BOCC	218	No	0%	Yes	100%	No	0%	Yes	100%	Yes	100%	
MC Clerk of Circuit Court	50	No	0%	Yes	100%	No	0%	Yes	100%	Yes	100%	
MC Property Appraiser	25	Yes	100%	Yes	100%	Yes	100%	Yes	100%	No	0%	
MC Sheriff's Office	548	Yes	100%	Yes	100%	No	0%	Yes	100%	Yes	100%	
FL Dept. of Children and Families	8	Yes	100%	Yes	100%	No	0%	Yes	100%	Yes	100%	
Key West Housing Authority	65	No	0%	No	0%	No	0%	Yes	100%	No	0%	
Florida Dept Health MC	27	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	
MC Tax Collector	33	No	0%	Yes	100%	No	0%	Yes	100%	Yes	100%	
<i>All Public</i>	3,445		35%	58%	76%	94%	12%	34%	82%	97%	53%	67%

¹FTE= Full Time Employees

²Number of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

Key West Chamber of Commerce
Wage and Benefit Survey
2019.

	Number Of Responses	Number Of FTE ¹ in Company	Tuition Assistance		Professional Dev.		Memberships		Housing Benefit	
			% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²	% of Employers Offering	% of Group Eligible ²
<i>Private Entities</i>										
Banking	2	124	50%	81%	0%	0%	50%	19%	0%	0%
Professional Office	8	355	25%	45%	25%	80%	37%	108%	0%	0%
Non-profit	5	83	40%	39%	20%	29%	80%	29%	0%	0%
Large Lodging	11	1,429	18%	38%	9%	7%	18%	18%	18%	25%
Small Lodging	7	89	0%	0%	14%	7%	14%	7%	0%	0%
Food Service	16	778	0%	0%	0%	0%	13%	24%	0%	0%
Retail	6	64	14%	94%	14%	53%	50%	78%	0%	0%
Water Activity	2	32	0%	0%	0%	0%	25%	63%	0%	0%
Attraction	7	125	14%	16%	14%	16%	29%	18%	14%	16%
Wholesale/Industrial	4	188	50%	56%	50%	23%	50%	53%	25%	37%
<i>All Private</i>	68	3,267	21%	37%	15%	21%	36%	42%	6%	8%

Public Entities:

MC Supervisor of Elections	6	Yes	100%	Yes	100%	No	0%	No	0%
16th Judicial Circuit Court	38	Yes	100%	No	0%	Yes	100%	No	0%
US Navy	233	Yes	100%	No	0%	No	0%	No	0%
Keys Energy Services	129	Yes	100%	Yes	100%	Yes	100%	No	0%
City of Key West	492	No	0%	No	0%	Yes	100%	No	0%
FL Keys Aqueduct Authority	278	Yes	100%	No	0%	Yes	100%	No	0%
MC School District	1,143	No	0%	No	0%	Yes	100%	No	0%
FL Keys Community College	92	Yes	100%	Yes	100%	Yes	100%	No	0%
MC Property Appraiser	38	No	0%	Yes	100%	No	0%	No	0%
FL Keys Mosquito Control	22	Yes	100%	No	0%	No	0%	No	0%
MC BOCC	218	Yes	100%	No	0%	No	0%	No	0%
MC Clerk of Circuit Court	50	Yes	100%	Yes	100%	Yes	100%	No	0%
MC Property Appraiser	25	No	0%	Yes	100%	No	0%	No	0%
MC Sheriff's Office	548	Yes	100%	Yes	100%	Yes	100%	No	0%
FL Dept. of Children and Families	8	Yes	100%	No	0%	No	0%	No	0%
Key West Housing Authority	65	No	0%	Yes	100%	Yes	100%	No	0%
Florida Dept Health MC	27	NR	NR	NR	NR	NR	NR	NR	NR
MC Tax Collector	33	No	0%	Yes	100%	No	0%	No	0%
<i>All Public</i>	3,445		71%	47%	59%	27%	53%	81%	0%

¹FTE= Full Time Employees

²Number of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

Key West Chamber of Commerce
Wage and Benefit Survey
2019.

	Number Of Responses	Number Of FTE ¹ in Company	Across the Board Increase in 2018			Merit Increase in 2018			COLA in 2018			Year End Bonus in 2018		
			No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given	No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given	No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given	No. of Employers Offering	No. of Employees Eligible ²	Avg. % Increase Given
<i>Private Entities</i>														
Banking	2	124	1	23	2.5%	2	101	2.5%	0	0	0.0%	0	0	0.0%
Professional Office	8	355	4	99	4.2%	3	384	2.0%	2	13	5.0%	2	13	10.0%
Non-profit	5	83	2	20	2.7%	3	37	2.7%	0	0	0.0%	1	13	3.0%
Large Lodging	11	1,429	0	0	0.0%	4	791	3.7%	0	0	0.0%	6	53	18.0%
Small Lodging	7	89	0	0	0.0%	2	5	0.0%	0	0	0.0%	2	8	5.0%
Food Service	16	778	0	0	0.0%	10	143	6.7%	0	0	0.0%	9	50	20.0%
Retail	6	64	1	3	2.0%	4	147	2.2%	0	0	0.0%	3	47	4.6%
Water Activity	2	32	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Attraction	7	125	2	48	4.6%	3	196	3.1%	0	0	0.0%	1	28	4.0%
Wholesale/Industrial	4	188	2	100	2.0%	1	6	5.0%	1	7	0.0%	1	6	2.0%
All Private	68	3,267	12	293	3.3%	32	1,810	3.3%	3	20	5.0%	25	218	18.8%

Memo: Effective % incr. across ALL employees — 0.3% 1.8% 0.0% 1.5%
Overall Additive % Increase (Across-the-Board + Merit + COLA + Year End Bonus) across ALL employees — 3.6%

Public Entities

MC Supervisor of Elections	6	No	0	0.0%	No	0	0.0%	Yes	6	2.5%	No	0	0.0%
16th Judicial Circuit Court	38	No	0	0.0%	No	0	0.0%	Yes	38	0.0%	No	0	0.0%
US Navy	233	No	0	0.0%	No	0	0.0%	No	0	0.0%	No	0	0.0%
Keys Energy Services	129	Yes	129	2.4%	No	0	0.0%	No	0	0.0%	No	0	0.0%
City of Key West	492	Yes	492	4.0%	No	0	0.0%	No	0	0.0%	No	0	0.0%
FL Keys Aqueduct Authority	278	No	0	0.0%	Yes	278	2.0%	Yes	278	3.0%	No	0	0.0%
MC School District	1,143	No	0	0.0%	Yes	1,143	2.0%	No	0	0.0%	No	0	0.0%
FL Keys Community College	92	Yes	92	3.0%	No	0	0.0%	No	0	0.0%	Yes	92	4.0%
MC Property Appraiser	38	Yes	38	2.1%	No	0	0.0%	No	0	0.0%	No	0	0.0%
FL Keys Mosquito Control	22	Yes	22	0.7%	Yes	22	3.7%	No	0	0.0%	No	0	0.0%
MC BOCC	218	Yes	218	2.1%	No	0	2.7%	No	0	0.0%	No	0	0.0%
MC Clerk of Circuit Court	50	Yes	50	5.0%	Yes	50	3.0%	No	0	0.0%	No	0	0.0%
MC Property Appraiser	25	No	0	0.0%	Yes	25	1.0%	No	0	0.0%	No	0	0.0%
MC Sheriff's Office	548	No	0	0.0%	Yes	548	2.1%	No	0	0.0%	No	0	0.0%
FL Dept. of Children and Families	8	No	0	0.0%	No	0	0.0%	No	0	0.0%	No	0	0.0%
Key West Housing Authority	65	No	0	0.0%	No	0	0.0%	Yes	65	2.0%	No	0	0.0%
Florida Dept Health MC	27	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
MC Tax Collector	33	Yes	33	4.0%	No	0	0.0%	No	0	0.0%	No	0	0.0%
All Public	3,445	47%	1,074	1.5%	35%	2,066	1.6%	18%	387	2.5%	6%	92	4.0%

Memo: Effective % incr. across ALL employees — 1.0% 1.1% 0.2% 0.1%
Overall Additive % Increase (Across-the-Board + Merit + COLA + Year End Bonus) across ALL employees — 2.5%

¹FTE= Full Time Employees

²Number of employees in entire business category (e.g. Banking) eligible for benefit

NR=Not Reported

**2019 Key West Wage and Benefit Survey
Wage Report**

General Office

Receptionist	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		11	\$ 13.00	\$ 14.00	\$ 16.59	\$ 15.49	\$ 17.00	\$ 27.56	\$ 13.00	\$ 25.15	\$ 34,516
Florida Dept Health MC					\$ 15.80				\$ 9.57	\$ 27.94	\$ 32,864
Keys Energy Services	Handles Customer Payments				\$ 18.67				\$ 15.00	\$ 18.67	\$ 38,834
City of Key West					\$ 18.09				\$ 15.00	\$ 18.74	\$ 37,627
MC School District	Front Desk Clerical				\$ 14.62				\$ 13.42	\$ 24.52	\$ 30,410
FL Keys Community College	Student Affairs Generalist				\$ 22.41				\$ 20.03	\$ 33.39	\$ 46,613
Key West Housing Authority					\$ 15.42				\$ 12.00	\$ 20.00	\$ 32,074
MC Clerk of Circuit Court					\$ 21.63				NR	NR	\$ 45,000
MC BOCC	Receptionist				\$ 8.67				\$ 8.23	\$ 8.80	\$ 18,034
MC Property Appraiser					\$ 24.58				\$ 22.98	\$ 27.56	\$ 51,126
MC Sheriff's Office	Communications Assistant				\$ 15.38				\$ 14.95	\$ 23.07	\$ 31,990
16th Judicial Circuit Court					\$ 19.08				\$ 17.42	\$ 36.94	\$ 39,693
MC Tax Collector					\$ 21.04				\$ 16.83	\$ 25.26	\$ 43,763
Total Public Sector		12	\$ 8.67	\$ 15.41	\$ 17.95	\$ 18.38	\$ 21.19	\$ 24.58	\$ 15.04	\$ 24.08	\$ 37,336

Office Clerk	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		10	\$ 15.00	\$ 16.39	\$ 17.67	\$ 17.71	\$ 18.15	\$ 22.00	\$ 11.81	\$ 15.60	\$ 36,752
MC Supervisor of Elections	Deputy SOE				\$ 17.41				\$ 15.38	\$ 24.00	\$ 36,213
FL Dept. of Health MC	Clerk Specialist				\$ 18.00				\$ 9.57	\$ 27.94	\$ 37,440
MC School District	Administrative Assistant I & II				\$ 16.48				\$ 16.18	\$ 24.52	\$ 34,278
FL Keys Community College	Staff Assistant, Nursing & Allied Health				\$ 11.91				\$ 11.91	\$ 13.10	\$ 24,773
MC BOCC					\$ 19.24				\$ 18.43	\$ 22.10	\$ 40,037
City of Key West					\$ 22.83				\$ 18.84	\$ 29.34	\$ 47,486
MC Clerk of Circuit Court					\$ 16.35				\$ 16.46	\$ 24.69	\$ 34,008
MC Sheriff's Office	Records Assistant-Substations				\$ 18.20				\$ 14.95	\$ 23.07	\$ 37,856
FL Dept. of Children and Families	Interviewing Clerk				\$ 10.68				\$ 9.97	\$ 16.27	\$ 22,214
Total Public Sector		9	\$ 10.68	\$ 16.35	\$ 16.79	\$ 17.41	\$ 18.20	\$ 22.83	\$ 14.63	\$ 22.78	\$ 34,923

Data Entry Operator	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		10	\$ 11.36	\$ 14.05	\$ 16.48	\$ 15.70	\$ 17.66	\$ 26.09	\$ 13.75	\$ 20.82	\$ 34,268
Key West Housing Authority					NR				\$ 12.00	\$ 20.00	NR
FL Keys Aqueduct Authority	Records Data Entry Clerk				\$ 27.64				\$ 17.32	\$ 26.52	\$ 57,491
MC School District	Data Support Assistant I & II				\$ 19.58				\$ 14.73	\$ 26.29	\$ 45,000
City of Key West					\$ 16.27				\$ 15.94	\$ 24.17	\$ 33,841
MC Clerk of Circuit Court					\$ 18.02				NR	NR	\$ 37,500
MC Sheriff's Office	Records Assistant-HQ				\$ 16.58				\$ 14.95	\$ 23.07	\$ 34,486
FL Dept. of Children and Families	Clerk Typist Specialist				\$ 9.23				\$ 9.23	\$ 14.92	\$ 19,198
Total Public Sector		7	\$ 9.23	\$ 16.35	\$ 17.89	\$ 17.30	\$ 19.19	\$ 27.64	\$ 14.03	\$ 22.50	\$ 37,919

**2019 Key West Wage and Benefit Survey
Wage Report**

Customer Service Rep	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		7	\$ 13.00	\$ 17.70	\$ 19.03	\$ 19.45	\$ 21.54	\$ 22.31	\$ 16.42	\$ 20.10	\$ 39,588
Keys Energy Services					\$ 21.03				\$ 18.77	\$ 23.28	\$ 43,742
City of Key West					\$ 18.55				\$ 17.32	\$ 26.62	\$ 38,584
FL Keys Aqueduct Authority					\$ 22.81				\$ 19.56	\$ 29.95	\$ 47,445
MC School District	Administrative Assistant I & II				\$ 15.74				\$ 12.52	\$ 19.16	\$ 32,739
FL Keys Community College	Student Account Representative				\$ 16.85				\$ 15.93	\$ 26.55	\$ 35,048
Florida Dept Health MC					\$ 19.45				\$ 12.39	\$ 36.18	\$ 40,456
MC BOCC	Customer Rep 1				\$ 22.27				\$ 19.25	\$ 28.20	\$ 46,322
Total Public Sector		7	\$ 15.74	\$ 17.70	\$ 19.53	\$ 19.45	\$ 21.65	\$ 22.81	\$ 16.53	\$ 27.13	\$ 40,619

Secretary	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		6	\$ 15.23	\$ 17.67	\$ 18.26	\$ 18.01	\$ 19.09	\$ 21.32	\$ 16.98	\$ 19.12	\$ 37,988
FL Dept. of Health MC					\$ 18.15				\$ 9.97	\$ 36.18	\$ 37,752
City of Key West					\$ 21.64				\$ 16.85	\$ 25.77	\$ 45,011
FL Keys Aqueduct Authority	Admin. Sec.				\$ 15.64				\$ 14.75	\$ 24.57	\$ 32,531
MC School District	Administrative Assistant I & II				\$ 17.16				\$ 13.42	\$ 24.94	\$ 35,693
FL Keys Community College	Assistant to the Director				\$ 17.28				\$ 16.23	\$ 17.85	\$ 35,942
MC Clerk of Circuit Court					\$ 18.02				NR	NR	\$ 37,500
MC BOCC	Staff Assistant				\$ 19.71				\$ 14.83	\$ 22.98	\$ 40,997
MC Sheriff's Office	Secretary				\$ 19.24				\$ 17.87	\$ 33.38	\$ 40,019
Total Public Sector		8	\$ 15.64	\$ 17.25	\$ 18.36	\$ 18.09	\$ 19.36	\$ 21.64	\$ 14.84	\$ 26.52	\$ 38,181

Administrative Assistant	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		12	\$ 16.00	\$ 17.00	\$ 19.68	\$ 18.45	\$ 21.66	\$ 26.22	\$ 17.64	\$ 27.75	\$ 40,929
16th Judicial Circuit Court					\$ 17.33				\$ 16.82	\$ 33.64	\$ 36,036
Key West Housing Authority					\$ 16.54				\$ 14.00	\$ 22.00	\$ 34,405
Keys Energy Services	Department Staff Assistant				\$ 29.59				\$ 23.72	\$ 27.99	\$ 61,547
City of Key West					\$ 16.20				\$ 15.94	\$ 24.17	\$ 33,696
FL Keys Aqueduct Authority	Admin/Dev. Coord.				\$ 26.35				\$ 25.16	\$ 39.86	\$ 54,808
FL Keys Community College					\$ 21.41				\$ 20.03	\$ 33.39	\$ 44,532
MC School District	Executive Secretary				\$ 26.92				\$ 22.07	\$ 32.86	\$ 55,994
FL Keys Mosquito Control	Office Coordinator				\$ 26.22				\$ 18.22	\$ 27.93	\$ 54,538
MC Clerk of Circuit Court					\$ 18.75				NR	NR	\$ 39,000
MC BOCC	Administrative Asst				\$ 21.55				\$ 19.71	\$ 24.99	\$ 44,824
MC Property Appraiser	HR, Payroll & Accounts Payable				\$ 27.12				NR	NR	\$ 56,410
MC Sheriff's Office	Administrative Assistant				\$ 17.63				\$ 15.87	\$ 24.51	\$ 36,670
Total Public Sector		12	\$ 16.20	\$ 17.55	\$ 22.13	\$ 21.48	\$ 26.49	\$ 29.59	\$ 19.15	\$ 29.13	\$ 46,038

**2019 Key West Wage and Benefit Survey
Wage Report**

Executive Assistant	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		6	\$ 16.89	\$ 20.54	\$ 20.29	\$ 23.58	\$ 31.89	\$ 35.42	\$ 20.73	\$ 23.80	\$ 53,262
16th Judicial Circuit Court	Judicial Assistant				\$ 20.29				\$ 18.74	\$ 39.72	\$ 42,203
Key West Housing Authority					\$ 18.99				\$ 16.00	\$ 34.00	\$ 39,500
Keys Energy Services					\$ 35.42				\$ 29.88	\$ 35.27	\$ 73,674
City of Key West					\$ 29.01				\$ 20.49	\$ 32.35	\$ 60,341
FL Keys Aqueduct Authority					\$ 38.89				\$ 28.52	\$ 45.18	\$ 80,891
MC School District	Administrative Aide to Executive Staff				\$ 30.47				\$ 22.97	\$ 34.07	\$ 63,378
FL Keys Community College	Director, President's Office				\$ 26.30				\$ 20.03	\$ 52.68	\$ 54,704
Florida Dept Health MC					\$ 22.00				\$ 13.51	\$ 41.80	\$ 45,760
FL Keys Mosquito Control					\$ 25.05				\$ 20.24	\$ 32.40	\$ 52,104
MC BOCC	Executive Asst				\$ 28.56				\$ 21.21	\$ 32.88	\$ 59,411
MC Clerk of Circuit Court					\$ 34.13				NR	NR	\$ 70,990
MC Sheriff's Office	Executive Assistant				\$ 20.05				\$ 16.85	\$ 27.71	\$ 41,704
Total Public Sector		12	\$ 18.99	\$ 21.57	\$ 27.43	\$ 27.43	\$ 31.39	\$ 38.89	\$ 20.77	\$ 37.10	\$ 57,055

HR Assistant	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		8	\$ 15.00	\$ 19.43	\$ 23.56	\$ 22.20	\$ 26.42	\$ 35.27	\$ 21.47	\$ 24.57	\$ 49,010
Florida Dept Health MC					\$ 19.00				\$ 12.39	\$ 36.18	\$ 39,520
Keys Energy Services					\$ 35.27				\$ 35.27	\$ 35.27	\$ 73,362
MC Clerk of Circuit Court					\$ 20.67				NR	NR	\$ 43,000
City of Key West					\$ 19.08				\$ 16.85	\$ 29.34	\$ 39,686
FL Keys Aqueduct Authority	HR Coord				\$ 39.04				\$ 26.28	\$ 41.63	\$ 81,203
FL Keys Community College					\$ 27.68				\$ 25.16	\$ 41.77	\$ 57,574
MC School District	HR Specialist				\$ 23.46				\$ 19.56	\$ 30.66	\$ 48,797
MC BOCC	Coord. HR				\$ 27.55				\$ 27.55	\$ 27.55	\$ 57,304
MC Sheriff's Office	Human Resources Specialist				\$ 20.94				\$ 17.90	\$ 29.47	\$ 43,555
Total Public Sector		9	\$ 19.00	\$ 20.67	\$ 25.85	\$ 23.46	\$ 27.68	\$ 39.04	\$ 22.62	\$ 33.98	\$ 53,778

Purchasing Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		6	\$ 16.17	\$ 22.08	\$ 30.26	\$ 28.58	\$ 39.53	\$ 45.13	\$ 27.24	\$ 32.12	\$ 62,937
Florida Dept Health MC					\$ 21.60				\$ 14.72	\$ 47.85	\$ 44,928
Keys Energy Services	Purchasing-Warehouse Supervisor				\$ 47.98				\$ 37.65	\$ 44.42	\$ 99,798
City of Key West					\$ 26.20				\$ 25.69	\$ 29.34	\$ 54,496
FL Keys Aqueduct Authority	Procurement & Inventory Mgr.				\$ 44.18				\$ 34.89	\$ 55.26	\$ 91,894
MC School District	Project Specialist				\$ 35.98				\$ 29.51	\$ 43.90	\$ 74,838
FL Keys Community College	Director, Purchasing & Plant Operations				\$ 36.73				\$ 33.39	\$ 36.73	\$ 76,399
Key West Housing Authority					\$ 30.83				\$ 16.00	\$ 46.00	\$ 64,126
FL Keys Mosquito Control	Purchasing Agent/Financial Analyst				\$ 33.65				\$ 20.77	\$ 33.65	\$ 69,992
MC BOCC	Purchasing MGR				\$ 29.42				\$ 29.42	\$ 29.42	\$ 61,194
MC Clerk of Circuit Court					\$ 20.97				\$ 20.17	\$ 30.25	\$ 43,627
MC Sheriff's Office	Purchasing Agent				\$ 23.51				\$ 20.19	\$ 33.31	\$ 48,901
Total Public Sector		11	\$ 20.97	\$ 24.86	\$ 31.91	\$ 30.83	\$ 36.36	\$ 47.98	\$ 25.67	\$ 39.10	\$ 66,381

**2019 Key West Wage and Benefit Survey
Wage Report**

HR Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		10	\$ 21.00	\$ 28.01	\$ 36.46	\$ 35.67	\$ 45.90	\$ 52.31	\$ 31.57	\$ 39.00	\$ 75,845
MC Clerk of Circuit Court					\$ 24.03				NR	NR	\$ 49,982
Keys Energy Services	HR Supervisor				\$ 47.98				\$ 40.65	\$ 47.98	\$ 99,798
City of Key West	HR Director				\$ 47.84				NR	NR	\$ 99,507
FL Keys Aqueduct Authority	Manager of HR				\$ 68.19				\$ 49.19	\$ 83.12	\$ 141,835
MC School District	Executive Director Human Resources				\$ 52.31				\$ 43.56	\$ 64.97	\$ 108,805
FL Keys Community College					\$ 38.62				\$ 37.56	\$ 52.58	\$ 80,330
Key West Housing Authority					\$ 30.83				\$ 16.00	\$ 45.00	\$ 64,126
FL Keys Mosquito Control	Insurance & HR Coordinator				\$ 32.72				\$ 27.69	\$ 34.38	\$ 68,058
MC BOCC	Administrator HR				\$ 37.27				\$ 37.27	\$ 37.27	\$ 77,522
MC Sheriff's Office	Executive Director-Human Resources				\$ 49.58				\$ 31.59	\$ 52.46	\$ 103,126
Total Public Sector		10	\$ 24.03	\$ 33.86	\$ 42.94	\$ 43.23	\$ 49.18	\$ 68.19	\$ 35.44	\$ 52.22	\$ 89,309

Front Line Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		5	\$ 15.00	\$ 24.23	\$ 24.74	\$ 25.73	\$ 25.96	\$ 32.80	\$ 22.53	\$ 26.05	\$ 51,468
Florida Dept Health MC					\$ 25.73				\$ 13.51	\$ 62.97	\$ 53,518
MC School District	Executive Secretary - Site Based				\$ 24.43				\$ 19.56	\$ 30.66	\$ 30,814
MC BOCC	Administrator				\$ 60.08				\$ 60.08	\$ 60.08	\$ 124,966
MC Clerk of Circuit Court					\$ 25.96				NR	NR	\$ 53,997
MC Property Appraiser					\$ 37.62				\$ 34.00	\$ 43.02	\$ 78,249
MC Tax Collector					\$ 30.98				\$ 24.78	\$ 37.17	\$ 64,438
Total Public Sector		6	\$ 24.43	\$ 25.79	\$ 34.13	\$ 28.47	\$ 35.96	\$ 60.08	\$ 30.39	\$ 46.78	\$ 70,997

