

**Personnel  
Committee Meeting  
September 14, 2013**

**PRELIMINARY AGENDA**

**FLORIDA INLAND NAVIGATION DISTRICT's  
Personnel Committee Meeting**

**8:15 a.m., Saturday, September 14, 2013**

**Hilton Singer Island Oceanfront  
3700 North Ocean Drive  
Riviera Beach (Singer Island), Palm Beach County, FL 33404**

**Committee Members**

**Commissioner Jon Netts, Chair**

**Commissioners Paul Dritenbas, Spencer Crowley, Don Cuzzo, and Susanne McCabe**

**Item 1.      Call to Order.**

Chair Netts will call the meeting to order.

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**Item 2.      Roll Call.**

Assistant Executive Director Janet Zimmerman will call the roll.

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**Item 3.      Additions or Deletions.**

Any additions or deletions to the meeting agenda will be announced.

RECOMMEND      Approval of a final agenda.

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**Item 4.      Assistant Executive Director's 6-Month Performance Evaluation.**

The Assistant Executive Director's 6-month hiring anniversary occurred on April 17, 2013. Staff's recommendation at the original hire date of October 17, 2012 included a 6-month performance evaluation and a \$2,000 salary increase pending a satisfactory evaluation. If approved, the intention is to make this increase retroactive to the 6-month review date.

RECOMMEND:      Acceptance of the Assistant Executive Director's positive performance evaluation and recommended salary adjustment.

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**Item 5. Personnel Salary Adjustments for FY 2013-2014.**

Staff would like to discuss with the Committee potential staff salary increases or bonuses for FY 2013-2014.

(Please see back up pages 3 - 24)

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**Item 4. Pending Executive Director's Salary.**

The pending Executive Director's current salary is below the midpoint in the recommended salary ranges from the Cody & Associates, Inc. Salary Study completed in August of 2012. The Executive Director respectfully requests consideration of an equitable salary adjustment upon assuming the full responsibilities of the position.

(Please see back up page 25)

RECOMMEND      Acceptance of the pending Executive Director's salary adjustment.

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**Item 6. Additional Agenda Items or Staff Comments.**

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**Item 7. Additional Commissioners Comments.**

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**Item 8. Adjournment.**



# FLORIDA INLAND NAVIGATION DISTRICT

COMMISSIONERS

MEMORANDUM

**GAIL KAVANAGH**  
CHAIR  
ST. LUCIE COUNTY

TO: Mark Crosley

**E. TYLER CHAPPELL**  
VICE-CHAIR  
BROWARD COUNTY

FROM: Glenn Scambler 

**J. CARL BLOW**  
TREASURER  
ST. JOHNS COUNTY

DATE: September 3rd 2013

**DONALD J. CUOZZO**  
SECRETARY  
MARTIN COUNTY

RE: FIND staff salaries.

**AARON L. BOWMAN**  
DUVAL COUNTY

Staff salaries have been frozen since fiscal year 2010/11. For the subsequent years the Board has allowed bonuses to be paid based on job performance. In fiscal year 2011/2012 the Board allowed up to 2% to be paid for bonuses. For fiscal year 2012/2013 the Board allowed up to 3% to be paid for bonuses.

**T. SPENCER CROWLEY, III**  
MIAMI-DADE COUNTY

**PAUL U. DRITENBAS**  
INDIAN RIVER COUNTY

**CHARLES C. ISIMINGER**  
PALM BEACH COUNTY

**SUSANNE McCABE**  
VOLUSIA COUNTY

The amount received by each employee is based on their job performance and is paid at the discretion of the Executive Director.

**JONATHAN S. NETTS**  
FLAGLER COUNTY

**JERRY H. SANSOM**  
BREVARD COUNTY

**LYNN A. WILLIAMS**  
NASSAU COUNTY

**DAVID K. ROACH**  
EXECUTIVE DIRECTOR

**MARK T. CROSLEY**  
ASSISTANT EXECUTIVE  
DIRECTOR

# Cody & Associates, Inc.

MANAGEMENT CONSULTANTS  
305 Jack Drive, Cocoa Beach, Florida 32931  
(321) 783-3720; FAX (321) 783-4353  
E-mail: CodyAssociates@aol.com

August 29, 2012

Mr. David K. Roach  
Executive Director  
*Florida Inland Navigation District*  
1314 Marcinski Rd.  
Jupiter, Florida 33477

Dear Mr. Roach:

We have completed our assignment and are submitting the final report of our **Salary Study** for all positions in the service of the District.

