

6.0: CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the study's findings and conclusions for FDOT's compensation and benefits program, and the Department's Professional Engineer (P.E.) Training Program. The following sections also provide recommendations related to FDOT's compensation system and P.E. Training Program.

6.1 SALARY RANGES

A detailed analysis was conducted of FDOT Management salaries and salary ranges utilizing a variety of data sources as detailed in **Chapters 2.0** and **3.0**. Key points from this analysis are summarized below.

- Overall, FDOT minimum and midpoint salary ranges fall below market standards, whereas maximum salary ranges fall high, indicating that the pay ranges are too wide and not reflective of the market in which FDOT operates.
- Relative to non-custom survey data reviewed for this study (excluding MGT's customized salary survey and AASHTO salary survey), for the majority of classifications, FDOT annual salaries fall below those annual salary averages reported by market sources.
- The Bureau of Labor Statistics (BLS) data source provided the most full and comprehensive salary data for the majority of positions included in this study, thereby providing a high degree of validity and specificity. Analyses of this data source concluded that, in the southeast regional recruitment market, 43 percent of FDOT positions fell below BLS regional market* average salaries, ranging from 3.3 percent below to 34.2 percent below the market average. On a national level, 66 percent of FDOT positions fell below BLS national market average salaries, ranging from 0.1 percent below to 60.3 percent below the market average.

**NOTE: BLS Regional recruitment market includes the following states, as data were available: Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia.*

- Analysis of customized private transportation industry data collected from FDOT identified transportation industry peers, concluded that:
 - Relative to pay ranges, the minimum pay ranges for FDOT management positions fall well below transportation industry standards, ranging from 39.3 percent below to 68.5 percent below industry reported minimums.

FDOT midpoint salaries are also significantly below industry midpoint salaries. However, FDOT maximum salary ranges are significantly higher than industry maximums.

- Relative to annual average salaries, of the 24 FDOT positions included in the Transportation industry survey, nineteen (79.0%) fall below survey averages, ranging from .1 percent below market to 42.5 percent below market.

To provide competitive salary ranges into which executive level transportation staff can be recruited and retained, the following recommendations are offered in **Exhibits 6-1a** and **6-1b**.

RECOMMENDATION 1(A)

Utilize a more customized salary range template (Exhibit 6-1) as a guide in hiring and promoting staff to more closely align to the transportation industry sector salaries Note: regional BLS data were used to develop midpoints and ranges where custom survey data were not available.

*(See **Appendix M** for a direct comparison of FDOT's current broadband ranges to the proposed ranges presented below. **Appendix N** provides a grade assignment listing of FDOT positions and their placement within the proposed below pay schedule.*

***Appendix O** provides details on the data sources and benchmarked positions used for the pay scale and broadbands.)*

EXHIBIT 6-1a: SALARY RANGES BASED ON PRIVATE INDUSTRY MARKET

BROADBAND	MINIMUM	MIDPOINT	MAXIMUM	ASSIGNED CLASSIFICATIONS
16	\$ 81,199.09	\$ 108,265.45	\$ 135,331.82	ATTORNEY SUPERVISOR
20a	\$ 71,843.18	\$ 95,790.91	\$ 119,738.64	INVESTIGATION MANAGER - SES
20b	\$ 77,955.68	\$ 103,940.91	\$ 129,926.14	AUDIT DIRECTOR - SES; REGIONAL TOLL MANAGER-DOT
21a	\$ 50,606.25	\$ 67,475.00	\$ 84,343.75	ADMINISTRATIVE SERVICES MANAGER; DEPUTY DIRECTOR, SUPPORT-DOT; DISTRICT RIGHT-OF-WAY ADMIN - DOT; MANAGER, RIGHT-OF-WAY OPERATIONS; MANAGER, RIGHT-OF-WAY PRODUCTION; MANAGER, SUPPORT SERVICES OFFICE; TURNPIKE ADMINISTRATIVE SERVICES MANAGER
21b	\$ 72,487.79	\$ 96,650.39	\$ 120,812.98	CHIEF LEGAL COUNSEL; DEP COMPTROLLER, FINANCIAL ADMIN OFFICE; DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT; DEPUTY COMPTROLLER, GEN ACCTNG OFFICE-DOT; DEPUTY DIR OF FACILITIES & EQUP-DOT; DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT; DIRECTOR OF HUMAN RESOURCES; DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT; DISTRICT MAINTENANCE ADMINISTRATOR - SES; DISTRICT PLANNING MANAGER - DOT; DISTRICT PROFESSIONAL SERVICES ADMIN-DOT; DISTRICT PROGRAM MGMT ADMIN-DOT; DISTRICT PUBLIC TRANSPORTATION MGR - DOT; FEDERAL PROGRAM COORDINATOR-DOT; MANAGER, AVIATION OFFICE; MANAGER, CONTRACTS ADMINISTRATION OFFICE; MANAGER, CONTRACTUAL SERVICES OFFICE; MANAGER, EQUAL OPPORTUNITY OFFICE; MANAGER, FT MYERS URBAN PLANNING OFFICE; MANAGER, RAIL OFFICE; MANAGER, SEAPORT OFFICE-DOT; MANAGER, STATEWIDE SCALE OPERATIONS; MANAGER, SYSTEMS PLANNING OFFICE; MANAGER, TRANSIT OFFICE; MANAGER, PENSACOLA URBAN PLANNING OFFICE; STATE SAFETY ADMINISTRATOR; STATE SURVEYOR-DOT; SUNPASS OPERATIONS MANAGER-DOT
21c	\$ 86,719.71	\$ 115,626.28	\$ 144,532.85	DATA CENTER DIRECTOR-DOT; DISTRICT CONSTRUCTION ENGINEER - DOT; DISTRICT DESIGN ENGINEER - DOT; DISTRICT LAND SURVEYOR - DOT; DISTRICT MAINTENANCE ENGINEER - DOT; DISTRICT MATERIALS ENGINEER - DOT; DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT; MANAGER, BUSINESS SYSTEMS SUPPORT; MANAGER, ENGINEERING/CADD SYSTEMS DESIGN; MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE; MANAGER, PRODUCTION SUPPORT OFFICE; MANAGER, SPECIFICATIONS & ESTIMATES OFFI; MANAGER, STRATEGIC INITIATIVES; MANAGER, TRANSPORTATION STATISTIC OFFICE; REGIONAL MGR FOR INFORMATION TECHNOLOGY; STATE ROADWAY DESIGN ENGINEER-DOT; STATE STRUCTURES DESIGN ENGINEER
22	\$ 73,086.75	\$ 97,449.00	\$ 121,811.25	BUDGET OFFICER; DEPUTY GENERAL COUNSEL-DOT; PUBLIC INFORMATION ADMINISTRATOR-DOT
23a	\$ 78,651.20	\$ 104,868.27	\$ 131,085.33	DIRECTOR, BUSINESS DEV & CONCESSION MGMT; DIRECTOR, OFFICE OF MAINTENANCE; DIRECTOR, OFFICE OF MATERIALS; LEGISLATIVE AFFAIRS ADMINISTRATOR
23b	\$ 94,073.50	\$ 125,431.33	\$ 156,789.17	DIR OF THE OFFICE OF CONSTRUCTION-DOT; DIR OFFICE OF WORK PROGRAM & BUDGET; STATE FREIGHT & LOGISTICS ADMINISTRATOR; STATE TRAFFIC OPERATIONS ENGINEER; STATE TRANSPORTATION DEV ADMIN
23c	\$ 101,601.16	\$ 135,468.22	\$ 169,335.27	STATE HIGHWAY ENGINEER-DOT
23d	\$ 109,324.50	\$ 145,766.00	\$ 182,207.50	COMPTROLLER-DOT
23e	\$ 115,786.02	\$ 154,381.36	\$ 192,976.70	DIRECTOR, OFFICE OF INFORMATION SYSTEMS; DIRECTOR, TOLL OPERATIONS; DISTRICT DIRECTOR-OPERATIONS-DOT; DISTRICT DIRECTOR-PRODUCTION-DOT
23f	\$ 125,277.38	\$ 167,036.50	\$ 208,795.63	CHIEF FINANCIAL OFFICER-DOT; DIR OF THE OFF OF POLICY PLANNING-DOT; DIRECTOR OF THE OFFICE OF DESIGN-DOT; DIRECTOR, OFFICE OF RIGHT-OF-WAY
23g	\$ 148,611.10	\$ 198,148.13	\$ 247,685.16	GENERAL COUNSEL-DOT
24a	\$ 92,105.40	\$ 122,807.20	\$ 153,509.00	CHIEF OF STAFF; DIRECTOR OF ADMINISTRATION; INSPECTOR GENERAL-DOT
24b	\$ 139,926.00	\$ 186,368.00	\$ 233,210.00	ASSISTANT SEC, ENGINEERING & OPERATIONS; ASST SECRETARY FOR FINANCE AND ADMIN-DOT; ASST SECRETARY, INTERMODAL SYSTEMS DEV
24c*	\$ 155,810.81	\$ 207,747.75	\$ 259,684.69	EXEC DIR, FLORIDA RAIL ENTERPRISE; EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE
24d*	\$ 171,408.28	\$ 228,544.38	\$ 285,680.47	DISTRICT SECRETARY
25	\$ 156,154.02	\$ 208,205.36	\$ 260,256.70	SECRETARY OF TRANSPORTATION