General and Operations Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		11	\$ 32.34	\$ 35.35	\$ 44.56	\$ 42.00	\$ 52.49	\$ 62.18	\$ 33.41	\$ 47.18	\$ 92,694
16th Judicial Circuit Court	Court Operations Manager				\$ 26.84				\$ 25.49	\$ 53.96	\$ 55,827
Key West Housing Authority	Maintenance Director				\$ 47.50				\$ 30.00	\$ 65.00	\$ 98,800
City of Key West					\$ 58.85				\$ 43.96	\$ 65.93	\$ 122,400
FL Keys Aqueduct Authority	Mgr. of Operations				\$ 83.12				\$ 49.19	\$ 83.12	\$ 172,890
MC School District	Executive Director Operations				\$ 62.40				\$ 50.84	\$ 62.40	\$ 129,792
FL Keys Community College	Provost				\$ 48.68				\$ 37.56	\$ 74.15	\$ 101,254
Florida Dept Health MC					\$ 56.85				\$ 15.89	\$ 111.59	\$ 118,248
FL Keys Mosquito Control	Operations Director/Entomologist				\$ 32.35				\$ 27.13	\$ 37.79	\$ 67,288
MC BOCC	Exec. Administrator				\$ 28.45				\$ 23.50	\$ 36.42	\$ 59,178
MC Sheriff's Office	Bureau Chief-Administration				\$ 62.18				\$ 40.44	\$ 55.21	\$ 129,334
Total Public Sector		10	\$ 26.84	\$ 36.14	\$ 50.72	\$ 52.77	\$ 61.35	\$ 83.12	\$ 34.40	\$ 64.56	\$ 105,501

Sales and Marketing Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		7	\$ 18.00	\$ 23.49	\$ 29.86	\$ 30.00	\$ 36.03	\$ 42.00	\$ 25.47	\$ 29.86	\$ 62,111

Public Relations Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		1	\$ 27.50	\$ 37.50	\$ 27.50	\$ 27.50	\$ 27.50	\$ 27.50	\$ 15.00	\$ 39.42	\$ 57,200
FL Dept. of Health MC					\$ 25.60				\$ 16.05	\$ 52.15	\$ 53,248
Keys Energy Services	Communications/Marketing Coordinator				\$ 41.40				\$ 33.12	\$ 49.68	\$ 86,112
City of Key West					\$ 33.56				\$ 28.79	\$ 47.38	\$ 69,804
MC BOCC					\$ 38.72				\$ 38.72	\$ 38.72	\$ 80,550
FL Keys Community College	Director, College & Public Relations				\$ 37.67				\$ 35.42	\$ 59.04	\$ 78,354
MC School District					\$ 35.33				\$ 31.40	\$ 42.96	\$ 73,486
FL Keys Aqueduct Authority					\$ 50.64				\$ 38.11	\$ 64.39	\$ 105,331
FL Keys Mosquito Control	Public Education and Information Officer				\$ 34.72				\$ 19.66	\$ 40.82	\$ 72,218
MC Sheriff's Office	Director-Media Relations				\$ 35.83				\$ 29.10	\$ 48.29	\$ 74,526
Total Public Sector		9	\$ 25.60	\$ 34.72	\$ 37.05	\$ 35.83	\$ 38.72	\$ 50.64	\$ 30.04	\$ 49.27	\$ 77,070

**2019 Key West Wage and Benefit Survey
Wage Report**

Chief Executive	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		5	\$ 37.56	\$ 41.00	\$ 62.14	\$ 42.23	\$ 86.53	\$ 103.36	\$ 53.19	\$ 59.90	\$ 129,243
MC Supervisor of Elections	Super of Elections				\$ 57.21				NR	NR	\$ 118,997
16th Judicial Circuit Court	Trial Court Administrator				\$ 56.33				\$ 55.29	\$ 78.78	\$ 117,166
Florida Dept Health MC	Medical Executive Director				\$ 61.00				\$ 22.75	\$ 116.82	\$ 126,880
Keys Energy Services					\$ 96.32				NR	NR	\$ 200,346
City of Key West					\$ 86.54				\$ 64.36	\$ 96.53	\$ 180,000
FL Keys Aqueduct Authority	Executive Director				\$ 99.49				\$ 66.13	\$ 114.74	\$ 206,939
MC School District	Superintendent of Schools				\$ 82.09				\$ 81.20	\$ 82.09	\$ 170,747
FL Keys Community College	President				\$ 100.9				NR	NR	\$ 209,789
Key West Housing Authority	Executive Director				\$ 57.00				\$ 36.00	\$ 78.00	\$ 118,560
FL Keys Mosquito Control	Executive Director				\$ 68.51				NR	NR	\$ 142,501
MC BOCC	County Administrator				\$ 106.9				\$ 62.12	\$ 106.90	\$ 222,248
MC Clerk of Circuit Court					\$ 36.05				NR	NR	\$ 74,984
MC Property Appraiser					\$ 52.98				NR	NR	\$ 110,189
MC Tax Collector					\$ 56.14				NR	NR	\$ 116,771
Total Public Sector		14	\$ 36.05	\$ 56.50	\$ 72.67	\$ 64.76	\$ 93.87	\$ 106.85	\$ 55.41	\$ 96.27	\$ 151,151

Accounting

Accounting Clerk	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		6	\$ 14.68	\$ 17.51	\$ 25.23	\$ 19.91	\$ 24.60	\$ 53.98	\$ 16.04	\$ 26.86	\$ 52,471
FL Keys Aqueduct Authority	Billing Specialist				\$ 25.08				\$ 20.68	\$ 31.67	\$ 52,166
MC School District	Account Clerk I				\$ 16.38				\$ 14.28	\$ 25.38	\$ 34,070
City of Key West					\$ 16.48				\$ 15.94	\$ 24.17	\$ 34,278
MC Clerk of Circuit Court					\$ 17.78				\$ 17.61	\$ 26.42	\$ 36,982
MC Sheriff's Office	Finance Assistant				\$ 25.95				\$ 16.85	\$ 27.71	\$ 53,976
MC Tax Collector					\$ 28.97				\$ 23.16	\$ 34.77	\$ 60,258
Total Public Sector		6	\$ 16.38	\$ 16.81	\$ 21.77	\$ 21.43	\$ 25.73	\$ 28.97	\$ 18.09	\$ 28.35	\$ 45,288

Accounting Clerk II	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		6	\$ 20.06	\$ 21.45	\$ 22.67	\$ 23.00	\$ 23.78	\$ 25.00	\$ 20.48	\$ 24.50	\$ 47,154
Keys Energy Services	Accounting Representative				\$ 25.88				\$ 17.92	\$ 22.22	\$ 53,830
FL Keys Aqueduct Authority	Finance Specialist				\$ 30.81				\$ 21.80	\$ 33.38	\$ 64,085
MC School District	Account Clerk II				\$ 21.53				\$ 15.19	\$ 26.29	\$ 44,782
Key West Housing Authority					\$ 19.00				\$ 15.00	\$ 23.00	\$ 39,520
FL Keys Community College					\$ 20.93				\$ 20.03	\$ 33.39	\$ 43,534
City of Key West					\$ 20.06				\$ 19.37	\$ 30.31	\$ 41,724
MC BOCC	Staff Accountant				NR				\$ 27.39	\$ 40.06	NR
MC Clerk of Circuit Court					\$ 19.71				\$ 18.85	\$ 28.27	\$ 40,997
MC Sheriff's Office	Staff Accountant				\$ 22.99				\$ 20.19	\$ 33.31	\$ 47,819
MC Tax Collector					\$ 35.09				\$ 28.06	\$ 42.12	\$ 72,987
Total Public Sector		10	\$ 19.00	\$ 20.06	\$ 24.00	\$ 21.53	\$ 25.88	\$ 35.09	\$ 20.38	\$ 31.23	\$ 49,920

**2019 Key West Wage and Benefit Survey
Wage Report**

Accounting Clerk III	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		4	\$ 17.46	\$ 20.82	\$ 26.94	\$ 24.47	\$ 30.59	\$ 41.36	\$ 24.91	\$ 29.08	\$ 56,035
16th Judicial Circuit Court					\$ 19.51				\$ 15.90	\$ 33.94	\$ 40,581
City of Key West					\$ 21.94				\$ 19.92	\$ 31.31	\$ 45,635
MC School District					\$ 18.68				\$ 16.18	\$ 27.28	\$ 38,854
FL Keys Aqueduct Authority	Accounting Coord				\$ 42.24				\$ 28.52	\$ 45.18	\$ 87,859
FL Keys Mosquito Control	Fiscal Assistant				\$ 24.04				\$ 20.77	\$ 33.65	\$ 50,003
MC Clerk of Circuit Court					\$ 22.35				\$ 20.17	\$ 30.25	\$ 46,488
Total Public Sector		6	\$ 18.68	\$ 20.12	\$ 24.79	\$ 22.15	\$ 23.62	\$ 42.24	\$ 20.24	\$ 33.60	\$ 51,570

Full Charge Bookkeeper	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		5	\$ 17.50	\$ 19.95	\$ 24.21	\$ 21.63	\$ 30.00	\$ 31.97	\$ 21.32	\$ 24.20	\$ 50,357
City of Key West					\$ 19.31				\$ 15.85	\$ 26.95	\$ 40,160
MC School District	Bookkeeper II				\$ 18.34				\$ 13.84	\$ 25.38	\$ 38,147
MC Clerk of Circuit Court	Clerk 4				\$ 21.63				NR	NR	\$ 44,990
Total Public Sector		3	\$ 18.34	\$ 18.82	\$ 19.76	\$ 19.31	\$ 20.47	\$ 21.63	\$ 14.85	\$ 26.17	\$ 41,099

Financial Analyst	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		1	\$ 35.36	\$ 35.36	\$ 35.36	\$ 35.36	\$ 35.36	\$ 35.36	\$ 35.36	\$ 35.36	\$ 73,549
FL Dept. of Health MC					\$ 20.60				\$ 14.72	\$ 47.85	\$ 42,848
Keys Energy Services					\$ 39.75				\$ 34.86	\$ 41.13	\$ 82,680
City of Key West					\$ 35.36				NR	NR	\$ 73,549
MC School District	Account Clerk III				\$ 28.00				\$ 24.62	\$ 25.38	\$ 58,240
FL Keys Community College	Accounting Analyst				\$ 18.17				\$ 16.85	\$ 18.53	\$ 37,783
MC BOCC	Sr. Budget Analyst				\$ 33.27				\$ 33.27	\$ 33.27	\$ 69,202
MC Clerk of Circuit Court					\$ 28.84				NR	NR	\$ 59,987
Total Public Sector		7	\$ 18.17	\$ 24.30	\$ 29.14	\$ 28.84	\$ 34.32	\$ 39.75	\$ 24.86	\$ 33.23	\$ 60,613

Accounting Supervisor	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		1	\$ 31.02	\$ 31.02	\$ 31.02	\$ 31.02	\$ 31.02	\$ 31.02	\$ 30.32	\$ 42.09	\$ 64,522
Keys Energy Services	CPA responsible for financial statements				\$ 41.40				\$ 33.12	\$ 49.68	\$ 86,112
City of Key West					\$ 26.71				\$ 25.69	\$ 42.09	\$ 55,557
FL Keys Aqueduct Authority	Accounting Mgr.				\$ 46.97				\$ 37.03	\$ 58.66	\$ 97,698
FL Keys Community College					\$ 31.02				\$ 28.20	\$ 47.00	\$ 64,521
MC School District	Staff Accountant				\$ 33.48				\$ 27.47	\$ 40.84	\$ 69,633
MC Clerk of Circuit Court					\$ 27.40				\$ 26.43	\$ 39.65	\$ 56,992
MC Tax Collector					\$ 37.41				\$ 29.91	\$ 44.90	\$ 77,813
Total Public Sector		7	\$ 26.71	\$ 29.21	\$ 34.91	\$ 33.48	\$ 39.41	\$ 46.97	\$ 29.69	\$ 46.12	\$ 72,618

Payroll Clerk	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		3	\$ 17.90	\$ 17.95	\$ 19.12	\$ 18.00	\$ 19.73	\$ 21.46	\$ 18.61	\$ 35.02	\$ 39,770
City of Key West					\$ 26.71				\$ 25.69	\$ 42.09	\$ 55,557
MC School District	Account Clerk III				\$ 24.38				\$ 16.18	\$ 27.28	\$ 50,710
FL Keys Community College	Accounting Analyst-Payroll				\$ 21.46				\$ 20.03	\$ 33.39	\$ 44,637
MC Clerk of Circuit Court					\$ 17.54				\$ 17.61	\$ 26.42	\$ 36,483
MC Sheriff's Office	Finance Assistant-Payroll				\$ 17.90				\$ 17.90	\$ 29.47	\$ 37,232
Total Public Sector		5	\$ 17.54	\$ 17.90	\$ 21.60	\$ 21.46	\$ 24.38	\$ 26.71	\$ 19.48	\$ 31.73	\$ 44,924

**2019 Key West Wage and Benefit Survey
Wage Report**

Controller	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 30.50	\$ 35.63	\$ 40.75	\$ 40.75	\$ 45.88	\$ 51.00	\$ 37.34	\$ 44.11	\$ 84,760
Florida Dept. Health MC	Business manager				\$ 30.50				\$ 12.71	\$ 62.97	\$ 63,440
Keys Energy Services	Assistant Director of Finance				\$ 48.10				\$ 38.48	\$ 57.72	\$ 100,048
City of Key West					\$ 45.17				NR	NR	\$ 93,954
FL Keys Aqueduct Authority	Mgr. of Finance				\$ 65.66				\$ 49.19	\$ 83.12	\$ 136,573
MC School District	Executive Director, Finance				\$ 53.18				\$ 43.56	\$ 64.97	\$ 110,618
FL Keys Community College	Assistant Controller				\$ 38.62				\$ 37.56	\$ 52.58	\$ 80,330
MC Clerk of Circuit Court					\$ 53.00				NR	NR	\$ 110,240
MC BOCC	Sr. Budget Admin				\$ 42.68				\$ 42.68	\$ 42.68	\$ 88,774
MC Sheriff's Office	Assistant Director-Finance				\$ 40.56				\$ 27.38	\$ 45.36	\$ 84,365
Total Public Sector		9	\$ 30.50	\$ 40.56	\$ 46.39	\$ 45.17	\$ 53.00	\$ 65.66	\$ 35.94	\$ 58.49	\$ 96,482

Chief Financial Officer	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		5	\$ 35.00	\$ 51.00	\$ 57.12	\$ 56.58	\$ 60.53	\$ 82.47	\$ 50.26	\$ 57.68	\$ 118,801
Keys Energy Services	CFO & Assistant GM				\$ 83.45				\$ 70.72	\$ 83.45	\$ 173,576
City of Key West	Director of Finance				\$ 59.07				\$ 43.96	\$ 65.93	\$ 122,866
FL Keys Aqueduct Authority	Deputy Executive Dir.				\$ 72.05				\$ 54.89	\$ 91.28	\$ 149,873
MC School District	Executive Director, Finance				\$ 61.42				\$ 50.84	\$ 62.40	\$ 127,754
FL Keys Community College	Vice President, Business and Administrative Services				\$ 60.53				\$ 44.47	\$ 74.15	\$ 125,902
FL Keys Mosquito Control	Finance Director				\$ 48.77				\$ 38.85	\$ 58.70	\$ 101,442
MC BOCC	Sr. Dir. Bud/ finance				\$ 61.16				\$ 61.16	\$ 61.16	\$ 127,213
MC Clerk of Circuit Court	Finance Director				\$ 55.75				\$ 32.38	\$ 48.57	\$ 115,960
Key West Housing Authority					\$ 47.50				\$ 30.00	\$ 65.00	\$ 98,800
MC Sheriff's Office	Executive Director-Finance				\$ 50.19				\$ 37.23	\$ 54.47	\$ 104,395
Total Public Sector		10	\$ 47.50	\$ 51.58	\$ 59.99	\$ 59.80	\$ 61.36	\$ 83.45	\$ 46.45	\$ 66.51	\$ 124,778

Information Technology

PC Technician	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 18.34	\$ 18.76	\$ 19.19	\$ 19.19	\$ 19.61	\$ 20.03	\$ 17.87	\$ 19.92	\$ 39,905
16th Judicial Circuit Court	User Support Analyst				\$ 21.86				\$ 19.66	\$ 23.48	\$ 45,469
City of Key West					\$ 25.00				\$ 21.68	\$ 34.54	\$ 52,000
FL Keys Aqueduct Authority	Computer Tech.				\$ 21.80				\$ 21.80	\$ 33.38	\$ 45,344
MC School District	Technology Technician I & II				\$ 27.27				\$ 25.49	\$ 36.59	\$ 56,722
FL Keys Community College	Technical Assistant				\$ 23.80				\$ 20.03	\$ 33.39	\$ 49,504
MC BOCC	Sr. Network Analyst				\$ 28.43				\$ 28.19	\$ 32.88	\$ 59,134
MC Clerk of Circuit Court					\$ 28.21				\$ 28.28	\$ 47.34	\$ 58,667
MC Sheriff's Office	IMS Hardware Technician				\$ 24.82				\$ 22.80	\$ 37.67	\$ 51,626
Total Public Sector		8	\$ 21.80	\$ 23.32	\$ 25.15	\$ 24.91	\$ 27.50	\$ 28.43	\$ 23.49	\$ 34.91	\$ 52,308

**2019 Key West Wage and Benefit Survey
Wage Report**

Network Administrator	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 20.02	\$ 23.77	\$ 27.51	\$ 27.51	\$ 31.26	\$ 35.00	\$ 24.92	\$ 30.09	\$ 37,221
16th Judicial Circuit Court					\$ 29.10				\$ 29.10	\$ 44.51	\$ 60,528
City of Key West					\$ 25.48				\$ 23.60	\$ 38.12	\$ 52,998
FL Keys Aqueduct Authority	Sys. Admin/Programmer				\$ 43.80				\$ 30.76	\$ 48.73	\$ 91,104
MC School District					\$ 37.06				\$ 34.84	\$ 46.41	\$ 77,085
FL Keys Community College					\$ 33.53				\$ 31.61	\$ 52.68	\$ 69,742
FL Keys Mosquito Control	IT Network Coordinator				\$ 37.81				\$ 25.72	\$ 40.58	\$ 78,645
MC BOCC	Server Administrator				\$ 31.43				\$ 28.34	\$ 36.42	\$ 65,374
MC Clerk of Circuit Court					\$ 46.63				NR	NR	\$ 97,000
MC Property Appraiser					\$ 30.00				NR	NR	\$ 62,400
Florida Dept Health MC					\$ 20.20				\$ 10.43	\$ 32.28	\$ 42,160
MC Sheriff's Office	IMS Systems Technician				\$ 44.19				\$ 19.01	\$ 31.32	\$ 31,915
Total Public Sector		11	\$ 20.20	\$ 29.55	\$ 34.48	\$ 33.53	\$ 40.81	\$ 46.63	\$ 25.93	\$ 41.23	\$ 71,723

Web Designer	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		1	\$ 25.52	\$ 25.52	\$ 25.52	\$ 25.52	\$ 25.52	\$ 25.52	\$ 22.20	\$ 28.64	\$ 53,082
City of Key West					\$ 32.42				\$ 25.48	\$ 42.09	\$ 67,434
MC BOCC					\$ 34.86				\$ 34.86	\$ 34.86	\$ 72,525
MC Sheriff's Office	IMS Supervisor				\$ 49.43				\$ 29.10	\$ 48.29	\$ 102,814
FL Keys Community College	Supervisor Web Services				\$ 22.31				\$ 18.88	\$ 22.31	\$ 46,400
Total Public Sector		4	\$ 22.31	\$ 29.89	\$ 34.75	\$ 33.64	\$ 38.50	\$ 49.43	\$ 27.08	\$ 36.89	\$ 72,293

Computer Systems Analyst	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		1	\$ 26.45	\$ 26.45	\$ 26.45	\$ 26.45	\$ 26.45	\$ 26.45	\$ 22.23	\$ 22.73	\$ 55,016
Keys Energy Services					\$ 45.45				\$ 37.65	\$ 45.45	\$ 94,536
City of Key West					\$ 39.45				NR	NR	\$ 82,056
FL Keys Aqueduct Authority	Tech. Support Spec.				\$ 32.92				\$ 26.08	\$ 40.66	\$ 68,465
MC School District	Programmer Analyst				\$ 37.18				\$ 34.84	\$ 46.41	\$ 77,334
FL Keys Mosquito Control					\$ 26.45				\$ 25.72	\$ 40.58	\$ 55,016
Key West Housing Authority					\$ 25.09				\$ 16.45	\$ 33.73	\$ 52,187
MC BOCC	Systems Analysis 2				\$ 28.73				\$ 28.73	\$ 38.33	\$ 59,758
MC Sheriff's Office	IMS Senior Technical Advisor				\$ 49.43				\$ 29.10	\$ 48.29	\$ 102,814
Total Public Sector		8	\$ 25.09	\$ 28.16	\$ 35.59	\$ 35.05	\$ 40.95	\$ 49.43	\$ 28.37	\$ 41.92	\$ 74,021

IT Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		4	\$ 26.00	\$ 32.20	\$ 43.17	\$ 44.23	\$ 55.20	\$ 58.21	\$ 38.94	\$ 44.16	\$ 89,788
16th Judicial Circuit Court					\$ 44.30				\$ 43.95	\$ 86.78	\$ 92,144
Florida Dept Health MC					\$ 26.00				\$ 16.05	\$ 52.15	\$ 54,080
Keys Energy Services					\$ 54.19				\$ 43.91	\$ 51.81	\$ 112,715
City of Key West					\$ 32.38				NR	NR	\$ 108,950
FL Keys Aqueduct Authority					\$ 56.25				\$ 49.19	\$ 83.12	\$ 117,000
MC School District					\$ 45.42				\$ 39.76	\$ 48.87	\$ 94,474
FL Keys Community College					\$ 52.62				\$ 52.62	\$ 52.62	\$ 109,450
MC BOCC					\$ 41.15				\$ 35.38	\$ 54.84	\$ 85,588
MC Clerk of Circuit Court					\$ 56.25				NR	NR	\$ 117,000
MC Property Appraiser					\$ 38.58				NR	NR	\$ 80,246
MC Sheriff's Office					\$ 58.57				\$ 34.29	\$ 53.73	\$ 121,826
MC Tax Collector					\$ 39.88				\$ 31.88	\$ 47.47	\$ 82,950
Total Public Sector		12	\$ 26.00	\$ 40.83	\$ 47.13	\$ 48.90	\$ 54.71	\$ 58.57	\$ 38.56	\$ 59.04	\$ 98,035

**2019 Key West Wage and Benefit Survey
Wage Report**

Medical, Social and Family Services

Registered Nurse	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
		Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector	3	\$ 22.00	\$ 24.77	\$ 25.85	\$ 27.54	\$ 27.77	\$ 28.00	\$ 25.00	\$ 36.42	\$ 53,761
FL Dept. of Health MC				\$ 24.00				\$ 12.39	\$ 52.15	\$ 49,920
MC School District				\$ 27.25				\$ 25.49	\$ 36.59	\$ 56,680
MC BOCC	Flight Nurse			\$ 28.58				\$ 28.58	\$ 28.58	\$ 59,446
Total Public Sector	3	\$ 24.00	\$ 25.63	\$ 26.61	\$ 27.25	\$ 27.92	\$ 28.58	\$ 22.15	\$ 39.11	\$ 55,349

Doctor	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
		Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector	3	\$ 48.08	\$ 60.10	\$ 73.89	\$ 72.12	\$ 86.79	\$ 101.47	\$ 36.66	\$ 98.81	\$ 153,686
Florida Dept Health MC				\$ 110.33				\$ 34.85	\$ 101.77	\$ 228,800
Total Public Sector	1			\$ 73.89						

Nurse's Assistant	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
		Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector	2	\$ 19.97	\$ 20.52	\$ 21.07	\$ 21.07	\$ 21.62	\$ 22.17	\$ 17.80	\$ 21.07	\$ 43,826
MC School District	Nurse LPN			\$ 22.09				\$ 16.69	\$ 27.79	\$ 45,947
MC BOCC	Attendant			\$ 19.83				\$ 18.60	\$ 22.57	\$ 41,246
Total Public Sector	2	\$ 19.83	\$ 20.40	\$ 20.96	\$ 20.96	\$ 21.53	\$ 22.09	\$ 17.65	\$ 25.18	\$ 43,597

Phlebotomist	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
		Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector	2	\$ 13.45	\$ 14.37	\$ 15.29	\$ 15.29	\$ 16.20	\$ 17.12	\$ 11.62	\$ 19.90	\$ 31,793

Paramedic	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
		Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
MC BOCC	FF/EMT			\$ 22.98				\$ 18.08	\$ 27.26	\$ 47,802
Total Public Sector	1	\$ 22.98	\$ 22.98	\$ 22.98	\$ 22.98	\$ 22.98	\$ 22.98	\$ 18.08	\$ 27.26	\$ 47,802

Child, Family & School Social Worker	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
		Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
MC School District				\$ 38.74				\$ 35.97	\$ 49.32	\$ 80,579
MC Sheriff's Office	Juvenile Diversion Counselor			\$ 23.05				\$ 21.46	\$ 35.42	\$ 47,944
FL Dept. of Children and Families	Protective Investigator			\$ 18.45				\$ 16.24	\$ 26.24	\$ 38,376
Total Public Sector	3	\$ 18.45	\$ 20.75	\$ 26.75	\$ 23.05	\$ 30.90	\$ 38.74	\$ 23.41	\$ 36.43	\$ 55,633