This report has been prepared as an accounting of our assignment and to record our approach. The recommendations and comments in the report reflect our objective appraisal based on analysis and discussion to the extent possible within the scope of the assignment.

We appreciate this opportunity to again be of service to you and express our thanks for the cooperation and courtesy which was extended to us by all of your employees during the Study.

Sincerely,



N. E. Pellegrino  
Principal Partner

## **SALARY STUDY**

**Florida Inland Navigation District**

**2012**



**Cody & Associates, Inc.**

MANAGEMENT CONSULTANTS

305 Jack Drive, Cocoa Beach, Florida 32931  
(321) 783-3720; FAX (321) 783-4353  
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**Florida Inland Navigation District**

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## INTRODUCTION

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This Report, on the salaries for the Florida Inland Navigation District, contains details of all elements of the Salary Study and Survey. In preparing this report, *Cody & Associates, Inc.* has used its best efforts and has taken reasonable care. To an extent, the Report relies on information and data received from third parties in which *Cody & Associates, Inc.* has assumed the accuracy and completeness thereof.

*Cody & Associates, Inc.* cannot guarantee that any particular result will follow from any action taken on the Basis of this Report. The information and opinions expressed in this Report have significance only within the context of the entire Report. No parts of this report should be used or relied upon outside of that context.

This Study is not an end in itself, but a vital element in a sound management program for the District. A good overall management system requires continuous work and polishing, once the plan is implemented.

Adjustments will continually have to be made to reflect changes in the labor market place in order to maintain a current and equitable pay plan.



## I

**STUDY ASSIGNMENT AND OBJECTIVES**

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The Florida Inland Navigation District retained the services of *Cody & Associates, Inc.* to conduct a Salary Study for all positions under their jurisdiction.

In our approach to updating the District's Pay Plan, we were concerned with the following basic objectives:

- A. Survey salaries and benefits that will assist in reducing turnover costs and promote careers with the District.
- B. Update the current salaries to ensure it will continue to attract qualified personnel to render the services that the District provides.
- C. Maintain equitable relationships of one job to another within the workforce.
- D. To ensure fair and equal compensation opportunities for equal contributions to the effective operations of the District.
- E. Design Salary Ranges which are competitive with reasonably similar positions in the labor market where the District recruits for employees and which are consistent with the economic conditions in Palm Beach County and surrounding counties.

- F. Update the current job descriptions to comply with all State and Federal Guidelines.

To achieve these objectives, we divided the assignment into three (3) major segments:

- A. Position Description/Position Evaluation;
- B. Salary Survey; and,
- C. Report Preparation and Presentation.

**II****COMPENSATION PHASE**

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The Compensation Phase of the Study included the following:

**A. SALARY SURVEY**

The objective of this survey was to determine what must be provided by the District in terms of salaries in order to obtain or retain personnel; in other words, to be competitive with other employers recruiting from the same labor market. The steps included:

**1. JOB DESCRIPTION REVIEW**

The Consultant reviewed all present job descriptions and positions in the District for salary survey and matching purposes with other public sector agencies. Available private sector data was also reviewed at this time; however, equitable job matches were not available. Job descriptions were evaluated, and are in compliance with all State and Federal Guidelines.

**2. SELECTION OF SURVEY CLASSES**

We utilized all of the present classes in the salary survey in order to get the best possible data. These jobs represented all of the occupations and levels in the District's organization and those occupations which could be compared with other employers.

3. IDENTIFICATION OF LABOR MARKET

The relevant labor markets to be surveyed were identified. One market was the local operating area of Palm Beach and adjoining county (Martin) for the positions which are recruited from these geographical locations.

Another source used was the Florida League of Cities Cooperative Salary Survey, PEPIE Salary Survey, and Florida Government Consortium Study.

This information was used as guide, along with local data in arriving at our recommendations to determine general pay levels.

We realize that there are significant differences in the Cost of Living in other areas of the State in comparison to Palm Beach County, so, when using data outside of Palm Beach County, we made appropriate adjustments to this data to reflect the Cost of Living differences. The formula used was: *Cost of Living Index difference (between reporting agencies and Palm Beach) X Reported Salary Range = Adjusted Salary Range*. The Cost of Living data source used was the most recent Florida Price Level Index 2011. These Cost of Living adjustments afford greater validity to the survey data.

