



CITY OF MARCO ISLAND

To: City Council
From: Casey Lucius, Ph.D., Assistant City Manager
Date: April 7, 2025
Re: Salary Survey Findings and Recommendations

Background:

On October 16, 2024 City Council approved the City Manager's goals for 2025 which included conducting a salary survey and developing a proposal for adjusting wages to ensure Marco Island wages are market competitive. The following outlines our salary study approach, findings, and recommendations.

Comparison Cities:

Criteria: Southwest Florida location, hiring competitors, similar services/positions, similar cost of living.

1. Marco Island (pop. 18k) (238 FT employees)
2. Naples (pop. 19k) (474 employees)
3. St. Pete Beach (pop. 9k) (129 employees)
4. Sanibel (pop. 6k) (225 employees)
5. Fort Myers (pop. 86k) (1,168 employees)
6. Collier County (pop. 375k) (2,890 employees)
7. Lee County (pop. 760k) (2,926 employees)
8. Sarasota (pop. 55k) (650 employees)
9. Longboat Key (pop. 7.5k) (124 employee)

Benchmark Positions:

In 2022 the City hired Evergreen Solutions to conduct a salary study. Evergreen selected 62 benchmark positions; most were manager and director level positions. In 2025, we conducted an internal salary study and selected 38 benchmark positions, primarily from mid-grades (grades 3-7) that were not studied in the previous salary survey. Grades are categorized by level of experience, skills, education, and scope of responsibility required for the job.

Grade2:

- Facilities Custodian

- Senior Park Attendant

Grade 3:

- Code Enforcement Officer
- Meter Reader
- Recreation Leader
- Administrative Assistant
- Public Works Maintenance Worker I

Grade 4:

- IT Technician
- Wastewater Plant Operator I
- Records Clerk
- Permit Clerk II
- Maintenance Worker II

Grade 5:

- Right-of-Way Inspector
- Floodplain Coordinator
- Utility Systems Tech III
- Drinking Water Plant Operator II
- IT Support Specialist

Grade 6:

- Plans Examiner
- Senior Network Specialist
- Accountant
- Building Inspector
- Drinking Water Plant Operator III

Grade 7:

- Utility Systems Supervisor
- Planner II
- Public Works Supervisor

Grade 8:

- Controller
- Senior Building Inspector/Plans Examiner
- Fire Training Officer

Grade 9:

- Chief Building Official
- Police Captain
- City Clerk

Grade 10:

- Public Works Director
- IT Director

Grade 11:

- Community Affairs Director
- Finance Director

Grade 12:

- Assistant City Manager
- Fire Chief

Additional:

- City Manager

Approach:

HR collected salary ranges and actual salaries for each of these positions from each comparable city/county. For each benchmark we included information on how many responses were received and how close of a match the job description is to our position. Our goal is to ensure the City of Marco Island is paying competitive wages to recruit and retain skilled and educated employees. To avoid compression between ranges, any change to a salary range would be applied across all grades.

The City of Marco Island has 12 grades. Grade 1 consists of a few part time positions with starting pay at \$15.83. We did not benchmark any of our part time positions. Each position is categorized into a grade based on skills required and scope of responsibility. Each grade includes a salary range. The City of Marco Island generally hires at the minimum salary and with some exceptions offers qualified candidates 10% - 15% above the minimum.

Analysis and Findings:

- Of the 11 full time grades, Marco Island's ranges are below the average minimum in 7 grades, and below the maximum ranges in 8 out of 11 grades.
- Marco Island minimum salary ranges are **3.25% below** the comparables and **5.45% below** the maximum salary ranges of the comparable cities/counties. The median difference is **4.35%**
- Average City Manager salaries from the comps: \$260,966.69, 14.3% above the City Manager's salary (no ranges available)

Other factors:

- 67% of City employees live off Island and commute to and from Marco Island.
- Of the 238 full-time employees, 102 earn less than \$70,000 per year; 27 earn less than \$50,000 per year. (The median income in Collier County is \$75,543)

- According to the 2024 FL Price Level Index, Collier County is ranked as having the highest cost of living in the State of Florida.
- Rent prices in Florida have increased 49.21% between 2020-2025 (source: US Department of Housing and Urban Development, Fair Market Rents)
- Due to our small staff, many employees take on additional duties beyond their job title or have an office of one versus our comparable cities with multiple staff in one position (i.e. public works supervisor: Marco Island has 1, Naples has 3. Recreation leader: Marco Island has 1; Naples has 9).
- Many of our comparable Cities/Counties offer retirement pensions through FRS; the City of Marco Island does not offer a pension for general employees.
- Marco Island employee turnover rate is 14.56% (FY24)

Recommendations:

1. Adjust the salary ranges (minimums, midpoint, and maximums for each grade) by 4%
2. Adjust actual salaries for all general employees (non-union) by 4%
3. Ensure no employee is below the new minimum salary; adjust accordingly.
4. Implement the pay period beginning May 5, 2025

Cost:

- Cost for salary increase for 5 months of FY25 (inclusive of all benefits, taxes, FICA, and retirement contributions)
 - General Fund: \$125,331
 - Water and Sewer Fund: \$105,913
 - Building Fund: \$39,019

For the remainder of FY25, this can be funded through attrition. It will then be added to future years budgets.

Attachments:

- 2025 Salary Study Data
- Summary of Comparable salary ranges compared to Marco Island salary ranges
- Summary comparison data with a 4% adjustment
- Summary of actual salary comparisons with a 4% adjustment
- Marco Island compensation guidelines
- City Manager goals for 2025

Next Steps:

- Several positions need specific equity adjustments. Staff will continue to examine these positions and bring recommendations to the City Council as part of the FY26 budget.