Source: MGT of America, Inc., 2014. Note: Benchmarks for BLS data for FDOT positions provided by the Florida Department of Management Services 50% spread within ranges (25% above and below the midpoint). In some cases, the formula used to calculate the pay grade ranges resulted in maximum salaries that exceed the state's mandated maximum salaries (includes broadbands 20a, 20b, 23g, 24c, and 24d).

RECOMMENDATION 1(B)

As an alternative to the ranges outlined in Exhibit 6-1a, utilize the salary range template (Exhibit 6-1b) developed through the use of regional BLS data only. While BLS data includes both public and private industry sources, these data reflect a wider range of data sources and higher number of position comparisons.

*(See **Appendix M** for a direct comparison of FDOT's current broadband ranges to the proposed ranges presented below. **Appendix N** provides a grade order listing of FDOT positions and their placement within the proposed below pay schedule. **Appendix O** provides details on the data sources and benchmarked positions used for the pay scale and broadbands.)*

EXHIBIT 6-1b: SALARY RANGES BASED ON REGIONAL MARKET

BROADBAND	MINIMUM	MIDPOINT	MAXIMUM	ASSIGNED CLASSIFICATIONS
16	\$ 81,199.09	\$ 108,265.45	\$ 135,331.82	ATTORNEY SUPERVISOR
20a	\$ 71,843.18	\$ 95,790.91	\$ 119,738.64	INVESTIGATION MANAGER - SES
20b	\$ 77,955.68	\$ 103,940.91	\$ 129,926.14	AUDIT DIRECTOR - SES; REGIONAL TOLL MANAGER-DOT
21a	\$ 50,606.25	\$ 67,475.00	\$ 84,343.75	ADMINISTRATIVE SERVICES MANAGER; DEPUTY DIRECTOR, SUPPORT-DOT; DISTRICT RIGHT-OF-WAY ADMIN - DOT; MANAGER, RIGHT-OF-WAY OPERATIONS; MANAGER, RIGHT-OF-WAY PRODUCTION; MANAGER, SUPPORT SERVICES OFFICE; TURNPIKE ADMINISTRATIVE SERVICES MANAGER
21b	\$ 72,095.23	\$ 96,126.97	\$ 120,158.71	CHIEF LEGAL COUNSEL; DIRECTOR OF HUMAN RESOURCES; DIST PLANNING & ENVIRONMENT MGT ADMIN-DOT; DISTRICT PUBLIC TRANSPORTATION MGR - DOT; FEDERAL PROGRAM COORDINATOR-DOT; MANAGER, AVIATION OFFICE; MANAGER, CONTRACTS ADMINISTRATION OFFICE; MANAGER, CONTRACTUAL SERVICES OFFICE; MANAGER, FT MYERS URBAN PLANNING OFFICE; MANAGER, RAIL OFFICE; MANAGER, SEAPORT OFFICE-DOT; MANAGER, SYSTEMS PLANNING OFFICE; MANAGER, TRANSIT OFFICE; MANAGER, PENSACOLA URBAN PLANNING OFFICE; STATE SAFETY ADMINISTRATOR
21c	\$ 80,293.93	\$ 107,058.57	\$ 133,823.21	DATA CENTER DIRECTOR-DOT; DEP COMPTROLLER, FINANCIAL ADMIN OFFICE; DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT; DEPUTY COMPTROLLER, GEN ACCTNG OFFICE-DOT; DEPUTY DIR OF FACILITIES & EQUIPT-DOT; DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT; DISTRICT MAINTENANCE ADMINISTRATOR - SES; DISTRICT PLANNING MANAGER - DOT; DISTRICT PROFESSIONAL SERVICES ADMIN-DOT; DISTRICT PROGRAM MGMT ADMIN-DOT; MANAGER, BUSINESS SYSTEMS SUPPORT; MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE; MANAGER, EQUAL OPPORTUNITY OFFICE; MANAGER, STATEWIDE SCALE OPERATIONS; MANAGER, TRANSPORTATION STATISTIC OFFICE; REGIONAL MGR FOR INFORMATION TECHNOLOGY; SUNPASS OPERATIONS MANAGER-DOT
21d	\$ 89,749.77	\$ 119,666.36	\$ 149,582.95	DISTRICT CONSTRUCTION ENGINEER - DOT; DISTRICT DESIGN ENGINEER - DOT; DISTRICT LAND SURVEYOR - DOT; DISTRICT MAINTENANCE ENGINEER - DOT; DISTRICT MATERIALS ENGINEER - DOT; DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT; MANAGER, ENGINEERING/CADD SYSTEMS DESIGN; MANAGER, PRODUCTION SUPPORT OFFICE; MANAGER, SPECIFICATIONS & ESTIMATES OFFI; MANAGER, STRATEGIC INITIATIVES; STATE ROADWAY DESIGN ENGINEER-DOT; STATE STRUCTURES DESIGN ENGINEER; STATE SURVEYOR-DOT
22	\$ 73,086.75	\$ 97,449.00	\$ 121,811.25	BUDGET OFFICER; DEPUTY GENERAL COUNSEL-DOT; PUBLIC INFORMATION ADMINISTRATOR - DOT
23a	\$ 79,866.82	\$ 106,489.09	\$ 133,111.36	COMPTROLLER-DOT; DIR OF THE OFF OF POLICY PLANNING-DOT; DIR OFFICE OF WORK PROGRAM & BUDGET; DIRECTOR, OFFICE OF INFORMATION SYSTEMS; DIRECTOR, OFFICE OF RIGHT-OF-WAY; DIRECTOR, TOLL OPERATIONS; DISTRICT DIRECTOR-OPERATIONS-DOT; DISTRICT DIRECTOR-PRODUCTION-DOT; GENERAL COUNSEL-DOT; LEGISLATIVE AFFAIRS ADMINISTRATOR; STATE FREIGHT & LOGISTICS ADMINISTRATOR; STATE TRANSPORTATION DEV ADMIN