4. SECONDARY INFORMATION

Secondary salary data included regional public sector surveys recently completed by our company and information from our database. This information was used as a guide in developing the salary schedule recommendations. As indicated earlier, we also reviewed recent data from private sector surveys and found that equitable matches were not available.

## 5. SURVEY METHOD

In compiling this data, we not only obtained the minimum and maximum salaries but the number of positions in each classification. This separates the larger agencies from the smaller ones and equitably indicates what the market is.

Another step we use in our calculations, in order to provide the most accurate data possible, is to apply the standard deviation principle. The standard deviation is the most commonly used indicator of variability of a distribution of data. The usual and most accepted interpretation is in terms of the percentage of cases included within one standard deviation below the mean to one standard deviation above the mean. This range on the scale includes about two-thirds ( $2/3$ ) of the cases in the distribution. Data was entered into our database and then edited to ensure that the data was reasonable and representative and had been accurately reported and recorded. Data was eliminated when it appeared atypical or exhibited extreme values in wages.

### **B. DEVELOPMENT OF THE SALARY RANGES**

The objective of this aspect of the Study was to compile the results of the salary survey and to design appropriate salary ranges for all of the positions covered.

**C. GENERAL SALARY FINDINGS AND COMMENTS**

We found all but one of the current salaries were above the midpoints (50<sup>th</sup> percentile) of the market survey results. The midpoint of a salary range closely corresponds to the actual salary level of the survey results. This indicates that the District has been properly adjusting the actual salaries on a year to year basis. The recommended salary ranges and salary survey data can be found in Enclosure 1 and 2 respectively.

**D. OTHER SALARY SURVEY CONSIDERATION**

Since our last study conducted in 2008 the economy throughout the region, state, and nation has seen major slowdown and poor performance. This has affected the salary marketplace also and the wages have shown little movement and/or increases.

The salary history of FIND positions over this same period increased approximately 1.7% on average per year.

Another factor is that the CPI has increased by 1.4% over the past year, which has also produced only marginal wage increases.

From all indications this trend could continue for a few more years.

The salaries in Palm Beach County and the surrounding counties have had moderate increases over the past few years. Palm Beach County is ranked as the second highest (2<sup>nd</sup> out of 67 counties) cost of living area in the State, according to the recent Florida Price Level Index Study (Enclosure 4). This means that Palm Beach County is **3.78% above** the State-wide average cost of living. This was considered in the overall analysis of the State-wide salary data collected for certain jobs and drawing appropriate comparisons.

**E. RECOMMENDATIONS**

1. Adopt the recommended salary ranges as submitted in this Report, when it is economically feasible to do so. (Enclosure 1).
2. *Cody & Associates, Inc.* will assist the District further in the implementation process, as requested.

Enclosure 1

**RECOMMENDED SALARY RANGES**



**RECOMMENDED SALARY RANGES**

TITLE	CURRENT SALARY	PROPOSED PAY RANGE		
		MINIMUM	MIDPOINT	MAXIMUM
Executive Director	140,511	110,000	135,000	160,000
Assistant Executive Director	96,999	90,000	110,000	130,000
Information Manager	83,171	70,000	80,000	90,000
Finance Director	84,806	69,000	82,000	95,000
Field Projects Coordinator	77,612	53,000	68,250	83,500
Staff Assistant	53,712	40,500	51,250	62,000

## Enclosure 2

# **Salary Survey Recap**

<b>TITLE: EXECUTIVE DIRECTOR</b>	
# of Agencies Surveyed	21
Average Minimum	107,268
Average Maximum	163,475
Average Actual	145,628
Median Minimum	110,794
Median Maximum	160,375
Median Actual	146,947
High Minimum	130,000
High Maximum	164,287
Low Minimum	88,587
Low Maximum	143,165
Present Actual Salary	140,511
Recommended Pay Range	110,000 - 160,000

<b>TITLE: ASSISTANT EXECUTIVE DIRECTOR</b>	
# of Agencies Surveyed	17
Average Minimum	91,177
Average Maximum	130,000
Average Actual	126,000
Median Minimum	93,900
Median Maximum	134,000
Median Actual	129,000
High Minimum	107,000
High Maximum	164,000
Low Minimum	87,600
Low Maximum	121,000
Present Actual Salary	96,999
Recommended Pay Range	90,000 - 130,000

