



Space Coast Transportation Planning Organization (SCTPO) **EXECUTIVE COMMITTEE MEETING**

Andrea Young, SCTPO Chair, Presiding

DATE: Thursday, September 14, 2023
TIME: 12:30 p.m.
LOCATION: Center for Collaboration
1100 Rockledge Blvd., Rockledge, FL 32955



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Agenda

- 1. Call to Order**
- 2. Public Comment**
Anyone wishing to make a comment on an item should complete a "speaker card" at the sign-in desk. Comments are limited to three minutes.
- 3. Approval RE: SCTPO Executive Committee Meeting Minutes of April 13, 2023 and July 18, 2023 (Pg. 3)**
- 4. Approval RE: TPO Staff Compensation & Pay Plan Update (Pg. 12)**
- 5. Approval RE: 2022-23 Performance Appraisal for SCTPO Executive Director (Pg. 24)**
- 6. Discussion RE: 2020 Census Apportionment Plan (Pg. 30)**
- 7. Adjourn**

Public Comment: Comments will be heard on items that do not appear on the agenda of this meeting. Public comments are solicited without regard to race, color, national origin, age, sex, religion, disability or family status. Note, however, that state law and administrative rules prevent the TPO from taking any formal action on any item discussed at this time. The TPO may schedule such items as regular agenda items and act upon them in the future. The Chair is authorized to limit discussion, as necessary, with each commentary limited to 3 minutes.

Appeal: Any person who desires or decides to appeal any decision made by this agency with respect to any matter considered at this meeting or hearing will need a record of the proceedings. For such purpose, such person may need to ensure that a verbatim record of the proceedings is made, at his own expense, which record includes testimony and evidence upon which the appeal is to be based. Any questions about this meeting should be directed to Zoe McNeely, (321) 690-6890 or e-mail: zoe.mcneely@sctpo.com

Accessibility: In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons with disabilities needing special accommodations to participate in this proceeding or persons who require translation services (free of charge) should contact the Space Coast TPO Office no later than 48 hours prior to the meeting at (321) 690-6890 for assistance.

The SCTPO is actively working to increase the accessibility of our meeting materials and in doing so, adhere to many of the available standards and guidelines, when applicable. Should you encounter any inaccessible material, please contact Abby Hemenway, Public Involvement Officer and Title VI Coordinator, (321) 690-6890 or e-mail: abby.hemenway@sctpo.com

***** PLEASE SILENCE ALL ELECTRONIC DEVICES *****

Space Coast TPO

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Viera, FL 32940
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ITEM NUMBER 3

Approval RE: SCTPO Executive Committee Meeting Minutes of April 13, 2023 and July 18, 2023

DISCUSSION

Staff has prepared draft minutes for the Space Coast TPO Executive Committee from their meetings conducted on April 13, 2023 and July 18, 2023.

REQUESTED ACTION

Approve Executive Committee meeting minutes held on April 13, 2023 and July 18, 2023.

ATTACHMENTS

- Draft Executive Committee Meeting Minutes from April 13, 2023, **Attachment A**
- Draft Executive Committee Meeting Minutes from July 18, 2023, **Attachment B**



Space Coast Transportation Planning Organization Executive Committee

Center for Collaboration
1100 Rockledge Blvd., Rockledge, Florida

Meeting Date: Thursday, April 13, 2022

DRAFT MEETING MINUTES

Agenda

1. Call to Order of the Space Coast TPO Executive Committee
2. Public Comment
3. Approval RE: RES 23-16, Acceptance and Approval to Execute FDOT Intermodal Grant Award
4. Approval RE: First Amendment to Executive Director Employment Agreement
5. Discussion RE: Bicycle, Pedestrian, and Trails Advisory Committee
6. Discussion RE: Governing Board Officer Positions
7. Adjourn

Executive Committee Members:

Andrea Young, Chair	City of West Melbourne	Present
Yvonne Minus, Vice Chair	City of Melbourne	Present
Joe Robinson, Secretary	City of Titusville	Present
Lorraine Koss	City of Cocoa	Present
Jerry Allender	Canaveral Port Authority	Absent

Others Present:

Paul Gougelman	Space Coast TPO Attorney
Georganna Gillette	Space Coast TPO Executive Director
Laura Carter	Space Coast TPO Assistant Director
Jillian John	Space Coast TPO Staff
Zoe McNeely	Space Coast TPO Staff

Item 1. Call to Order of the Space Coast TPO Executive Committee

Ms. Young, Chair called the meeting to order at 11:00 a.m.

Item 2. Public Comment

None

Item 3. Approval RE: RES 23-16, Acceptance and Approval to Execute FDOT Intermodal Grant Award

In 2016, the Space Coast TPO, with support and funding provided by Canaveral Port Authority, conducted a Passenger Rail Station Study that identified where the best location in Brevard County would be to pursue establishing an intermodal station. With Brightline passenger rail services beginning in 2023, now is the time to coordinate efforts and create partnerships to identify station needs and a path to construction.

In October 2022, the Space Coast TPO adopted Resolution 23-08, supporting the development and implementation of an Intermodal Station. The initial step in the process is to conduct a feasibility study to identify how various modal options can be integrated at an intermodal station to allow for the movement of people both locally and regionally.

