



COLUMBIA COUNTY BOARD OF COUNTY COMMISSIONERS AGENDA ITEM REQUEST FORM

The Board of County Commissioners meets the 1st and 3rd Thursday of each month at 5:30 p.m. in the Columbia County School Board Administrative Complex Auditorium, 372 West Duval Street, Lake City, Florida 32055. All agenda items are due in the Board's office one week prior to the meeting date.

Today's Date: 1/15/2021 Meeting Date: 1/21/2021

Name: Lisa Roberts Department: Human Resources

Division Manager's Signature:

A handwritten signature in blue ink, appearing to be "LR", is written over the signature line.

1. Nature and purpose of agenda item:

The BOCC requested for staff to return a policy to modify holiday and overtime pay and eliminate stipends.

2. Recommended Motion/Action:

Motion to approve 1) modification of Overtime policy, 2) modification of Holiday Pay policy, 3) modification of Pay Grades with the elimination of stipends and supplemental pay, 4) elimination of references to compensatory pay and 5) adjustment of pay related to assisting Property Appraiser. The Board need not adopt this as a whole, but may choose to adopt any item individually or in combination.

3. Fiscal impact on current budget.

This item has no effect on the current budget.



BOARD OF COUNTY COMMISSIONERS • COLUMBIA COUNTY

MEMORANDUM

TO: Columbia County Board of County Commissioners

FROM: David Kraus, Interim County Manager

DATE: January 15, 2021

RE: Modification to Personnel Policy

The Board of County Commissioners requested staff to amend the Personnel Policies covering holiday pay and overtime and review the policies with the Clerk of Courts. The Board also requested a proposed change to the policy to eliminate stipends and supplemental pay. Attached are the redlined versions with the proposed changes:

1) Chapter 6 Pay Plan

Currently employees do not earn overtime until after physically working 40 hours, even if they are called out on weekends or holidays. Section J is added, creating Mandatory Time, where employees who are required by their supervisors to work outside their customary work schedule would earn time and one-half. This does not apply to employees that normally work on weekends and holidays, such as librarians and recreation aids. Public Safety personnel are excluded as their customary shift work hours include holidays and weekends. For employees covered by collective bargaining, the overtime policy revisions must be approved by the Collective Bargaining unit prior to implementation.

The current Pay Grade Schedules include pay supplements for 1) Fixed Asset Manager, 2) Mowing Contractor Supervisor, 3) Temporary Administrative Training, and 4) 911 Addressing Coordinator. Currently, only the 911 Addressing Coordinator is filled. Building Officials receive pay incentives for specific certifications and Firefighters receive certification and pay supplements, whereas Central Communications receives pay increases based upon the completion of certifications. The revision eliminates all stipends and supplemental pay while allowing for pay increases due to job specific certifications required in the Building and Zoning, Fire and Central Communications Departments as approved by the Board of County Commissioners.

The policy revisions were implemented in a way as to not impact current employees receiving these pay supplements. The revisions, however, do not address the request for additional pay for assisting the Property Appraiser. This would require County Commission approval.

The changes also include the removal of compensatory time and clarification of work during declared states of emergency.

2) *Chapter 8 Appointments & Classifications*

The changes to Chapter 8 eliminates references to compensatory time.

3) *Chapter 18 Holiday Pay*

Currently the policy provides for only 8 hours of holiday pay. The amendment provides for the minimum of 8 hours or the actual hours worked for holiday pay. It also deletes the example provided in the policy.

4) *Chapter 28 Sick Leave Transfer*

The change eliminates references to compensatory time.

5) *Chapter 49 Employee Emergency Duty Responsibilities*

The revisions eliminate all references to compensatory time.

CHAPTER 6 - PAY PLAN

A. PURPOSE OF THE PAY PLAN

The Pay Plan is directly related to the Classification Plan and it provides the basis of compensation for County employees. The Pay Plan will be constructed by considering the following factors:

1. The relative difficulty and responsibility existing among the various classes of work (internal equity).
2. Prevailing rates of pay for similar types of work in private and public employment (external equity).
3. The availability of candidates in the workforce for the various classes of work.
4. Area economic conditions.
5. The financial policies of the Board.