<b>TITLE: INFORMATION MANAGER</b>	
# of Agencies Surveyed	15
Average Minimum	68,544
Average Maximum	90,160
Average Actual	86,291
Median Minimum	67,250
Median Maximum	92,200
Median Actual	85,195
High Minimum	78,000
High Maximum	103,813
Low Minimum	50,000
Low Maximum	63,200
Present Actual Salary	83,171
Recommended Pay Range	70,000 - 90,000

<b>TITLE: FINANCE DIRECTOR</b>	
# of Agencies Surveyed	15
Average Minimum	66,865
Average Maximum	95,661
Average Actual	88,355
Median Minimum	69,000
Median Maximum	100,200
Median Actual	87,100
High Minimum	78,900
High Maximum	100,000
Low Minimum	50,900
Low Maximum	54,000
Present Actual Salary	84,806
Recommended Pay Range	69,000 - 95,000

<b>TITLE: STAFF ASSISTANT</b>	
# of Agencies Surveyed	33
Average Minimum	39,800
Average Maximum	62,300
Average Actual	55,600
Median Minimum	40,700
Median Maximum	64,000
Median Actual	54,700
High Minimum	56,900
High Maximum	85,600
Low Minimum	31,000
Low Maximum	40,000
Present Actual Salary	53,712
Recommended Pay Range	40,500 - 62,000

<b>TITLE: FIELD PROJECTS COORD</b>	
# of Agencies Surveyed	15
Average Minimum	53,500
Average Maximum	81,200
Average Actual	73,100
Median Minimum	52,100
Median Maximum	83,700
Median Actual	82,200
High Minimum	61,000
High Maximum	92,000
Low Minimum	43,300
Low Maximum	66,000
Present Actual Salary	77,612
Recommended Pay Range	53,000 - 83,500

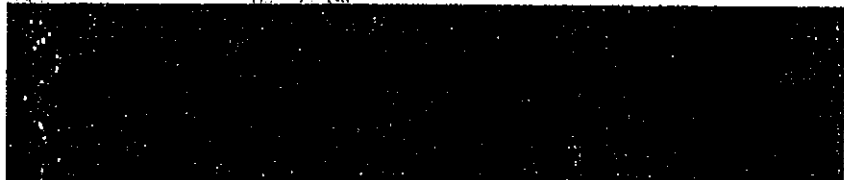
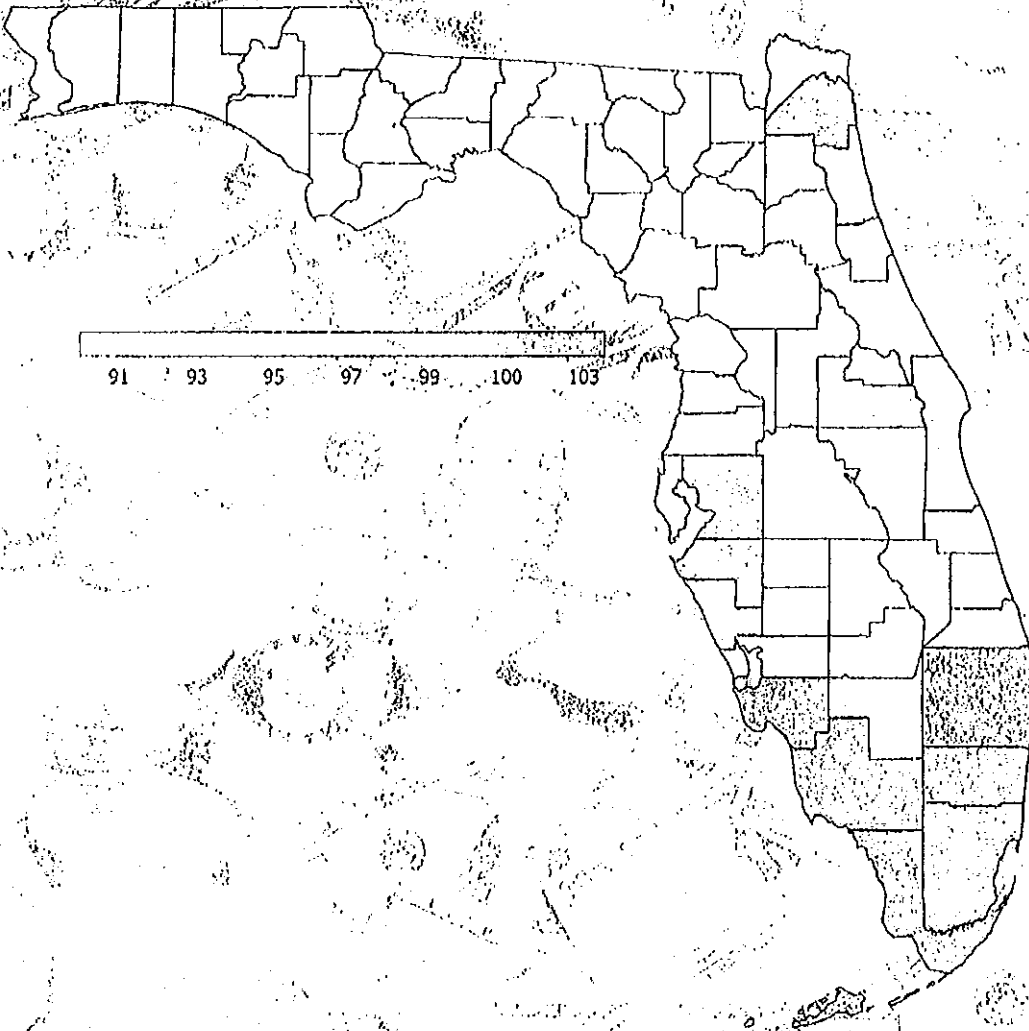
## Enclosure 3