The Florida Department of Transportation Intermodal Office held a re-solicitation application period for its Intermodal Grant program. The Space Coast TPO submitted an application to conduct an Intermodal Feasibility Study and received notification of award of the grant on March 14, 2023.

As part of accepting the grant funds and administering the study, a resolution is required. All follow-up and additional documentation is due to the FDOT by April 28, 2023. Due to this deadline and that the full TPO Governing Board does not meet again until May 11, 2023, it is being requested that the Executive Committee approve of the resolution to accept the grant. The resolution will be included for ratification by the full TPO Governing Board at their May 11, 2023 meeting.

Motion by Lorraine Koss, second by Yvonne Minus to approve Resolution 23-16. Hearing no objections, motion passed unanimously.

Item 4. Approval RE: First Amendment to Executive Director Employment Agreement

The SCTPO Executive Director's employment agreement was originally executed on May 10, 2018 for a five-year term. The current contract expires on June 30, 2023.

In coordination with legal counsel, the first amendment to the Executive Director's employment agreement has been drafted and included for consideration.

Paul Gougelman gave an overview of the amendment and explained that it memorializes pay rate and raise history for the SCTPO Executive Director. In the future, evaluations will be conducted for opportunities for increases. This amendment being discussed does not increase salary at this time. The monthly phone benefit stipend is being stricken per Georganna. The Executive Committee will be asked to discuss and consider approval of this agreement today. The recommendation provided will be forwarded to the full governing board.

Motion by Yvonne Minus, second by Joe Robinson to approve the First Amendment to the Executive Director Employment Agreement. Hearing no objections, motion passed unanimously.

Item 5. Discussion RE: Bicycle, Pedestrian, and Trails Advisory Committee Strategic Assessment

As the SCTPO emphasis areas and planning practices have evolved over the years and through discussions with the Bicycle, Pedestrian and Trails Advisory Committee (BPTAC), the need for the BPTAC to have a strategic assessment has arisen.

The assessment will consider the current structure, purpose, mission and direction of the BPTAC. An evaluation on how the BPTAC should be organized and function in a manner that maximizes and supports the Governing Board in achieving their Strategic Plan goals will be conducted. Improving modal choice and safety for our most vulnerable roadway users will continue to be the main focus of the committee.

Consulting staff will review survey results and conduct an interactive workshop to explore the strengths, weaknesses, opportunities, and threats in regards to the strategic goals of the BPTAC and how they support bicycle, pedestrian, and trail planning activities.

Sarah Kraum stated that this agenda item is intended to give an overview of this BPTAC project to the Executive Committee. Sarah went over the BPTAC membership and provided attendance records for 2023. She also presented the timeline of BPTAC history, the BPTAC successes, and explained why the assessment is being conducted. The goal is to assess the BPTAC and determine how to elevate them and provide them with a purpose with the assistance of HDR consultants.

Nick Lepp presented a summary on the Strategic Assessment activities including the survey, interviews, SWOT analysis, Florida MPO research, and BPTAC member workshop. The end goal is to come up with policy recommendations to give the BPTAC a more streamlined purpose and the recommendations will be presented at the May 11th TPO Governing Board Meeting.

Lorraine Koss pointed out that the arrival of electric bicycles leads to crowded trails, so it is good to focus more on increased activity.

Joe Robinson asked if there was any conflict with electric bikes being on the same routes with regular bikes. Nick responded that the difference in speed could present a safety issue that should be factored into trail development and design for more opportunities to accommodate all users.

Georganna noted that the Governor has recently increased Sun Trails funding, which will help promote multimodal transportation. The Sun Trail is a dedicated network of trails.

Lorraine Koss commented about incorporating Indian River Drive – Sarah responded that it is not a functionally classified roadway. The TPO focuses more on regional planning and the prioritization of the most important pathways to build a spinal network that will inspire the locals to direct their resources to non-classified pathways.

Andrea Young mentioned that the idea of new trails in West Melbourne is being discussed and these potential trails can lead to a connected trail system that spreads along to more areas. City involvement is the unknown factor which would affect the trail safety, lighting, maintenance, etc. Lorraine Koss and Andrea Young commented on how more trails could not only apply to local travel, but also attract tourists.

Item 6. Discussion RE: Governing Board Officer Positions

The current SCTPO Policies, PLC-01, 2.4 Officers, states that the Governing Board shall at its last meeting of the calendar year, elect a Chair, Vice-Chair, Secretary and an Assistant Secretary as its officers that shall serve for a period of one year, starting on January 1st of each year until December 31st, or until a successor is elected, whichever event occurs later in time.

A survey of varying Florida MPOs was conducted to review the Governing Board officer positions and term limits in an effort to find best practices. Findings will be discussed with the Executive Committee to determine if policy updates are required moving forward.

Georganna Gillette began by discussing the concept of officer rotation at other MPOs. She went over the SCTPO policies regarding officer positions. A survey was conducted to learn how other Florida MPOs handle their officer positions. The first question in this discussion is whether the position of secretary is necessary. The second issue in this discussion relates to term limits.