23b	\$ 87,378.51	\$ 116,504.68	\$ 145,630.85	DIR OF THE OFFICE OF CONSTRUCTION-DOT; DIRECTOR OF THE OFFICE OF DESIGN-DOT; DIRECTOR, BUSINESS DEV & CONCESSION MGMT; DIRECTOR, OFFICE OF MAINTENANCE; DIRECTOR, OFFICE OF MATERIALS; STATE HIGHWAY ENGINEER-DOT; STATE TRAFFIC OPERATIONS ENGINEER
23c	\$ 124,442.73	\$ 165,923.64	\$ 207,404.55	CHIEF FINANCIAL OFFICER-DOT
24a	\$ 59,269.77	\$ 79,026.36	\$ 98,782.95	DIRECTOR OF ADMINISTRATION
24b	\$ 77,955.68	\$ 103,940.91	\$ 129,926.14	ASSISTANT SEC, ENGINEERING & OPERATIONS; ASST SECRETARY FOR FINANCE AND ADMIN-DOT; ASST SECRETARY, INTERMODAL SYSTEMS DEV; DISTRICT SECRETARY; EXEC DIR, FLORIDA RAIL ENTERPRISE; EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE; INSPECTOR GENERAL-DOT
24c*	\$ 124,442.73	\$ 165,923.64	\$ 207,404.55	CHIEF OF STAFF
25	\$ 138,131.43	\$ 184,175.24	\$ 230,219.05	SECRETARY OF TRANSPORTATION

Source: MGT of America, Inc., 2014. Note: Benchmarks for BLS data for FDOT positions provided by the Florida Department of Management Services. 50% spread within ranges (25% above and below the midpoint). In some cases, the formula used to calculate the pay grade ranges resulted in maximum salaries that exceed the state's mandated maximum salaries (includes broadband 20a and 20b). Broadband 25 adjusted upward by 11% for hierarchy and to adjust to state range. *This includes only one position, the Chief of Staff.

The revised broadbands were based on average actual salaries of benchmarked positions, and some of the positions with comparable average salaries were collapsed into the same broadband and the broadband was based on the benchmarks' average salary (See **Appendix O**). Some of the benchmarks were excluded from the creation of the broadbands due to having outlier salaries. Given the nature of the market data used, and because many of the positions included in this study are held by a single incumbent, it can be assumed that some of the average salaries fall above or below the median due to seniority and longevity, which were not controlled variables in the available data sets.

For the pay grade ranges developed using BLS data, the BLS Regional data set was used as the primary public/private market data source. The Regional market data were selected over the National and State data sets to provide a more representative sample of FDOT's recruitment market. The Regional data includes a broader range of comparable positions, and includes more public sector salaries, including those from other state Departments of Transportation.

In reviewing average salaries relevant to the FDOT Secretary of Transportation position (**Exhibit 6-2**), the current salary of the Transportation Secretary (\$141,001) falls below all reported average salaries across markets.

EXHIBIT 6-2: ANNUAL AVERAGE SALARY COMPARISONS – TRANSPORTATION SECRETARY

CLASS TITLE	FDOT ANNUAL SALARY	AVERAGE SALARY BY DATA SOURCE			
		BLS - REGIONAL (Excludes FL)	BLS - STATE	BLS - NATIONAL	PRIVATE INDUSTRY CUSTOMIZED SURVEY DATA
Secretary of Transportation	\$ 141,001	\$ 165,924	\$ 196,200	\$ 178,400	\$ 208,205

Sources: Occupational Employment Statistics, Bureau of Labor Statistics, May 2013 data; MGT Customized Peer Salary Survey, 2014. Note: FDOT Annual Salary may reflect the last held annual salary by the previous incumbent for currently vacant classifications. BLS 2013 data have been aged for inflation for comparison to FDOT 2014 salary figures. BLS Regional salary figure reflects original benchmarked salary and not the adjusted figure \$184,175 as shown in **Exhibit 6-2**.

RECOMMENDATION 2

Consider providing a significant salary increase to the Secretary of Transportation position. The FDOT Secretary's salary is significantly below BLS and private industry reported salaries.

- **OPTION 1:** A salary increase of 48 percent would bring the Secretary's salary to the private industry reported average salary of \$208,205 (an increase of \$67,204).
- **OPTION 2:** A salary increase of 31 percent would bring the Secretary's salary to the regional reported average salary of \$184,175 (an increase of \$43,174).