# **Florida Price Level Index 2011**

# ECONOMIC ANALYSIS PROGRAM



## Florida Price Level Index



University of Florida  
Bureau of Economic and Business Research

Economic Analysis Program

James F. Dewey, Director

David A. Denslow, Senior Research Economist

Eve Irwin, Research Coordinator

Information/Publications Services

Phoebe Wilson, Coordinator

January 12, 2012

The 2011 Florida Price Level Index was prepared by the Bureau of Economic and Business Research  
at the University of Florida

An electronic copy of this report may be obtained from:  
<http://www.bebr.ufl.edu> or <http://www.fldoe.org>

## 2011 Florida Price Level Index

The Florida Price Level Index (FPLI) was established by the Legislature as the basis for the District Cost Differential (DCD) in the Florida Education Finance Program. In this role, the FPLI is used to represent the costs of hiring equally qualified personnel across school districts. Since 1995, and at the request of the Legislature, the Bureau of Economic and Business Research (BEER) at the University of Florida has performed an ongoing review of the methodology of the FPLI and has made appropriate recommendations to improve it. Since 2000, BEER has also been responsible for calculating the FPLI. To denote its intended use as an adjustment factor for school personnel costs, the index presented in this report is referred to as the FPLI for School Personnel, or FPLI\_SP. Note that this is a cross-sectional measure that compares the relative wage levels among Florida's 67 counties and is not designed to measure inflation from one year to the next.

### Results

The table on this page presents the index for 2011, which is constructed so that the population-weighted average is 100. The median Floridian, ranked by county FPLI\_SP, lives in Brevard County, with an index value of 101.18. That is, less than half of the state's residents live in counties with index values that are greater than 101.18, less than half in counties with index values that are less than 101.18, and the rest live in Brevard County. The 9 counties with index values over 101.18 together account for 48 percent of the state's population and the 57 counties with index values below 101.18 together account for 49 percent of the state's population. The map on the cover

displays the distribution of the FPLI\_SP across the state. Index values tend to be highest in the southern portion of the state. When population in and around urban areas reaches the high levels seen in south Florida, workers encounter high house prices, long commutes, or both, for which they must be compensated in the form of higher wages. Of course, factors other than housing prices affect wages in a market economy, so relative wages do not track relative housing prices exactly.

### About the FPLI

Use of the FPLI in the DCD assumes districts must offer salaries that will support similar standards of living to attract equally qualified personnel. It further assumes that the FPLI measures the relative costs of maintaining a given standard of living across Florida's counties—that is, the FPLI is used as a Cost of Living Index (COLI) in the DCD calculation.