B. COMPOSITION OF THE PAY PLAN

The Pay Plan will include:

1. A table of basic salary schedules as adopted by the County.
2. The salary schedules will indicate salary ranges, including minimum and maximum rates of pay, for each title/position.

C. AMENDMENT AND ADOPTION OF THE PAY PLAN

Amendments to the Pay Plan will be considered when changes in responsibilities of work or classes, the cost of living, the labor force, prevailing rates of pay, the county's financial condition and policies, or other pertinent consideration warrant such action. The County Manager may, as a result of an external salary survey or an internal equity study, recommend amendments of the Pay Plan to the Board for approval and adoption.

D. NEW EMPLOYEES

1. Generally, new employees will be paid the minimum rate of pay for the classification. The County Manager may make an exception when it is in the interest of the County to do so.
2. Appointments above the minimum salary within the range, subject to the request of the employing Department Head, may be authorized by the County Manager if the applicant's training, experience, or other qualifications are substantially above those for the position.
3. Employees who are within the new hire orientation will not receive a cost of living adjustment (COLA) until orientation is completed satisfactorily. The COLA will be

effective upon successful completion of orientation and will not be applied retroactively.

E. PROMOTION

Employees may be considered for promotions to job classifications with higher rates of pay when they meet all the requirements for the promotion. Attendance, promptness, flexibility, merit, qualifications, reliability, and work record are important considerations for advancement. When opportunities arise, an effort will be made to move staff to more responsible positions as these openings occur. Employees who take additional courses or training to increase present knowledge or to learn a new skill should provide supporting documentation to Human Resources for inclusion in the personnel file. Budgetary impacts and constraints must be considered when making compensation decisions. The Department Head will recommend the promotional increase and it must be approved by the County Manager. Promotions may have the following effects:

1. When promoted, an employee may be granted a salary increase to the minimum salary for the new class or up to 10% above the employee's salary prior to promotion. The salary will not be increased to above the maximum for the new class.
2. Upon promotion, employees will begin a new six (6) month orientation period.

F. DEMOTION OR REASSIGNMENT

1. Demotion or reassignment is a change in status resulting from assignment to a position at a lower salary grade which involves a lower level of responsibility or requires lower qualifications. Demotion or reassignment is not a guarantee but may be recommended if a position for which the employee is qualified is vacant and funded. Budgetary impacts and constraints must be considered when making compensation decisions.
2. Reasons for Demotion – If the change in status results from unsuitable performance or as a disciplinary action, the action is considered a demotion. If the change results from a mutual agreement between the employee and the County (e.g., choice of the employee; organizational needs such as reorganization or reduction in force; or other mutually agreed upon arrangement), the action is considered a reassignment.
3. Effect of Demotion or Reassignment on Pay
 - a. The pay of an employee demoted or reassigned to a lower pay grade classification than the current classification will be adjusted according to these guidelines:
 - (1) Demotion or reassignment will not result in a pay increase.
 - (2) Employees demoted or reassigned to a lower classification which was held immediately prior (one year or less) to being upgraded will revert to the salary paid before the promotion plus any increases that would have been

given had the change not occurred, but not to exceed the maximum for the range.

- (3) Employees demoted or reassigned to a lower classification not held immediately prior (one year or more) to being upgraded may have their salary reduced to any salary in the lower range.
- (4) Demoted or reassigned employees will be returned to the employee status held prior to being upgraded. If an employee has only served in one classification and is demoted or reassigned with less than six (6) months service, he/she must serve a new six (6) month orientation period in the new classification.
- (5) Demoted employees must complete one year of service following the demotion before being eligible for a pay increase, including cost of living adjustments.

G. TRANSFERS

Employees, regardless of status, may be transferred with the approval of the department head and the County Manager in accordance with the following:

1. An employee may be transferred to another department with the same job classification and the transfer will not affect the employee's pay grade or anniversary date. However, the employee must serve a six (6) month orientation period in the new department.

H. OTHER PAY ADJUSTMENTS

The most common form of salary adjustment in County employment is the cost of living adjustment (COLA). A COLA is not mandatory or guaranteed but will depend upon the financial condition of the County. COLA increases are usually effective at the beginning of the fiscal year and are across-the-board for non-collective bargaining unit covered employees (unless a restriction applies: see NEW EMPLOYEES/DEMOTION above). Collective bargaining units will negotiate for any pay increases. In the event an employee receives a merit and a COLA increase, the COLA is calculated first and then merit is applied.