Medical & Health Services Manager	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
		Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
FL Dept. of Children and Families	Program Administrator			\$ 34.34				\$ 20.92	\$ 42.33	\$ 71,427
Florida Dept Health MC				\$ 31.71				\$ 12.71	\$ 62.97	\$ 659,568
Total Public Sector	2	\$ 34.34	\$ 34.34	\$ 34.34	\$ 34.34	\$ 34.34	\$ 34.34	\$ 20.92	\$ 42.33	\$ 71,427

Social & Community Services Manager	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
		Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector	2	\$ 11.00	\$ 13.50	\$ 16.00	\$ 16.00	\$ 18.50	\$ 21.00	\$ 10.00	\$ 13.00	\$ 33,280
MC BOCC	Sr. Dir. Social Service			\$ 50.88				\$ 35.38	\$ 54.84	\$ 105,836
Florida Dept Health MC	Public Health Educator			\$ 23.60				\$ 11.37	\$ 52.15	\$ 49,088
MC School District				\$ 37.64				\$ 32.52	\$ 57.42	\$ 78,291
16th Judicial Circuit Court	Case Manager			\$ 18.01				\$ 17.43	\$ 37.06	\$ 37,461
MC Sheriff's Office	Juv. Programs Div. Manager			\$ 29.54				\$ 21.46	\$ 35.42	\$ 61,443
FL Dept. of Children and Families	Supervisor Protective Investigator			\$ 23.55				\$ 20.77	\$ 30.54	\$ 48,984
Total Public Sector	6	\$ 18.01	\$ 23.56	\$ 30.54	\$ 26.57	\$ 35.62	\$ 50.88	\$ 23.16	\$ 44.57	\$ 63,517

**2019 Key West Wage and Benefit Survey
Wage Report**

Mental Health Counselor	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
16th Judicial Circuit Court	Drug Court Counselor				\$ 23.60				\$ 20.67	\$ 25.76	\$ 49,088
MC School District					\$ 41.43				\$ 32.52	\$ 57.42	\$ 86,174
Florida Dept Health MC	Behavior Analyst				\$ 50.00				\$ 14.72	\$ 47.85	\$ 104,000
FL Dept. of Children and Families	Family & HS Counselor				\$ 23.56				\$ 23.56	\$ 26.24	\$ 49,005
Total Public Sector		4	\$ 23.56	\$ 23.59	\$ 34.65	\$ 32.52	\$ 43.57	\$ 50.00	\$ 22.87	\$ 39.32	\$ 72,067

Childcare Attendant	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 10.00	\$ 10.68	\$ 11.35	\$ 11.35	\$ 12.03	\$ 12.70	\$ 10.25	\$ 13.65	\$ 23,608
Florida Dept Health MC	Child/Human Services Counselor				\$ 20.60				\$ 11.37	\$ 35.19	\$ 42,848
MC School District					\$ 15.09				\$ 12.03	\$ 23.13	\$ 31,387
Total Public Sector		2	\$ 15.09	\$ 16.49	\$ 17.85	\$ 17.85	\$ 19.22	\$ 20.60	\$ 11.70	\$ 29.16	\$ 31,387

Banking

Teller I	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 12.73	\$ 13.24	\$ 13.74	\$ 13.74	\$ 14.25	\$ 14.75	\$ 11.24	\$ 15.03	\$ 28,579

Teller II	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 14.91	\$ 15.56	\$ 16.21	\$ 16.21	\$ 16.85	\$ 17.50	\$ 13.12	\$ 16.79	\$ 33,706

Head Teller	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 18.03	\$ 18.52	\$ 19.02	\$ 19.02	\$ 19.51	\$ 20.00	\$ 14.37	\$ 19.79	\$ 39,551

Cust. Service/Telebanker	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		1	\$ 14.28	\$ 14.28	\$ 14.28	\$ 14.28	\$ 14.28	\$ 14.28	\$ 11.70	\$ 17.55	\$ 29,702

Loan Processor	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		1	\$ 16.83	\$ 16.83	\$ 16.83	\$ 16.83	\$ 16.83	\$ 16.83	\$ 14.15	\$ 21.23	\$ 35,006

Loan Officer	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		1	\$ 24.29	\$ 24.29	\$ 24.29	\$ 24.29	\$ 24.29	\$ 24.29	\$ 17.75	\$ 26.63	\$ 50,523

Assistant Branch Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 18.75	\$ 27.50	\$ 45,760

Branch Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 30.00	\$ 31.25	\$ 32.50	\$ 32.50	\$ 33.75	\$ 35.00	\$ 25.50	\$ 38.00	\$ 67,600

**2019 Key West Wage and Benefit Survey
Wage Report**

Lodging

	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	Mean
Concierge		7	\$ 12.50	\$ 13.88	\$ 14.30	\$ 14.05	\$ 14.90	\$ 16.00	\$ 12.00	\$ 16.00	\$ 29,744
Private Sector											
General Manager		8	\$ 23.33	\$ 41.84	\$ 55.70	\$ 57.69	\$ 89.71	\$ 79.32	\$ 44.71	\$ 57.23	\$ 115,853
Private Sector											
Navy					\$ 14.69				\$ 13.69	\$ 15.69	\$ 30,555
Total Public Sector		1	\$ 13.69	\$ 13.69	\$ 14.69	\$ 14.69	\$ 15.69	\$ 15.69	\$ 13.69	\$ 15.69	\$ 30,555
Manager/AGM		7	\$ 16.82	\$ 29.28	\$ 32.82	\$ 31.25	\$ 31.50	\$ 60.09	\$ 25.95	\$ 33.91	\$ 68,257
Private Sector											
Night Auditor		10	\$ 14.86	\$ 15.00	\$ 16.29	\$ 16.77	\$ 17.00	\$ 18.00	\$ 14.82	\$ 19.26	\$ 33,883
Private Sector											
Navy					\$ 14.69				\$ 13.69	\$ 15.69	\$ 30,555
Total Public Sector		1	\$ 13.69	\$ 13.69	\$ 14.69	\$ 14.69	\$ 15.69	\$ 15.69	\$ 13.69	\$ 15.69	\$ 30,555
Housekeeper		13	\$ 11.33	\$ 12.00	\$ 12.84	\$ 12.21	\$ 13.00	\$ 17.00	\$ 12.31	\$ 13.76	\$ 26,715
Private Sector											
Front Desk Clerk		13	\$ 14.00	\$ 14.00	\$ 14.34	\$ 14.25	\$ 14.94	\$ 17.00	\$ 12.76	\$ 17.56	\$ 30,248
Private Sector											
Navy					\$ 12.41				\$ 12.41	\$ 12.41	\$ 25,812
Total Public Sector		1	\$ 12.41	\$ 12.41	\$ 12.41	\$ 12.41	\$ 12.41	\$ 12.41	\$ 12.41	\$ 12.41	\$ 25,812
Bellhop		9	\$ 5.44	\$ 8.75	\$ 9.07	\$ 8.80	\$ 10.00	\$ 13.00	\$ 7.03	\$ 9.92	\$ 18,856
Private Sector											
Group Sales		2	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	\$ 35,600
Private Sector											
Reservations Clerk		9	\$ 13.75	\$ 14.00	\$ 15.36	\$ 15.00	\$ 15.71	\$ 19.00	\$ 17.81	\$ 18.43	\$ 31,944
Private Sector											
Navy					\$ 14.69				\$ 13.69	\$ 15.69	\$ 30,555
Total Public Sector		1	\$ 13.69	\$ 13.69	\$ 14.69	\$ 14.69	\$ 15.69	\$ 15.69	\$ 13.69	\$ 15.69	\$ 30,555
Food and Beverage											
General Manager/Hotel F&B Director		15	\$ 22.00	\$ 33.65	\$ 37.91	\$ 35.00	\$ 39.85	\$ 69.71	\$ 26.40	\$ 44.58	\$ 78,853
Private Sector											
MC School District					\$ 41.24				\$ 25.69	\$ 30.10	\$ 85,779
Total Public Sector		1	\$ 25.69	\$ 25.69	\$ 41.24	\$ 41.24	\$ 50.10	\$ 50.10	\$ 25.69	\$ 50.10	\$ 85,779
Host/Hostess		13	\$ 10.00	\$ 10.57	\$ 11.47	\$ 12.44	\$ 13.21	\$ 15.00	\$ 11.12	\$ 13.83	\$ 23,858
Private Sector											
Bus Person		7	\$ 5.44	\$ 8.46	\$ 8.09	\$ 8.46	\$ 8.50	\$ 8.79	\$ 7.26	\$ 7.86	\$ 16,821
Private Sector											

**2019 Key West Wage and Benefit Survey
Wage Report**

Dishwasher	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		11	\$ 11.00	\$ 11.00	\$ 12.06	\$ 11.73	\$ 12.25	\$ 16.00	\$ 11.92	\$ 14.49	\$ 25.087

Server	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		11	\$ 5.44	\$ 5.44	\$ 5.49	\$ 5.44	\$ 5.50	\$ 5.68	\$ 5.44	\$ 5.47	\$ 11,429
			Average Hourly tips In Season		\$ 31.88	Average Hourly Tips out of season		\$21.53	With tips	\$ 66,968	

Bartender	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		12	\$ 5.44	\$ 5.44	\$ 5.73	\$ 5.50	\$ 5.66	\$ 7.50	\$ 5.44	\$ 7.64	\$ 11,922
			Average Hourly tips In Season		\$ 33.24	Average Hourly Tips out of season		\$20.85	With tips	\$ 68,176	

Barback	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		12	\$ 5.44	\$ 5.86	\$ 8.22	\$ 8.35	\$ 10.00	\$ 12.00	\$ 7.75	\$ 11.43	\$ 17,092
			Average Hourly tips In Season		\$ 19.31	Average Hourly Tips out of season		\$11.60	With tips	\$ 49,231	

Floor Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		16	\$ 17.78	\$ 18.54	\$ 23.97	\$ 23.86	\$ 26.90	\$ 36.12	\$ 21.05	\$ 24.84	\$ 49,863
MC School District					\$ 23.33				\$ 17.78	\$ 28.88	\$ 36,982
Total Public Sector		1	\$ 17.78	\$ 17.78	\$ 23.33	\$ 23.33	\$ 28.88	\$ 28.88	\$ 17.78	\$ 28.88	\$ 36,982

Prep Cook	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		10	\$ 12.96	\$ 14.00	\$ 14.84	\$ 14.23	\$ 15.00	\$ 18.00	\$ 12.63	\$ 17.49	\$ 30,869
MC School District						\$ 14.35			\$ 11.83	\$ 18.83	\$ 29,848
Total Public Sector		1	\$ 11.83	\$ 11.83	\$ 14.35	\$ 14.35	\$ 18.83	\$ 18.83	\$ 11.83	\$ 18.83	\$ 29,848

Line Cook	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		16	\$ 14.00	\$ 14.00	\$ 16.31	\$ 16.13	\$ 17.11	\$ 18.86	\$ 14.11	\$ 18.87	\$ 33,922
MC School District						\$ 18.86			\$ 13.64	\$ 20.64	\$ 39,228
Total Public Sector		1	\$ 13.64	\$ 13.64	\$ 18.86	\$ 18.86	\$ 20.64	\$ 20.64	\$ 13.64	\$ 20.64	\$ 39,228

Line Supervisor	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		9	\$ 16.00	\$ 17.34	\$ 18.63	\$ 18.86	\$ 19.00	\$ 21.00	\$ 18.77	\$ 22.45	\$ 38,753

Head Chef/Kitchen Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		10	\$ 18.71	\$ 22.52	\$ 29.36	\$ 25.48	\$ 28.41	\$ 58.43	\$ 23.30	\$ 34.60	\$ 61,075
MC School District						\$ 22.29			\$ 20.20	\$ 31.30	\$ 46,363
Total Public Sector		1	\$ 20.20	\$ 20.20	\$ 22.29	\$ 22.29	\$ 31.30	\$ 31.30	\$ 20.20	\$ 31.30	\$ 46,363

Sous Chef	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		9	\$ 18.00	\$ 20.19	\$ 22.11	\$ 22.34	\$ 23.00	\$ 29.22	\$ 18.50	\$ 27.90	\$ 45,986

Pastry Chef	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		4	\$ 16.00	\$ 16.75	\$ 18.63	\$ 18.50	\$ 20.38	\$ 21.52	\$ 16.41	\$ 28.61	\$ 38,750

**2019 Key West Wage and Benefit Survey
Wage Report**

Retail

Sales Clerk	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector (Exclusive of commission)		5	\$ 12.00	\$ 12.00	\$ 13.34	\$ 13.00	\$ 13.22	\$ 16.50	\$ 14.60	\$ 15.83	\$ 27,756
Navy						\$ 13.35			\$ 12.71	\$ 14.00	\$ 27,768
Total Public Sector		1	\$ 12.71	\$ 12.71	\$ 13.35	\$ 13.35	\$ 14.00	\$ 14.00	\$ 12.71	\$ 14.00	\$ 27,768
Average commission for those reporting:						12.0%					

Sales/Floor Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector (Exclusive of commission)		4	\$ 20.34	\$ 20.84	\$ 22.11	\$ 21.56	\$ 22.83	\$ 25.00	\$ 20.62	\$ 24.12	\$ 45,994
Average commission for those reporting:						20.0%					

Ship. & Rec. Clerk	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		1	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 24,960

Stock Clerk	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		2	\$ 12.00	\$ 13.68	\$ 15.35	\$ 15.35	\$ 17.03	\$ 18.70	\$ 13.50	\$ 15.35	\$ 31,928
Keys Energy Services	Storekeeper				\$ 31.62				\$ 20.94	\$ 25.97	\$ 65,770
Total Public Sector		1	\$ 31.62	\$ 31.62	\$ 31.62	\$ 31.62	\$ 31.62	\$ 31.62	\$ 20.94	\$ 25.97	\$ 65,770

Cashier	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		4	\$ 12.40	\$ 12.44	\$ 12.68	\$ 12.60	\$ 12.84	\$ 13.11	\$ 11.94	\$ 13.36	\$ 26,369
MC School District					\$ 13.99				\$ 11.83	\$ 18.83	\$ 29,099
Keys Energy Services	Payment Processing Representative				\$ 21.89				\$ 17.55	\$ 21.76	\$ 45,531
Total Public Sector		1	\$ 21.89	\$ 21.89	\$ 21.89	\$ 21.89	\$ 21.89	\$ 21.89	\$ 17.55	\$ 21.76	\$ 45,531

Attraction

Ticket Sales	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		7	\$ 9.50	\$ 11.00	\$ 13.50	\$ 14.00	\$ 16.00	\$ 17.00	\$ 12.00	\$ 15.45	\$ 28,080
Average commission for those reporting:						3.0%					

Tour Guide	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		6	\$ 9.50	\$ 10.59	\$ 13.23	\$ 11.80	\$ 15.00	\$ 20.00	\$ 12.33	\$ 12.75	\$ 27,508

Tour Driver	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		2	\$ 14.81	\$ 14.88	\$ 14.96	\$ 14.96	\$ 15.03	\$ 15.10	NR	NR	\$ 31,106

Recreational Boat Captain	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		5	\$ 20.99	\$ 22.50	\$ 32.09	\$ 26.44	\$ 37.50	\$ 53.00	\$ 19.00	\$ 27.00	\$ 66,740
Average Hourly Tips						NR		With tips		NR	

**2019 Key West Wage and Benefit Survey
Wage Report**

Recreational Boat Mate	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		5	\$ 14.00	\$ 17.00	\$ 18.10	\$ 17.00	\$ 18.46	\$ 24.04	\$ 15.75	\$ 22.00	\$ 37,647
			Average Hourly Tips			\$ 2.50				With tips	\$ 42,847

Lecturer	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		1	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 41,600

Maintenance

Security Guard	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		5	\$ 14.17	\$ 15.00	\$ 15.42	\$ 15.96	\$ 15.99	\$ 16.00	\$ 14.30	\$ 17.52	\$ 32,082
City of Key West					\$ 15.99				\$ 15.00	\$ 18.74	\$ 33,259
Total Public Sector		3	\$ 15.00	\$ 15.00	\$ 15.99	\$ 15.99	\$ 18.74	\$ 18.74	\$ 15.00	\$ 18.74	\$ 33,259

Maintenance Worker	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		6	\$ 16.98	\$ 17.12	\$ 20.16	\$ 17.78	\$ 21.00	\$ 29.46	\$ 16.43	\$ 25.98	\$ 41,933
Keys Energy Services	Works in high voltage conditions				\$ 33.71				\$ 23.93	\$ 29.67	\$ 70,117
City of Key West					\$ 15.61				\$ 15.00	\$ 18.74	\$ 32,469
FL Keys Aqueduct Authority	Fac. Maint. Mech. B				\$ 29.36				\$ 24.04	\$ 36.81	\$ 61,069
MC School District					\$ 16.98				\$ 14.48	\$ 22.73	\$ 35,318
FL Keys Community College					\$ 21.95				\$ 14.75	\$ 28.68	\$ 45,656
Key West Housing Authority	Maintenance Mechanic				\$ 25.00				\$ 16.00	\$ 34.00	\$ 52,000
MC BOCC					\$ 20.26				\$ 18.28	\$ 22.67	\$ 42,141
Navy					\$ 15.80				\$ 14.58	\$ 17.02	\$ 32,864
MC Sheriff's Office	Maintenance Specialist				\$ 15.96				\$ 15.69	\$ 27.16	\$ 33,197
Total Public Sector		9	\$ 15.61	\$ 15.96	\$ 21.63	\$ 20.26	\$ 25.00	\$ 33.71	\$ 17.42	\$ 26.39	\$ 44,981

Groundskeeper	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		3	\$ 13.00	\$ 13.31	\$ 13.81	\$ 13.62	\$ 14.22	\$ 14.81	\$ 11.74	\$ 15.25	\$ 28,725
City of Key West					\$ 15.51				\$ 15.00	\$ 18.74	\$ 32,261
MC School District					\$ 21.36				\$ 14.48	\$ 22.73	\$ 44,429
Navy					\$ 13.09				\$ 12.08	\$ 14.10	\$ 27,227
MC Sheriff's Office	Animal Farm & Landscaping Specialist				\$ 18.53				\$ 14.78	\$ 24.03	\$ 38,542
Total Public Sector		4	\$ 13.09	\$ 14.91	\$ 17.12	\$ 17.02	\$ 19.24	\$ 21.36	\$ 14.09	\$ 19.90	\$ 35,615

Janitor	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		4	\$ 12.00	\$ 12.11	\$ 13.08	\$ 12.40	\$ 13.37	\$ 15.51	\$ 12.30	\$ 13.55	\$ 27,201
Key West Housing Authority					\$ 15.50				\$ 12.00	\$ 19.00	\$ 32,240
MC BOCC					\$ 15.87				\$ 15.70	\$ 17.79	\$ 33,010
City of Key West					\$ 15.51				\$ 15.00	\$ 18.74	\$ 32,261
Florida Dept of Health MC					\$ 15.00				\$ 8.46	\$ 23.52	\$ 31,200
Navy					\$ 11.25				\$ 10.36	\$ 12.14	\$ 23,400
Total Public Sector		5	\$ 15.50	\$ 15.51	\$ 15.63	\$ 15.51	\$ 15.69	\$ 15.87	\$ 14.23	\$ 18.51	\$ 32,503

**2019 Key West Wage and Benefit Survey
Wage Report**

Laborer	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 14.85	\$ 15.67	\$ 16.49	\$ 16.49	\$ 17.31	\$ 18.13	\$ 14.63	\$ 17.13	\$ 34,299
Navy					\$ 13.76				\$ 12.71	\$ 14.81	\$ 26,436
Keys Energy Services	Works in high voltage conditions				\$ 18.07				\$ 15.00	\$ 18.07	\$ 37,586
MC School District					\$ 19.84				\$ 17.59	\$ 25.84	\$ 41,267
City of Key West					\$ 18.05				\$ 17.32	\$ 26.62	\$ 37,544
Key West Housing Authority	Maintenance Aide				\$ 16.00				\$ 12.00	\$ 20.00	\$ 33,280
MC BOCC	Maintenance worker 2				\$ 15.17				\$ 15.00	\$ 20.74	\$ 31,554
MC Sheriff's Office	Maintenance Assistant				\$ 18.31				\$ 15.87	\$ 24.03	\$ 38,085
Total Public Sector		7	\$ 13.76	\$ 15.59	\$ 17.03	\$ 18.05	\$ 18.19	\$ 19.84	\$ 15.07	\$ 21.44	\$ 35,107

Maintenance Supervisor	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		3	\$ 25.56	\$ 29.04	\$ 33.58	\$ 32.52	\$ 37.60	\$ 42.67	\$ 31.60	\$ 37.30	\$ 69,853
Keys Energy Services	Overseas Fleets & Facilities				\$ 51.82				\$ 43.91	\$ 51.81	\$ 107,786
City of Key West					\$ 21.18				\$ 18.84	\$ 29.34	\$ 44,054
FL Keys Aqueduct Authority	Operations Supv.				\$ 43.70				\$ 33.81	\$ 53.56	\$ 90,896
MC School District					\$ 42.47				\$ 34.84	\$ 46.41	\$ 88,338
FL Keys Community College	Maintenance Specialist				\$ 14.16				\$ 12.87	\$ 14.15	\$ 29,453
Key West Housing Authority					\$ 26.00				\$ 18.00	\$ 34.00	\$ 54,080
MC BOCC	Admin Building				\$ 49.87				\$ 49.87	\$ 49.87	\$ 103,730
MC Sheriff's Office	Maintenance Supervisor				\$ 25.93				\$ 15.87	\$ 24.51	\$ 53,934
Total Public Sector		8	\$ 14.16	\$ 24.74	\$ 34.39	\$ 34.24	\$ 45.24	\$ 51.82	\$ 28.50	\$ 37.96	\$ 71,534

Skilled Labor

Licensed Plumber, Pipefitter	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
MC BOCC	Plumbing foreman				\$ 16.42				\$ 16.42	\$ 25.45	\$ 34,159
FL Keys Aqueduct Authority	Dist. System Oper. B				\$ 28.94				\$ 21.80	\$ 33.38	\$ 60,195
Total Public Sector		2	\$ 16.42	\$ 19.55	\$ 22.68	\$ 22.68	\$ 25.81	\$ 28.94	\$ 19.11	\$ 29.42	\$ 47,177

Plumber, Pipefitter Apprentice/Assistant	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
MC School District					\$ 24.26				\$ 17.59	\$ 25.84	\$ 50,458
FL Keys Aqueduct Authority	Dist. System Oper. C				\$ 24.21				\$ 20.68	\$ 29.95	\$ 50,357
Total Public Sector		2	\$ 24.21	\$ 24.22	\$ 24.24	\$ 24.24	\$ 24.25	\$ 24.26	\$ 19.14	\$ 27.90	\$ 50,407

Painter	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		4	\$ 13.00	\$ 13.38	\$ 16.60	\$ 15.20	\$ 18.43	\$ 23.00	\$ 13.75	\$ 18.73	\$ 34,528
MC BOCC					\$ 21.69				\$ 18.43	\$ 25.45	\$ 45,110
Total Public Sector		1	\$ 21.69	\$ 21.69	\$ 21.69	\$ 21.69	\$ 21.69	\$ 21.69	\$ 18.43	\$ 25.45	\$ 45,110

Construction & Building Inspector	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
MC BOCC	Bldg Insp 2				\$ 35.30				\$ 31.56	\$ 38.79	\$ 73,424
City of Key West					\$ 28.58				\$ 27.98	\$ 46.00	\$ 59,446
MC School District					\$ 35.58				\$ 34.84	\$ 46.41	\$ 74,006
FL Keys Aqueduct Authority	Contract Field Rep				\$ 30.85				\$ 34.49	\$ 41.63	\$ 64,168
Total Public Sector		4	\$ 28.58	\$ 30.28	\$ 32.58	\$ 33.08	\$ 35.37	\$ 35.58	\$ 32.22	\$ 43.21	\$ 67,761

**2019 Key West Wage and Benefit Survey
Wage Report**

Licensed Electrician	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Keys Energy Service	Works on 138kv energy, responsible for underground				\$ 42.19				\$ 34.02	\$ 42.19	\$ 87,755
FL Keys Aqueduct Authority	Journeyman Elec.				\$ 34.49				\$ 26.28	\$ 41.63	\$ 71,739
Total Public Sector		2	\$ 34.49	\$ 36.42	\$ 38.34	\$ 38.34	\$ 40.27	\$ 42.19	\$ 30.15	\$ 41.91	\$ 79,747

Electrical Apprentice/Assistant	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Keys Energy Services	Works on 138kv energy, responsible for underground				\$ 30.78				\$ 23.44	\$ 32.34	\$ 64,022
MC School District					\$ 24.06				\$ 18.56	\$ 26.81	\$ 50,044
MC BOCC	Electrician				\$ 20.94				\$ 19.86	\$ 27.75	\$ 43,551
Total Public Sector		3	\$ 20.94	\$ 22.50	\$ 25.26	\$ 24.06	\$ 27.42	\$ 30.78	\$ 20.62	\$ 28.97	\$ 52,539