6.2 MONETARY VALUE OF STATE BENEFITS

As discussed in **Chapter 4.0**, there are essentially three categories of benefits that are clearly quantifiable in determining the overall value of benefits to the total compensation received by FDOT employees. These include:

- 1) Leave and Holidays
- 2) Social Security, Medicare, and Retirement
- 3) Health, Life, and Disability Insurance

Using the calculated average salaries for Selected Exempt Service (SES - \$124,738), Senior Management Service (SMS - \$107,029), and Career Service employees (employees in FDOT's Professional Engineer (CS - \$46,940) Training Program only), monetary values were assigned to the following state benefits afforded FDOT staff:

- Annual Leave
- Sick Leave
- Holidays
- Social Security/Medicare (FICA)
- Florida Retirement System, Pension Plan or Investment Plan (FRS),
- Health/Life/Disability Insurance

Once the benefit value was determined, the value was added to the annual salary figures of SMS, SES, and CS (P.E. Training Program participants) employees to determine total compensation amounts. The calculations utilized by the State of Florida and those used in this study for determining the value of benefits are outlined in **Chapter 4.0**.

The total benefits values for SMS, SES, and P.E. employees were calculated based on the average employee salary for each employee type (**Exhibit 6-3**).

EXHIBIT 6-3: ANNUAL BENEFIT VALUES BY EMPLOYEE TYPE

BENEFITS	BENEFIT VALUE		
	SMS	SES	P.E. Trainees
AVERAGE SALARY:	\$ 124,738	\$ 107,029	\$ 46,940
HOLIDAYS, ANNUAL/SICK LEAVE*	\$ 21,588	\$ 18,524	\$ 6,499
FICA	\$ 9,542	\$ 8,188	\$ 3,591
HEALTH/LIFE/DISABILITY	\$ 14,647	\$ 14,360	\$ 10,931
RETIREMENT**	\$ 5,987	\$ 3,778	\$ 1,657
ANNUAL BENEFIT VALUE:	\$ 51,765	\$ 44,850	\$ 22,678
TOTAL COMPENSATION VALUE:	\$ 176,503	\$ 151,879	\$ 69,618

Source: MGT of America, Inc., 2014.

* SMS/SES Holiday Leave: 10 holidays = 80 hours; Annual Leave = 176 hours; Sick Leave = 104 hours. P.E. Trainee Holiday Leave: 10 holidays = 80 hours, Annual Leave = 104 hours, Sick Leave = 104 hours.

** Percentage of compensation: SMS (4.80%), SES and P.E. (3.53%).

- FDOT’s total benefits for SMS, SES, and P.E. employees comprise, on average, 31 percent of total employee compensation (SMS: 29.3%, SES: 29.5%, and P.E.: 32.6%). Based upon private sector survey data, employee benefits on average comprise 27 percent of total compensation.
- Benefits have been considered by many as a modifier to offset the lower state salaries when compared to salaries in the private sector. However, many interviewees believed that this benefit is eroding as employees are now being required to pay more for their benefits, and vesting rules for new executive level employees who select the FRS defined benefit model have increased to 8 years the amount of seniority needed (6 years for employees hired before July 1, 2011).
- Employees hired into the executive management ranks are presumably less likely to vest under the 8-year FRS requirement. For those coming in with retirement plans already in place (military, for example), this is less of an issue. For those who do not enter executive management with vested retirement, the perceived value of the state pension benefit is eroded.

- The stability of state agency employment has been considered a plus for recruitment and retention, especially in a poor market economy. However, as the market improves, there is fear that without higher salaries, the State benefits package will not offset the difference in salaries, especially across the engineering occupations.
- The Investment Plan provides for 1-year vesting to offset the longer vesting period under the FRS Pension Plan (8 years for new hires), and is more comparable to what is available in the private sector. However, the Defined Benefit Plan has historically been considered a more favorable option.

6.3 PROFESSIONAL ENGINEER TRAINING PROGRAM

As discussed in **Chapter 5.0**, the FDOT's P.E. Training Program is a four-year, two-phase training program encompassing all aspects of the Department's operations, and prepares the trainee for a role in organizational leadership. The purpose of the P.E. Training Program is to:

[...] facilitate the recruitment and hiring of graduate civil engineers by offering an initial career path providing broad, practical experience in the field of transportation engineering, leading to licensure as a Professional Engineer in Florida; [...] the program also serves as a resource for the succession of Professional Engineers who develop into future leaders and managers within the Department.

Evaluation of relevant P.E. Trainee pay and retention data indicate that:

- Turnover of P.E. Training participants has been relatively low over the 10-year period (2003-2012) based upon data collected by FDOT. However, there were significant economic issues during that period that may have influenced this low turnover.
- Florida provides a very comprehensive program compared to other southeastern states, offering a 48-month EIT program as compared to other states whose programs run from 12 to 24 months.
- Florida average DOT salaries rank fifth among the peers analyzed in this study and fall slightly below the overall peer average.
- Florida average DOT salaries rank fifth among the peers analyzed in this study and fall slightly below the overall peer average.
- Overall, FDOT's P.E. Training Program's pay raise system is relatively competitive in comparison to other southeastern states, and is specifically comparable to the

pay raise system reported by North Carolina. As such, it should maintain this system of rewards to facilitate retention.

- Florida's population is projected to grow at a higher rate than any other southeastern state. This expansion likely will result in the need for more infrastructure enhancements requiring a strong workforce of civil engineers.

RECOMMENDATION 3

FDOT should consider increasing the starting salary of the P.E. Trainees to at least the value equal to the average paid by other southeastern states. This increase would increase P.E. Trainee salary by approximately \$652 to \$45,406.

**APPENDIX M: PROPOSED OPTIONS FOR RANGES BASED ON (1)
PRIVATE INDUSTRY AND (2) BLS**

BLS REGIONAL DATA SOURCE - PUBLIC/PRIVATE SECTOR

BAND	MINIMUM	MIDPOINT	MAXIMUM
Current 16	\$ 61,015.50	\$ 114,547.15	\$ 168,078.79
Proposed 16	\$ 81,199.09	\$ 108,265.45	\$ 135,331.82
Current 20	\$ 26,445.90	\$ 71,503.67	\$ 116,561.44
Proposed 20a	\$ 71,843.18	\$ 95,790.91	\$ 119,738.64
Proposed 20b	\$ 77,955.68	\$ 103,940.91	\$ 129,926.14
Current 21	\$ 33,057.44	\$ 93,021.50	\$ 152,985.56
Proposed 21a	\$ 50,606.25	\$ 67,475.00	\$ 84,343.75
Proposed 21b	\$ 72,095.23	\$ 96,126.97	\$ 120,158.71
Proposed 21c	\$ 80,293.93	\$ 107,058.57	\$ 133,823.21
Proposed 21d	\$ 89,749.77	\$ 119,666.36	\$ 149,582.95
Current 22	\$ 41,320.76	\$ 116,274.56	\$ 191,228.37
Proposed 22	\$ 73,086.75	\$ 97,449.00	\$ 121,811.25
Current 23	\$ 47,316.36	\$ 133,145.79	\$ 218,975.22
Proposed 23a	\$ 79,866.82	\$ 106,489.09	\$ 133,111.36
Proposed 23b	\$ 87,378.51	\$ 116,504.68	\$ 145,630.85
Proposed 23c	\$ 124,442.73	\$ 165,923.64	\$ 207,404.55
Current 24	\$ 56,779.84	\$ 153,518.66	\$ 250,257.48
Proposed 24a	\$ 59,269.77	\$ 79,026.36	\$ 98,782.95
Proposed 24b	\$ 77,955.68	\$ 103,940.91	\$ 129,926.14
Proposed 24c	\$ 124,442.73	\$ 165,923.64	\$ 207,404.55
Current 25	\$ 68,135.86	\$ 184,222.53	\$ 300,309.19
Proposed 25	\$ 138,131.43	\$ 184,175.24	\$ 230,219.05