Paul Gougelman commented that if the secretary position were to be eliminated he suggested to amend the rules to create a designated agency clerk position – the description matched the current TPO Board Services Administrator position. The reason that many MPOs may not have a secretary is because that position typically keeps minutes and handles other administrative duties and most MPOs have a designated staff member for that position.

Joe Robinson commented that the purpose of secretary is usually signing documents as the official signature of the entity.

Yvonne Minus asked about the potential of officer position tenure. Perhaps a one or two year maximum can be considered so that other municipality members can be rotated and representation considered.

Lorraine Koss commented that tenure is appealing and that nominations can be awkward if the current chair expresses desire to stay on.

Andrea Young commented that asking the chair if they want to consider serving is a good practice however, even if the chair wants to continue to serve, other nominations that win the election are respected.

Joe Robinson commented that it is beneficial to give the opportunity to new officials.

The staff direction is to go back and make an item that brings the officer position and tenure discussion back to the TPO Governing Board.

Item 7. Adjourn

Motion by Yvonne Minus, second by Lorraine Koss to adjourn.

Hearing no further discussion, Ms. Young adjourned the Executive Committee meeting at 11:55 a.m.



Space Coast Transportation Planning Organization Executive Committee

Center for Collaboration
1100 Rockledge Blvd., Rockledge, Florida

Meeting Date: Thursday, July 13, 2023

MEETING MINUTES

1. Call to Order of the Space Coast TPO Executive Committee
2. Public Comment
3. Discussion RE: 2022-23 Performance Appraisal for SCTPO Executive Director
4. Presentation RE: FY 24 Staff Strategic Plan
5. Presentation RE: TPO Staff Compensation & Pay Plan Update
6. Adjourn

Executive Committee Members:

Andrea Young, Chair	City of West Melbourne	Present
Yvonne Minus, Vice Chair	City of Melbourne	Present
Joe Robinson, Secretary	City of Titusville	Absent
Lorraine Koss	City of Cocoa	Absent
Jerry Allender	Canaveral Port Authority	Present

Others Present:

Paul Gougelman	Space Coast TPO Attorney
Georganna Gillette	Space Coast TPO Executive Director
Laura Carter	Space Coast TPO Assistant Director
Jillian John	Space Coast TPO Staff
Zoe McNeely	Space Coast TPO Staff
Debbie Flynn	Space Coast TPO Staff
Sarah Kraum	Space Coast TPO Staff
Shelby Villatoro	Space Coast TPO Staff

Item 1. Call to Order of the Space Coast TPO Executive Committee

Ms. Young, Chair called the meeting to order at 11:30 a.m.

Item 2. Public Comment

None

Discussion RE: 2022-23 Performance Appraisal for SCTPO Executive Director

The Executive Committee has been designated to perform the annual evaluation of the SCTPO Executive Director from July 1, 2022 through June 30, 2023. This review is required per the TPO’s contract with the Executive Director. The Executive Committee’s recommendation shall be brought to the full TPO Board for approval.

Each Executive Committee member will receive an evaluation form to use in completing the Executive Director’s evaluation. Completed forms shall be submitted to TPO legal counsel, who will compile and average the scores from each Executive Committee member.

Proposed Evaluation Schedule:

August 1	Transmittal of Performance Evaluation Materials to Committee
August 15	Completed Evaluations due to Mr. Gougelman
August 22	Summary memo prepared by Mr. Gougelman due to TPO staff
September 7	Executive Committee Sept. 14 th Agenda Package sent out
September 14	Executive Committee Meeting, Approval of Evaluation (Meeting to be held at 11:30 a.m. after the TPO Board mtg.)
September 14	TPO Governing Board Approval of Evaluation

Laura Carter gave an overview of the process for the performance appraisal for Exec. Director. Carter will send the performance evaluation on August 1, Paul Gougelman will receive the evaluations and compile the results. The next Executive Committee meeting that includes the approval of evaluation will take place prior to the September Governing Board meeting.

Presentation RE: FY 24 Staff Strategic Plan

Annually, TPO Staff develops an internal staff strategic plan that is used for multiple purposes:

- To ensure implementation of the Board’s Strategic Plan;
- Deliver the work products in the approved Unified Planning Work
- Program; and
- Set targets and goals for staff that are used as part of staff annual performance evaluations

The activities of the TPO staff reflect the leadership and guidance provided by the Executive Director, which in turn, can be used to help conduct the Director’s annual evaluation. An overview of the tasks to be worked on over the next year will be provided to help foster communication and to receive feedback.

Under the management category, the reapportionment comes as a result of the 2020 census. This could perhaps change the membership of committees. Gillette also

commented that Merritt Island is considering incorporation but that would not be relevant until the next census. Paul Gougelman commented that incorporation is anticipated to be on the November 2024 ballot.

Presentation RE: TPO Staff Compensation & Pay Plan Update

To ensure that the Space Coast TPO is staffed with professional employees that are compensated appropriately, a formal review and update of the TPO's Compensation and Pay Plan is being conducted. This update includes a review of employee job descriptions with job evaluation, salary ranges, and FLSA status.

A salary survey will also be conducted to gather comparable market information. TPO staff will provide a status of the review and anticipated schedule for approval and implementation of findings.