Carpenter	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		3	\$ 17.00	\$ 19.50	\$ 21.33	\$ 22.00	\$ 23.50	\$ 25.00	\$ 17.50	\$ 23.33	\$ 44,373
MC School District					\$ 24.89				\$ 17.59	\$ 25.84	\$ 51,771
Total Public Sector		1	\$ 17.59	\$ 17.59	\$ 24.89	\$ 24.89	\$ 25.84	\$ 25.84	\$ 17.59	\$ 25.84	\$ 51,771

Auto Service Technician	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
Private Sector		3	\$ 18.33	\$ 19.17	\$ 19.83	\$ 20.00	\$ 20.59	\$ 21.17	NR	NR	\$ 41,253
Keys Energy Services	Specialized equipment for high voltage work				\$ 34.25				\$ 24.05	\$ 29.82	\$ 71,240
FL Keys Aqueduct Authority	Garage Mech. B				\$ 24.61				\$ 24.04	\$ 36.81	\$ 51,189
City of Key West					\$ 15.94				\$ 15.00	\$ 21.95	\$ 33,155
MC School District	Mechanic, Automotive, Body, Carpenter				\$ 24.97				\$ 17.59	\$ 25.85	\$ 51,938
FL Keys Mosquito Control					\$ 25.87				\$ 18.37	\$ 33.22	\$ 53,810
MC BOCC	mobile mechanic				\$ 30.58				\$ 30.58	\$ 30.58	\$ 63,606
Total Public Sector		6	\$ 15.94	\$ 24.70	\$ 26.04	\$ 25.42	\$ 29.40	\$ 34.25	\$ 21.61	\$ 29.71	\$ 54,156

Welder	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
FL Keys Aqueduct Authority	Welder/Mechanic				\$ 37.70				\$ 26.28	\$ 41.63	\$ 78,416
Total Public Sector		1	\$ 37.70	\$ 37.70	\$ 37.70	\$ 37.70	\$ 37.70	\$ 37.70	\$ 26.28	\$ 41.63	\$ 78,416

Heavy Equipment Operator	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
FL Keys Aqueduct Authority					\$ 31.56				\$ 24.04	\$ 36.81	\$ 65,645
City of Key West					\$ 18.44				\$ 17.32	\$ 26.62	\$ 38,355
MC BOCC					\$ 19.70				\$ 18.62	\$ 25.45	\$ 40,976
Total Public Sector		3	\$ 18.44	\$ 19.07	\$ 23.23	\$ 19.70	\$ 25.63	\$ 31.56	\$ 19.99	\$ 29.63	\$ 48,325

HVAC Mechanics & Installers	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
MC BOCC	Maint. Mechanic				\$ 22.72				\$ 21.21	\$ 32.88	\$ 47,250
City of Key West					\$ 22.99				\$ 20.49	\$ 32.35	\$ 47,819
MC School District					\$ 24.44				\$ 18.56	\$ 26.81	\$ 50,835
Total Public Sector		1	\$ 22.72	\$ 22.73	\$ 22.72	\$ 22.72	\$ 22.72	\$ 22.72	\$ 21.21	\$ 32.88	\$ 47,250

Transportation

Pilot	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee					Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low		Avg. High
MC Sheriff's Office					\$ 34.48				\$ 23.49	\$ 39.29	\$ 71,718
FL Keys Mosquito Control					\$ 40.23				\$ 38.32	\$ 58.70	\$ 83,678
Total Public Sector		2	\$ 34.48	\$ 35.92	\$ 37.36	\$ 37.36	\$ 38.79	\$ 40.23	\$ 30.91	\$ 49.00	\$ 77,698

**2019 Key West Wage and Benefit Survey
Wage Report**

Bus/Van Driver	Other titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
City of Key West					\$ 17.10				\$ 16.39	\$ 24.96	\$ 35,568
MC BOCC	Transportation Driver				\$ 14.55				\$ 12.72	\$ 19.71	\$ 30,261
MC School District	Operators				\$ 19.68				\$ 15.80	\$ 23.20	\$ 40,934
Total Public Sector		3	\$ 14.55	\$ 15.82	\$ 17.11	\$ 17.10	\$ 18.39	\$ 19.68	\$ 14.97	\$ 22.62	\$ 35,588

Truck Driver	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 14.00	\$ 14.31	\$ 14.62	\$ 14.62	\$ 14.92	\$ 15.23	\$ 12.00	\$ 16.17	\$ 30,399

Professional

Lawyer	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		3	\$ 63.50	\$ 66.18	\$ 77.24	\$ 68.85	\$ 84.11	\$ 99.36	\$ 51.11	\$ 88.58	\$ 160,652
City of Key West	City Attorney				\$ 99.68				NR	NR	\$ 207,334
MC BOCC	Assi County Atty				\$ 51.97				\$ 39.19	\$ 60.75	\$ 108,091
MC Clerk of Circuit Court					\$ 48.33				\$ 32.38	\$ 48.57	\$ 100,531
MC Sheriff's Office	General Counsel				\$ 68.85				\$ 37.23	\$ 54.47	\$ 143,208
Public Defender's Office					\$ 28.84				\$ 24.51	\$ 42.30	\$ 60,000
FL Keys Aqueduct Authority	General Counsel				\$ 78.23				\$ 25.16	\$ 39.86	\$ 162,718
16th Judicial Circuit Court	Staff Attorney				\$ 26.68				\$ 21.15	\$ 32.21	\$ 55,500
Keys Energy Services					\$ 63.50				\$ 58.44	\$ 68.96	\$ 132,080
Total Public Sector		8	\$ 26.68	\$ 43.46	\$ 58.26	\$ 57.73	\$ 71.20	\$ 99.68	\$ 34.01	\$ 49.59	\$ 121,183

Paralegal or Legal Assistant	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 23.06	\$ 25.65	\$ 28.24	\$ 28.24	\$ 30.83	\$ 33.42	\$ 31.47	\$ 32.71	\$ 58,739
City of Key West					\$ 29.19				\$ 24.97	\$ 40.67	\$ 60,715
MC BOCC	Paralegal				\$ 30.98				\$ 23.50	\$ 36.42	\$ 64,432
MC Sheriff's Office	Legal Secretary				\$ 21.06				\$ 16.85	\$ 29.47	\$ 43,805
FL Keys Aqueduct Authority	Legal Assistant				\$ 35.07				\$ 25.16	\$ 39.86	\$ 72,945
16th Judicial Circuit Court	Pretrial Services Officer				\$ 21.69				\$ 18.26	\$ 25.48	\$ 45,119
Public Defender's office					\$ 15.38				\$ 14.42	\$ 17.78	\$ 32,000
FL Dept. of Children and Families					\$ 16.52				\$ 11.29	\$ 18.73	\$ 34,362
Total Public Sector		7	\$ 15.38	\$ 18.79	\$ 24.27	\$ 21.69	\$ 30.08	\$ 35.07	\$ 19.21	\$ 29.77	\$ 50,483

Property Manager	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		2	\$ 19.00	\$ 22.06	\$ 25.13	\$ 25.13	\$ 28.19	\$ 31.25	\$ 18.00	\$ 25.00	\$ 52,260
City of Key West					\$ 47.19				\$ 33.22	\$ 54.92	\$ 98,155
Total Public Sector		1	\$ 47.19	\$ 47.19	\$ 47.19	\$ 47.19	\$ 47.19	\$ 47.19	\$ 33.22	\$ 54.92	\$ 98,155

Entomologist/Domestic Inspector	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
FL Keys Mosquito Control	Entomologist/Domestic Inspector				\$ 22.47				\$ 16.68	\$ 32.50	\$ 46,738
Total Public Sector		1	\$ 22.47	\$ 22.47	\$ 22.47	\$ 22.47	\$ 22.47	\$ 22.47	\$ 16.68	\$ 32.50	\$ 46,738

Appraisers & Assessors of Real Estate	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
MC Property Appraiser	Deputy Appraiser				\$ 24.95				\$ 22.51	\$ 30.39	\$ 51,896
Total Public Sector		1	\$ 24.95	\$ 24.95	\$ 24.95	\$ 24.95	\$ 24.95	\$ 24.95	\$ 22.51	\$ 30.39	\$ 51,896

**2019 Key West Wage and Benefit Survey
Wage Report**

Media

Host/Announcer/Disc Jockey	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		1	\$ 21.98	\$ 21.98	\$ 21.98	\$ 21.98	\$ 21.98	\$ 21.98	\$ 21.98	\$ 21.98	\$ 45,714

Photographer	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
Private Sector		1	\$ 19.86	\$ 19.86	\$ 19.86	\$ 19.86	\$ 19.86	\$ 19.86	\$ 19.65	\$ 20.06	\$ 41,309

Police Protection

Sheriff/Chief of Police	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
City of Key West	Chief of Police				\$ 66.93				\$ 43.96	\$ 65.93	\$ 139,214
MC Sheriff's Office	Sheriff				\$ 61.62				\$ 43.89	\$ 55.95	\$ 128,170
Total Public Sector		2	\$ 61.62	\$ 62.95	\$ 64.28	\$ 64.28	\$ 65.60	\$ 66.93	\$ 43.92	\$ 60.94	\$ 133,692

Captain	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
MC Sheriff's Office					\$ 55.39				\$ 34.29	\$ 53.73	\$ 115,211
City of Key West					\$ 52.39				\$ 31.29	\$ 53.19	\$ 108,971
Total Public Sector		2	\$ 52.39	\$ 53.14	\$ 53.89	\$ 53.89	\$ 54.64	\$ 55.39	\$ 32.79	\$ 53.46	\$ 112,091

Major	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 2	Mean	Median	Quartile 4	High	Avg. Low	Avg. High	
MC Sheriff's Office					\$ 59.79				\$ 40.44	\$ 55.21	\$ 124,363
Total Public Sector		1	\$ 59.79	\$ 59.79		\$ 59.79	\$ 59.79	\$ 59.79			

Colonel	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 3	Mean	Median	Quartile 5	High	Avg. Low	Avg. High	
MC Sheriff's Office					\$ 61.16				\$ 40.44	\$ 55.21	\$ 127,213
Total Public Sector		1	\$ 61.16	\$ 61.16		\$ 61.16	\$ 61.16	\$ 61.16			

Lieutenant	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
MC Sheriff's Office					\$ 46.79				\$ 29.10	\$ 48.29	\$ 97,323
City of Key West					\$ 49.10				\$ 43.10	\$ 48.51	\$ 102,128
Total Public Sector		2	\$ 46.79	\$ 47.37	\$ 47.95	\$ 47.95	\$ 48.32	\$ 49.10	\$ 36.10	\$ 48.40	\$ 99,726

Sergeant	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
City of Key West					\$ 43.25				\$ 38.30	\$ 44.40	\$ 89,960
MC Sheriff's Office					\$ 33.60				NR	NR	\$ 69,888
Total Public Sector		2	\$ 33.60	\$ 36.01	\$ 38.43	\$ 38.43	\$ 40.84	\$ 43.25	\$ 38.30	\$ 44.40	\$ 79,924

Deputy Sheriff/Officer	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
MC Sheriff's Office					\$ 26.65				\$ 26.65	\$ 33.29	\$ 55,432
Total Public Sector		1	\$ 26.65	\$ 26.65	\$ 26.65	\$ 26.65	\$ 26.65	\$ 26.65	\$ 26.65	\$ 33.29	\$ 55,432

Records Clerk	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High	
City of Key West					\$ 17.85				\$ 16.85	\$ 25.77	\$ 37,128
MC Sheriff's Office					\$ 17.16				\$ 15.87	\$ 24.51	\$ 35,693
Total Public Sector		2	\$ 17.16	\$ 17.33	\$ 17.51	\$ 17.51	\$ 17.68	\$ 17.85	\$ 16.36	\$ 25.14	\$ 36,410

**2019 Key West Wage and Benefit Survey
Wage Report**

Job Title	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High		
Detention Deputy Sheriff					\$ 22.32					\$ 19.75	\$ 30.79	\$ 46,426
MC Sheriff's Office					\$ 22.32					\$ 19.75	\$ 30.79	\$ 46,426
Total Public Sector		1	\$ 22.32	\$ 22.32	\$ 22.32	\$ 22.32	\$ 22.32	\$ 22.32	\$ 22.32	\$ 19.75	\$ 30.79	\$ 46,426

Job Title	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High		
Parking Enforcement Specialist					\$ 15.47					\$ 14.37	\$ 20.96	\$ 32,178
City of Key West					\$ 15.47					\$ 14.37	\$ 20.96	\$ 32,178
Total Public Sector		1	\$ 15.47	\$ 15.47	\$ 15.47	\$ 15.47	\$ 15.47	\$ 15.47	\$ 15.47	\$ 14.37	\$ 20.96	\$ 32,178

Job Title	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High		
Aviation Director					\$ 47.67					\$ 28.19	\$ 47.34	\$ 99,154
MC Sheriff's Office					\$ 47.67					\$ 28.19	\$ 47.34	\$ 99,154
Total Public Sector		1	\$ 47.67	\$ 47.67	\$ 47.67	\$ 47.67	\$ 47.67	\$ 47.67	\$ 47.67	\$ 28.19	\$ 47.34	\$ 99,154

Job Title	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High		
Dispatcher					24.26					21.08	33.43	\$ 50,460
City of Key West					24.26					21.08	33.43	\$ 50,460
MC Sheriff's Office	Communications Officer				\$ 19.33					\$ 20.19	\$ 33.31	\$ 40,206
Total Public Sector		2	\$ 19.33	\$ 20.56	\$ 21.80	\$ 21.80	\$ 23.03	\$ 24.26	\$ 24.26	\$ 20.64	\$ 33.37	\$ 45,333

Job Title	Other Titles	Number of Responses	Average Hourly Wage Paid to Employee						Official Range		Annualized Mean	
			Low	Quartile 1	Mean	Median	Quartile 3	High	Avg. Low	Avg. High		
Public Information Officer					\$ 31.04					\$ 27.80	\$ 42.01	\$ 64,563
City of Key West					\$ 31.04					\$ 27.80	\$ 42.01	\$ 64,563
Total Public Sector		1	\$ 31.04	\$ 31.04	\$ 31.04	\$ 31.04	\$ 31.04	\$ 31.04	\$ 31.04	\$ 27.80	\$ 42.01	\$ 64,563

POSITION DESCRIPTIONS

GENERAL OFFICE ADMINISTRATION AND MANAGEMENT OCCUPATIONS

Receptionist: Responsible for greeting and directing visitors and operating a single or multiple position telephone switchboards. May perform light clerical duties such as typing, filing, photocopying, sorting, and distributing mail. (Other titles: Switchboard Operator, Telephone Operator, Information Desk Receptionist, Communications Assistant)

Office Clerk: Responsible for providing clerical support to staff including taking and delivering messages, providing information to callers, filing, maintaining office supplies, preparing and sorting mail, and photocopying. (Other titles: Clerical Assistant, Clerk/Typist, General Office Assistant, Records Assistant)

Data Entry Operator: Typically this is an entry level position for administrative functions in both operating and staff departments wherein heavy keyboarding skills are required and utilized in typing data into prescribed software formats. Responsible for data entry of material from source documents to a computer connected terminal. Enters and verifies data and performs clerical tasks in the data processing department. (Other titles: Inventory Clerk, MIS Clerk, Data Processor)

Customer Service Representative: Serves as contact for customer in billings, complaints, and exchanges. Provides information in response to customer inquiries.

Secretary: Responsible for providing administrative and clerical support to staff including writing and typing letters, reports or other materials. Maintains filing systems, screens calls and takes messages. May assist in preparation of reports using spreadsheet, word-processing, and graphics software. (Other titles: Secretary I & II, Staff Assistant)

Administrative Assistant: Responsible for providing analytical and specialized administrative support to executive and other staff managers. Performs analysis to determine possible effective solutions, compiles and analyzes data and prepares recommendations. Coordinates activities between departments and outside parties. Works with staff at all levels to complete projects of a complex and confidential nature. (Other titles: Staffing Assistant, Administrative Aide)

Executive Assistant: Responsible for providing administrative support to the executive director. Handles details of a highly confidential and critical nature. Collects and prepares information for executive director's use in meetings with staff and outside parties. Assists with special projects, creating reports, statistical tracking and database management. May supervise other clerical staff. (Other titles: Assistant to the President, Executive Assistant, Office Manager)

Human Resources Assistant: Responsible for providing administrative support for the human resources function, including maintaining employee benefit files, processing change-of-status forms, compiling personnel statistics and providing information to employees regarding personnel forms and records. May compile special reports such as insurance, COBRA, OSHA, etc. May screen applicants, conduct reference checks, maintain requisition logs, administer benefit programs and conduct employee orientation. (Other titles: Human Resources Coordinator, Payroll Administrator, Personnel Assistant, Human Resources Specialist, Personnel Spec.)

Human Resources Manager: Responsible for designing, developing, implementing, administering and budgeting for the organization's human resources functions, including employment, compensation, benefits, employee relations, training, performance management and human resources information systems. Advises staff on organizations human resources policies and procedures. Ensures compliance with all human resource regulations. (Other titles: Human Resources Director, Human Resources Supervisor, Director of Personnel, Personnel Manager)

Front Line Manager/Supervisor: Supervise and coordinate the daily activities of clerical and administrative support workers following prescribed company policies and procedures. (Other titles: Office Manager)

Purchasing Manager: Responsible for procuring the goods and services required for the necessary functioning of the entity. Assesses market conditions and negotiates best price from suppliers consistent with quality and delivery standards of the organization. Is primary liaison between company and its vendors. Writes, reviews and maintains files of contractual documents covering purchases of goods and services. (Other titles: Head Buyer, Procurement Agent)

General and Operations Manager: Plan, direct, or coordinate the operations of companies or public and private sector organizations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or administration, such as personnel, purchasing, or administrative services. Include owners and managers who head small business establishments whose duties are primarily managerial. Excludes Front Line Manager/Supervisors. (Other titles: Executive Director, Director of Operations)

Sales and Marketing Manager: Determine the demand for products and services offered by a firm and its competitors and identify potential customers. Develop pricing strategies with the goal of maximizing the firm's profits or share of the market while ensuring the firm's customers are satisfied. Coordinate sales distribution by establishing sales territories, quotas, and goals and establish training programs for sales representatives. Analyze sales statistics gathered by staff to determine sales potential and inventory requirements and monitor the preferences of customers.

Public Relations Manager: Plan and direct public relations programs designed to create and maintain a favorable public image for employer or client; or if engaged in fundraising, plan and direct activities to solicit and maintain funds for special projects and nonprofit organizations. (Other titles: Public Information Officer)

Chief Executive: Determine and formulate policies and provide the overall direction of companies or private and public sector organizations within the guidelines set up by a board of directors or similar governing body. Plan, direct, or coordinate operational activities at the highest level of management with the help of subordinate executives and staff managers. (Other titles: President)

ACCOUNTING/FINANCE

Accounting Clerk I: Typically the entry-level position in an accounting department. Performs routine accounting activities which may include checking and verifying records, preparing invoices and vouchers, posting ledger and general journal entries and balancing accounts payable and receivable. Uses automated office systems to input data, respond to inquiries and generate reports. Works under a high level of supervision. (Other titles: Accounts Receivable Clerk, Accounts Payable Clerk, Billing Clerk)

Accounting Clerk II: Keeps general accounting journals and ledgers and prepares summary reports and pre-audits.

Accounting Clerk III: Has supervisory responsibility over other accounting staff, and audits the work of others.

Chief Financial Officer: Responsible for directing all financial functions of the entity including Strategic Planning, budgeting, accounting, internal and external reporting, auditing, cash flow management, asset management and investment practices. Maintains interface with all taxing authorities. Maintains liaison with financial institutions and negotiates terms of all loans and/or investments. Reporting to CEO/President, works with senior staff in formulating, establishing and implementing major goals and objectives. Sometimes oversees entity's Information Systems function. (Other titles: Chief Accountant, Comptroller)

Controller: Responsible for directing, maintaining and controlling an accounting system that properly reflects the financial position of the entity. Monitors entity policies & procedures and recommends improvements. Consults and serves senior management team and participates in establishing and implementing major goals and objectives. Ensures accurate internal and external recording and reporting of financial transactions. Oversees budgeting, general ledger, accounts payable and receivable, payroll, fixed asset management, etc. Supervises and appraises accounting staff. (Other titles: Chief Accountant, Comptroller)

Payroll Clerk: Processes salary and hourly payroll data including recording time worked, maintaining pay scales and performing premium pay calculations. Insures timely and accurate processing to meet pay date deadlines. Maintains records and files necessary to complete federal, state and local payroll tax returns. Optionally, may maintain records of vacation, sick and other Paid-Time-Off in accordance with company policy. (Other titles: Payroll Processor, Timekeeper)

Full Charge Bookkeeper: Responsible for preparing journal entries and maintaining and reconciling ledger accounts. Provides record of assets, liabilities and other financial transactions. Balances books and prepares profit and loss, income and balance sheet statements. Maintains receipts and disbursement reports. May prepare federal, state, and local tax returns. (Other titles: Staff Accountant)

Financial Analyst: Performs technical analysis to determine organization's present and future financial performance. Gathers, analyzes, prepares and summarizes recommendations for financial plans, operating forecasts, etc. Usually requires a Bachelor's degree or equivalent experience. (Other titles: Budget Analyst)

Accounting Supervisor/Manager: Responsible for supervising a sub-function in the general accounting department, such as accounts payable and accounts receivable. Supervises day-to-day activities of non-exempt accounting staff.

INFORMATION TECHNOLOGY

Information Technology Manager: Responsible for determining the design, development and implementation of all information systems working with senior management, department heads and IT staff personnel. Plans for technological changes within the organization based on entity's needs and budgetary allowance. Maintains the integrity and security of data and systems from both cataclysmic loss and unauthorized infiltration. (Other titles: CIO, Information Systems Manager, Director of Information Technology, Director of Information Systems)

PC Technician: Responsible for installing, repairing and maintaining the organization's personal computer and related systems. Performs all installations, upgrades, and backups of software and hardware applications. Troubleshoots software and hardware failures and identifies PC network. (Other titles: Computer Operations Specialist, Computer Systems Coordinator, Computer Technician, Information Systems Technician, IT Technician)

Network Administrator: Responsible for installing, modifying, testing and maintaining the organization's data communication network equipment. Performs hardware and software moves, additions, and changes. Responds to all network trouble reports and performs repairs as necessary. Maintains records on repairs, downtime, changes, and updates.

Web Designer: Responsible for the management, implementation, and maintenance of website using HTML, CGI, and graphic design skills. Broad knowledge of Internet trends and technologies assumed. Additional experience might include .NET, Perl, JavaScript, JSP, ASP, C++, SQL, UNIX, XML, and e-commerce.

Computer Systems Analyst: Analyze user requirements, procedures, and problems to automate or improve existing systems and review computer system capabilities, workflow, and scheduling limitations. May analyze or recommend commercially available software. May supervise computer programmers.

MEDICAL, SOCIAL, AND FAMILY SERVICES

Dentist: Diagnose and treat diseases, injuries, and malformations of teeth and gums and related oral structures. May treat diseases of nerve, pulp, and other dental tissues affecting vitality of teeth.

Dental Assistant: Takes patient histories, prepares dentist with materials, instruments and patient charts.

Dental Hygienist: Cleans teeth and beneath margins of gums, using dental instruments. Checks for swelling or tenderness that could indicate presence of oral cancer. Examines gums for sores and signs of disease. May provide clinical services and health education to improve and maintain oral health of patients and to augment services of dentist.

Optometrist: Diagnose, manage, and treat conditions and diseases of the human eye and visual system. Examine eyes and visual system, diagnose problems or impairments, prescribe corrective lenses, and provide treatment. May prescribe therapeutic drugs to treat specific eye conditions but not licensed to perform surgery.

Pharmacist: Dispense drugs prescribed by physicians and other health practitioners and provide information to patients about medications and their use. May advise physicians and other health practitioners on the selection, dosage, interactions, and side effects of medications.

Doctor of Medicine/ Family or General Practitioner: Diagnose, treat, and help prevent diseases and injuries that commonly occur in the general population.

Medical Assistant: Responsible for preparing treatment rooms, assisting physicians with examination materials, instruments and equipment, and maintaining supply inventories. Takes patients' vital signs, and completes paperwork for tests and referrals.

Registered Nurse: Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients. May advise patients on health maintenance and disease prevention or provide case management. Licensing or registration required. Includes advance practice nurses such as: nurse practitioners, clinical nurse specialists, certified nurse midwives, and certified registered nurse anesthetists.

Nurse's Assistant: Provides basic patient care under direction of nursing staff. Performs duties as feed, bathe, dress, groom, or move patients, or change linens. May transfer or transport patients. Includes nursing care attendants, nursing aides, and nursing attendants.

Physician's Assistant: Augments a physician's ability to provide patient care services by independently scheduling, supervising, and/or conducting complex diagnostic and therapeutic procedures; independently participate in the delivery of direct patient care within the scope of individual authority granted by local medical authority.

Phlebotomist: Collects blood from patients for examination in laboratories. Maintains collected blood products before transport to laboratory.

