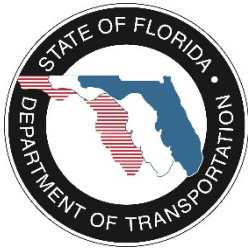


## I.0: INTRODUCTION

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### I.1 DEPARTMENT OVERVIEW



The **Florida Department of Transportation (FDOT)** is responsible for coordinating a safe and viable statewide transportation system and assuring compatibility between all of the system's components and multimodal facilities. This 10.1 billion dollar agency serves almost 20 million citizens and over 90 million visitors annually in the third most populous state in the nation. Florida's transportation system includes state and local roads, air transport, railways, seaports, spaceports, bus transportation, and cyclist and pedestrian transportation.

As mandated, FDOT is an executive, decentralized agency that reports directly to the Florida Governor, and is supervised by the Florida Transportation Commission (FTC), a nine-member commission charged with providing leadership and policy guidance on state transportation needs, as well as oversight and accountability of FDOT operations. FDOT civil engineers are responsible for planning, designing, operating, and maintaining the Florida's transportation systems, such as bridges and highways, and are also responsible for managing larger projects, such as airports, seaports, and mass transit systems. As of June 2014, the FDOT provides infrastructure support for:

- ◆ 12,079 miles of state roadways and 6,703 bridges
- ◆ 109,750 miles of non-state roadways and 5,356 bridges
- ◆ 30 urban and three rural fixed-route public transit systems, including six fixed guide way systems
- ◆ 2,793 miles of railways
- ◆ 15 seaports and 3,475 miles of waterways with shipping and intra-coastal and inland routes
- ◆ 779 airports, including 734 general/private aviation, 26 military, 18 commercial, and one joint military/commercial facilities
- ◆ two spaceports and five active launch facilities

The FDOT Central Office is located in the Florida State Capital of Tallahassee and is led by the Transportation Secretary (see **Appendix A** for the agency's organizational chart). The agency is organized into seven districts (see **Appendix B** for a map of FDOT's

districts), each managed by a District Secretary, and has a Turnpike and a Rail Enterprise led by a Director. Major divisions in each District include Administration, Planning, Production, Operations, and Public Information.

## I.2 STATEMENT OF WORK

The FTC contracted with Thomas Howell Ferguson (THF), a certified public accounting firm, and MGT of America, Inc., to conduct an external market salary analysis of all management position classifications at the FDOT, and to provide independent recommendations and assessments of appropriate pay ranges for all positions. The FTC is a Citizen's Oversight Board of the FDOT entrusted with maintaining and exceeding the public trust in the areas of Policy Guidance and Public Accountability. It is statutorily charged with evaluating the performance, operational productivity, and fiscal management of FDOT.

MGT was commissioned in September 2002 by the FTC to determine the extent, if any, of compensation disparity existing between FDOT senior management personnel and comparable jobs in other agencies or corporations. The FTC commissioned the study (completed in 2004), in part, because of anecdotal evidence suggesting that the FDOT was losing executive level personnel to the private sector at accelerated rates.

Similar to the 2004 study, the present study aimed to investigate salary disparities, if any, between FDOT management job classifications and comparable positions at other agencies, and to offer recommendations for pay ranges in relation to the current labor market, as the recruitment and retention of qualified staff is critical to the long-term efficiency and effectiveness of FDOT operations. The current study included the following key deliverables:

- **Salary Survey.** The survey included a review of similar classifications in the transportation industry labor market and other applicable governmental entities. Salary was broadly defined to include benefits, thereby providing a picture of total compensation.
- **Determination of Monetary Value of State Benefits.** A value was ascribed to Florida's benefits packages for an average FDOT Career Service employee as well as the average Select Exempt employee.
- **Professional Engineer (P.E.) Trainees.** Appropriate levels of pay to facilitate the retention of P.E.s was identified based upon market data within the transportation industry.
- **Equity Alignment.** Recommendations for a process to achieve equity and alignment of compensation within the transportation industry were developed.