The last survey took place in 2016. Gillette commented that we want to ensure that TPO staff receives competitive salaries. This will include a statewide MPO/TPO survey to identify salary ranges for specific positions. Dynamic Corporate Solutions is handling the survey and compensation study and the gathering of the data. The target timeline is to be completed by September for adjustment to salaries. The timing coincides with annual evaluations and COLA.

The job descriptions from each staff member have been provided so that the duties of different positions among the TPOs can be compared. The job descriptions of both the SCTPO and other MPOs will be compared. The other MPOs are interested in receiving this information to update their own staff plans. Carter commented that we are consistently hiring above the minimum salary which leads us to believe that we should increase. The Executive Committee and Governing Board will receive the full document of what will be proposed as the changes.

Item 7. Adjourn

Hearing no further discussion, Ms. Young adjourned the Executive Committee meeting at 11:48 a.m.

ITEM NUMBER 4

Approval RE: TPO Staff Compensation and Pay Plan Update

DISCUSSION

The Space Coast TPO staffing, and management is the responsibility of the Executive Director as per contractual requirements. Dynamic Corporate Solutions, Inc. conducted a review and analysis of the TPO's Compensation and Pay Plan to maintain competitiveness and keep the TPO staffed with professional employees.

A new and updated compensation pay structure has been developed using pay grades. Grades were established based upon extensive review of position responsibilities and survey results. A minimum, mid, and maximum salary range has been established for each grade, along with determining exempt status in compliance with the Fair Labor Standards Act.

Approval is requested for the new pay plan structure. Once approved, the Executive Director will make the necessary adjustments to the affected positions. Changes will include consideration for tenure using a 2.5% annual average pay increase, and reclassification of one position. Adequate funding is available to implement the changes.

REQUESTED ACTION

Approve Compensation and Pay Plan Grade Structure.

ATTACHMENTS

- Space Coast TPO Compensation & Pay Plan Structure, **Attachment A**
- Compensation Project Executive Summary, **Attachment B**

**Space Coast Transportation Planning Organization
Compensation & Pay Plan Structure**

Space Coast Position Title	Grade	Min	Mid	Max	FLSA
Executive Director	14	132,049	165,061	198,073	Exempt
Assistant Director	13	101,187	126,483	151,780	Exempt
NA	12	90,345	112,932	135,518	
Transportation Manager	11	81,392	101,740	122,088	Exempt
Sr. Transportation Planner Public Information & Outreach Manager	10	73,993	92,491	110,989	Exempt
NA	9	67,266	84,083	100,899	
GIS Analyst/Transportation Data Analyst Finance & Contracts Manager	8	61,151	76,439	91,727	Exempt
Office Manager Transportation Planner II Education & Outreach Coordinator	7	56,621	70,777	84,932	Exempt
NA	6	52,427	65,534	78,641	
Board Services Administrator	5	48,544	60,680	72,816	Non-exempt
Transportation Planner I Transit Planner	4	45,368	56,710	68,052	Non-exempt
NA	3	42,400	53,000	63,600	

Space Coast Transportation Planning Organization Compensation Project

Executive Summary
August 2023



Balancing the Art & Science of HR

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Project Scope

Space Coast Transportation Planning Organization (SCTPO) engaged Dynamic Corporate Solutions, Inc. to review and update its Classification and Pay Plan and Pay for Performance Evaluation System Manual. The purpose of the project was to ensure that all positions with the SCTPO are internally equitable and externally competitive.

This project included the following components:

- **Job Descriptions/FLSA Review**

- Development and review of updated job descriptions for each SCTPO position.
- Assessment of position exemption status, under the Fair Labor Standards Act (FLSA)
- Evaluate each position to ensure SCTPO has a pay strategy and structure that establishes internal and external equity, relative worth (equal pay for equal work), is inherently nondiscriminatory, and will help the organization attract and retain high quality candidates.

- **Market Analysis & Pricing**

- CompAnalyst - Gather comparable market information for the purpose of ensuring that SCTPO has a pay strategy and structure that considers external equity and competitiveness
- Custom Compensation & Benefits Survey – Collect custom survey data from identified TPO/MPOs

- **Compensation Structure**

- Develop a comprehensive compensation structure for all positions, to include pay grades and ranges that include minimum, mid-point and maximum data points to help facilitate the organization's hiring and pay administration.
- Assign all jobs into the competitive pay structure using the market data obtained, considering both internal and external competitiveness.

- **Employee Placement and Recommendations**

- Based on position placement within the appropriate market-based pay grade, analyze employee base salary placement within the pay range, and time in position/tenure
- Provide two (2) cost modeling scenarios of proposed wage changes for current incumbents, based on recommended pay grade structure and organizational objectives.
- Provide SCTPO with a recommended process to place new positions into the pay structure and ongoing maintenance of the existing structure.

Project Methodology

At the time of this study, there were 8 employees and 1 open position at the SCTPO. There are plans to hire additional positions, therefore a total of 13 positions were included in the project.

DCSI was provided with unique job descriptions that comprised the current filled and open positions. The job descriptions were compared to survey source job summaries for the purpose of identifying comparable job matches and corresponding survey data. An evaluation of the internal job hierarchy was also completed to assess equity within the salary structure.