Home Health Aide: Provide routine, personal healthcare, such as bathing, dressing, or grooming, to elderly, convalescent, or disabled persons in the home of patients or in a residential care facility.

Emergency Medical Technician or Paramedic: Assess injuries, administer emergency medical care, and extricate trapped individuals. Transport injured or sick persons to medical facilities.

Ambulance Driver: Drive ambulance or assist in transporting sick, injured, or convalescent persons. Assist in lifting patients.

Mental Health Counselor: Counsel with emphasis on prevention. Work with individuals and groups to promote optimum mental health. May help individuals deal with addictions and substance abuse; family, parenting, and marital problems; suicide; stress management; problems with self-esteem; and issues associated with aging, mental, and emotional health.

Child, Family, and School Social Worker: Provide social services and assistance to improve the social and psychological functioning of children and their families and to maximize the family well-being and the academic functioning of children. May assist single parents, arrange adoptions, and find foster homes for abandoned or abused children. In schools, they address such problems as teenage pregnancy, misbehavior, and truancy. May also advise teachers on how to deal with problem children.

Medical and Health Services Manager: Plan, direct, or coordinate medicine and health services in hospitals, clinics, managed care organizations, public health agencies, or similar organizations.

Social and Community Service Manager: Plan, organize, or coordinate the activities of a social service program or community outreach organization. Oversee the program or organization's budget and policies regarding participant involvement, program requirements, and benefits. Work may involve directing social workers, counselors, or probation officers.

Childcare attendant: Cares for children by performing tasks such as dressing, feeding, bathing, and overseeing play.

PROFESSIONAL SERVICES AND SALES

Lawyer: Represent clients in criminal and civil litigation and other legal proceedings, draw up legal documents, and manage or advise clients on legal transactions. May specialize in a single area or may practice broadly in many areas of law. (Other titles: Attorney, Real Estate Attorney, and Corporate Counsel)

Paralegal or Legal Assistant: Assist lawyers by researching legal precedent, investigating facts, or preparing legal documents. Conduct research to support a legal proceeding, to formulate a defense, or to initiate legal action. Provides diversified and advanced administrative and secretarial work for attorneys.

Real Estate Broker: Operate real estate office, or work for commercial real estate firm, overseeing real estate transactions. Other duties usually include selling real estate or renting properties and arranging loans.

Real Estate Sales Agent: Rent, buy, or sell property for clients. Perform duties, such as study property listings, interview prospective clients, accompany clients to property site, discuss conditions of sale, and draw up real estate contracts. Include agents who represent buyer.

Appraisers and Assessors of Real Estate: Appraise real property to determine its fair value. May assess taxes in accordance with prescribed schedules.

Leasing Agent: Effectively market the property and strive to maintain a high occupancy of satisfied residents. Greets callers, tours prospective residents, moves in new residents, promotes resident lease renewals. May generate reports and assist with special projects as directed by the Property Manager.

Property Manager: Oversees the management of the facilities of the complex. May include day-to-day management of contractors, financial reporting, client reporting, lease management, landlord and tenant legislation, tenant liaison, and property inspections.

Architect: Plan and design structures, such as private residences, office buildings, theaters, factories, and other structural property.

Insurance Sales Agent: Sell life, property, casualty, health, automotive, or other types of insurance. May refer clients to independent brokers, work as independent broker, or be employed by an insurance company. (Other titles: Insurance Broker and Insurance Solicitor)

Securities, Commodities, or Financial Services Sales Agent: Buy and sell securities in investment and trading firms, or call upon businesses and individuals to buy or sell financial services. Provide financial services, such as loan, tax, and securities counseling. May advise securities customers about such things as stocks, bonds, and market conditions. (Other titles: Investment Banker, Stock Broker, and Stock Trader)

Travel Agent: Plan and sell transportation and accommodations for travel agency customers. Determine destination, modes of transportation, travel dates, costs, and accommodations required. (Other titles: Travel Consultant and Travel Counselor)

Event Planner/Coordinator: Plan, organize, and execute meetings and events or activities, including scouting and securing locations, food, entertainment, staff and setup/cleanup. May also include marketing, promoting, registration, sales and recordkeeping.

BANKING

Teller I: Processes business and individual banking transactions, manages cash fund, typically has less than one year experience.

Teller II: Performs the regular duties of Teller I, but has more experience. May also sell bank services and open new accounts. Works under a minimum of supervision.

Head Teller: Supervises and coordinates activities of employees engaged in receiving and disbursing money, keeps records of transactions in branches, carries out and adheres to organization's policies and applicable laws. Responsible for day to day operational duties at the branch, customer assistance with transaction processing, audits, overdraft decisions and BSA reporting requirements

Safe Deposit Clerk: Performs a variety of duties pertaining to servicing safe deposit vault customers and maintaining appropriate records for the area. Performs customer related services and routine clerical duties.

Customer Service /Tele-banker: Receives and responds to customer service inquiries and problems via phone; may promote and sell products and services. Researches problems and documents processes to correct them. Enters information into computer for tracking purposes. Requires knowledge of a limited range of products and services.

Loan Clerk/Processor: Performs a variety of clerical duties related to the processing, administration, and closing of loans. Sets up new accounts, may order credit reports etc.

Loan Officers: Evaluate, authorize, or recommend approval of commercial, real estate, or credit loans. Advise borrowers on financial status and methods of payments. (Other titles: Lender and Loan Servicing Officer)

Assistant Branch Manager: Assists the Branch manager in the overall sales, service and operational management and profitability of the financial center. Ensure that customer services are provided including opening accounts, facilitating loan applications and closings, providing customers with information and resolving routine banking problems for customers. Participates in sales development activities. Ensures that security and audit procedures are closely adhered to.

Branch Manager: Responsible for the efficient and effective management of the branch banking center, the development of a quality loan portfolio, the implementation of community involvement programs and to ensure that the staff provides professional customer service in accordance with the strategic plan of the bank. Achieves branch goals and maximization of profit.

MAINTENANCE POSITIONS

Security Guard: Responsible for patrolling internal and external premises. Investigates unusual or suspicious situations. Enforces organization's policies and procedures after normal working hours. Trained to assist in emergencies. May operate fire equipment and radios and administer CPR and first aid.

Maintenance Worker: Responsible for general repairs to plumbing, electrical fixtures, facilities. (Other titles: Maintenance Mechanic, Maintenance Specialist, Maintenance Technician)

Groundskeeper: Maintains landscape of property including mowing, trimming, weeding, pruning, spraying and cleaning.

Janitor: Responsible for cleaning premises and work areas. Uses maintenance supplies, cleans restroom areas, and removes waste.

Laborer: Performs various labor-intense, manual tasks such as heavy cleaning, lifting, hauling, digging etc. Job may vary on a regular basis.

Maintenance Supervisor: Responsible for directing the organization's maintenance operations and establishing maintenance standards. Hires, trains, supervises and terminates maintenance staff. (Other titles: Facilities Supervisor)

RETAIL

Sales Clerk/Sales Associate: Assists customers with purchases, arranges merchandise, and handles payments for goods. Records and reconciles cash at end of shift.

Sales/Floor Manager: Supervises and coordinates activity of front-line staff, including scheduling and training.

Shipping and Receiving Clerk: Maintains records on incoming and outgoing shipments. Verifies information against bills of lading, invoices, and orders.

Stock Clerk: Stores and issues equipment, materials, merchandise and supplies. Prepares periodic, special or perpetual inventory reports.

Cashier: Responsible for handling of money through sales and reconciling cash drawer at shift end. May assist in customer service.

ATTRACTION/RECREATION

Ticket Sales: Responsible for greeting customers, explaining attraction highlights and schedule, process payment for entry.

Tour Guide: Escorts customers through attraction and provides informative commentary on items of interest.

Recreational Boat Captain: Has required license to operate vessel and transport passengers. Responsible for most vessel maintenance and passenger safety.

Recreational Boat Mate: Provides support to captain including vessel operation, passenger service and assistance and vessel maintenance and cleaning. Can provide fishing assistance as well.

Dive Master/Underwater Guide: Certified PADI or NAUI dive master. Provides divers with orientation to area waters and marine regulations. May dive with customers and provide underwater tours. Often acts as mate to captain.

Tour Driver: Transports visitors in multi-passenger vehicles providing informative commentary on items of interest.

Lecturer/Naturalist: Instruct visitor on the natural history and ecology of attraction. Lead environmental education programs.

MEDIA

News Analysts, Reporters and Correspondents: Collect and analyze facts about newsworthy events by interview, investigation, or observation. Report and write stories for newspaper, news magazine, radio, or television.

Host/Announcer/Disc Jockey: Talk on radio or television. May interview guests, act as master of ceremonies, read news flashes, identify station by giving call letters, or announce song title and artist. Make announcements over loud speaker at sporting or other public events. May act as master of ceremonies or disc jockey at weddings, parties, clubs, or other gathering places. (Other titles: Broadcaster)

Photographer: Photograph persons, subjects, merchandise, or other commercial products. May develop negatives and produce finished prints. (Other titles: photographer, aerial photographer, and photojournalist)

Camera Operators, Television, Video, and Motion Picture: Operate television, video, or motion picture camera to photograph images or scenes for various purposes, such as TV broadcasts, advertising, video production, or motion pictures

Advertising Sales: Initiate and develop contacts with targeted customer base; market and sell advertising for appropriate media; manage follow-up as necessary.

Graphic Artist: Responsible for design and layouts to fit specifications using computerized graphic design tools.

Editor: Perform variety of editorial duties, such as laying out, indexing, and revising content of written materials, in preparation for final publication. Include technical editors.

FOOD AND BEVERAGE

General Manager: Individual responsible for all the day to day operations of the business.

Food Runner: Person who assists server and bartenders by running food from the kitchen.

Sous Chef: Supervises and administers all phases of kitchen operation including staffing, food preparation, sanitation, supervision and coordination of services with other hotel departments.

Pastry Chef: Supervises and administers all phases of kitchen operation surrounding the production of baked goods including staffing, food preparation, sanitation, supervision and coordination of services with other hotel departments.

Host/Hostess: Greets and coordinates seating for customers. May have cashier or merchandising responsibilities.

Server: Provides table service for food and beverage. Takes orders and provides delivery of beverages to tables.

Bus person: Supports dining room personnel including set-up, table clearing, and wait station stocking.

Floor Manager/Assistant Manager: Responsible for supervising establishment staff during specified shifts.

Line Cook: Prepares meals to specifications.

Line Supervisor: Supervisory responsibility for workflow and training.

Head Chef/Kitchen Manager: Manages all operations related to restaurant output and maintenance of kitchen including purchasing, staffing and general operations.

Prep Cook: Assists in the preliminary food preparation in a restaurant kitchen.

Bartender: Mixes and serves drinks. May serve food.

Barback: Provides support to bartenders including stocking, and cleaning.

Dishwasher: Clean dishes, kitchen, food preparation equipment, or utensils.

Doorman: Responsible for providing security at entrance to establishment and checking identification for age.

Disc Jockey: Plays prerecorded music. Make announcements over loud speaker at public events. Act as master of ceremonies at weddings, parties, clubs, or other gathering places.

Entertainer or Performer: All entertainers and performers, including but not limited to, musicians, comedians, and theatrical performances. Excludes disc jockey.

LODGING

Front Desk Clerk: Responsible for registering and checking out guests, processing payments, operating front desk switchboard, making reservations and acting as a customer service representative to guests.

General Manager: Responsible for all aspects of the operation including front desk, reservations, guest relations, food and beverage operations, marketing, financial reporting, housekeeping, and maintenance.

Manager: Management position on a property that may oversee one particular department or venue, but shares some duties with, and assists upper management.

Night Auditor: Compiles and consolidates all front desk transactions, receipts and postings on a daily basis.

Housekeeper I: Cleans rooms and public spaces in lodging establishments.

Housekeeper II: Performs duties of Housekeeper as described above and has supervisory responsibilities.

Concierge: Provides guests with information on local amenities, services and activities and schedules activities for guests.

Bellhop: Assists guests with luggage transport, parking and arranging transportation.

Reservations Clerk: Advises customers of pricing and rooming options and books reservations.

Banquet Personnel: Cater waiters and other service staff for large parties and other functions.

SKILLED LABOR

Licensed Plumber: Licensed plumber responsible for assembling, installing, altering and repairing pipe systems. May supervise an apprentice or assistant.

Plumber's Apprentice: Works under a licensed plumber toward obtaining hours and experience needed to get license.

Plumber's Assistant: General laborer working under a licensed plumber.

Painter: Prepares and paints interior and exterior surfaces of building structures.

Roofer: Cover roofs of structures with shingles, slate, asphalt, aluminum, wood, tin, and related materials. May spray roofs, sidings, and walls with material to bind, seal, insulate, or soundproof sections of structures.

Construction and Building Inspector: Inspect structures using engineering skills to determine structural soundness and compliance with specifications, building codes, and other regulations. Inspections may be general in nature or may be limited to a specific area, such as electrical systems or plumbing.

Licensed Electrician: Installs and repairs electrical systems and fixtures.

Electrician's Apprentice: Works under licensed electrician toward obtaining hours and experience necessary for electrician's license.

Electrician's Assistant: General laborer working under a licensed electrician.

Carpenter: Constructs and repairs structures and cabinetry.

Carpenter Apprentice: General laborer working under a senior carpenter's supervision.

Auto Service Technician: Inspects, maintains and repairs automobiles and light trucks.

Heating, Air Conditioning, and Refrigeration Mechanics and Installers: Install or repair heating, central air conditioning, or refrigeration systems, including oil burners, hot-air furnaces, and heating stoves.

Telecommunications Line Installers and Repairers: String and repair telephone and television cable, including fiber optics and other equipment for transmitting messages or television programming.

TRANSPORTATION AND MATERIAL MOVERS OCCUPATIONS

Pilot, Co-pilot, or Flight Engineer: Pilot and navigate the flight of multi-engine aircraft in regularly scheduled service for the transport of passengers and cargo. Requires Federal Air Transport rating and certification in specific aircraft type used. Include aircraft instructors with similar certification.

Delivery Driver: Delivers food or goods from a business to other places.

Bus Drivers, Transit and Intercity: Drive bus or motor coach, including regular route operations, charters, and private carriage. May assist passengers with baggage. May collect fares or tickets.

Truck Drivers, Light or Delivery Services: Drive a truck or van with a capacity of less than 26,000 GVW, primarily to deliver or pick up merchandise or to deliver packages within a specified area. May require use of automatic routing or location software. May load and unload truck.

Taxi Driver or Chauffeur: Drive automobiles, vans, or limousines to transport passengers. May occasionally carry cargo. Include hearse drivers.

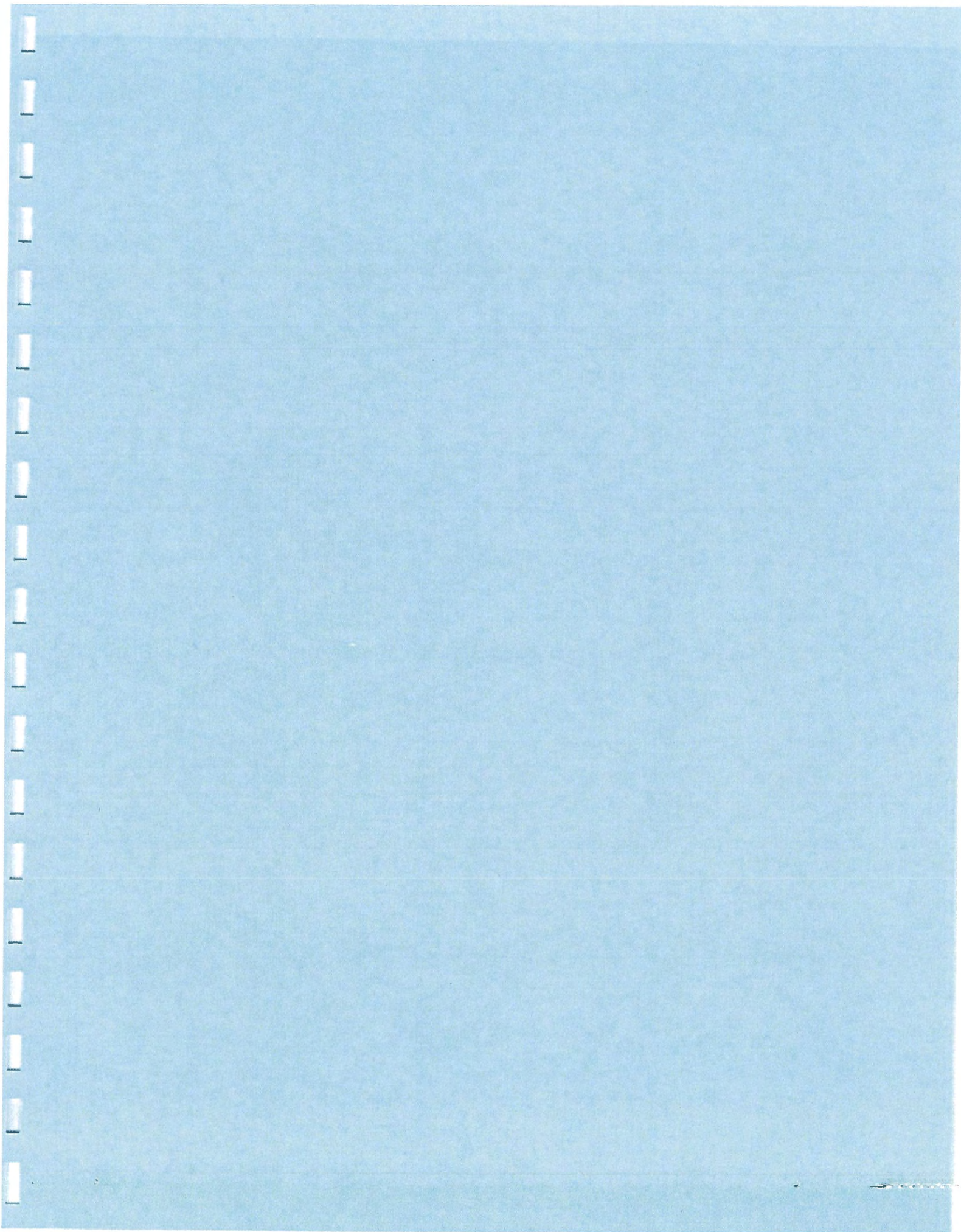
Service Station Attendant: Service automobiles, buses, trucks, boats, and other automotive or marine vehicles with fuel, lubricants, and accessories. Collect payment for services and supplies. May lubricate vehicle, change motor oil, install antifreeze, or replace lights or other accessories, such as windshield wiper blades or fan belts. May repair or replace tires. (Other titles: Filling Station Attendant, Gas and Oil Servicer, and Pump Attendant).

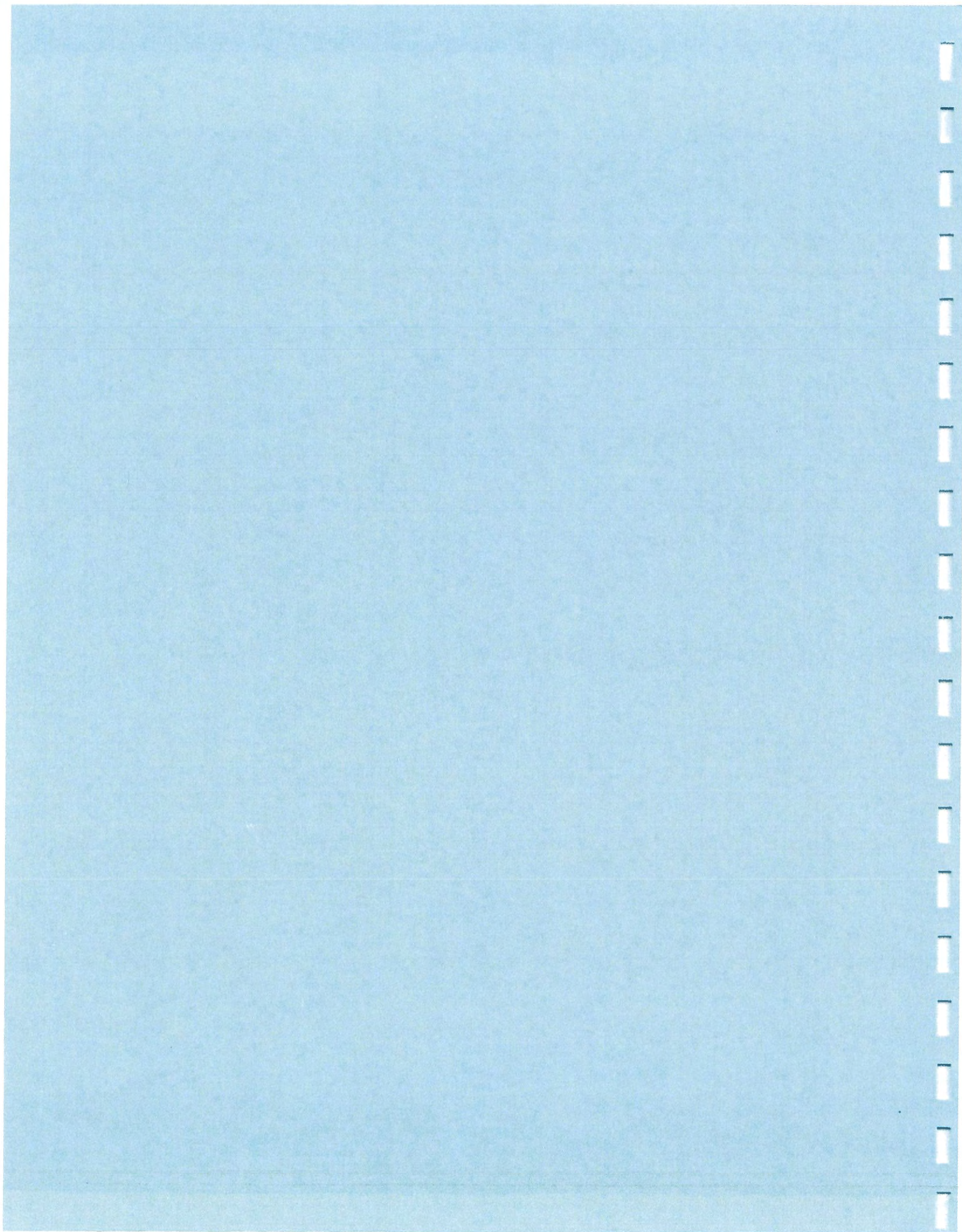


Thank you for your participation. Without your help the Wage and Benefit Report could not be such a benefit to our members.

Additional statistical data can be found on the Key West Chamber of Commerce website www.keywestchamber.org within the member's only section. We already look forward to your participation in 2020!







BOARD OF DIRECTORS, FLORIDA KEYS AQUEDUCT AUTHORITY

AGENDA ITEM SUMMARY

AGENDA ITEM: BOD-01 TAB: _____ CONSENT: REGULAR:

MEETING DATE: August 27, 2019 DIVISION: BOARD OF DIRECTORS

AGENDA TITLE: Review, Discussion and Recommendation of the Florida Retirement System's Designation of Senior Management Service Class (SMSC), recent employees selected for that designation, and action regarding that selection.

ITEM BACKGROUND: The Florida Retirement System allows for an agency to designate positions to participate in the Senior Management Service Class and to eliminate those established positions. Florida Keys Aqueduct Authority's policy and procedures follow guidelines pursuant to Chapter 121.055 of the Florida Statutes. *Recently, management designated and submitted three (3) positions for SMSC as the Public Information Manager, Manager of Wastewater Operations, and Principal Engineer by eliminating the following established designated positions respectively: Assistant Manager of Engineering, Environmental Services Engineer, and Manager of Technical Services.*

Procedures require that the employee: 1) should be a Tier I position, 2) should have the responsibility to affect or recommend personnel, budget, expenditure, or policy decisions in his or her area of responsibility, 3) should hold a key staff position in the agency such as employees who serve as members of the Executive Director's Executive Committee, and 4) designations will be approved by the Board of Directors. FCAA's Human Resource Department submits a completed and approved FRS SMSC Form, job description and proof of the public notice of the intent to designate the position as Senior Management Service Class.

PREVIOUS RELEVANT ACTION BY FCAA BOARD OF DIRECTORS: The Board established and approved procedures for the Florida Retirement System's Designation of Senior Management Service Class (SMSC) on May 28, 2009. The Board approved the following removals from the Senior Management Service Class Designation: Department Director of Customer Service (on 1/22/2009), Department Director of the Executive Office (on 2/25/2010), and the Director of Customer Service and Public Relations (on 1/23/2013) but has not approved new designations since 1/23/13.

STAFF RECOMMENDATION (MOTION): Florida Retirement System's Designation of Senior Management Service Class (SMSC), recent employees selected for that designation, and action regarding that selection.


SUPPLEMENTAL INFORMATION: FRS submittals (SMSC Forms, Job Descriptions, Correspondence, etc.) for the following designations: Public Information Manager, Manager of Wastewater Operations, and Principal Engineer, FRS SMSC Position Changes Flowchart and 10/24/18 Board Minutes.