Bonus payments may be made to County employees upon recommendation of the County Manager and approval of the Board. Bonuses are non-recurring and retirement contributions are not made on bonuses.

I. OVERTIME

All employees are hired with the understanding that they will work overtime hours as scheduled. Overtime work, including work on weekends and holidays, is required even if the County is unable to give advance notice. All overtime will be approved in advance by the Department Head or designee. Employees are never to "work off the clock" and may not work overtime without authorization. Violations of this policy will result in disciplinary action, up to and including termination.

It is the policy of the Columbia County Board of County Commissioners to comply with the Fair Labor Standards Act (FLSA). County employees are categorized as either “exempt” or “nonexempt.” “Exempt” employees are individuals who are exempted from the minimum wage and/or overtime requirements imposed under the FLSA. “Exempt” employees typically are paid on a salary basis and their salary generally covers all hours worked. Exempt classifications may include administrative, executive, and professional staff; and certain highly skilled computer professionals.

“Exempt” employees will not normally receive overtime pay or ~~compensatory time off~~ for working additional hours. For example, if an exempt employee works more than eight (8) hours in a single day or forty (40) hours in a workweek, this does not qualify them for overtime/~~compensatory time~~. However, it shall be the policy of the Board, during a declared local state of emergency, in which the EOC is activated for any period of time, to pay overtime to all employees for those activities specifically related to emergency protective actions, and response and recovery activities.

“Nonexempt” employees are paid at least the minimum wage and overtime pay for excess hours worked (usually more than forty (40) hours in a work week). Certain exceptions apply for firefighters and other personnel. ~~“Nonexempt” employees may also be compensated by being given compensatory time off (equal to time and one-half for hours worked) in lieu of overtime pay. Only hours actually worked are considered for the purposes of overtime and compensatory time off. Compensatory time must be used within a reasonable time frame.~~ Flex time may be used in the same workweek to eliminate or reduce ~~compensatory or~~ overtime for hourly staff.

The “exempt” or “nonexempt” classification is found on the County’s pay grade schedule and on the job description.

J. MANDATORY TIME

With the exception of fire department and combined communications employees, all non-exempt full time and shift employees, who are required by their supervisor or Department Head to work any hours other than a customary work schedule for that employee’s position; shall be compensated at the rate of one and one-half times their hourly rate for the hours worked outside their normal work schedule. An employee taking unpaid leave other than as provided by FMLA during the thirty days preceding the accrual of Mandatory Time shall not be eligible for additional compensation under this section.

J.K. DEDUCTIONS

Applicable federal income taxes, as well as federal Social Security and Medicare taxes, are withheld from each paycheck. The County will obey all laws that pertain to paychecks, including wage garnishments, and make every effort to ensure our employees are paid correctly. Occasionally, however, inadvertent mistakes can happen. Please review your pay stub when you receive it to make sure it is correct. If you believe a mistake has occurred, including a mistake with respect to a deduction that was taken from your pay, please contact Human Resources. Reports of improper deductions will be promptly

investigated. If it is determined that an improper deduction has occurred, you will be promptly reimbursed.