Fair Labor Standards Act

The Fair Labor Standards Act (FLSA) is a federal regulation which establishes that employees must be paid at least minimum wage for the first forty (40) hours and provided paid overtime for hours exceeding forty (40) in a workweek unless they qualify for exemption.

In order for a position to be classified as “exempt” three criteria must be met:

- **Salary Level Test** – Effective January 1, 2020, an employee must be compensated on a salary basis of at least \$35,568 annually (\$684 per week or \$27.83 per hour) and
- **Salary Basis Test** – The employee must be paid on a salary basis, not an hourly basis. This means an employee must regularly receive a pre-determined amount of compensation each pay period which cannot be reduced because of variations in quality or quantity of the employee’s work and
- **Primary Duties Test** – The principal responsibilities, as well as, the employee’s job as a whole must meet the criteria of one of the following exemption categories.

For the Primary Duties Test, the position must qualify for one of the following categories to be classified as exempt: Administrative, Executive, Computer, Learned Professional, Creative Professional, and Outside Sales.

Job descriptions are utilized to determine the FLSA status for a position. For any questions about levels of responsibility or areas of ambiguity, follow up discussions are held with management.

Data Sources

CompAnalyst

CompAnalyst was utilized to obtain relevant market data for benchmark jobs. CompAnalyst is a market pricing database comprised of data from hundreds of employer-reported top-tier, local, industry and association surveys. Scope data, such as industry, geographic location and organization size were used to further refine the data match between the survey source and the SCTPO positions.

- Industries – Government and Nonprofit Professional Organizations

-
- Geography – Orlando, Florida (Metropolitan area)
 - Size – All FTEs

Custom Compensation & Benefits Survey

In order to obtain the most relevant compensation data, a custom survey was conducted and used as a primary data source. Twenty-seven TPO/MPO's were invited to participate in the survey. A total of nineteen TPO/MPO's participated, for a 70% response rate.

A separate "2023 Space Coast TPO Compensation & Benefits Survey Report" was developed and provided to SCTPO with the results of the survey. These results will be shared with the participating organizations.

Compensation Structure Design

Compensation Structure: A compensation structure is a progression of jobs, steps, or grades established within the organization and representing the hierarchy of job grades. For the purposes of this project the compensation structure was established using a market-based approach with consideration of the following objectives:

- Flexible to accommodate new positions
- Equitable relative to scope and level of accountabilities among positions
- Competitive with the external market
- Simple to understand and administer

Range Spread: Range spread is the width from the minimum to the maximum of the pay grade. An effective range spread allows employees to grow within the current pay range.

According to World at Work (the leading Total Rewards association in North America) and Salary.com (a leading provider of compensation market data, software and analytics), the most common pay range spread used between min and max is between 40 - 60%, with 50% used by the majority of organizations.

Midpoint Progression: Midpoint to Midpoint Progression is the percent difference between the midpoint in a range and the midpoint associated with a range one level higher. Midpoint progression typically varies between grades by 5% - 15% with higher variation at higher grades due to more differentiation in responsibilities and market pay levels. This does not include executive pay which is typically reviewed separately.

Placement of Jobs within Salary Structure: Salary structure midpoints are typically tied to the 50th percentile of market rates. However, an evaluation of the job hierarchy and relative value is important to validate the internal equity of jobs within the salary structure. It is recommended that this be done with hiring managers who are closer to their staff's knowledge, skills and abilities.

Compa-ratios

Compa-ratio is the comparison of an incumbent's actual pay rate to the midpoint for the respective pay grade and is an indicator of both placement in pay range and pay competitiveness. Compa-ratio is calculated by dividing the employee's current annualized pay by the midpoint for the employee's pay grade based on position.

Summary of Findings and Recommendations

FLSA Evaluation

The 13 positions were evaluated to determine the exempt status under the Fair Labor Standards Act (FLSA). Eleven of the 13 positions meet the FLSA exemption criteria.

The Board Services Administrator position meets the salary test and salary basis test. However, this position does not meet the primary duties test for an exempt position. The majority of the job duties involve routine clerical work, which is driven by policies and procedures. This role does not demonstrate sufficient independent judgement in matters of significance on a consistent basis to satisfy the FLSA requirement for 'Administrative Exemption'. Therefore, it is recommended that this position be classified as non-exempt.

The Transportation Planner I market match (recommended grade 4 position) which is currently a vacant position, would meet the salary test for exemption per the recommended pay range, but since it is typically an entry level position and would be receiving significant direction from management while learning the role, the position would not demonstrate sufficient independent judgment to meet exemption under the administrative test. Therefore, it is recommended that the Transportation Planner I (grade 4) be classified as non-exempt. **(To avoid confusion, it is recommended that SCTPO change the title of the current SCPTO employee from Transportation Planner I to Transportation Planner II (grade 7) since the current job description requires two plus years of experience and aligns with the Transportation Planner II pay grade.)**

Compensation Structure Recommendations

Pay Grades: Based on the analysis of market wage data, the TPO/MPO Compensation & Benefits survey data, and the internal alignment of positions, a compensation structure comprised of 12 pay grades is recommended for the SCTPO.