To accomplish the study objectives and complete the above key deliverables, MGT and THF developed 10 primary work tasks to guide project activities, which are discussed in **Chapter 2.0** of this report. To effectively and thoroughly address all key issues identified in this engagement, THF and MGT provide the following report, which is comprised of the following chapters detailed in **Section 1.3**.

### I.3 OVERVIEW OF REMAINING CHAPTERS

This report is comprised of six chapters, including this introduction. The remaining chapters are:

- **Chapter 2.0 – Project Approach and Methodology.** This chapter presents a summary of the methodology used for collecting and evaluating qualitative and quantitative data as part of the market review analysis for all included classifications. A description of each component is provided along with references to appendices containing more detailed information.
- **Chapter 3.0 – Compensation Findings.** This chapter summarizes the findings from the study’s comprehensive review of all collected compensation data, including related interview and survey findings.
- **Chapter 4.0 – Benefits Findings.** This chapter summarizes the findings from the study’s comprehensive review of all collected benefits data, including related interview and survey findings.
- **Chapter 5.0 – Professional Engineer Training Program Findings.** This chapter summarizes the methodology, findings, and recommendations of MGT’s evaluation of the Florida Department of Transportation’s Professional Engineers Training Program.
- **Chapter 6.0 – Conclusions and Recommendations.** This chapter presents the conclusions and recommendations of the study, and provides strategies and guidelines for implementation and long-term maintenance.

Additional materials and information related to this study may be found in the appendices of this report, which include:

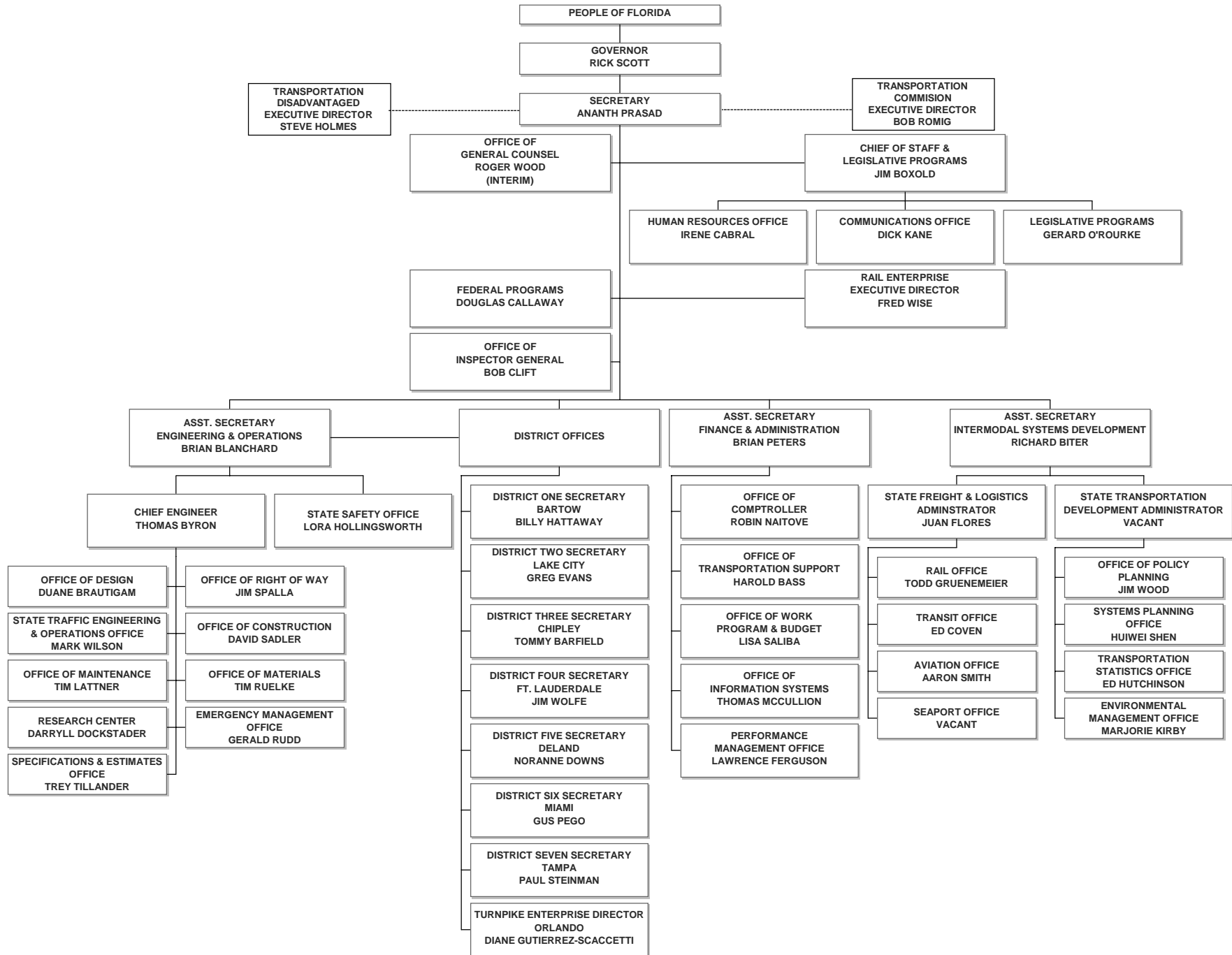
- APPENDIX A:** FLORIDA DEPARTMENT OF TRANSPORTATION ORGANIZATIONAL CHART
- APPENDIX B:** OVERVIEW OF FLORIDA DEPARTMENT OF TRANSPORTATION DISTRICTS
- APPENDIX C:** FLORIDA DEPARTMENT OF TRANSPORTATION CLASSIFICATIONS LISTINGS
- APPENDIX D:** LIST OF TRANSPORTATION INDUSTRY PRIVATE FIRMS SURVEYED
- APPENDIX E:** FLORIDA DEPARTMENT OF TRANSPORTATION BROADBAND RANGES
- APPENDIX F:** TRANSPORTATION INDUSTRY SALARY SURVEY RESULTS
- APPENDIX G:** AASHTO SALARY COMPARISONS
- APPENDIX H:** BLS SALARY COMPARISONS
- APPENDIX I:** SMS/SES GUIDELINES FOR PRO-RATION/PAYMENT OF ANNUAL LEAVE

- APPENDIX J:** FLORIDA RETIREMENT SYSTEM CONTRIBUTION RATES
- APPENDIX K:** ADMINISTRATIVE LEAVE
- APPENDIX L:** PROFESSIONAL ENGINEER TRAINING PROGRAM REVIEW FULL REPORT
- APPENDIX M:** PROPOSED OPTIONS FOR RANGES BASED ON (1) PRIVATE INDUSTRY AND (2) BLS
- APPENDIX N:** GRADE ASSIGNMENT LISTINGS FOR PROPOSED RANGE OPTIONS: PRIVATE AND BLS
- APPENDIX O:** BENCHMARKED SOURCES FOR PROPOSED RANGE OPTIONS