K. PAY GRADE SCHEDULES

COLUMBIA COUNTY
BOARD OF COUNTY COMMISSIONERS
GENERAL PAY GRADE SCHEDULE
Revised & Approved 06/20/19

POSITION TITLE	EXEMPT STATUS	PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
LABORER	N	101	10.00	12.10	14.35
MOSQUITO CONTROL OPERATOR	N	101	20,800.00	25,168.00	29,848.00
MAINTENANCE WORKER - LANDSCAPE & PARKS	N	101			
RECREATION AIDE	N	101			
		102	10.06	12.17	14.44
			20,924.80	25,319.01	30,027.09
ASSISTANT FACILITY FIELD SUPERVISOR	N	103	10.45	12.64	15.00
			21,736.00	26,300.56	31,191.16
TELECOMMUNICATIONS SPECIALIST	N	105	10.51	12.71	15.08
VETERANS COUNSELOR	N	105	21,860.80	26,436.80	31,370.25
SECRETARY I	N	106	10.58	12.80	15.18
			22,000.00	26,627.74	31,579.18
4-H PROGRAM ASSISTANT P/T	N	108	10.98	13.29	15.76
MAINTENANCE TECHNICIAN - LANDSCAPE & PARKS	N	108	22,838.40	27,634.46	32,773.10
SECRETARY II	N	109	11.48	13.89	16.47
			23,878.40	28,892.86	34,265.50
SECRETARY SPECIALIST	N	112	12.50	15.13	17.94
			26,000.00	31,460.00	37,310.00
CODE ENFORCEMENT OFFICER I	N	113	12.55	15.19	18.01
CONSTRUCTION HELPER	N	113	26,104.00	31,585.84	37,459.24
COUNTY COURT SECRETARY	N	113			
ADMINISTRATIVE SECRETARY	N	114	12.98	15.71	18.63
			27,000.00	32,668.06	38,742.70

Revisions Board Approved 09/15/2016

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FLEET/PROCUREMENT COORDINATOR	N	115	13.12	15.88	18.83
			27,289.60	33,020.42	39,160.58
CREW LEADER - LANDSCAPE & PARKS	N	116	13.46	16.29	19.32
			28,000.00	33,876.13	40,175.41
EMERGENCY MANAGER. COORDINATOR	N	117	13.72	16.60	19.69
			28,537.60	34,530.50	40,951.46
OFFICE MANAGER	N	119	14.35	17.36	20.59
			29,848.00	36,116.08	42,831.88
CODE ENFORCEMENT OFFICER II	N	120	14.42	17.45	20.69
			30,000.00	36,292.26	43,040.82
		121	15.01	18.16	21.54
			31,220.80	37,777.17	44,801.85
TOURIST PROJECT MARKETING MANAGER	N	122	15.38	18.61	22.07
			32,000.00	38,708.38	45,906.22
CARPENTER FOREMAN	N	123	15.63	18.91	22.43
			32,500.00	39,337.58	46,652.42
ELECTRICIAN	N	124	15.71	19.01	22.54
HVAC ENERGY SPECIALIST	N	124	32,680.00	39,538.93	46,891.21
IT DESKTOP SUPPORT SPECIALIST	N	124			
VETERANS SERVICE OFFICER	EA	124			
MAINTENANCE SUPERVISOR- LANDSCAPE & PARKS	N	125	15.87	19.20	22.77
PAINTER/MAINTENANCE	N	125	33,000.00	39,941.62	47,368.78
CODE ENFORCEMENT DIRECTOR	EA	125			
MECHANIC SHOP FOREMAN	EA	127	16.44	19.89	23.59
			34,195.20	41,376.19	49,070.11
ASSISTANT SOLID WASTE DIRECTOR/OPS MANAGER	EA	128	17.21	20.82	24.70
PLANNING TECHNICIAN	N	128	35,800.00	43,314.13	51,368.41
HUMAN RESOURCES SPECIALIST	N	128			
BUILDING OFFICIAL I - 1 & 2 FAMILY DWELLING INSPECTOR *	N	129	17.79	21.53	25.53
			37,000.00	44,773.87	53,099.59