Pay grades were developed using the CompAnalyst and the custom survey data. A weighted average of 75% from the survey and 25% from CompAnalyst was utilized for most positions. The remaining positions used varying weightings based on the quality and availability of the survey and CompAnalyst data.

Range Spread: A range spread of 50% is recommended for all pay grades.

Midpoint Progression: The differential between midpoint to midpoint is lower for lower grades and higher for higher grade levels, as is representative of market data and compensation best practice pay structure development. (World at Work/Deloitte Compensation Structure Practice Survey 2023) A midpoint progression of 7%-31% is recommended in alignment with market data for the SCTPO positions.

Compa-Ratio: The SCTPO's average compa-ratio based on the proposed compensation structure is 86%. By implementing the recommended salary increases for Cost Model #1, the average compa-ratio rises to 95%. Based on the tenure of employees, this puts SCTPO in a much more competitive position.

Recommended Pay Ranges

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
14	132,555	165,693	198,832	50%	31%
13	101,187	126,483	151,780	50%	12%
12	90,345	112,932	135,518	50%	11%
11	81,392	101,740	122,088	50%	10%
10	73,993	92,491	110,989	50%	10%
9	67,266	84,083	100,899	50%	10%
8	61,151	76,439	91,727	50%	8%
7	56,621	70,777	84,932	50%	8%
6	52,427	65,534	78,641	50%	8%
5	48,544	60,680	72,816	50%	7%
4	45,368	56,710	68,052	50%	7%
3	42,400	53,000	63,600	50%	

Position Placement and Employee Adjustments

All positions were slotted into the new pay structure based on a target market position of the 50th percentile.

Employees were then slotted into the new pay structure and adjustments were reviewed based on time in position and/or tenure and then compared to the minimum and midpoint of the proposed pay grade.

Cost-Modeling and Recommendations

The established pay ranges allow room for upward movement as an employee's performance, skill and responsibilities grow. Employees will typically start between the minimum and midpoint of a pay range and move towards midpoint over time with various increases.

SCPTO determined that employees with over 8 years of experience should ideally be at the midpoint of their pay grade. Cost models were developed to move employees closer to that target. The cost models look at the employee's time in position and assume varying annual pay increases over their time in the job.

Cost Model #1:

Uses SCPTO time in job/tenure with 8 years in position as the criteria to be at the midpoint and an average 3% annual pay increase.

Cost Model #2

Uses SCPTO time in job/tenure with 8 years in position as the criteria to be at the midpoint and an average 2.5% annual pay increase.

Cost Model #3

Uses SCTPO time in job/tenure with 8 years in position as the criteria to be at the midpoint and an average 2% annual pay increase.

Cost Model #1	Cost Model #2	Cost Model #3
\$90,695	\$69,069	\$47,443

Five employees meet the criteria for all of the cost models. One of the five employees currently fall below the pay grade minimum, which means this employee is currently significantly underpaid.

There is no recommended pay increase for the remaining three employees, as they are sufficiently placed in their pay range based on their time in position.

It will be important for the SCTPO to develop and publicize a compensation philosophy for pay policies, considering budget impacts, to determine the best method of better aligning employee pay to the market. Adjustments to base pay may need to be accomplished over time as budget dollars are available. It is recommended that a consistent method of determining pay increase eligibility and amounts be utilized.

Recommended Actions and Next Steps

- Implement Cost Model #1 in order to pay competitively for work experience, and engage and retain employees. If budgetary constraints do not allow for the full or immediate implementation of cost model #1, the other cost models can be implemented or pay adjustments can be made over a period of time.
- Implement the new pay grade structure. Communicate the new structure to employees. Pay transparency is required in many states and is considered a human resources best-practice in all organizations.
- It is recommended that the SCTPO evaluate the current pay grades and the pay grade structure at least every two years in order to become more in line with market pay rates and maintain a competitive pay structure..
- On average, wages adjust 2% to 3% per year and it is important to keep pace with that increase in order to attract and retain employees. The more recent Employment Cost Index and Consumer Price Index reveal more significant local and national increases.

Reference Reports

The following data reports have been provided separately to SCTPO.

- **“SC MasterData_Final”** – Master Market Data report, which includes the following tabs:
 - Market Data/Pricing
 - Pay Grade Structure with Job Titles
 - Pay Grade Structure
 - Fair Labor Standards Act (FLSA) evaluation
 - CompAnalyst Matches Job Information
- **“SC MktAdjRec.Final”** – Salary Adjustment Recommendation report, which includes three cost-modeling options based on time in position and increase percentages of 3%, 2.5% and 2%.

ITEM NUMBER 5

Approval RE: 2022 – 23 Performance Appraisal for SCTPO Executive Director

DISCUSSION

Mr. Paul Gougelman, the TPO's general counsel, has compiled and averaged the scores from each Executive Committee member, and will present his summary.

TPO staff are receiving a 5% COLA this year. As per the Executive Director's contract, Mrs. Gillette will also receive a 5% COLA.

REQUESTED ACTION

Approve the Executive Director's performance evaluation overall score.