# APPENDIX A: FLORIDA DEPARTMENT OF TRANSPORTATION ORGANIZATIONAL CHART

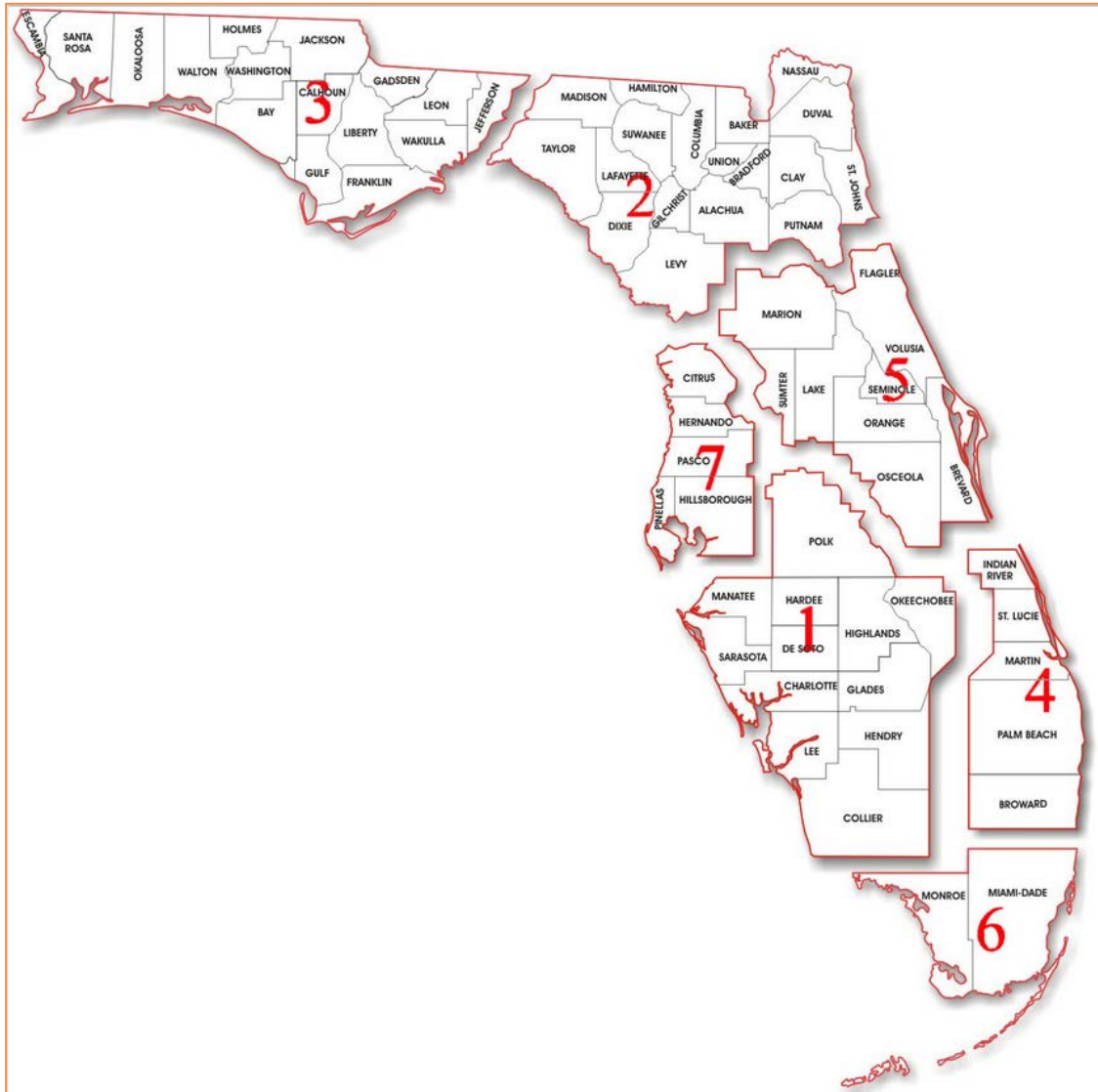
# FLORIDA DEPARTMENT OF TRANSPORTATION ORGANIZATION CHART

SEPTEMBER, 2014



## APPENDIX B: OVERVIEW OF FLORIDA DEPARTMENT OF TRANSPORTATION DISTRICTS

# OVERVIEW OF FDOT DISTRICTS



Source: Florida Department of Transportation website, 2014.