PRIVATE TRANSPORTATION INDUSTRY CUSTOM SURVEY DATA (BLS WHERE DATA UNAVAILABLE)

BAND	MINIMUM	MIDPOINT	MAXIMUM
Current 16	\$ 61,015.50	\$ 114,547.15	\$ 168,078.79
Proposed 16	\$ 81,199.09	\$ 108,265.45	\$ 135,331.82
Current 20	\$ 26,445.90	\$ 71,503.67	\$ 116,561.44
Proposed 20a	\$ 71,843.18	\$ 95,790.91	\$ 119,738.64
Proposed 20b	\$ 77,955.68	\$ 103,940.91	\$ 129,926.14
Current 21	\$ 33,057.44	\$ 93,021.50	\$ 152,985.56
Proposed 21a	\$ 50,606.25	\$ 67,475.00	\$ 84,343.75
Proposed 21b	\$ 72,095.23	\$ 96,126.97	\$ 120,158.71
Proposed 21c	\$ 86,719.71	\$ 115,626.28	\$ 144,532.85
Current 22	\$ 41,320.76	\$ 116,274.56	\$ 191,228.37
Proposed 22	\$ 73,086.75	\$ 97,449.00	\$ 121,811.25
Current 23	\$ 47,316.36	\$ 133,145.79	\$ 218,975.22
Proposed 23a	\$ 78,651.20	\$ 104,868.27	\$ 131,085.33
Proposed 23b	\$ 94,073.50	\$ 125,431.33	\$ 156,789.17
Proposed 23c	\$ 101,601.16	\$ 135,468.22	\$ 169,335.27
Proposed 23d	\$ 109,324.50	\$ 145,766.00	\$ 182,207.50
Proposed 23e	\$ 115,786.02	\$ 154,381.36	\$ 192,976.70
Proposed 23f	\$ 125,277.38	\$ 167,036.50	\$ 208,795.63
Proposed 23g	\$ 148,611.10	\$ 198,148.13	\$ 247,685.16
Current 24	\$ 56,779.84	\$ 153,518.66	\$ 250,257.48
Proposed 24a	\$ 92,105.40	\$ 122,807.20	\$ 153,509.00
Proposed 24b	\$ 139,926.00	\$ 186,368.00	\$ 233,210.00
Proposed 24c	\$ 155,810.81	\$ 207,747.75	\$ 259,684.69
Proposed 24d	\$ 171,408.28	\$ 228,544.38	\$ 285,680.47
Current 25	\$ 68,135.86	\$ 184,222.53	\$ 300,309.19
Proposed 25	\$ 156,154.02	\$ 208,205.36	\$ 260,256.70

APPENDIX N: GRADE ASSIGNMENT LISTINGS FOR PROPOSED RANGE OPTIONS: PRIVATE AND BLS

PRIVATE TRANSPORTATION INDUSTRY
(BLS WHERE PRIVATE DATA UNAVAILABLE)

16

\$	81,199
\$	108,265
\$	135,332

ATTORNEY SUPERVISOR

20a

\$	71,843
\$	95,791
\$	119,739

INVESTIGATION MANAGER - SES

20b

\$	77,956
\$	103,941
\$	129,926

AUDIT DIRECTOR - SES

REGIONAL TOLL MANAGER-DOT

21a

\$	50,606
\$	67,475
\$	84,344

ADMINISTRATIVE SERVICES MANAGER

DEPUTY DIRECTOR, SUPPORT-DOT

DISTRICT RIGHT-OF-WAY ADMIN - DOT

MANAGER, RIGHT-OF-WAY OPERATIONS

MANAGER, RIGHT-OF-WAY PRODUCTION

MANAGER, SUPPORT SERVICES OFFICE

TURNPIKE ADMINISTRATIVE SERVICES MANAGER

21b

\$	72,488
\$	96,650
\$	120,813

CHIEF LEGAL COUNSEL

DEP COMPTROLLER, FINANCIAL ADMIN OFFICE

DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT

DEPUTY COMPTROLLER, GEN ACCTNG OFFICE-DOT

DEPUTY DIR OF FACILITIES & EQUIPT-DOT

DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT

DIRECTOR OF HUMAN RESOURCES

DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT

DISTRICT MAINTENANCE ADMINISTRATOR - SES

DISTRICT PLANNING MANAGER - DOT

DISTRICT PROFESSIONAL SERVICES ADMIN-DOT

DISTRICT PROGRAM MGMT ADMIN-DOT

DISTRICT PUBLIC TRANSPORTATION MGR - DOT

FEDERAL PROGRAM COORDINATOR-DOT

MANAGER, AVIATION OFFICE

MANAGER, CONTRACTS ADMINISTRATION OFFICE

MANAGER, CONTRACTUAL SERVICES OFFICE
 MANAGER, EQUAL OPPORTUNITY OFFICE
 MANAGER, FT MYERS URBAN PLANNING OFFICE
 MANAGER, RAIL OFFICE
 MANAGER, SEAPORT OFFICE-DOT
 MANAGER, STATEWIDE SCALE OPERATONS
 MANAGER, SYSTEMS PLANNING OFFICE
 MANAGER, TRANSIT OFFICE
 MANAGER,PENSACOLA URBAN PLANNING OFFICE
 STATE SAFETY ADMINISTRATOR
 STATE SURVEYOR-DOT
 SUNPASS OPERATIONS MANAGER-DOT

21c

\$	86,720
\$	115,626
\$	144,533

DATA CENTER DIRECTOR-DOT
 DISTRICT CONSTRUCTION ENGINEER - DOT
 DISTRICT DESIGN ENGINEER - DOT
 DISTRICT LAND SURVEYOR - DOT
 DISTRICT MAINTENANCE ENGINEER - DOT
 DISTRICT MATERIALS ENGINEER - DOT
 DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT
 MANAGER, BUSINESS SYSTEMS SUPPORT
 MANAGER, ENGINEERING/CADD SYSTEMS DESIGN
 MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE
 MANAGER, PRODUCTION SUPPORT OFFICE
 MANAGER, SPECIFICATIONS & ESTIMATES OFFI
 MANAGER, STRATEGIC INITIATIVES
 MANAGER, TRANSPORTATION STATISTIC OFFICE
 REGIONAL MGR FOR INFORMATION TECHNOLOGY
 STATE ROADWAY DESIGN ENGINEER-DOT
 STATE STRUCTURES DESIGN ENGINEER