ATTACHMENTS

- Memorandum: Paul Gougelman to SCTPO Executive Committee Members; RE: 2022-23 Executive Director's Evaluation Memo, **Attachment A**
- 2023 Executive Director Salary Survey, **Attachment B**

MEMORANDUM

TO: Executive Committee Members
FROM: Paul Gougelman, TPO General Counsel
SUBJECT: Executive Director’s Evaluation for 2022-2023
DATE: August 16, 2023

Below is the summary of ratings for the Executive Director from each member of the Executive Committee. At the end of the numerical ratings section is computation of the overall average of the Executive Director by all Executive Committee members. Where comments were made, I have included the comments for your consideration at the end of this memorandum, including recommendations regarding a pay adjustment.

1. Maintains Effective Communications with an availability for the SCTPO Committees and Governing Board. Develops agenda packages that are meaningful.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 5

2. Speaks in a clear and credible manner, selecting the right tone for the situation and audience.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 5

3. Understands role and implements the Board’s Strategic Plan Emphasis Areas.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 5

4. Understands and maintains compliance with Federal and State requirements as they apply to the Space Coast TPO.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 4

5. Manage activities to implement transportation plans and programs.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 4

6. Hires and develops competent, engaged professionals appropriate for day-to-day operations and guides staff to achieve objectives.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 4

7. Maintains public image of the SCTPO representing integrity, commitment, success and quality while enhancing the viability and identity of the organization.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 5

8. Builds relationships and encourages the creation of partnerships with other organizations that contribute to the SCTPO’s mission and vision.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 5

9. Ensure the TPO is financially stable and soundly managed.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 4

10. Manage activities to implement priority transportation projects.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 4

11. Manages assets including technology and equipment.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 4

12. Encourages public involvement and maintains transparency for the Board, the public, and staff.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 5

13. Maintains a “big picture” outlook and is aware of industry issues.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 4

14. Exhibits diligence in leading the Space Coast TPO.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 5

15. Forecasts trends, responds to change, and invites innovation.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 4

16. Has the ability to make well founded and informed decisions, ability to analyze challenges and evaluate alternatives, has the ability to seek guidance when necessary.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 5

17. Demonstrates excellence in carrying out job responsibilities and accomplishing goals.

Robinson – Young – Minus - Allender – Koss
5 5 5 5 5

“ - “ means not voting.

RATER’S COMMENTS:

Robinson: Outstanding performance in the areas listed above. In all meetings I attended with the Executive Committee her performance was always outstanding. She is always current with the needed information for the Board to make an educated decision.

Young: Georganna has been an excellent director of the TPO. Her leadership and ability to hire new personnel with the correct fit and aptitude for the position and its variety of duties is remarkable.

Minus: Line 17 says it best in describing the excellence in the overall job responsibilities and accomplishing goals. Ms. Gillette has consistently maintained the utmost “big picture” and transparency in her job duties as well as her constituents. It is my recommendation to award her a salary adjustment of at least 5-10% increase for the outstanding job she consistently does.

Allender: Georganna has done an outstanding job of leading and directing the TPO. She has put together an excellent staff, has set up an important

transportation program, like the Regional Intermodal Connection Committee and others.

Koss: Ms. Gillette is a superior executive. The Space Coast is fortunate to have her public service.

Overall Ratings: Ms. Gillette's rating this year was an average rating of 4.90588 on a 5.0 scale. She received a total of 417 points out of a possible 425 points. This compares with last year's evaluation of 4.8235 on a 5.0 scale. Last year she received a total of 410 points out of a possible 425 points. The ratings are superior given that a rating of 5.0 is virtually impossible to receive.

RECOMMENDATION FOR PAY ADJUSTMENT:

Robinson: 5% salary increase.

Young: No recommendation made.

Minus: 5-10% salary increase.

Allender: 5% salary increase.

Koss: No recommendation made.

This issue will need to be discussed at the upcoming Executive Board meeting.

PRG/mb

pc: Georganna Gillette, Executive Director

M/TPO EXECUTIVE DIRECTOR SALARY SURVEY SUMMARY

	TPO/MPO	Min Salary	Max Salary	Current Salary	Tenure	Population	M/TPO Size
1	Indian River County MPO	\$77,808	\$116,722	\$111,183	20 years	157,210	Small
2	Hernando/Citrus MPO	\$81,668	\$132,309	\$111,967	2 years	348,340	Medium
3	Pasco County MPO	\$105,654	\$158,481	\$122,000	2.5 years	561,900	Medium
4	Capital Region TPA	\$71,583	\$126,422	\$123,724	7 years	384,233	Medium
5	Lee County MPO	No response	No response	\$130,478	11.5 years	755,466	Medium
6	River to Sea TPO	\$120,000	\$160,000	\$140,000	6 years	658,578	Medium
7	Polk TPO	\$109,762	\$181,105	\$146,475	No response	725,026	Medium
8	St. Lucie TPO	No response	No response	\$150,000	15 years	329,221	Medium
9	Space Coast TPO	No response	No response	\$150,678	13 years	602,572	Medium
10	Forward Pinellas	\$148,782	\$238,056	\$194,730	8 years	937,612	Medium
11	Bay County TPO*	\$157,000	\$227,000	\$200,304	8 years	175,216	Medium
12	Florida-Alabama TPO*	\$157,000	\$227,000	\$200,304	8 years	498,550	Medium
13	Okaloosa-Walton TPO*	\$157,000	\$227,000	\$200,304	8 years	263,797	Medium
14	Hillsborough MPO	No response	No response	\$157,456	8 years	1,459,745	Large
15	Palm Beach TPA	Director Survey		\$183,750	1 year	1,490,994	Large
16	MetroPlan Orlando	No response	No response	\$228,400	4 years	2,289,419	Large
17	Broward MPO	Director Survey		\$232,312	14 years	1,944,346	Large
18	North Florida TPO	No response	No response	\$245,000	14 years	1,576,159	Large
19	Miami-Dade TPO	Director Survey		\$296,106	7 years	2,691,209	Large