The Consumer Price Index (CPI), constructed by the U.S. Bureau of Labor Statistics (BLS) using the concept of a COLI as a framework, is perhaps the best known example of a price index.<sup>1</sup> Indeed, use of the FPLI to index costs from one Florida county to the next parallels the use of the CPI by the Federal Government to index Social Security funds from one year to the next. The CPI calculation, however, is not static—the BLS continually evaluates and improves its methods. Numerous adjustments are made to measured price data to make the CPI more appropriate in its intended use as a COLI for comparisons across time

<sup>1</sup>Question 4 under "Frequently Asked Questions" at the CPI homepage, <http://www.bls.gov/cpi/home.htm>, discusses this point. Chapter 17 of the *BLS Handbook of Methods*, which may be accessed at the same web site, contains more detail.

Florida Price Level Index for School Personnel			
County	2011	2010	2009
Alachua	97.53	97.33	95.90
Baker	97.23	97.16	97.48
Bay	94.81	95.57	93.79
Bradford	96.66	96.55	96.91
Brevard	101.18	101.02	100.00
Broward	103.01	102.76	103.15
Calhoun	90.63	91.36	89.66
Charlotte	98.78	98.72	97.25
Citrus	94.04	94.10	93.86
Clay	99.28	99.17	99.54
Collier	101.91	102.46	107.37
Columbia	95.48	96.07	93.88
Miami-Dade	101.73	101.53	101.18
DeSoto	97.14	97.08	97.91
Dixie	92.17	92.36	90.63
Duval	101.64	101.52	101.90
Escambia	95.36	95.63	94.56
Flagler	94.94	96.16	94.44
Franklin	91.92	91.84	88.36
Gadsden	93.74	94.05	92.29
Gilchrist	94.30	95.36	92.73
Glades	96.18	96.12	99.11
Gulf	92.08	92.06	90.34
Hamilton	91.31	91.73	91.54
Hardee	96.21	95.70	95.53
Hendry	97.11	97.05	100.85
Hernando	97.00	96.90	96.92
Highlands	94.09	94.04	95.39
Hillsborough	101.65	101.55	101.57
Holmes	91.04	91.04	89.81
Indian River	98.67	98.98	100.45
Jackson	92.39	92.26	89.87
Jefferson	91.38	92.50	90.97
Lafayette	90.75	90.96	89.62
Lake	96.95	97.49	97.51
Lee	102.67	102.61	102.83
Leon	94.08	94.39	93.68
Levy	94.15	93.96	92.58
Liberty	90.86	91.29	88.78
Madison	90.13	90.82	88.23
Manatee	102.02	101.48	100.19
Marion	95.83	96.28	94.71
Martin	99.30	99.16	99.88
Monroe	104.03	103.16	102.15
Nassau	98.88	98.76	99.13
Okaloosa	97.48	97.49	96.16
Okeechobee	95.55	96.01	96.88
Orange	100.42	100.98	101.00
Osceola	98.10	98.64	98.66
Palm Beach	103.78	103.55	105.23
Pasco	98.93	98.84	98.86
Pinellas	99.89	99.60	100.05
Polk	98.48	98.98	98.07
Putnam	95.50	95.39	95.74
St. Johns	98.23	98.11	98.48
St. Lucie	98.15	99.06	98.60
Santa Rosa	93.98	93.99	92.44
Sarasota	99.66	99.49	101.21
Seminole	99.35	99.64	99.81
Sumter	95.49	96.39	95.34
Suwannee	93.78	93.32	91.48
Taylor	92.32	92.85	89.23
Union	95.58	95.47	95.83
Volusia	96.19	96.13	95.39
Wakulla	92.94	91.96	91.27
Walton	97.33	97.46	93.84
Washington	91.10	91.83	90.12



periods at a given location.<sup>2</sup> BEBR's work on the FPLI since 1995 has been aimed at making it more accurate and appropriate in its intended use as a COLI for comparisons across locations at a given point in time.