Revisions Board Approved 09/15/2016,
10/04/2018

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BUILDING OFFICIAL II*	N	130	18.02	21.80	25.86
PERMITS APPLICATION COORDINATOR	N	130	37,481.60	45,352.74	53,786.10
PLANS EXAMINER	N	130			
		131	18.87	22.83	27.08
			39,249.60	47,492.02	56,323.18
911 ADDRESSING TECHNICIAN	N	132	19.23	23.27	27.60
			40,000.00	48,398.06	57,397.70
PUBLIC WORKS ROAD SUPERINTENDENT	EA	133	19.76	23.91	28.36
DATABASE APPLICATION/WEB DESIGNER	N	133	41,100.80	49,731.97	58,979.65
NETWORKING SPECIALIST	N	133			
FOREMAN/FOREMAN DRAINAGE/FOREMAN STORMWATER	EA	133			
ADMINISTRATIVE SUPERVISOR PUBLIC WORKS/BUILDING & ZONING	EA	134	20.70	25.05	29.70
BUILDING OFFICIAL III*	N	134	43,056.00	52,097.76	61,785.36
911 ADDRESSING/GIS COORDINATOR	EA	134			
MAINTENANCE FIELD SUPERVISOR	N	134			
PURCHASING DIRECTOR	EA	135	21.68	26.23	31.11
SAFETY DIRECTOR	EA	135	45,094.40	54,564.22	64,710.46
ASSISTANT PUBLIC WORKS DIRECTOR	N	136	23.31	28.21	33.45
ASSISTANT ROAD CONSTRUCTION SUPERVISOR	N	136	48,484.80	58,666.61	69,575.69
PROJECTS SUPERINTENDENT	EA	136			
UTILITIES/DRAINAGE SUPERINTENDENT	N	136			
ASSISTANT BUILDING & ZONING DIRECTOR	EA	137	24.04	29.09	34.50
			50,000.00	60,503.87	71,754.59
DIRECTOR OF FINANCIAL MANAGEMENT	EA	138	24.45	29.58	35.09
ROAD CONSTRUCTION SUPERVISOR	N	138	50,856.00	61,535.76	72,978.36
DIRECTOR EMERGENCY MANAGEMENT	EA	139	24.52	29.67	35.19
			51,000.00	61,711.94	73,187.30
		140	26.12	31.61	37.48
			54,329.60	65,738.82	77,962.98
RECREATION DIRECTOR	EE	141	26.44	31.99	37.94
			55,000.00	66,544.19	78,918.11

Revisions Board Approved ~~09/15/2016,~~
~~08/17/2017, 09/21/2017,~~ 06/20/2019

COMMUNITY DEVELOPMENT COORDINATOR	EA	142	27.37	33.12	39.28
RADIO/COMMUNICATIONS SPECIALIST	N	142	56,932.80	68,884.82	81,693.98
SENIOR STAFF ASSISTANT	EA	142			
DIRECTOR OF FACILITIES MAINTENANCE	EE	143	27.40	33.15	39.32
			57,000.00	68,960.32	81,783.52
BUILDING & ZONING DIRECTOR	EE	144	27.88	33.73	40.001
			58,000.00	70,168.38	83,216.22
ADMINISTRATIVE MANAGER	EE	145	28.21	34.13	40.48
			58,676.80	70,998.93	84,201.21
DIRECTOR HR/COMMUNITY SERVICES	EA	146	28.85	34.91	41.40
DIRECTOR LANDSCAPING AND PARKS DEPARTMENT	EE	146	60,000.00	72,609.68	86,111.48
OPERATIONS SUPERINTENDENT	EA	146			
RISK MANAGER	EA	146			
SOLID WASTE DIRECTOR	EE	146			
TOURISM DEVELOPMENT EXECUTIVE DIRECTOR	EA	146			
COUNTY ENGINEER	EP	147	33.04	39.98	47.41
			68,723.20	83,155.07	98,617.79
SPORTS MARKETING DIRECTOR	EA		NEGOTIABLE		
PUBLIC WORKS DIRECTOR	EE		NEGOTIABLE		
DIRECTOR ECONOMIC DEVELOPMENT	EA		NEGOTIABLE		
OPERATIONS MANAGER	EE		NEGOTIABLE		
ASSISTANT COUNTY MANAGER	EA		NEGOTIABLE		
COUNTY MANAGER	EE		NEGOTIABLE		

Revisions Board Approved ~~09/15/2016,~~
~~08/17/2017, 09/21/2017,~~ 06/20/2019

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SUPPLEMENTS:

FIXED ASSET MANAGER \$1500
ANNUALLY

MOWING CONTRACTOR SUPERVISOR \$2500
ANNUALLY

TEMPORARY ADMINISTRATIVE TRAINING \$1500
ANNUALLY

911 ADDRESSING/GIS COORDINATOR \$8,600
ANNUALLY ANNUAL SUPPLEMENT PAID BY CITY OF LAKE CITY -
PAYMENT OF SUPPLEMENT WILL CEASE UPON CITY
DISCONTINUING PAYMENT TO COUNTY FOR SERVICES.