22

\$	73,087
\$	97,449
\$	121,811

BUDGET OFFICER
 DEPUTY GENERAL COUNSEL-DOT
 PUBLIC INFORMATION ADMINISTRATOR-DOT

23a

\$	78,651
\$	104,868
\$	131,085

DIRECTOR, BUSINESS DEV & CONCESSION MGMT
 DIRECTOR, OFFICE OF MAINTENANCE
 DIRECTOR, OFFICE OF MATERIALS
 LEGISLATIVE AFFAIRS ADMINISTRATOR

23b

\$	94,074
\$	125,431
\$	156,789

DIR OF THE OFFICE OF CONSTRUCTION-DOT
DIR OFFICE OF WORK PROGRAM & BUDGET
STATE FREIGHT & LOGISTICS ADMINISTRATOR
STATE TRAFFIC OPERATIONS ENGINEER
STATE TRANSPORTATION DEV ADMIN

23c

\$	101,601
\$	135,468
\$	169,335

STATE HIGHWAY ENGINEER-DOT

23d

\$	109,325
\$	145,766
\$	182,208

COMPTROLLER-DOT

23e

\$	115,786
\$	154,381
\$	192,977

DIRECTOR, OFFICE OF INFORMATION SYSTEMS

DIRECTOR, TOLL OPERATIONS

DISTRICT DIRECTOR-OPERATIONS-DOT

DISTRICT DIRECTOR-PRODUCTION-DOT

23f

\$	125,277
\$	167,037
\$	208,796

CHIEF FINANCIAL OFFICER-DOT

DIR OF THE OFF OF POLICY PLANNING-DOT

DIRECTOR OF THE OFFICE OF DESIGN-DOT

DIRECTOR, OFFICE OF RIGHT-OF-WAY

23g

\$	148,611
\$	198,148
\$	247,685

GENERAL COUNSEL-DOT

24a

\$	92,105
\$	122,807
\$	153,509

CHIEF OF STAFF

DIRECTOR OF ADMINISTRATION

INSPECTOR GENERAL-DOT

24c

\$	155,811
\$	207,748
\$	259,685

EXEC DIR, FLORIDA RAIL ENTERPRISE

EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE

24d

\$	171,408
\$	228,544

\$ 285,680

DISTRICT SECRETARY

24b

\$ 139,926

\$ 186,368

\$ 233,210

ASSISTANT SEC, ENGINEERING & OPERATIONS

ASST SECRETARY FOR FINANCE AND ADMIN-DOT

ASST SECRETARY, INTERMODAL SYSTEMS DEV

25

\$ 156,154

\$ 208,205

\$ 260,257

SECRETARY OF TRANSPORTATION

BLS REGIONAL DATA - PUBLIC/PRIVATE

16	
\$	81,199
\$	108,265
\$	135,332
ATTORNEY SUPERVISOR	
20a	
\$	71,843
\$	95,791
\$	119,739
INVESTIGATION MANAGER - SES	
20b	
\$	77,956
\$	103,941
\$	129,926
AUDIT DIRECTOR - SES REGIONAL TOLL MANAGER-DOT	
21a	
\$	50,606
\$	67,475
\$	84,344
ADMINISTRATIVE SERVICES MANAGER DEPUTY DIRECTOR, SUPPORT-DOT DISTRICT RIGHT-OF-WAY ADMIN - DOT MANAGER, RIGHT-OF-WAY OPERATIONS MANAGER, RIGHT-OF-WAY PRODUCTION MANAGER, SUPPORT SERVICES OFFICE TURNPIKE ADMINISTRATIVE SERVICES MANAGER	
21b	
\$	72,095
\$	96,127
\$	120,159
CHIEF LEGAL COUNSEL DIRECTOR OF HUMAN RESOURCES DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT DISTRICT PUBLIC TRANSPORTATION MGR - DOT FEDERAL PROGRAM COORDINATOR-DOT MANAGER, AVIATION OFFICE MANAGER, CONTRACTS ADMINISTRATION OFFICE MANAGER, CONTRACTUAL SERVICES OFFICE MANAGER, FT MYERS URBAN PLANNING OFFICE MANAGER, RAIL OFFICE MANAGER, SEAPORT OFFICE-DOT MANAGER, SYSTEMS PLANNING OFFICE MANAGER, TRANSIT OFFICE MANAGER,PENSACOLA URBAN PLANNING OFFICE STATE SAFETY ADMINISTRATOR	
21c	
\$	80,294
\$	107,059

\$ 133,823

DATA CENTER DIRECTOR-DOT
DEP COMPTROLLER, FINANCIAL ADMIN OFFICE
DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT
DEPUTY COMPTROLLER, GEN ACCTNG OFFICE-DOT
DEPUTY DIR OF FACILITIES & EQUIPT-DOT
DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT
DISTRICT MAINTENANCE ADMINISTRATOR - SES
DISTRICT PLANNING MANAGER - DOT
DISTRICT PROFESSIONAL SERVICES ADMIN-DOT
DISTRICT PROGRAM MGMT ADMIN-DOT
MANAGER, BUSINESS SYSTEMS SUPPORT
MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE
MANAGER, EQUAL OPPORTUNITY OFFICE
MANAGER, STATEWIDE SCALE OPERATIONS
MANAGER, TRANSPORTATION STATISTIC OFFICE
REGIONAL MGR FOR INFORMATION TECHNOLOGY
SUNPASS OPERATIONS MANAGER-DOT

21d

\$ 89,750
\$ 119,666
\$ 149,583

DISTRICT CONSTRUCTION ENGINEER - DOT
DISTRICT DESIGN ENGINEER - DOT
DISTRICT LAND SURVEYOR - DOT
DISTRICT MAINTENANCE ENGINEER - DOT
DISTRICT MATERIALS ENGINEER - DOT
DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT
MANAGER, ENGINEERING/CADD SYSTEMS DESIGN
MANAGER, PRODUCTION SUPPORT OFFICE
MANAGER, SPECIFICATIONS & ESTIMATES OFFI
MANAGER, STRATEGIC INITIATIVES
STATE ROADWAY DESIGN ENGINEER-DOT
STATE STRUCTURES DESIGN ENGINEER
STATE SURVEYOR-DOT