At a given location, factors other than the monetary costs of goods and services purchased in the marketplace that significantly affect the compensation needed to maintain a given standard of living are nearly the same from one year to the next. Variations in climate from year to year, for example, can usually be ignored when estimating changes in the cost of living. Across locations, however, such factors as climate, cultural and recreational opportunities, and services and taxes vary widely. In turn, variations in these factors affect workers' standards of living and thus the ability of employers—including school districts—to hire personnel. Thus, a COLI intended to make comparisons across space must allow for variation in such factors.<sup>3</sup> Beginning with the 2003 FPLI, BEBR has used data on private market wages to construct an index of the relative compensation required to attract equally qualified workers across Florida's school districts. Referred to as the FPLI\_SP, this index is more appropriate for comparing the costs of hiring equally qualified personnel for identical jobs across locations at a given point in time.<sup>4</sup>

Across areas, other things being equal, places that are more productive, and thus more attractive to firms, will have higher wages and prices, while places that are more pleasant in which to live, and thus more attractive to workers, will have lower wages and higher prices. Consequently, a

simple weighted average of the relative prices of purchased goods and services is inferior to the FPLI\_SP as a COLI in a spatial context. In areas that are otherwise less attractive to live in, relative wages will exceed relative prices, while in areas that are otherwise more attractive to live in, relative prices will exceed relative wages.

Within areas, firms that must locate closer to the urban core must pay higher wages than firms free to locate near suburban or outlying areas. That is because those who work at firms located in the urban core must either pay higher housing costs or endure longer commutes. Further, the larger the difference between real estate costs in the urban core and in suburban and outlying areas, the larger this pay difference will be. Therefore, types of jobs that tend to be concentrated farther from the urban core will show less difference in average wages between cities with high housing costs and cities with low housing costs than types of jobs that tend to be concentrated nearer the urban core. Therefore, BEBR controls for occupational centrality in constructing the FPLI. Similarly, productivity in some occupations may be more sensitive than average to city size or city income, and BEBR also controls for these affects.

In calculating the FPLI\_SP, BEBR first uses statistical techniques to estimate a raw index of wages for comparable workers employed in jobs of comparable centralization of employment across counties. Wage data for this calculation consist of average wages for over 700 occupations across Florida's 67 counties. Although data for each specific occupation are not available for all 67 counties, observations for a great many individual occupations are available in even the smallest counties. The Labor Market Information division of Florida's Agency for Workforce Innovation collects these data as part of the U.S. Bureau of Labor

Statistics' Occupational Employment Statistics (OES) Survey. Measures of occupational centralization are calculated from the US Census Public Use Microdata Sample and are used to capture differing adjustments across occupations with differing propensities to locate near the urban core.

Once the raw index has been calculated, additional techniques are then used to smooth statistical variation. First, BEBR generates predicted values for each county based on the correlation between the raw index and other observable characteristics that affect or are correlated with labor market outcomes, including population and the prices of housing and goods and services consumed by workers. BEBR then calculates a weighted average of this predicted index and the raw index for each county, placing more weight on the raw index the higher the precision with which it is estimated and more weight on the predicted value the higher the precision with which it is estimated. Second, wages in nearby counties cannot differ too much from one another without inducing workers to commute from the low wage county to the high wage county. Therefore BEBR applies geographic smoothing to ensure differences in the index estimates for nearby counties are not inconsistent with their geographic proximity.

## Summary

This report presented the 2011 FPLI\_SP and the methodology used in its calculation. The index uses extensive data on wages, occupational location, and the prices of goods and services to estimate the relative wage level needed to maintain a given standard of living for occupations comparable to school personnel across Florida's counties. Although many things affect counties' FPLI\_SP position, counties that are urban tend to have higher values.

<sup>2</sup>Links in documentation for many hedonic adjustments may be found at <http://www.fls.gov/epi/2003.html>

<sup>3</sup>In terms of the CPI methodology adapted to a spatial context, this would be analogous to a full hedonic adjustment in the price of land across space to reflect all factors affecting standards of living that are determined with choice of residential location.

<sup>4</sup>In the 2003 FPLI Report, what is now designated as the FPLI\_SP was named the Low Centrality FPLI\_A.

**FLORIDA INLAND NAVIGATION DISTRICT**

**Current Personnel Salaries and Salary Ranges**

PERSONNEL	CURRENT SALARY	APPROVED SALARY RANGES		
		MINIMUM	MIDPOINT	MAXIMUM
Executive Director	110,000	92,000	117,500	143,000
Asst. Exec. Director	90,000	70,000	89,500	109,000
Finance Director	84,806	52,000	67,000	84,806
Information Manager	83,171	55,000	70,000	85,000
Field Projects Coordinator	77,612	50,000	63,500	77,612
Staff Assistant	53,712	38,000	48,500	59,000
	499,301			