DOCUMENTATION: Included: To-Follow: Not Required:

Cost to FCAA: \$ _____ BUDGETED: Yes No

Cost to Others: \$ _____

Total Cost: \$ _____

DEPARTMENT DIRECTOR APPROVAL: 

Reviewed by: Internal Auditor:  General Counsel:  Executive Director: 

BOARD ACTION:

Approved: Tabled: Disapproved: Recommendation Revised:

Comments: _____

Date: _____ Recording Clerk: _____

FLORIDA KEYS AQUEDUCT AUTHORITY
FRS SMSC POSITION CHANGES

FRS SMSC Position #	Effective Date Current Employee With FRS	Board Approval of Position Designation Date	Current Employee with Designation	CURRENT POSITION	Eliminated - Previous Position	Eliminated - Position
12	5/1/2017	8/27/2014	KENT NELSON	DEPUTY EXECUTIVE DIRECTOR OPERATIONS	ASSISTANT MGR OF OPERATIONS approved for SMSC 3/1/13 by Management- Designation Elimination not approved by the BOD	DIRECTOR OF CUSTOMER SERVICE AND PUBLIC RELATIONS - BOD approval on 2/25/10 for elimination of Designation and replaced by the Designation of Assistant Manager of Operations
11	4/1/2010	2/25/2010	KAREN RODRIGUEZ	MANAGER OF HUMAN RESOURCES		
10	3/1/2017	4/1/2004	JOLYNN REYNOLDS	MANAGER OF ENGINEERING		
9	10/1/2002	9/18/2002	TIMOTHY ESQUINALDO	INTERNAL/COMPLIANCE AUDITOR		
8	5/01/2018	NONE	JAY MILLER	MGR OF WASTEWATER OPERATIONS -Designation not approved by BOD but by Management on 5/1/2018	ENVIRONMENTAL SERVICES ENGINEER approved for SMSC by Management on 8/1/17 - Designation Elimination not approved by the BOD, but HR Correspondence indicates Position was deactivated on 4/1/28	
7	12/1/2017	NONE	JULIE CHEON	PUBLIC INFORMATION MANAGER - Designation not approved by BOD, but by Management on 11/22/17	ASSISTANT MANAGER OF ENGINEERING (Managing Director of Engineering) - Elimination of Position not approved by BOD , Correspondence from HR on file indicates Elimination on 9/4/18	DEPARTMENT DIRECTOR OF CUSTOMER SERVICE - BOD approval on 1/22/2009 for elimination -Replacement Designation as Managing Director of Engineering.
6	2/1/2017	9/18/2002	TOM MORGAN	MANAGER OF OPERATIONS		
5	10/29/2018	NONE	DAVID HACKWORTH	PRINCIPAL ENGINEER - Designation not approved by BOD but by Management on 10/29/18	MANAGER OF TECHNICAL SERVICES approved for SMSC by Management on 10/1/07- Elimination approved by Executive Director on 9/30/18, but no BOD approval on file	
4	5/7/2018	2/25/2010	CINDY KONDZIELA	MANAGER OF FINANCE	DEPT DIR OF EXECUTIVE OFFICE - Eliminated by BOD approval on 2/25/10 - Replacement Designation as Manager of Finance	
3	10/1/2002	9/18/2002	KERRY SHELBY	DEPUTY EXECUTIVE DIRECTOR-ADMINISTRATION		
2	1/1/2001	11/20/2000	ROBERT FELDMAN	GENERAL COUNCIL		
1	11/22/2011	11/21/1995	KIRK ZUELCH	EXECUTIVE DIRECTOR		



PUBLIC NOTICE

Notice of Intent to Designate

The State of Florida hereby gives public notice that it has designated FCAA's Public Information Manager as a Senior Management Service Class effective December 1, 2017 for retirement purposes under the Florida Retirement System.

October 26 & November 4, 2017 The Key West Citizen



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October 26 & November 4, 2017 The Key West Citizen

52/236

FLORIDA KEYS AQUEDUCT AUTHORITY JOB DESCRIPTION

POSITION TITLE: PUBLIC INFORMATION MANAGER
DEPARTMENT: EXECUTIVE

PURPOSE OF CLASSIFICATION

Classification is a professional position responsible for planning, coordinating, and implementing a comprehensive communications program for the Authority. The work involves developing and implementing publicity, public relations, public information, social media, and internal communications materials and activities for the Authority within a strategic context. Work involves considerable judgment and discretion in identifying, recommending, and implementing public and internal information campaigns. Under the general supervision of the Executive Director, the position serves on the Utility's management team and plays a key leadership role in supporting the Utility's mission, goals and objectives through a strategic communications program.

ESSENTIAL FUNCTIONS

Plans, develops, implements and maintains the communication and information programs for the Authority, incorporating both general and special information/communication needs and utilizing various media, including print, audio/visual, social media, and other appropriate vehicles of communication.

Responsible for comprehensive public outreach program specifically focused upon assisting residents and businesses with connecting their properties to the Authority's regional wastewater systems. This program includes preparing for and presenting information at numerous public meetings; requires creating, editing, and producing public information documents, and deals with the public and other agencies on technical and administrative matters.

Develops ongoing media relationships and serve as liaison and primary contact for media and other external agencies in public information/education matters.

Conducts and/or coordinates media training and crisis communications training sessions for staff likely to respond to the electronic and print media inquiries.

Develops information messages and speaking points and prepares and distributes news releases, information packages and public service announcements to media, external agencies and the public.

Compiles, coordinates, edits, prepares, develops, distributes and maintains print and published information for the Authority including, but not limited to, information on the Utility website, the annual drinking water quality report, bill stuffers, customer newsletters, brochures, bulletins and other information outlets as appropriate, both directly and through staff.

Compiles, coordinates, edits, prepares, develops, distributes and maintains audio/visual information for the Utility, including, but not limited to, public service announcements, advertisements, PowerPoint presentations, and audio/video productions for internal and external use both directly and through subordinates. Coordinates, schedules, contracts for and/or purchases air time for audio/video productions.

Works with Information Technology to develop the Authorities social media capabilities. Develops policies and procedures for the Authority regarding the use of social media. Coordinates with various departments, including human resources, operations, engineering, and customer service, to determine social media needs. Develops and posts content using various social media. Reviews and evaluates social media usage for quality and effectiveness of communication.

Florida Keys Aqueduct Authority • Public Information Manager

Solicits, coordinates, schedules and assigns community speaking engagements and presentations to clubs, organizations, civics groups and school classes.

Plans, coordinates and executes community events and participation in events, conferences and expositions. Meets with and supports community groups in facilitating information and actions they desire from the Utility. Coordinates and develops utility-related school curricula.

Coordinates the Authority's efforts as they relate to customer requests, feedback, and on-going concerns. Tracks, manages, coordinates and ensures proper and timely response to general outside request and inquiries of the Authority, including letters, emails and web-based communications. Responds, drafts responses, or forwards inquiries to proper staff for response and track responses until issues are resolved. Coordinates proper response to all Open Records requests, including maintaining records and schedules for Open Records requests and serve as the Open Records coordinator for the Utility.

Participates in emergency response training and activities of the Utility's emergency response plan. Identifies the need for and develops risk assessment and public information messages for bioterrorism, natural disaster, public health emergencies or other drinking water issues in conjunction with appropriate staff. Assists in water quality planning for emergency operations and response including implementation of the emergency/precautionary boil water notification plan; assists with updates to the Utility's Emergency Response Plan. Participates in related state and county-wide emergency exercises.

Coordinates the development, adoption, maintenance and tracking of appropriate benchmarks for the Utility to measure progress toward approved goals and objectives and provide reports on a variety of Utility activities and benchmarks.

Maintains up-to-date knowledge of water and wastewater quality issues facing the water industry and changing regulatory requirements through trade journals, attendance at technical conferences, and correspondence with personnel at other utilities.

Participates in formulation and implementation of Water Quality & Public Information policies and priorities.

Coordinates and communicates with other utilities, municipalities, counties, state and federal agencies and with FKAA customers on the technical aspects, project status, problem resolution, etc. of all projects and programs affecting the public.

Campaigns for the water conservation program for FKAA including coordination directly with staff and SFWMD regarding conservation issues and problems (i.e. rules, ordinances, water shortage, etc.), handling SIPS grants or other conservation funding programs, and provides public outreach regarding water conservation measures and programs to customers.

Makes recommendations to departmental managers on matters related to water conservation (rates, water bill communications, etc.)

Prepares permit/grant applications related to water conservation and alternative water supplies for review by staff and submission to regulatory agencies.

Represents FKAA through public meetings, participation and membership in professional associations and various water/utility committees. Networks with other utilities, government entities, and FKAA customers to further advance water utility policies and practices (i.e. rules, ordinances, compliance, enforcement strategies, etc.).

ADDITIONAL FUNCTIONS

Provides assistance to other employees or departments as needed.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

Bachelor's degree in business, journalism, marketing, public relations, environmental science or related field; supplemented by ten (10) years' experience in water utility systems with 2 years in a professional capacity dealing with public outreach programs; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for this job. Must be proficient in all forms of written (i.e. Newsletters, Brochures, Reports, Proposals, Fact Sheets, etc.) and verbal (Public Speaking engagements, Radio/TV Commercials, etc.) communication. Must be proficient in the latest Social Media portals, and MS Office Suite programs. Must possess and maintain a valid Florida Driver's License. Must be able to communicate and comprehend the English language.

PERFORMANCE APTITUDES

Data Utilization: Requires the ability to evaluate, audit, deduce, and/or assess data using established criteria; including exercising discretion in determining data classification, and in referencing such analysis to established standards for the purpose of recognizing actual or probable interactive effects and relationships and identifying and selecting alternatives.

Human Interaction: Requires the ability to function in a professional capacity, representing and expanding the FKAA Brand, including educating the public on the full depth and breadth of the FKAA's Water Utility Product and Services.

Equipment, Machinery, Tools, and Materials Utilization: Requires the ability to operate, maneuver and/or control the actions of equipment machinery, tools, and/or materials used in performing essential functions.

Verbal Aptitude: Requires the ability to utilize consulting and advisory data and information, as well as reference, descriptive and/or design data and information as applicable.

Mathematical Aptitude: Requires the ability to perform addition, subtraction, multiplication, and division; the ability to calculate decimals and percentages.

Functional Reasoning: Requires the ability to apply principles of influence systems, such as motivation, incentive, and leadership; the ability to exercise independent judgment to apply facts and principles for developing approaches and techniques to resolve problems.

Situational Reasoning: Requires the ability to exercise independent judgment, initiative, decisiveness and creativity in situations involving evaluation of information against sensory, judgement, or subjective criteria, as opposed to that which is clearly measurable or verifiable.

ADA COMPLIANCE

Physical Ability: Tasks require the ability to exert light physical effort in sedentary to light work, but which may involve some lifting, carrying, pushing and/or pulling of objects and materials of light weight (5-10 pounds). Tasks may involve extended periods of time at a keyboard or work station.

Sensory Requirements: Some tasks require the ability to perceive and discriminate colors or shades of colors, sounds, odor, and visual cues or signals. Some tasks require the ability to communicate both orally and in writing.

Environmental Factors: Performance of essential functions may require exposure to adverse environmental conditions, such as dust, odors, or temperature extremes and possible confrontational situations.

The Florida Keys Aqueduct Authority is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Authority will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Cheryl Sargent

From: Karen Rodriguez
Sent: Monday, November 27, 2017 10:01 AM
To: Enrollment@dms.myflorida.com
Cc: Cheryl Sargent; Tara Davila
Subject: New SMSC Position Designation Effective 12/1/17
Attachments: 2057-Public Info Manager - Clean 11 18 15.doc

Per your request, see attached job description for our Public Information Manager position.

Karen M. Rodriguez

Manager of Human Resources
Florida Keys Aqueduct Authority
1100 Kennedy Drive
Key West, FL 33040
(305) 295-2210

From: Cheryl Sargent
Sent: Monday, November 27, 2017 9:37 AM
To: Tara Davila
Cc: Karen Rodriguez
Subject: Fwd: New SMSC Position Designation Effective 12/1/17

Can you send them Julie's JD?

Thanks

Sent from my iPhone

Begin forwarded message:

From: Enrollment Mailbox <Enrollment@dms.myflorida.com>
Date: November 27, 2017 at 8:40:27 AM EST
To: "'csargent@fkaa.com'" <csargent@fkaa.com>
Subject: RE: New SMSC Position Designation Effective 12/1/17



Good Morning,

Please submit a copy of the job description.

Thank you,

Cheryl Sargent

From: Cheryl Sargent
Sent: Wednesday, October 18, 2017 10:25 AM
To: Enrollment Mailbox
Subject: 54999 - SMCS Position Elimination
Attachments: smsc position 7 elimination.pdf

Please see attached request to eliminate FCAA SMSC Position 0000000007 , Assistant Manager Engineering. The position no longer exists. Let me know if you need additional information.

Thank you

Cheryl Sargent
FKAA, Benefits and Risk Manager
305-295-2211
Fax 305-295-2222
csargent@fkaa.com



Cheryl Sargent

From: Cheryl Sargent
Sent: Monday, January 8, 2018 5:09 PM
To: Seaman, Judy
Subject: RE: FRS request for document

No problem. I do remember that position and it was eliminated. Let me know if you have any other questions.

Cheryl

From: Seaman, Judy [mailto:Judy.Seaman@dms.myflorida.com]
Sent: Monday, January 8, 2018 4:47 PM
To: Cheryl Sargent
Subject: RE: FRS request for document

Hi Cheryl,

One of the prior position number 7s was called Dept Dir of Customer Svc, and that is where the title discrepancy came from. Sorry about that. I see that there is now a third and current position 7, Public Information Manager. Thanks for your help.

Judy Seaman | Retirement Specialist II
Retirement
850-907-6540
Florida Department of Management Services
We Serve Those Who Serve Florida
[Complete Our Customer Survey](#)



From: Cheryl Sargent [mailto:csargent@fkaa.com]
Sent: Monday, January 08, 2018 4:36 PM
To: Seaman, Judy <Judy.Seaman@dms.myflorida.com>
Subject: RE: FRS request for document

The position is Public Information Manager. We do not have a Dept. Director of Customer Service Position. See below and attached Promotion for Julie Cheon into this position.

This position was designated i\ as a SMSC position 12/1/17. Let me know if you have any questions. Or feel free to call me at 305-295-2211.

Thank you

Cheryl

FLORIDA KEYS AQUEDUCT AUTHORITY



EXECUTIVE DEPARTMENT
1100 KENNEDY DRIVE, KEY WEST, FL 33040
Telephone: 305-295-2204 • FAX: 305-295-2221

January 4, 2016

MEMORANDUM

TO: Karen M. Rodriguez, Manager of Human Resources

Kirk

FROM: Kirk Zuelch, Executive Director Zuelch

Digitally signed by Kirk Zuelch
DN: cn=Kirk Zuelch, o=FKAA,
ou=Executive,
email=kzuelch@fkaa.com, c=US
Date: 2016.01.04 13:38:47 -0500

SUBJECT: Promotion of Julie Cheon to the Public Information Manager Position

Per the approval of the Board of Directors to hire a Public Information Manager, I have selected Julie Cheon to fill this position. Please prepare the necessary paperwork to promote Julie Cheon to the position of Public Information Manager, with an annual salary of \$93,000.00. Her effective date, in this new position, will be January 4, 2016. Julie will be eligible for the available benefits provided to other similarly situated Tier I employees.

cc:
J. Cheon
File

Florida Retirement System
Senior Management Service Class Designated Position Form
P.O. Box 9000
Tallahassee, FL 32315-9000
(850) 488-8837
Toll Free 1-877-377-3675



INSTRUCTIONS

This form should be used only by State Public Defender Offices, State Attorney Offices and local agencies (district school boards, county agencies, community colleges, cities and independent special districts) designating positions to the Senior Management Service Class (SMSC). The positions of Community College President, City Manager, County Manager, appointed School Superintendent and most State government SMSC positions are compulsory and should not be designated on this form.

Under the provisions of Section 121.055, Florida Statutes, you may designate positions to be included in the Florida Retirement System's (FRS) SMSC.

The agency must:

- Place appropriate notice of intent to designate position(s) in the SMSC in a newspaper of general circulation in the county or counties affected, once a week for two consecutive weeks.
- Complete the section below and submit this form (SMSD-1) to the Division of Retirement.
- Comply with requirements and formula when designating positions to the SMSC.

The employee(s) must complete:

- **State Agency Positions** – Form SMS-1, Senior Management Service Optional Annuity Program Ballot/Enrollment Form.
- **Local Agency Positions** – Form SMS-3, Senior Management Service Class Ballot/Enrollment Form for local agency employees.

Agency Name: FLORIDA KEYS AQUEDUCT AUTHORITY

Agency Number 54999

	Position Title	*Position Number	**Date Position Effec. In SMSC
1.	<u>DIRECTOR OF HUMAN RESOUR</u>	<u>000000011</u>	<u>04 / 01 / 2010</u>
2.	<u>DIRECTOR OF CUST. SERV. AN</u>	<u>000000012</u>	<u>04 / 01 / 2010</u>
3.	<u>DIRECTOR OF FINANCE AND A</u>	<u>000000004</u>	<u>04 / 01 / 2010</u>

*Position number should be 1 to 10 numeric digits. Numbers less than 10 digits should be preceded by zeros on your payroll.

**Positions are effective the first of the month following the month the forms are received by the Division.

Please provide the total number of regularly established, filled positions reported by your agency to the Florida Retirement System as of the date the position(s) are being designated to the SMSC:

Our agency published the notice of intent to include the position(s) in the SMSC in the

Name of Publication:

Dates Position(s) Advertised:

KEY WEST CITIZEN

3/10/10 & 3/17/10

Statement of Certification: I certify that the above position(s) has/have been designated by the employing agency to be included in the Florida Retirement System's SMSC and that the position(s) meet the requirements of Section 121.055, Florida Statutes. Further, I acknowledge the documentation supporting the eligibility of this position(s) for the SMSC is on file in our office.

Agency Head/Designee: [Signature]

Title: EXECUTIVE DIRECTOR

Date: 03/01/10

**Class Code 1010
Non-Bargaining Unit
Exempt**

**FLORIDA KEYS AQUEDUCT AUTHORITY
JOB DESCRIPTION**

**POSITION TITLE: DIRECTOR OF CUSTOMER SERVICE AND PUBLIC
INFORMATION**

**ADMINISTRATION DEPARTMENT
CUSTOMER SERVICE DIVISION
Grade 30**

PURPOSE OF CLASSIFICATION

The purpose of this classification is to direct the Customer Service Division, including three area offices, office staff and field personnel throughout the Keys; to provide leadership, managerial and training skills necessary to deliver superior customer service to internal and external stakeholders in a professional, efficient manner; to develop, implement and administer comprehensive customer service programs and policies designed to achieve Strategic Plan goals; to develop and administer comprehensive pro-active public communications program. Position reports to the Deputy Executive Director.

ESSENTIAL FUNCTIONS

The following duties are normal for this position. The omission of specific statements of the duties does not exclude them from the classification if the work is similar, related, or a logical assignment for this classification. Other duties may be required and assigned.

Directs Customer Service Division, including three area offices, office staff and field personnel, and provides leadership and training to professionally, efficiently and effectively deliver superior customer service to FKAA customers and stakeholders.

Establishes Division priorities, manages, organizes, counsels, directs, disciplines and evaluates assigned staff; addresses employee concerns. Provides guidance, training and professional development to staff.

Manages customer service related policy administration and compliance; develops new policies and revises existing policies and procedures; participates in rule making requirements to establish/amend policies.

Prepares annual customer service division and public information budget proposal.

Develops and administers water conservation program, including water auditor program, outreach and grants.

Develops, implements, administers and disseminates an accurate, timely and proactive community and media Public Information strategy and collateral material in order to ensure that FKAA messages and images are appropriately conveyed to internal and external constituencies. Develops and implements communication strategies for key issues and initiatives of the Board of Directors and Executive Director.

Florida Keys Aqueduct Authority • Director of Customer Service and Public Information

Analyzes emerging trends in public opinion in order to anticipate issue areas of potentially negative media coverage or community perception and designs appropriate responses. Alerts and advises the Executive Director and Department Directors of implications of policies, developments, and current events on community perceptions of the Aqueduct, and makes recommendations on appropriate communication strategies.

Implements programs identified under the Board's Strategic Plan as appropriate and monitors progress against goals. Develops employee information plan in line with public information plan to help promote FKAA's message to customers, stakeholders, and staff. Develops opportunities for participation by employees.

Assists in process of implementing employee transitions as driven by Reorganization Plan and IT Master Plan. Assists in identifying retraining opportunities and evaluates opportunities for optimal staff placements as planned reorganization evolves.

Coordinates media and community relations issues that cross departmental lines in order to create a consistent Aqueduct response and image. Advises FKAA personnel in media and community relations skills as appropriate, including telephone interactions.

Responds to customer and media inquiries regarding boil water orders. Assists the Water Quality Division with all public notifications required by regulatory agencies.

Updates and develops content for FKAA Internal and External Web Sites and coordinates with Departments for their input on the Web Sites. Suggests and implements improvements to the Web Site.

Reviews various agency forms, applications, reports, correspondence, brochures, manuals, reference materials, or other documentation to be presented to customers. Makes recommendations as appropriate regarding ease of customer interaction and understanding.

Attends meetings of the Board of Directors and subcommittees of the Board to be informed on business and operational matters of the FKAA. Reports Board actions directly to the media or other interested parties as necessary.

Meets regularly with the Executive Director, Department Directors and Division Directors to be informed on business and operational matters of the FKAA.

Communicates with members of staff, the public, other governmental agencies and other individuals as needed to coordinate work activities, review status of work, exchange information, or resolve problems. Participates in forums, conferences and educational seminars.

ADDITIONAL FUNCTIONS

Serves on committees; assists on special projects.

Provides assistance to other employees or departments as needed.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

Bachelor's degree in business, psychology, journalism, marketing, public relations, or related field; supplemented by five (5) years previous experience and/or training that includes work in customer service management and public information for a governmental agency; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess and maintain a valid Florida driver's license. Must be able to communicate and comprehend the English language.

Florida Keys Aqueduct Authority • Director of Customer Service and Public Information

PERFORMANCE APTITUDES

Data Utilization: Requires the ability to evaluate, audit, deduce, and/or assess data using established criteria. Includes exercising discretion in determining actual or probable consequences and in referencing such evaluation to identify and select alternatives.

Human Interaction: Requires the ability to function in a managerial capacity for a division or organizational unit. Includes the ability to make decisions on procedural and technical levels.

Equipment, Machinery, Tools, and Materials Utilization: Requires the ability to operate and control the actions of equipment, machinery, tools and/or materials requiring complex and rapid adjustments.

Verbal Aptitude: Requires the ability to utilize consulting and advisory data and information, as well as reference, descriptive and/or design data and information as applicable.

Mathematical Aptitude: Requires the ability to perform addition, subtraction, multiplication and division; ability to calculate decimals and percentages.

Functional Reasoning: Requires the ability to apply principles of influence systems, such as motivation, incentive, and leadership, and to exercise independent judgment to apply facts and principles for developing approaches and techniques to resolve problems.

Situational Reasoning: Requires the ability to exercise judgment, decisiveness and creativity in situations involving the evaluation of information against sensory, judgmental, or subjective criteria, as opposed to that which is clearly measurable or verifiable.

ADA COMPLIANCE

Physical Ability: Tasks require the ability to exert light physical effort in sedentary to light work, but which may involve some lifting, carrying, pushing and/or pulling of objects and materials of medium to heavy weight (30-50 pounds). Tasks may involve extended periods at a keyboard or workstation.

Sensory Requirements: Some tasks require the ability to perceive and discriminate colors or shades of colors, sounds, and visual cues or signals. Some tasks require the ability to communicate both orally and in writing.

Environmental Factors: Performance of essential functions may require exposure to adverse environmental conditions, such as odors, temperature extremes and violence.

The Florida Keys Aqueduct Authority is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Authority will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Karen

BOARD OF DIRECTORS, FLORIDA KEYS AQUEDUCT AUTHORITY
AGENDA ITEM SUMMARY

AGENDA ITEM # ED-02

CONSENT: REGULAR: X

Meeting Date: January 23, 2013

Department: EXECUTIVE

AGENDA TITLE: Consideration to Remove the Florida Retirement System's Designation of Senior Management Service Class (SMSC) from the Director of Customer Service and Public Relations position and approve replacement Designation for Assistant Manager of Operations position.

ITEM BACKGROUND: The Florida Retirement system allows the FCAA to designate up to (12) Senior Management Service Class positions. They are the Executive Director, Deputy Executive Director, General Council, Internal/Compliance Auditor, Director of Engineering, Managing Director of Engineering, Director of Environmental Services, Director of Operations, Director of Technical Services, Director of Human Resources, Director of Finance/Administration and Director of Customer Service/Public Relations.