*BUILDING OFFICIAL I - 1 & 2 FAMILY DWELLING INSPECTOR ~~CERTIFICATION INCENTIVE~~ INCREASE 5% FOR EACH RESIDENTIAL STANDARD CERTIFICATION OBTAINED. BASE PAY GRADE 129 - RESIDENTIAL BUILDING INSPECTOR 5%. RESIDENTIAL MECHANICAL INSPECTOR 5%. RESIDENTIAL ELECTRICAL INSPECTOR 5%. RESIDENTIAL PLUMBING INSPECTOR 5%. A STANDARD CERTIFICATION IS A PRE-REQUISITE TO OBTAIN ~~CERTIFICATION INCENTIVE~~ PAY FOR EACH OF THESE CATEGORIES. HOWEVER IF THE APPLICANT POSSESSES A STANDARD CERTIFICATE IN ALL RESIDENTIAL 1 & 2 FAMILY DWELLING INSPECTOR CATEGORIES, THE RATE OF PAY WILL START AT \$44,400.00. NO COST OF LIVING INCREASE WILL BE GIVEN UNTIL STANDARD CERTIFICATION IS OBTAINED IN ALL FOUR CATEGORIES.

*BUILDING OFFICIAL II - ~~CERTIFICATION INCENTIVE~~ INCREASE 5% FOR EACH STANDARD COMMERCIAL INSPECTOR CERTIFICATE OBTAINED. BASE PAY GRADE 130 - STANDARD BUILDING INSPECTOR CERTIFICATE 5%. STANDARD ELECTRICAL INSPECTOR CERTIFICATE 5%. STANDARD MECHANICAL INSPECTOR CERTIFICATE 5%. STANDARD PLUMBING INSPECTOR CERTIFICATE 5%. A STANDARD CERTIFICATION IS A PRE-REQUISITE TO OBTAIN ~~CERTIFICATION INCENTIVE~~ PAY FOR EACH OF THESE CATEGORIES. HOWEVER IF THE APPLICANT POSSESSES ONE STANDARD COMMERCIAL INSPECTOR CERTIFICATE IN ANY OF THESE CATEGORIES THE RATE OF PAY WILL START AT \$44,977.92.

*BUILDING OFFICIAL III - ~~CERTIFICATION INCENTIVE~~ INCREASE 5% FOR EACH STANDARD PLANS EXAMINER CERTIFICATE OBTAINED. BASE PAY GRADE 134 - STANDARD BUILDING PLANS EXAMINER CERTIFICATE 5%. STANDARD ELECTRICAL PLANS EXAMINER CERTIFICATE 5%. STANDARD MECHANICAL PLANS EXAMINER CERTIFICATE 5%. STANDARD PLUMBING PLANS EXAMINER CERTIFICATE 5%. A STANDARD CERTIFICATION IS A PRE-REQUISITE TO OBTAIN ~~CERTIFICATION INCENTIVE~~ PAY FOR EACH OF THESE CATEGORIES. HOWEVER IF THE APPLICANT POSSESSES STANDARD INSPECTOR CERTIFICATES IN ALL CATEGORIES LISTED FOR BUILDING OFFICIAL II AND HOLDS A STANDARD CERTIFICATE IN ANY CATEGORY OF PLANS EXAMINER THE RATE OF PAY WILL START AT \$51,667.20

NO COST OF LIVING INCREASE WILL BE GIVEN UNTIL STANDARD CERTIFICATION IS OBTAINED IN ALL CATEGORIES.

VERIFICATION OF LICENSING WILL BE CONDUCTED VIA FLORIDA D.B.P.R. WEB SITE OR HAND CARD LICENSES

BCC Approved 08/02/2006

EXEMPT STATUS: N=NONEXEMPT; EA=EXEMPT ADMINISTRATIVE; EP=EXEMPT PROFESSIONAL; EE=EXEMPT EXECUTIVE

Revisions Board Approved 09/15/2016,
06/20/2019

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COLUMBIA COUNTY
BOARD OF COUNTY COMMISSIONERS
COLLECTIVE BARGAINING PAY GRADE SCHEDULE