* Data for Florida-Alabama, Okaloosa-Walton, and Bay County TPOs, provided in a combined report from Emerald Coast Regional

ITEM NUMBER 6

2020 Census Apportionment Plan

DISCUSSION

After each decennial census, each MPO/TPO must review the composition of their membership and metropolitan planning area (MPA) boundaries and submit an Apportionment Plan that meets the requirements of 339.175(4), FS and 23 CFR 450.213. This is done with the agreement of the Governor and affected local governments.

Since the 2020 Census was completed and the results were released, the Florida Department of Transportation (FDOT) requested that the Florida MPO/TPOs initiate the Decennial Apportionment Review in accordance with the Florida Statutes and confirm the current apportionment and/or provide an Apportionment Plan by November 14th, 2023.

Apportionment plans must include population data, current and proposed membership, a Metropolitan Planning Area boundary map, and TPO Board resolution. If there are substantial changes, agreements may have to be amended.

There has been no significant change in the proportion of local jurisdictions' population sizes between the 2010 Census and the 2020 Census.

REQUESTED ACTION

As desired by the Executive Committee.

ATTACHMENTS

- Space Coast TPO Membership, **Attachment A**
- Space Coast TPO Population Growth, **Attachment B**

SPACE COAST TPO MEMBERSHIP

2020 POP. PERCENT OF TPO POP. PER
CO. TOTAL MEMBERS MEMBER
608,713

MUNICIPALITIES				
Represented Municipalities				
Cocoa	19,038	3.1%	1	19,038
North Beaches Coal.	21,319	3.5%	1	21,319
Melbourne	85,047	14.0%	3	28,349
Palm Bay	120,154	19.7%	3	40,051
Rockledge	27,704	4.6%	1	27,704
South Beaches Coal.	26,483	4.4%	1	26,483
Titusville	48,808	8.0%	2	24,404
West Melbourne	26,566	4.4%	1	26,566
Total	375,119	61.6%	13	28,855
Unrepresented Municipalities				
Grant-Valkaria	4,516	0.7%		
Malabar	2,961	0.5%		
Melbourne Village	677	0.1%		
Palm Shores	1,198	0.2%		
Total	9,352	1.5%		
MUNICIPAL TOTAL	384,471	63.2%		

COUNTY COMMISSION DISTRICTS	
District 1	1
District 2	1
District 3	1
District 4	1
District 5	1
COUNTY TOTAL	5

CANAVERAL PORT AUTHORITY	1
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TPO TOTAL	608,713	100%	19	
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SPACE COAST TPO POPULATION GROWTH

	2000 POPULATION	2010 POPULATION	2020 POPULATION	POPULATION GROWTH 2010-2020
Total County Population	476,230	543,965	608,713	

MUNICIPALITIES				
Represented Municipalities				
Cocoa	17,048	17,146	19,038	11%
North Beaches Coalition	21,378	21,151	21,319	1%
<i>Cocoa Beach</i>	<i>12,522</i>	<i>11,235</i>	<i>11,346</i>	<i>1%</i>
<i>Cape Canaveral</i>	<i>8,856</i>	<i>9,916</i>	<i>9,973</i>	<i>1%</i>
Melbourne	72,615	76,095	85,047	12%
Palm Bay	79,974	103,228	120,154	16%
Rockledge	20,395	24,935	27,704	11%
South Beaches Coalition	26,014	24,164	26,483	10%
<i>Satellite Beach</i>	<i>11,644</i>	<i>10,113</i>	<i>11,229</i>	<i>11%</i>
<i>Indialantic</i>	<i>2,928</i>	<i>2,721</i>	<i>3,017</i>	<i>11%</i>
<i>Indian Harbour Beach</i>	<i>8,128</i>	<i>8,228</i>	<i>9,008</i>	<i>9%</i>
<i>Melbourne Beach</i>	<i>3,314</i>	<i>3,102</i>	<i>3,229</i>	<i>4%</i>
Titusville	40,893	43,777	48,808	11%
West Melbourne	10,277	18,362	26,566	45%
Total	288,594	328,858	375,119	14%
Unrepresented Municipalities				
Grant-Valkaria	3,019	3,851	4,516	17%
Malabar	2,625	2,758	2,961	7%
Melbourne Village	678	662	677	2%
Palm Shores	843	900	1,198	33%
Total	7,165	8,171	9,352	14%
MUNICIPAL TOTAL	295,759	337,029	384,471	