PREVIOUS RELEVANT ACTION BY FCAA BOARD OF DIRECTORS

STAFF RECOMMENDATION (MOTION) The Board of Directors approve to eliminate the designation for Director of Customer Service and Public Relations position and reassign the SMSC designation to the position of Assistant Manager of Operations.

SUPPLEMENTAL INFORMATION: The contribution to the Florida Retirement System for the above requested change will result in an increase in the annual amount paid for Senior Management Service Class by \$1,392.16 due to the difference in annual salary between the Director of Customer Service and Public Relations and the Assistant Manager of Operations.

DOCUMENTATION:	Included: <input checked="" type="checkbox"/>	To-Follow: <input type="checkbox"/>	Not Required: <input type="checkbox"/>
COST FCAA:	\$ <u>1,392.16</u>	BUDGETED:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
COST/OTHERS:	\$ _____		
COST TOTAL:	\$ <u>1,392.16</u>		
DEPARTMENT DIRECTOR APPROVAL: <u>[Signature]</u>			
Reviewed by:	Internal Auditor: <u>[Signature]</u>	General Counsel: <u>[Signature]</u>	Executive Director: <u>[Signature]</u>

BOARD ACTION:
Approved: Tabled: Disapproved: Recommendation Revised:

Comments: _____

Date: 1/23/13

Recording Clerk: [Signature]

1127en

BOARD OF DIRECTORS, FLORIDA KEYS AQUEDUCT AUTHORITY

AGENDA ITEM SUMMARY

AGENDA ITEM # EO-02

CONSENT: _____ REGULAR:

Meeting Date: February 25, 2010

Department: Executive

AGENDA TITLE: Consideration to approve the designation of two (2) additional positions as Senior Management Service Class (SMSC) positions with the Florida Retirement System; designating the Director of Human Resources and the Director of Customer Service & Public Information positions; and eliminate the designation for the Director of Executive Department position; which is no longer filled, and reassign that SMSC designation to the Director of Finance and Administrative Services position.

ITEM BACKGROUND: The Florida Retirement System had allowed for an agency to designate up to ten (10) positions to participate in the Senior Management Service Class. That number changed in 2009 from ten (10) to twelve (12). FCAA currently has ten (10) positions designated as Senior Management Service Class; they are: Executive Director, Deputy Executive Director, General Council, Internal/Compliance Auditor, Director of Executive Department, Director of Engineering, Director of Environmental Services, Director of Operations, Director of Technical Services, and Managing Director of Engineering.

PREVIOUS RELEVANT ACTION BY FCAA BOARD OF DIRECTORS: 2004: Board approved current total of ten (10) designees to Senior Management Service Class. 01/2009: Board re-designated a SMSC position to the Managing Director of Engineering. 05/2009: Board approved the procedures for designation of FRS's Senior Management Service Class (SMSC), with each staff recommended position being approved by the Board of Directors.

STAFF RECOMMENDATION (MOTION): The Board of Directors approve the designation of two (2) additional positions as Senior Management Service Class (SMSC) positions with the Florida Retirement System; designating the Director of Human Resources and the Director of Customer Service & Public Information positions; and eliminate the designation for the Director of Executive Department position; which is no longer filled, and reassign the SMSC designation to the position of Director of Finance and Administrative Services.

SUPPLEMENTAL INFORMATION: The contribution to the Florida Retirement System for the above requested change will result in an estimated reduction in the annual amount paid for Senior Management Service Class by \$ 7,373.14, based on the fact that there will no longer be any SMSC payment for the Director of Executive Department position. (See attached spreadsheet of costs.)

DOCUMENTATION:	Included: X	To-Follow:	Not Required:
COST FCAA:	\$ <u>(\$7,373.14)</u>	BUDGETED:	Yes X No
COST/OTHERS:	\$ _____		
COST TOTAL:	\$ <u>(\$7,373.14)</u>		
DEPARTMENT DIRECTOR APPROVAL: _____			
Reviewed by:	Director Ex. Office: _____	Internal Auditor: _____	General Counsel: _____ Executive Director: _____

BOARD ACTION:

Approved: Tabled: _____ Disapproved: _____ Recommendation Revised: _____

Comments: _____

Date: 2-25-10 Recording Clerk: E. Lang

protests, legal action was filed against the Authority by GlobeTec Construction, LLC for the Inner Islands' project and Douglas N. Higgins, Inc. for the Outer Islands' project. Mr. Zuelch explained that outside legal counsel has been retained for the hearings.

Mr. Feldman explained that the Authority will ask for a ruling in the Authority's favor as both low bids were legally responsive to the Request for Qualifications (RFQ).

1-23-13

EO-02. APPROVAL TO REMOVE THE FLORIDA RETIREMENT SYSTEM'S DESIGNATION OF SENIOR MANAGEMENT SERVICE CLASS (SMSC) FROM THE DIRECTOR OF CUSTOMER SERVICE AND PUBLIC RELATIONS POSITION AND APPROVE REPLACEMENT DESIGNATION FOR ASSISTANT MANAGER OF OPERATIONS POSITION

On recommendation of Mrs. Rodriguez and motion of Mrs. Appell, seconded by Mr. Barroso, the Board approved the elimination of the designation for Director of Customer Service and Public Relations position and reassign the SMSC designation to the position of Assistant Manager of Operations.

EO-03. APPROVAL OF AN INCREASE IN TEMPORARY POSITIONS TO THE TABLE OF ORGANIZATION

On recommendation of Mrs. Rodriguez and motion of Mr. Barroso, seconded by Mrs. Wagner, the Board approved the increase of ten (10) Temporary positions to the Table of Organization for the duration of the construction of the Cudjoe Regional Wastewater Construction Project.

DEPARTMENT OF ADMINISTRATION

DOA-01. SUMMARY FINANCIAL INFORMATION OCTOBER 2011 THROUGH DECEMBER 2012

Mr. Shelby reported that water sales were up in the month of December with revenue up 3% as a result of rate indexing. Operating expenses are up 4% due to health care costs; however, these costs are expected to level out. Contractual commitments total approximately \$1,600,000.00 with \$1,400,000.00 in unrestricted cash reserves.

Chairman Dean and Mr. Barroso recommended that a workshop be held to review the Capital Improvement Plan and available cash reserves.

DEPARTMENT OF ENGINEERING

DOE-01. STATUS REPORT ON CUDJOE REGIONAL WASTEWATER PROJECT

Mr. Walker presented a status report on the Cudjoe Regional Wastewater Project as follows:

- Inner & Outer Islands' Systems and Wastewater Treatment Facility Projects

Mr. Walker explained that all three (3) projects are moving forward and all three (3) contractors have received Notices to Proceed.

1-22-09

Commission of the New Desalination Facility & Big Coppitt Wastewater Treatment Facility

Mr. Reynolds asked for direction from the Board regarding grand opening ceremonies for the new desalination treatment facility at the J. Robert Dean Treatment Plant in Florida City and the Big Coppitt Wastewater Treatment Facility which will go online this spring.

Ms. Herrera and Ms. Dell suggested a low cost ceremony.

By consensus the Board approved for staff to begin the planning for commissioning ceremonies for these facilities.

Federal Funding

Mr. Reynolds and Mr. Ritz will be traveling to Washington, D.C. on February 4, 2009 to discuss strategy for passage of "Clean Renewable Water Supply Bonds" and to meet with potential co-sponsors of the bill.

Mr. Reynolds, Ms. Herrera and possibly Mrs. Rice will be traveling to D.C. in late February for the FKAA authorization in the Water Resources Development Act for federal funding of the RO plant at the J. Robert Dean Water Treatment Facility.

EO-02. APPROVAL TO REMOVE THE FLORIDA RETIREMENT SYSTEM'S DESIGNATION OF SENIOR MANAGEMENT SERVICE CLASS (SMSC) FROM THE DIRECTOR OF CUSTOMER SERVICE POSITION AND APPROVAL OF A REPLACEMENT DESIGNATION FOR THE MANAGING DIRECTOR OF ENGINEERING POSITION

On recommendation of Mr. Reynolds and motion of Mr. Ritz, seconded by Mrs. Rice, the Board approved the removal of the Senior Management Service Class designation from the Director of Customer Service position and approved to reassign the designation of Senior Management Service Class for the Managing Director of Engineering position.

EO-03. PRESENTATION ON PROPOSED RATES, FEES AND CHARGES FOR BIG COPPITT WASTEWATER SYSTEM AND WATER METER INSTALLATION FEES

Tony Hairston, FKAA rate consultant with PRMG, gave a presentation of the proposed rates, fees and charges for the Big Coppitt Wastewater System as follows:

Proposed Rates

- **Base Facility Charge**
Residential - Individually Metered: \$42.58
- **Base Facility Charge for Master Metered and Non Residential**
 - 5/8" x 3/4" Meter: \$63.87
 - 1" Meter: \$159.70
 - 1 1/2" Meter: \$319.42
 - 2" Meter: \$511.05
 - 3" Meter: \$958.24
 - 4" Meter: \$1,597.04
 - 6" Meter: \$3,194.09
- **Flow Charge**

Florida Retirement System
Senior Management Service Class Designated Position Form
PO Box 9000
Tallahassee, FL 32315-9000
850-907-6500
Toll Free 844-377-1888



INSTRUCTIONS

This form should be used only by State Public Defender Offices, State Attorney Offices and local agencies (district school boards, county agencies, community colleges, cities and independent special districts) designating positions to the Senior Management Service Class (SMSC). The positions of Community College President, City Manager, County Manager, appointed School Superintendent and most State government SMSC positions are compulsory and should not be designated on this form.

Under the provisions of Section 121.055, Florida Statutes, you may designate positions to be included in the Florida Retirement System's (FRS) SMSC.

The **agency must:**

- Place appropriate notice of intent to designate position(s) in the SMSC in a newspaper of general circulation in the county or counties affected, once a week for two consecutive weeks.
- Complete the section below and submit this form (SMSD-1) to the Division of Retirement.
- Comply with requirements and formula when designating positions to the SMSC.

The **employee(s) must complete:**

- **State Agency Positions** – Form SMS-1, Senior Management Service Optional Annuity Program Ballot/Enrollment Form.
- **Local Agency Positions** – Form SMS-3, Senior Management Service Class Ballot/Enrollment Form for local agency employees.

Agency Name: FLORIDA KEYS AQUEDUCT AUTHORITY Agency Number 54999

	Position Title	*Position Number	**Date Position Effec. In SMSC
1.	<u>PRINCIPAL ENGINEER</u>	<u>0000000005</u>	<u>10/29/2018</u>
2.	<u></u>	<u></u>	<u>/ /</u>
3.	<u></u>	<u></u>	<u>/ /</u>

*Position number should be 1 to 10 numeric digits. Numbers less than 10 digits should be preceded by zeros on your payroll.

**Positions are effective the first of the month following the month the forms are received by the Division.

Please provide the total number of regularly established, filled positions reported by your agency to the Florida Retirement System as of the date the position(s) are being designated to the SMSC:

Our agency published the notice of intent to include the position(s) in the SMSC in the

Name of Publication: KEY WEST CITIZEN Dates Position(s) Advertised: 9/15/18 & 9/22/18

Statement of Certification: I certify that the above position(s) has/have been designated by the employing agency to be included in the Florida Retirement System's SMSC and that the position(s) meet the requirements of Section 121.055, Florida Statutes. Further, I acknowledge the documentation supporting the eligibility of this position(s) for the SMSC is on file in our office.

Agency Head/Designee: [Signature] Title: Executive Director Date: 10-10-18



PUBLIC NOTICE

Notice of Intent to Designate

The State of Florida hereby gives public notice that it has designated FCAA's Principal Engineer as a Senior Management Service Class effective October 29, 2018 for retirement purposes under the Florida Retirement System.

Subject to State Approval

#

September 15, 2018

NATION/WORLD

SYRIA

Defying dangers, residents in Idlib protest Assad regime

In cities and towns across Syria's last opposition-held province, Idlib, residents poured into the streets on Friday to demonstrate against President Bashar Assad's government in defiance of an expected offensive to retake the territory.

In the provincial capital, Idlib city, and in towns including Kalbatal, Dama, and al-Bab, demonstrators filled the streets after noon prayers and chanted against Assad, raising the tri-color green, white and black flag that has become the banner of Syria's 2011 uprising, activists said.

The demonstrations were reported on the activist-run sites Aleppo Media Center, Orient News, and other social media pages.

WASHINGTON

No progress as US, Cuba meet over 'health attacks'

Cuba said this week the United States is continuing to withhold important information that could help in the investigation into mysterious incidents that have injured some two dozen Havana-based American diplomats, including some with brain damage, since late 2016.

After meeting with U.S. officials at the State Department, members of a team Cuba assembled to look into the incidents said their request for patient records and other information had again been rebuffed and rejected anew after Washington's assertions that the injuries were caused by targeted attacks.

MASSACHUSETTS

'It looked like Armageddon:' Gas blasts destroy homes



People cover their faces to protect themselves from heavy smoke from a fire on Bowdoin Street in Lawrence, Mass., Thursday, Sept. 13.

A series of gas explosions an official described as "Armageddon" killed a teenager, injured at least 10 other people and ignited fires in at least 39 homes in three communities north of Boston, forcing entire neighborhoods to evacuate as crews scrambled to fight the flames and shut off the gas.

Massachusetts State Police urged all residents with homes serviced by Columbia Gas in Lawrence, Andover and North Andover to evacuate, snarling traffic and causing widespread confusion.

Gov. Charlie Baker said state and local authorities are investigating but that it could take days or weeks before they turn up answers.

Florence makes landfall in N. Carolina

THE ASSOCIATED PRESS

WILMINGTON, N.C. — Hurricane Florence made landfall in North Carolina early Friday, pushing a file-threatening storm surge of floodwater miles inland and ripping apart buildings with screaming wind and pelting rain.

More than 60 people had to be pulled from a collapsing motel at the height of the storm, and many more who

defied evacuation orders were hoping to be rescued. Pieces of buildings ripped apart by the storm flew through the air.

Most ominously, forecasters said the terrifying onslaught would last for hours and hours because Florence was creeping along at 6 mph and still drawing energy from the ocean.

Florence made landfall as a Category 1 hurricane at 7:15 a.m. at Wrightsville

Beach, a few miles east of Wilmington, as the center of its eye moved onshore, the National Hurricane Center said.

Coastal streets flowed with frothy ocean water, and more than 460,000 homes and businesses were without power, mostly in North Carolina, according to power outages, which tracks the nation's electrical grid. Forecasters said "catastrophic" freshwater flood-

ing was expected along waterways far from the coast of the Carolinas.

Hurricane-force winds extended 80 miles from its center, and tropical-storm-force winds reached out to 195 miles.

Winds bent trees toward the ground and raindrops flew sideways as Florence moved in for an extended stay, with enough of its killer winds swirling overseas to maintain its

power. Forecasters said the onslaught could last for days, leaving a wide area under water from both heavy downpours and rising seas.

The storm's maximum sustained winds held at about 80 mph. A gust of 105 mph was recorded at Wilmington airport, surpassing the power of Hurricane Fran two decades ago.

Forecasters said Florence's surge could cover all but a

sliver of the Carolina coast under as much as 11 feet of ocean water, and days of downpours could unload more than 3 feet of rain, touching off severe flooding.

More than 12,000 people were in shelters in North Carolina and 900 in Virginia, where the forecast was less dire. Officials said some 1.7 million people in the Carolinas and Virginia were warned to evacuate, but it was unclear how many did.

Monster typhoon barreling closer to Philippines, China

THE ASSOCIATED PRESS

I TUGUEGARAO, Philippines — Typhoon Mangkhut retained its ferocious strength and shifted slightly toward more densely populated coastal provinces on Friday as it barreled closer to the northeastern Philippines, where a massive evacuation was underway.

More than 5 million people are at risk from the storm, which the Hawaii-based Joint Typhoon Warning Center categorizes as a super typhoon with powerful winds and gusts equivalent to a Category 5 Atlantic hurricane.

It was initially expected to hit the northern tip of Cagayan province early Saturday, but it is now likely to make landfall farther south and closer to Isabela province, and then cut across the northern breadbasket, Philippine state forecaster Chris Perez said. The change isn't likely to markedly change its impact because of the typhoon's massive size, he said.

A huge raincloud band more than 500 miles wide, combined with seasonal monsoon rains, means the typhoon will bring heavy to intense rain that could set off landslides and flash floods.

NOTICE OF BUDGET WORKSHOP & REGULAR MEETING

Florida Keys Mosquito Control District Board of Commissioners

TUESDAY, SEPTEMBER 18 @ 2:00 pm

Budget Workshop will begin at 2:00 p.m.
Regular Meeting will begin at 3:00 p.m.

FKMCD Marathon Office
503 107th Street
Marathon, FL 33050

If you are an individual with disabilities and would like to attend the meeting, please call 1-800-276-7493 and arrangements will be made to accommodate you.

September 15, 2018 KeyWest Citizen

PUBLIC NOTICE
Notice of Intent to Designate

The State of Florida hereby gives public notice that it has designated FKA's Precinct Engineer as a Senior Management Service Class effective October 23, 2018 for retirement purposes under the Florida Retirement System.

September 15, 2018 KeyWest Citizen

MEETING NOTICE

A MEETING OF THE KEYS ENERGY SERVICES GENERAL MANAGER ANNUAL EVALUATION COMMITTEE WILL BE HELD ON MONDAY, SEPTEMBER 17, 2018, AT 2:00 PM, IN THE KEYS ENERGY SERVICES BUILDING, AT 1001 JAMES STREET, KEY WEST, FL. THE MEETING IS OPEN TO THE PUBLIC.

September 15, 2018 Key West Citizen

NOTICE OF MEETING

Contractors Examining Board
Wednesday, September 19, 2018 at 3:00 p.m.
City Hall - Commission Chambers
1200 White Street, Key West, Florida

Members of the Key West City Commission may be in attendance at this meeting. ADA Assistance: It is the policy of the City of Key West to comply with all requirements of the Americans with Disabilities Act (ADA). Please call the TTY number at 800-955-8771 or 800-955-8770 (Voice) or the ADA Coordinator at 305-809-3811 at least five business days in advance for sign language interpreters, assistive listening devices, or materials in accessible format.

September 15, 2018 Key West Citizen

FOR BREAKING NEWS, VISIT
[HTTP://WWW.KEYSNEWS.COM](http://www.keysnews.com)
DOWNLOAD THE KEYSNEWS APP
FOR YOUR SMARTPHONE

NOTICE OF MEETING
THE SELECTION COMMITTEE FOR
EMS MEDICAL DIRECTOR
RFP 012-18
WILL MEET TO RANK PROPOSALS ON
OCTOBER 1, 2018 AT 2:00PM IN THE
CITY COMMISSION CONFERENCE ROOM
AT CITY HALL,
1300 WHITE STREET, KEY WEST, FL

ADA Assistance: It is the policy of the City of Key West to comply with all requirements of the Americans with Disabilities Act (ADA). Please call the TTY number at 800-955-8771 or 800-955-8770 (Voice) or the ADA Coordinator at 305-809-3811 in advance for sign language interpreters, assistive listening devices, or materials in accessible format.

September 15, 2018 Key West Citizen

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THIS REPRESENTS A MINIMUM FEE.

The patient and an other parent requires the form and has a right to not see any confidential document, or be withheld for payment for any other services, execution or treatment not performed, in a need of and with 72 hours of responding to the advertisement for the above, associated fee or include the service, execution or treatment.

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8th Annual **Key West Musicians Festival**
Saturday, Sept. 22 & Sunday, Sept. 23
2PM - 9PM at **SMOKIN' TUNA SALOON**
DONATIONS ENCOURAGED

Florida Keys Music

**FLORIDA KEYS AQUEDUCT AUTHORITY
JOB DESCRIPTION**

POSITION TITLE: PRINCIPAL ENGINEER

WATER QUALITY AND PROCESS ENGINEERING DEPARTMENT

PURPOSE OF CLASSIFICATION

In general, this classification performs supervisory professional engineering work to support the operation and maintenance (O&M) of FKAA water, wastewater and reclaimed water systems, as well as supervisory assistance in the design and development of renewal and replacement (R&R) projects and capital improvement projects in the capital improvement program (CIP). Position reports to the Manager of Engineering.

ESSENTIAL FUNCTIONS

The following duties are normal for this position. The omission of specific statements of the duties does not exclude them from the classification if the work is similar, related, or a logical assignment for this classification. Other duties may be required and assigned.

Manages both water and/or wastewater treatment process support to O&M treatment operations and water quality staff as required to troubleshoot operational issues and evaluate existing treatment processes to identify ways to optimize processes to increase reliability, ease of operation and cost efficiency.

Coordinates with Water Quality to develop and maintain a comprehensive Water Quality Control Monitoring Program from source to tap that meets current regulatory requirements; establishes policy, guidelines, and procedures for this function, including developing, reviewing and optimizing sample collection plans and procedures.

Manages all hydraulic modeling for the FKAA water transmission and individual distribution systems, as well as for the individual pressurized sewer collection and transmission systems. Using models, reviews and approves optimized operational paradigms to increase reliability, ease of operation and cost efficiency.

Reviews and approves optimized procedures with respect to field activities such as: unidirectional flushing planning and implementation, valve exercising, field pipeline disinfection, pipeline coating inspection, inspection of pumps and other mechanical equipment, sewer main and lateral inspection,

Florida Keys Aqueduct Authority • Principal Engineer

fat/oil/grease (FOG) control, sewer manhole inspection, water leak detection, infiltration and inflow (I&I) detection and mitigation, and other field operations as assigned.

Leads coordination with other utilities, municipalities, counties, state/federal agencies, and with FKAA customers on compliance standards and technical issues for potable water supply and treatment, wastewater collection and treatment (both local and centralized), and reclaimed water distribution.

Manages all regulatory agency permits, and any requisite reporting; represents FKAA as Utility Coordinator/Permittee/Engineer-of-Record for all Florida Department of Transportation (FDOT) and Florida Department of Environmental Protection (FDEP) applications; reviews and approves updates to the Spill Prevention, Control and Countermeasure (SPCC) plan for FKAA fuel facilities to ensure regulatory compliance.

Manages compliance with the conditions of the South Florida Water Management District (SFWMD) Water Use Permits (WUP), inclusive of updates to water demand projections for the Lower East Coast Study (LEC) updates.

Manages the FKAA water accounting program including, but not limited to: developing and implementing field plans to measure water, identifying and developing remediation for lost water, preparing water balance summary for water loss reporting, and working with municipals/county on Water Supply Plans.

Manages the automated water meter data collection program; reviews and approves all related R&R or CIP projects to improve reliability and overall system coverage.

Manages the FKAA Asset Management Program, including but not limited to: annual field asset inventory and condition assessments, regular asset criticality assessments, and Reliability Centered Maintenance (RCM) programs on critical assets.

Manages all capital planning by determining and programming both R&R and capital projects into the CIP using asset maintenance histories and other relevant asset data, as well as projects identified in the FKAA Master Plan; manages all updates to the FKAA Master Plan; manages and implements the FKAA CIP project prioritization methodology on an annual basis for the purposes of planning all CIP projects.

Coordinates and communicates effectively with other utilities, municipalities, counties, state, and federal agencies related to system planning, design, permitting, work activities, status of work, exchange of information, and resolution of problems.

Coordinates and manages work of FKAA engineering assignments, directs assigned staff, provides mentoring, and oversees and approves work produced by assigned staff.

Receives various forms, reports, correspondence, manuals, reference materials, or other documentation; reviews, completes, processes, forwards or retains as appropriate.

ADDITIONAL FUNCTIONS

Prepares status reports on assigned tasks for Senior Management, and other administrative work as assigned.

Provides assistance to other employees or departments as needed.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

- Bachelor's degree in civil, chemical, mechanical or environmental (or similar) engineering required with a minimum of eight (8) years previous experience of progressive responsibility within a water/wastewater utility and/or consulting engineering firm specializing in water and wastewater system design.
 - A minimum of two (2) years of previous experience must be at a supervisory level.
 - A Master's degree in civil, chemical, mechanical or environmental (or similar) engineering may be substituted for up to two (2) years of non-supervisory experience as indicated above.
- Must be a Registered Professional Engineer (PE) in Civil or Environmental Engineering in the United States, with the ability to obtain registration in the State of Florida within six (6) months of hire.
- Must have a valid State driver license, with the ability to obtain a State of Florida driver license within thirty (30) days of hire.
- Requires advanced computer skills to utilize word processing and spreadsheet programs to generate reports, graphics, tables, etc.; proficiency in Microsoft Office Suite applications and experience in database development and management desired.
- Must be able to communicate effectively in English, both orally and in writing.

PERFORMANCE APTITUDES

Data Utilization: Requires the ability to review, classify, categorize, prioritize, and/or analyze data. Includes exercising discretion in determining data classification, and in referencing such analysis to established standards for the purpose of recognizing actual or probable interactive effects and relationships.

Human Interaction: Requires the ability to provide guidance, assistance, and/or interpretation to others regarding the application of procedures and standards to specific situations.

Equipment, Machinery, Tools, and Materials Utilization: Requires the ability to operate, maneuver and/or control the actions of equipment, machinery, tools, and/or materials used in performing essential functions.