POSITION TITLE	EXEMPT STATUS	NEW PAY GRADE	MINIMUM		MIDPOINT	MAXIMUM
MAINTENANCE WORKER I	N	101	10.00		12.10	14.35
SIGN SHOP TECHNICIAN I	N	101	20,800.00		25,168.00	29,848.00
CUSTODIAN MAINT/PUBLIC LIBRARY	N	101				
GENERAL LABORER PUBLIC WORKS	N	101				
LANDFILL SPOTTER	N	101				
BRUSH CHIPPER OPERATOR PUBLIC WORKS	N	102	10.06		12.17	14.44
MAINTENANCE WORKER II	N	102	20,924.80		25,319.01	30,027.09
STOCKROOM CLERK	N	102				
		105	10.51		12.72	15.08
			21,864.00		26,451.57	31,370.25
SECRETARY I LANDFILL	N	106	10.58		12.80	15.18
			22,000.00		26,627.74	31,579.18
EQUIPMENT OPERATOR I LANDFILL & PUBLIC WORKS	N	107	10.82		13.09	15.53
			22,500.00		27,231.78	32,295.54
MAINTENANCE TECHNICIAN	N	108	10.98		13.29	15.76
MECHANIC HELPER PUBLIC WORKS	N	108	22,838.40		27,634.46	32,773.10
TIRE REPAIRMAN PUBLIC WORKS	N	108				
TRACTOR & MOWER OPERATOR PUBLIC WORKS	N	108				
WASH RACK OPERATOR/SERVICE TECHNICIAN PUBLIC WORKS	N	108				
LITTER CONTROL OPERATOR LANDFILL		108				
SECRETARY II LANDFILL & PUBLIC WORKS	N	109	11.48	13.89	16.47	
			23,878.40	28,892.86	34,265.50	
SIGN SHOP TECHNICIAN II	N	110	11.54	13.96	16.56	
SMALL EQUIPMENT OPERATOR	N	110	24,000.00	29,043.87	34,444.59	
EQUIPMENT OPERATOR II LANDFILL & PUBLIC WORKS	N	110				
SMALL EQUIPMENT MECHANIC	N	110				

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CUSTOMER SERVICE REPRESENTATIVE I PUBLIC WORKS	N	111	12.00	14.52	17.22
TRACTOR MOUNTED BRUSHCUTTER-OPR TREE TRIMMER BUCKET TRUCK OPERATOR PUBLIC WORKS	N	111	24,960.00	30,201.60	35,817.60
	N	111			
	N	111			
SECRETARY SPECIALIST	N	112	12.50	15.13	17.94
EQUIPMENT OPERATOR III LANDFILL & PUBLIC WORKS	N	112	26,000.00	31,460.00	37,310.00
MOTOR GRADER OPERATOR PUBLIC WORKS	N	112			
TRACTOR MOUNTED BRUSHCUTTER-OPR TREE TRIMMER BUCKET TRUCK OPERATOR PUBLIC WORKS	N	112			
	N	112			
CUSTOMER SERVICE REPRESENTATIVE II PUBLIC WORKS	N	113	12.55	15.19	18.01
FINISH MOTOR GRADER OPERATOR	N	113	26,104.00	31,585.84	37,459.24
FLEET PROCUREMENT	N	115	13.12	15.88	18.83
			27,289.60	32,668.06	38,742.70
CREW LEADER PUBLIC WORKS	N	116	13.46	16.29	19.32
MAINTENANCE TECHNICIAN III	N	116	28,000.00	33,876.13	40,175.41
FIELD SERVICE MECHANIC	N	116			
MECHANIC II LANDFILL & PUBLIC WORKS	N	116			
		117	13.72	16.60	19.69
			28,540.80	34,530.50	40,951.46
MECHANIC CL	N	118	13.94	16.87	20.00
EQUIPMENT OPERATOR IV LANDFILL & PUBLIC WORKS	N	118	29,000.00	35,084.19	41,608.11
MAINTENANCE SUPERVISOR	N	121	15.01	18.16	21.79
			31,220.80	37,777.17	44,801.85
TRAFFIC SIGNAL TECHNICIAN PUBLIC WORKS	N	124	15.71	19.01	22.54
			32,676.80	39,538.93	46,891.21
WELDER	N	126	16.35	19.78	23.46
			34,000.00	41,149.68	48,801.48
SIGN SHOP FOREMAN	N	135	21.68	26.23	31.11