22

\$ 73,087
\$ 97,449
\$ 121,811

BUDGET OFFICER
DEPUTY GENERAL COUNSEL-DOT
PUBLIC INFORMATION ADMINISTRATOR-DOT

23a

\$ 79,867
\$ 106,489
\$ 133,111

COMPTROLLER-DOT
DIR OF THE OFF OF POLICY PLANNING-DOT
DIR OFFICE OF WORK PROGRAM & BUDGET
DIRECTOR, OFFICE OF INFORMATION SYSTEMS
DIRECTOR, OFFICE OF RIGHT-OF-WAY
DIRECTOR, TOLL OPERATIONS

DISTRICT DIRECTOR-OPERATIONS-DOT
DISTRICT DIRECTOR-PRODUCTION-DOT
GENERAL COUNSEL-DOT
LEGISLATIVE AFFAIRS ADMINISTRATOR
STATE FREIGHT & LOGISTICS ADMINISTRATOR
STATE TRANSPORTATION DEV ADMIN

23b

\$ 87,379
\$ 116,505
\$ 145,631

DIR OF THE OFFICE OF CONSTRUCTION-DOT
DIRECTOR OF THE OFFICE OF DESIGN-DOT
DIRECTOR, BUSINESS DEV & CONCESSION MGMT
DIRECTOR, OFFICE OF MAINTENANCE
DIRECTOR, OFFICE OF MATERIALS
STATE HIGHWAY ENGINEER-DOT
STATE TRAFFIC OPERATIONS ENGINEER

23c

\$ 124,443
\$ 165,924
\$ 207,405

CHIEF FINANCIAL OFFICER-DOT

24a

\$ 59,270
\$ 79,026
\$ 98,783

DIRECTOR OF ADMINISTRATION

24b

\$ 77,956
\$ 103,941
\$ 129,926

ASSISTANT SEC, ENGINEERING & OPERATIONS
ASST SECRETARY FOR FINANCE AND ADMIN-DOT
ASST SECRETARY, INTERMODAL SYSTEMS DEV
DISTRICT SECRETARY
EXEC DIR, FLORIDA RAIL ENTERPRISE
EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE
INSPECTOR GENERAL-DOT

24c

\$ 124,443
\$ 165,924
\$ 207,405

CHIEF OF STAFF

25

\$ 138,131
\$ 184,175
\$ 230,219

SECRETARY OF TRANSPORTATION

APPENDIX O: BENCHMARKED SOURCES FOR PROPOSED RANGE OPTIONS

BLS REGIONAL DATA SOURCE - PUBLIC/PRIVATE SECTOR

BROADBAND	DATA SOURCE	BENCHMARKS*
16	BLS-REGIONAL AVG SALARY	Average of ATTORNEY SUPERVISOR benchmarked to BLS 23-1011 - Lawyers
20a	BLS-REGIONAL AVG SALARY	Average of INVESTIGATION MANAGER - SES benchmarked to BLS 11-9199 - Managers, All Other
20b	BLS-REGIONAL AVG SALARY	Average of REGIONAL TOLL MANAGER-DOT and AUDIT DIRECTOR - SES benchmarked to 11-3031 Financial Managers and 11-1021 General and Operations Managers, respectively
21a	BLS-REGIONAL AVG SALARY	Average of DISTRICT RIGHT-OF-WAY ADMIN - DOT, MANAGER, RIGHT-OF-WAY PRODUCTION, and MANAGER, RIGHT-OF-WAY OPERATIONS benchmarked to 11-9141 Property, Real Estate, and Community Association Managers; and DEPUTY DIRECTOR, SUPPORT-DOT, ADMINISTRATIVE SERVICES MANAGER, TURNPIKE ADMINISTRATIVE SERVICES MANAGER benchmarked to 11-3011 Administrative Service Managers
21b	BLS-REGIONAL AVG SALARY	Average of DIRECTOR OF HUMAN RESOURCES, CHIEF LEGAL COUNSEL, DIST PLANNING & ENVIRONMNT MGT ADMIN-DOT, DISTRICT PUBLIC TRANSPORTATION MGR - DOT, FEDERAL PROGRAM COORDINATOR-DOT, MANAGER, AVIATION OFFICE, MANAGER, CONTRACTS ADMINISTRATION OFFICE, MANAGER, FT MYERS URBAN PLANNING OFFICE, MANAGER, RAIL OFFICE, MANAGER, SEAPORT OFFICE-DOT, MANAGER, SYSTEMS PLANNING OFFICE, MANAGER, TRANSIT OFFICE, MANAGER,PENSACOLA URBAN PLANNING OFFICE, STATE SAFETY ADMINISTRATOR, and MANAGER, CONTRACTUAL SERVICES OFFICE benchmarked to 11-3121 Human Resources Managers, 11-9199 Managers, All Other, and 11-3061 Purchasing Managers
21c	BLS-REGIONAL AVG SALARY	Average of DEPUTY DIR OF FACILITIES & EQUPT-DOT, DEPUTY DIRECTOR FOR TOLL OPERATIONS-DOT, DISTRICT MAINTENANCE ADMINISTRATOR - SES, DISTRICT PLANNING MANAGER - DOT, DISTRICT PROFESSIONAL SERVICES ADMIN-DOT,DISTRICT PROGRAM MGMT ADMIN-DOT, MANAGER, STATEWIDE SCALE OPERATONS, SUNPASS OPERATIONS MANAGER-DOT, DEP COMPTROLLER, FINANCIAL ADMIN OFFICE, DEPUTY COMPT, DISBURSEMENT OPS OFC-DOT, DEPUTY COMPTROLER, GEN ACCTNG OFFICE-DOT, MANAGER, EQUAL OPPORTUNITY OFFICE, MANAGER, ENVIRONMENTAL MANAGEMENT OFFICE, MANAGER, TRANSPORTATION STATISTIC OFFICE, DATA CENTER DIRECTOR-DOT, MANAGER, BUSINESS SYSTEMS SUPPORT, REGIONAL MGR FOR INFORMATION TECHNOLOGY benchmarked to 11-1021 General Operations and Managers, 11-3031 Financial Managers, 11-9121 Natural Science Managers, and 11-3021 Computer and Information Systems Managers.
21d	BLS-REGIONAL AVG SALARY	Average of DISTRICT CONSTRUCTION ENGINEER - DOT, DISTRICT DESIGN ENGINEER - DOT,DISTRICT LAND SURVEYOR - DOT, DISTRICT MAINTENANCE ENGINEER - DOT, DISTRICT MATERIALS ENGINEER - DOT, DISTRICT TRAFFIC OPERATIONS ENGINEER-DOT, MANAGER, ENGINEERING/CADD SYSTEMS DESIGN MANAGER, PRODUCTION SUPPORT OFFICE, MANAGER, SPECIFICATIONS & ESTIMATES OFFICER, MANAGER, STRATEGIC INITIATIVES, STATE ROADWAY DESIGN ENGINEER-DOT, STATE STRUCTURES DESIGN ENGINEER, and STATE SURVEYOR-DOT benchmarked to 11-9041 Architectural and Engineering Managers.
22	BLS-REGIONAL AVG SALARY	Average of BUDGET OFFICER, DEPUTY GENERAL COUNSEL-DOT, and PUBLIC INFORMATION ADMINISTRATOR-DOT benchmarked to 11-3031 Financial Managers, 11-9199 Managers, All Other, and 11-2031 Public Relations and Fundraising Managers, respectively.
23a	BLS-REGIONAL AVG SALARY	Average of COMPTROLLER-DOT, DIR OF THE OFF OF POLICY PLANNING-DOT, DIRECTOR, TOLL OPERATIONS, DISTRICT DIRECTOR- OPERATIONS-DOT, DISTRICT DIRECTOR-PRODUCTION-DOT, LEGISLATIVE AFFAIRS ADMINISTRATOR, STATE FREIGHT & LOGISTICS ADMINISTRATOR, STATE TRANSPORTATION DEV ADMIN, DIR OFFICE OF WORK PROGRAM & BUDGET, DIRECTOR, OFFICE OF INFORMATION SYSTEMS benchmarked to 11-1021 General Operations Managers, 11-3031 Financial Managers, and 11-3021 Computer and Information Systems Managers.