Verbal Aptitude: Requires the ability to utilize a wide variety of reference and descriptive data and information.

Mathematical Aptitude: Requires the ability to perform addition, subtraction, multiplication, and division. Ability to calculate decimals and percentages; may include ability to perform mathematical operations with fractions; may include ability to compute discount, interest, profit and loss, ratio and proportion; may include ability to calculate surface areas, volumes, weights, and measures.

Functional Reasoning: Requires the ability to apply principles of rational systems; to interpret instructions furnished in written, oral, diagrammatic, or schedule form; and to exercise independent judgment to adopt or modify methods and standards to meet variations in assigned objectives.

Situational Reasoning: Requires the ability to exercise judgment, decisiveness and creativity in situations involving evaluation of information against measurable or verifiable criteria.

ADA COMPLIANCE

Physical Ability: Tasks require the ability to exert very moderate physical effort in light work, typically involving some combination of stooping, kneeling, crouching and crawling, and which may involve some lifting, carrying, pushing and/or pulling of objects and materials of moderate weight (12-20 pounds).

Sensory Requirements: Some tasks require the ability to perceive and discriminate sounds and visual cues or signals. Some tasks require the ability to communicate orally.

Environmental Factors: Performance of essential functions may require exposure to adverse environmental conditions, such as odors or temperature extremes.

The Florida Keys Aqueduct Authority is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Authority will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Florida Retirement System
Senior Management Service Class Designated Position Form
PO Box 9000
Tallahassee, FL 32315-9000
850-907-6500
Toll Free 844-377-1888



INSTRUCTIONS

This form should be used only by State Public Defender Offices, State Attorney Offices and local agencies (district school boards, county agencies, community colleges, cities and independent special districts) designating positions to the Senior Management Service Class (SMSC). The positions of Community College President, City Manager, County Manager, appointed School Superintendent and most State government SMSC positions are compulsory and **should not** be designated on this form.

Under the provisions of Section 121.055, Florida Statutes, you may designate positions to be included in the Florida Retirement System's (FRS) SMSC.

The **agency must:**

- Place appropriate notice of intent to designate position(s) in the SMSC in a newspaper of general circulation in the county or counties affected, once a week for two consecutive weeks.
- Complete the section below and submit this form (SMSD-1) to the Division of Retirement.
- Comply with requirements and formula when designating positions to the SMSC.

The **employee(s) must complete:**

- **State Agency Positions** – Form SMS-1, Senior Management Service Optional Annuity Program Ballot/Enrollment Form.
- **Local Agency Positions** – Form SMS-3, Senior Management Service Class Ballot/Enrollment Form for local agency employees.

Agency Name: FLORIDA KEYS AQUEDUCT AUTHORITY Agency Number 54999

	Position Title	*Position Number	**Date Position Effec. In SMSC
1.	<u>Manager of Wastewater Operations</u>	<u>0000000008</u>	<u>05 / 01 / 2018</u>
2.	<u>_____</u>	<u>_____</u>	<u> / /</u>
3.	<u>_____</u>	<u>_____</u>	<u> / /</u>

*Position number should be 1 to 10 numeric digits. Numbers less than 10 digits should be preceded by zeros on your payroll.

**Positions are effective the first of the month following the month the forms are received by the Division.

Please provide the total number of regularly established, filled positions reported by your agency to the Florida Retirement System as of the date the position(s) are being designated to the SMSC:

Our agency published the notice of intent to include the position(s) in the SMSC in the

Name of Publication:

Dates Position(s) Advertised:

KEY WEST CITIZEN

04/14/18 AND 04/25/18

Statement of Certification: I certify that the above position(s) has/have been designated by the employing agency to be included in the Florida Retirement System's SMSC and that the position(s) meet the requirements of Section 121.055, Florida Statutes. Further, I acknowledge the documentation supporting the eligibility of this position(s) for the SMSC is on file in our office.

Agency Head/Designee: *[Signature]* Title: Executive Director Date: 4-30-18

FOR BREAKING NEWS, VISIT WWW.KEYSNEWS.COM



PUBLIC NOTICE

Notice of Intent to Designate

The State of Florida hereby gives public notice that it has designated FCAA's Manager of Wastewater Operations as a Senior Management Service Class effective May 1, 2018 for retirement purposes under the Florida Retirement System.

April 14 and April 26, 2018 Ray West Citizen

502830



PUBLIC NOTICE

Notice of Intent to Designate

The State of Florida hereby gives public notice that it has designated FCAA's Manager of Wastewater Operations as a Senior Management Service Class effective May 1, 2018 for retirement purposes under the Florida Retirement System.

Apr. 14 and **Apr 23, 2018** Key West, Fla.

502730

Pamela Albury
Executive Office Coordinator
Florida Keys Aqueduct Authority
1100 Kennedy Drive
Key West, FL 33040
palbury@fkaa.com
(305) 295-2205
(305) 295-2201 (Fax)

FLORIDA KEYS AQUEDUCT AUTHORITY

JOB DESCRIPTION

POSITION TITLE: MANAGER OF WASTEWATER OPERATIONS WASTEWATER OPERATIONS DEPARTMENT

PURPOSE OF CLASSIFICATION

The purpose of this classification is to perform experienced administrative work involving the operation and maintenance of FKAA wastewater treatment, transmission and collection facilities system-wide, including all reuse water facilities. Employee in this classification ensures the efficient maintenance and repair of systems to provide optimum service to customers. Position reports to the Deputy Executive Director of Utility Operations.

ESSENTIAL FUNCTIONS

The following duties are normal for this position. The omission of specific statements of the duties does not exclude them from the classification if the work is similar, related, or a logical assignment for this classification. Other duties may be required and assigned.

Plans, organizes, coordinates and controls the work of the North and South Divisions of the Wastewater Operations Department.

Manages, directs, and evaluates assigned staff, processing employee concerns and problems, counsels, disciplines, and completes employee performance appraisals.

Establishes department priorities concerning projects and schedules and assigns work to meet completion dates; ensures that departmental support efforts meet the needs of the organization; prepares estimates/analyses of proposed projects; establishes work priority and schedules within budgetary limits.

Meets departmental objectives established by the Deputy Executive Director of Utility Operations.

Assures effective operation of all wastewater treatment plants, collection and transmission systems by applying a thorough knowledge of wastewater treatment processes and system operations and maintenance; evaluates condition of existing assets; conducts random security inspections, evaluates, determines optimum solution and implements corrective action; ensures that the department responds to system breakdowns in a timely and efficient manner; ensures all facilities are properly maintained; establishes and assures compliance with a system-wide preventive maintenance program.

Ensures department compliance with state and federal regulations, standards, policies and procedures; ensures adherence to established safety procedures and training protocols; monitors work environment and use of safety equipment to ensure safety of employees and other individuals; initiates any actions necessary to correct deviations or violations; maintains an awareness of new trends and advances in the profession; reads professional literature; maintains professional affiliations; attends workshops and training sessions as appropriate.

FLORIDA KEYS AQUEDUCT AUTHORITY MANAGER OF WASTEWATER OPERATIONS

Monitors and tracks all hurricanes and tropical storms; calls staff meetings under threat of storm; calls for the execution of all pre-warning hurricane plans; keeps all department directors informed of progress; mans countywide Hurricane Center, as assigned; writes preparations and assigns FKAA personnel in disaster recovery; inspects damaged areas and recommends priorities to the Deputy Executive Director of Utility Operations; directs work force to handle priorities.

Coordinates projects and work activities with other divisions, other FKAA departments, consulting engineers, contractors, outside agencies, regulatory agencies, or others as needed; consults with engineers and specialists in fields relating to operation and maintenance activities, as well as capital and R&R wastewater projects.

Provides assistance with technical, policy, and procedural issues to supervisors/employees in all fields; directs supervisors in prioritization and management of projects and tasks involving plant operations, plant maintenance, and field services.

Develops and administers budgets for the Wastewater Department; monitors expenditures to ensure compliance with approved budgets; reviews requisitions for materials required to operate utilities; develops and reviews contractual specifications for bidding.

Provides input for Portals FDEP reporting software design; maintains QA/QC of DMR data; provides software training for staff.

Receives various forms, reports, correspondence, charts, records, meter readings, or other documentation; reviews, completes, processes, forwards or retains as appropriate.

Promotes public education and makes public presentations; conducts tours of facility with presentations geared toward public, utility, administrators, fire/rescue, police, and engineers; prepares/delivers technical presentations at seminars.

ADDITIONAL FUNCTIONS

Performs general/clerical tasks, which may include answering telephone calls, typing documents, creating presentations, completing surveys, making copies, sending/receiving faxes, filing documentation, or other tasks.

Analyzes unique, complicated and difficult complaints from customers to determine causes and initiate problem resolution.

Performs administrative tasks; reviews and approves employee time sheets, credit card purchases, leave requests, and other forms.

Prepares or completes various forms, reports, correspondence, or other documents.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

- Bachelor's degree in civil, chemical, mechanical or environmental (or similar) engineering required with a minimum of six (6) years previous experience of progressive responsibility within a water/wastewater utility and/or consulting engineering firm specializing in water and wastewater system design.
 - A minimum of three (3) years of previous experience must be at a supervisory level.

FLORIDA KEYS AQUEDUCT AUTHORITY MANAGER OF WASTEWATER OPERATIONS

- A Master's degree in civil, chemical, mechanical or environmental (or similar) engineering may be substituted for up to two (2) years of non-supervisory experience as indicated above.
 - An education exception may be made if the applicant has a High School diploma or GED and can demonstrate at least twelve (12) years of previous experience of progressive responsibility involving wastewater treatment and/or collection system operation and maintenance, or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.
- Must have a FDEP Class A Wastewater Operators license, or the ability to obtain license within two (2) years of hire.
 - Must have a valid State driver's license, with the ability to obtain a State of Florida driver's license within thirty (30) days of hire.
 - Requires advanced computer skills to utilize word processing and spreadsheet programs to generate reports, graphics, tables, etc.; proficiency in Microsoft Office Suite applications and experience in database development and management, WonderWare, DFS, Portals or other computer programs pertaining to SCADA desired.
 - Must be able to communicate effectively in English, both orally and in writing.

PERFORMANCE APTITUDES

Data Utilization: Requires the ability to evaluate, audit, deduce, and/or assess data using established criteria. Includes exercising discretion in determining actual or probable consequences and in referencing such evaluation to identify and select alternatives.

Human Interaction: Requires the ability to perform in a supervisory capacity over subordinate supervisors.

Equipment, Machinery, Tools, and Materials Utilization: Requires the ability to operate a computer to enter, retrieve, review or modify data. Also requires the ability to operate a variety of equipment and tools used in department projects/activities, which may include a utility vehicle, general office equipment, two-way radio, laboratory equipment, diagnostic instruments, or mechanic tools.

Verbal Aptitude: Requires the ability to utilize a wide variety of reference, descriptive, advisory and/or design data and information.

Mathematical Aptitude: Requires the ability to perform addition, subtraction, multiplication and division; ability to calculate decimals and percentages; ability to perform mathematical operations with fractions; ability to compute discount, interest, profit and loss, ratio and proportion; ability to calculate surface areas, volumes, weights, and measures.

Functional Reasoning: Requires the ability to apply principles of influence systems, such as motivation, incentive, and leadership, and to exercise independent judgment to apply facts and principles for developing approaches and techniques to resolve problems.

Situational Reasoning: Requires the ability to exercise judgment, decisiveness and creativity in situations involving the evaluation of information against sensory, judgmental, or subjective criteria, as opposed to that which is clearly measurable or verifiable.

FLORIDA KEYS AQUEDUCT AUTHORITY MANAGER OF WASTEWATER OPERATIONS

ADA COMPLIANCE

Physical Ability: Tasks require the ability to exert moderate, though not constant physical effort, typically involving some combination of climbing and balancing, stooping, kneeling, crouching, and crawling, and which may involve some lifting, carrying, pushing and/or pulling of objects and materials of moderate weight (12-20 pounds).

Sensory Requirements: Some tasks require the ability to perceive and discriminate colors or shades of colors, sounds, odor, depth, texture, and visual cues or signals. All tasks require the ability to communicate orally.

Environmental Factors: Performance of essential functions may require exposure to adverse environmental conditions, such as dust, dirt, odors, wetness, humidity, fumes, temperature and noise extremes, operating machinery, vibrations, traffic hazards, electric currents, or toxic agents.

The Florida Keys Aqueduct Authority is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the Authority will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

Cheryl Sargent

From: Cheryl Sargent
Sent: Monday, June 18, 2018 2:32 PM
To: Enrollment Mailbox
Cc: Lynese Mariscal
Subject: RE: Senior Management - Jeremy Miller (2148)

Stephanie, I cut and pasted an e-mail that I received from Kristin Baird, Retirement Specialist II. See below. We did have him for 5/1 but were told it needs to be 6/1. Can we keep it at 5/1?

Hi Cheryl,

I checked on this and we do have everything needed, it simply hadn't been worked yet. I did want to make you aware that the position will be added to the Senior Management Service Class effective June 1, 2018. We received the SMSD-1 on May 1st and the positions are effective the first of the month following the month the forms are received by the Division.

Let me know if you have questions or if I can be of further assistance.

Kristin Baird | Retirement Specialist II

Retirement

850-907-6540 (office)

Florida Department of Management Services

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From: Cheryl Sargent [<mailto:csargent@fkaa.com>]
Sent: Thursday, June 07, 2018 4:53 PM
To: Baird, Kristin <Kristin.Baird@dms.myflorida.com>
Subject: FW: FRS Account Error - Jeremy Miller

Kristin, Position # 0000000008 was deactivated. However, a new SMSC Position was designated effective 5/1/18. See attached submission e-mailed on 5/1/18. Let me know if you need additional information. Tara Davila is my alternative. I am the Retirement Coordinate for our Agency.

Thank you

Cheryl Sargent

From: Enrollment Mailbox [<mailto:Enrollment@dms.myflorida.com>]
Sent: Monday, June 18, 2018 1:53 PM

To: Cheryl Sargent <csargent@fkaa.com>
Subject: RE: Senior Management - Jeremy Miller (2148)

The position is designated Senior Management effective 6/1/18 does the Agency wish to upgrade the month of May for Mr. Miller?

From: Cheryl Sargent [<mailto:csargent@fkaa.com>]
Sent: Monday, June 18, 2018 10:47 AM
To: Enrollment Mailbox <Enrollment@dms.myflorida.com>
Subject: RE: Senior Management - Jeremy Miller (2148)

We did not have an open position for him on that date. We had our max (12) positions until we eliminated one in April. We will just keep it effective 5/1.

Thank you

Cheryl

From: Enrollment Mailbox [<mailto:Enrollment@dms.myflorida.com>]
Sent: Monday, June 18, 2018 9:11 AM
To: Cheryl Sargent <csargent@fkaa.com>
Subject: Senior Management - Jeremy Miller (2148)

Does the Agency wish to have a Senior Management upgrade completed for Mr. Jeremy Miller ###-##-2148? The position of Manager of Wastewater Operations (Position# 0000000008) is Senior Management effective 6/1/18 and I see Mr. Miller went into the position 1/22/18. (He would eligible for January through May.) The Agency can, but is not obligated to purchase some or all of the time to upgrade.

Stephanie L. Miller | Retirement Analyst II
Retirement
Florida Department of Management Services
877-377-1266 or local 850-907-6540
We Serve Those Who Serve Florida
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Cheryl Sargent

From: Cheryl Sargent
Sent: Friday, June 8, 2018 10:16 AM
To: Baird, Kristin
Cc: Lynese Mariscal; Cindy Kondziela
Subject: RE: FRS Account Error - Jeremy Miller

Okay Thank you

From: Baird, Kristin [mailto:Kristin.Baird@dms.myflorida.com]
Sent: Friday, June 8, 2018 9:53 AM
To: Cheryl Sargent <csargent@fkaa.com>
Subject: RE: FRS Account Error - Jeremy Miller

Hi Cheryl,

I checked on this and we do have everything needed, it simply hadn't been worked yet. I did want to make you aware that the position will be added to the Senior Management Service Class effective June 1, 2018. We received the SMSD-1 on May 1st and the positions are effective the first of the month following the month the forms are received by the Division.

Let me know if you have questions or if I can be of further assistance.

Kristin Baird | Retirement Specialist II

Retirement

850-907-6540 (office)

Florida Department of Management Services

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From: Cheryl Sargent [mailto:csargent@fkaa.com]
Sent: Thursday, June 07, 2018 4:53 PM
To: Baird, Kristin <Kristin.Baird@dms.myflorida.com>
Subject: FW: FRS Account Error - Jeremy Miller

Kristin, Position # 000000008 was deactivated. However, a new SMSC Position was designated effective 5/1/18. See attached submission e-mailed on 5/1/18. Let me know if you need additional information. Tara Davila is my alternative. I am the Retirement Coordinate for our Agency.

Thank you

Cheryl Sargent

From: Tara Davila
Sent: Thursday, June 7, 2018 4:43 PM
To: Cheryl Sargent <csargent@fkaa.com>
Subject: FW: FRS Account Error - Jeremy Miller

See below

From: Baird, Kristin [<mailto:Kristin.Baird@dms.myflorida.com>]
Sent: Thursday, June 07, 2018 4:38 PM
To: Tara Davila <tdavila@fkaa.com>
Subject: FRS Account Error - Jeremy Miller

Good afternoon,

Jeremy Miller (2148) was reported with a Senior Management plan code on the May retirement report, in position number 0000000008. This position was recently deactivated at the agency's request. Please clarify whether Mr. Miller should have been reported regular class or if he is filling Senior Management position.

Thank you,

Kristin Baird | Retirement Specialist II
Retirement
850-907-6540 (office)
Florida Department of Management Services
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Cheryl Sargent

From: Cheryl Sargent
Sent: Thursday, June 7, 2018 4:53 PM
To: Kristin.Baird@dms.myflorida.com
Subject: FW: FRS Account Error - Jeremy Miller
Attachments: 54999 SMSC NEW POSITION 0000000008.pdf

Kristin, Position # 0000000008 was deactivated. However, a new SMSC Position was designated effective 5/1/18. See attached submission e-mailed on 5/1/18. Let me know if you need additional information. Tara Davila is my alternative. I am the Retirement Coordinate for our Agency.

Thank you

Cheryl Sargent

From: Tara Davila
Sent: Thursday, June 7, 2018 4:43 PM
To: Cheryl Sargent <csargent@fkaa.com>
Subject: FW: FRS Account Error - Jeremy Miller

See below

From: Baird, Kristin [<mailto:Kristin.Baird@dms.myflorida.com>]
Sent: Thursday, June 07, 2018 4:38 PM
To: Tara Davila <tdavila@fkaa.com>
Subject: FRS Account Error - Jeremy Miller

Good afternoon,

Jeremy Miller (2148) was reported with a Senior Management plan code on the May retirement report, in position number 0000000008. This position was recently deactivated at the agency's request. Please clarify whether Mr. Miller should have been reported regular class or if he is filling Senior Management position.

Thank you,

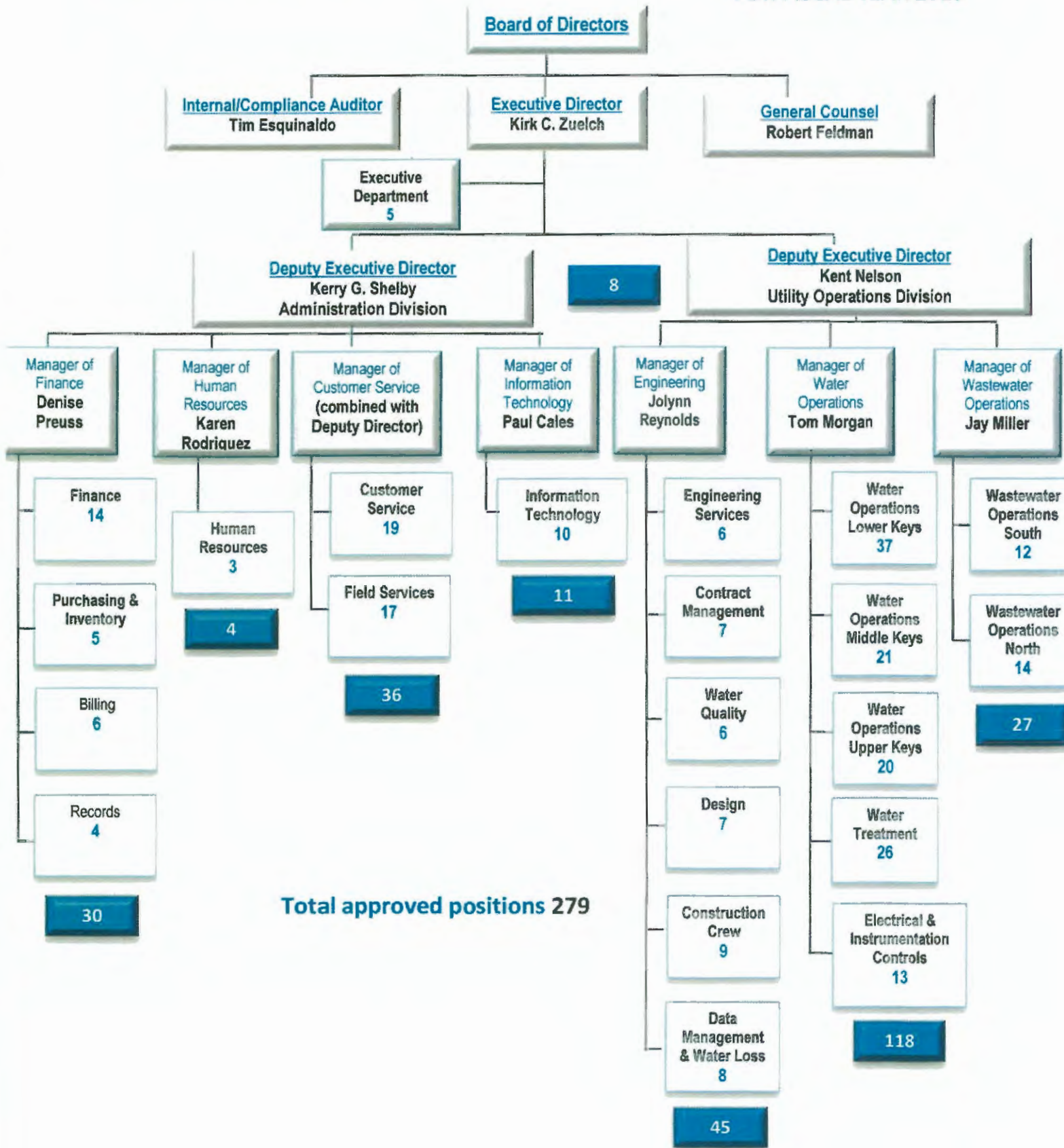
Kristin Baird | Retirement Specialist II
Retirement
850-907-6540 (office)
Florida Department of Management Services
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FOR FISCAL YEAR 2019



Mr. Zuelch advised that Tom Walker, Stephanie Bruno, Jolynn Reynolds and Jay Miller were co-authors on an excellent presentation given by Mr. Walker at the Water Environment Federation Technical Exposition and Conference (WEFTEC) in New Orleans at the end of September. He added that the presentation discussed the genesis and experiences the Authority has had with the low-pressure sewer system (LPS) in relation to the County's regional wastewater system project and was well received by all.

Hurricane Response Update

Mr. Zuelch reported that in response to Hurricane Florence and again for Hurricane Michael, the Authority had and has again respectively assembled a response team to provide mutual aid through FLAWARN. Mr. Zuelch advised that the crew based in Key Largo received a request for aide in assisting in the repairs of the City's water system in Panama City and immediately responded. Mr. Zuelch acknowledged the six Hurricane Michael Recovery Team as Brian O'Connor, Mick O'Connor, Matt Mansueto, Dylan Moore, Aaron Anker and Bryan O'Berry thanking them for representing all of us at the Authority as they assist those in need. He added that the crew is due to return home after spending two weeks in the most devastated areas.

Additional Discussion

Mr. Zuelch advised that the Senior Management Program is administered by the State of Florida Retirement System and is based on the number of people that the Authority employs. He explained that we have approximately 270 employees which allows 12 Senior Management positions. He added that the senior management group receives a 2% retirement with all other staff receiving a 1.6%.

Chairman Dean requested that future senior management positions that are to be assigned be brought to the Board for consideration. Mr. Zuelch advised that from here forward all senior management positions would be brought to the Board.

OFFICE OF COUNSEL

OOO-01. GENERAL COUNSEL'S REPORT

Delaney vs. Florida Keys Aqueduct Authority (FKAA) and Monroe County Update

Mr. Feldman reported that the Judge has ruled on both the Plaintiff (Louise Delaney) and the Defendants (FKAA & Monroe County) Motions for Summary Judgement. He added that the Judge granted the Plaintiff's Motion as to three of the five defendants affirmative defenses which will result in a trial on Defendants two defenses Laches and Unclean Hands.

Florida Keys Aqueduct Authority (FKAA) vs. Florida Power & Light (FPL) and Florida Department of Environmental Protection (FDEP) Update