23b	BLS-REGIONAL AVG SALARY	Average of DIRECTOR, BUSINESS DEV & CONCESSION MGMT, DIR OF THE OFFICE OF CONSTRUCTION-DOT, DIRECTOR OF THE OFFICE OF DESIGN-DOT, DIRECTOR, OFFICE OF MAINTENANCE, DIRECTOR, OFFICE OF MATERIALS, STATE HIGHWAY ENGINEER-DOT, STATE TRAFFIC OPERATIONS ENGINEER benchmarked to 11-9041 Architectural and Engineering Managers and 11-2021 Marketing Managers.
23c	BLS-REGIONAL AVG SALARY	Average of CHIEF FINANCIAL OFFICER-DOT benchmarked to 11-1011 Chief Executives.
24a	BLS-REGIONAL AVG SALARY	Average of DIRECTOR OF ADMINISTRATION benchmarked to 11-3011 Administrative Services Manager.
24b	BLS-REGIONAL AVG SALARY	Average of ASSISTANT SEC, ENGINEERING & OPERATIONS, ASST SECRETARY FOR FINANCE AND ADMIN-DOT, ASST SECRETARY, INTERMODAL SYSTEMS DEV, DISTRICT SECRETARY, EXEC DIR, FLORIDA RAIL ENTERPRISE, EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE, INSPECTOR GENERAL-DOT benchmarked to 11-1021 General and Operations Managers.
24c	BLS-REGIONAL AVG SALARY	Average of CHIEF OF STAFF benchmarked to 11-1011 Chief Executives.
25	BLS-REGIONAL AVG SALARY	Average of SECRETARY OF TRANSPORTATION benchmarked to 11-1011 Chief Executives. Adjusted 11% per hierarchy and in relation to current set midpoint.

PRIVATE TRANSPORTATION INDUSTRY CUSTOM SURVEY DATA (BLS WHERE PRIVATE DATA UNAVAILABLE)

BROADBAND	DATA SOURCE	BENCHMARKS*
16	BLS-REGIONAL AVG SALARY	Average of ATTORNEY SUPERVISOR benchmarked to BLS 23-1011 - Lawyers
20a	BLS-REGIONAL AVG SALARY	Average of INVESTIGATION MANAGER - SES benchmarked to BLS 11-9199 - Managers, All Other
20b	BLS-REGIONAL AVG SALARY	Average of REGIONAL TOLL MANAGER-DOT and AUDIT DIRECTOR - SES benchmarked to 11-3031 Financial Managers and 11-1021 General and Operations Managers, respectively
21a	BLS-REGIONAL AVG SALARY	Average of DISTRICT RIGHT-OF-WAY ADMIN - DOT, MANAGER, RIGHT-OF-WAY PRODUCTION, and MANAGER, RIGHT-OF-WAY OPERATIONS benchmarked to 11-9141 Property, Real Estate, and Community Association Managers; and DEPUTY DIRECTOR, SUPPORT-DOT, ADMINISTRATIVE SERVICES MANAGER, TURNPIKE ADMINISTRATIVE SERVICES MANAGER benchmarked to 11-3011 Administrative Service Managers
21b	SVY-PVT AVG SALARY	Average of peer benchmarked STATE SURVEYOR-DOT and DIRECTOR OF HUMAN RESOURCES.
21c	SVY-PVT AVG SALARY	Average of peer benchmarked STATE STRUCTURES DESIGN ENGINEER and DATA CENTER DIRECTOR-DOT.
22	BLS-REGIONAL AVG SALARY	Average of BUDGET OFFICER, DEPUTY GENERAL COUNSEL-DOT, and PUBLIC INFORMATION ADMINISTRATOR-DOT benchmarked to 11-3031 Financial Managers, 11-9199 Managers, All Other, and 11-2031 Public Relations and Fundraising Managers, respectively.
23a	SVY-PVT AVG SALARY	Average of peer benchmarked DIRECTOR, OFFICE OF MAINTENANCE and DIRECTOR, OFFICE OF MATERIALS.
23b	SVY-PVT AVG SALARY	Average of peer benchmarked STATE TRAFFIC OPERATIONS ENGINEER.
23c	SVY-PVT AVG SALARY	Average of peer benchmarked STATE HIGHWAY ENGINEER-DOT.
23d	SVY-PVT AVG SALARY	Average of peer benchmarked COMPTROLLER-DOT.
23e	SVY-PVT AVG SALARY	Average of peer benchmarked DIRECTOR, OFFICE OF INFORMATION SYSTEMS and DIRECTOR, TOLL OPERATIONS.

23f	SVY-PVT AVG SALARY	Average of peer benchmarked DIRECTOR OF THE OFFICE OF DESIGN-DOT and DIRECTOR, OFFICE OF RIGHT-OF-WAY.
23g	SVY-PVT AVG SALARY	Average of peer benchmarked GENERAL COUNSEL-DOT.
24a	SVY-PVT AVG SALARY	Average of peer benchmarked INSPECTOR GENERAL-DOT.
24b	SVY-PVT AVG SALARY	Average of peer benchmarked ASST SECRETARY, INTERMODAL SYSTEMS DEV and CHIEF OF STAFF.
24c	SVY-PVT AVG SALARY	Average of peer benchmarked EXEC DIR, FLORIDA'S TURNPIKE ENTERPRISE.
24d	SVY-PVT AVG SALARY	Average of peer benchmarked DISTRICT SECRETARY.
25	SVY-PVT AVG SALARY	Average of peer benchmarked SECRETARY OF TRANSPORTATION.