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Revisions Board Approved 09/15/2016,
08/17/2017, 09/21/2017, 9/20/2018,
12/20/2018, 11/21/2019

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45,094.40 54,564.22 64,710.46

BCC Approved 10/19/2006

Revisions Board Approved ~~09/15/2016,~~ 22
~~08/17/2017, 09/21/2017, 9/20/2018,~~
~~12/20/2018, 11/21/2019~~

COLUMBIA COUNTY
BOARD OF COUNTY COMMISSIONERS
Public Library Pay Grade Schedule

POSITION TITLE	EXEMPT STATUS	NEW PAY GRADE	MINIMUM	MIDPOINT	MAXIMUM
LIBRARY SHELVING P/T	N	101	10.00	12.10	14.35
LIBRARY CLERK I	N	101	20,800.00	25,168.00	29,848.00
CUSTODIAN	N	101			
CUSTODIAN II	N	102	10.06	12.37	14.60
LIBRARY CLERK II	N	102	20,924.80	25,737.50	30,370.25
LIBRARY SECRETARY II	N	102			
LIBRARY ASSISTANT I	N	104	10.48	12.68	15.04
			21,800.00	26,376.06	31,280.70
LIBRARY ASSISTANT II	N	108	10.98	13.29	15.76
			22,838.40	27,634.46	32,773.10
LIBRARY ADMINISTRATIVE SECRETARY/STAFF ASSISTANT	N	109	11.48	13.89	16.47
			23,878.40	28,892.86	34,265.50
LIBRARY ASSISTANT III	N	111	12.00	14.52	17.22
LIBRARY PROG TECH	N	111	24,960.00	30,201.60	35,817.60
LIBRARY SERVICES SUPERVISOR	N	116	13.46	16.29	19.32
			28,000.00	33,876.13	40,175.41
LIBRARIAN I	EA	117	13.72	16.60	19.69
LIBRARY BRANCH MANAGER I	EA	117	28,537.60	34,530.50	40,951.46
LITERACY COORDINATOR	EA	117			
PROGRAM SPECIALIST	EA	117			
LIBRARY OFFICE MANAGER	EA	119	14.35	17.36	20.59
LIBRARIAN II	EA	119	29,848.00	36,116.08	42,831.88
LIBRARY BRANCH MANAGER II	EA	119			
LIBRARIAN III	EA	127	16.44	19.89	23.59
BRANCH MANAGER III	EA	127	34,195.20	41,376.19	49,070.11

Revisions Board Approved 09/15/2016

ASSISTANT DIRECTOR	EA	133	19.76	23.91	28.36
NETWORKING SPEC	N	133	41,100.80	49,731.97	58,979.65
LIBRARY DIRECTOR	EE	144	27.88	33.73	40.01
			58,000.00	70,168.38	83,216.22

BCC Approved 08/02/2006

EXEMPT STATUS: N=NONEXEMPT; EA=EXEMPT ADMINISTRATIVE; EP=EXEMPT PROFESSIONAL; EE=EXEMPT EXECUTIVE

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COLUMBIA COUNTY
BOARD OF COUNTY COMMISSIONERS
FIRE DEPARTMENT PAY GRADE SCHEDULE

<u>POSITION TITLE</u>	<u>EXEMPT STATUS</u>	<u>PAY GRADE</u>	<u>MINIMUM / OVERTIME</u>	<u>MAXIMUM / OVERTIME</u>
<u>PRN FIREFIGHTER</u>	<u>N</u>	<u>2</u>	<u>12.77</u>	
		<u>15</u>	<u>10.45/15.675</u>	<u>15.89/23.835</u>
			<u>31,590.00</u>	<u>48,035.00</u>
<u>FIREFIGHTER</u>	<u>N</u>	<u>16</u>	<u>10.76/16.14</u>	<u>15.44/23.16</u>
			<u>32,527.00</u>	<u>46,675.12</u>
<u>LIEUTENANT</u>	<u>N</u>	<u>19</u>	<u>13.7285/20.59</u>	<u>19.70/29.55</u>
			<u>41,500.00</u>	<u>52,553.10</u>
<u>SHIFT COMMANDER</u>	<u>N</u>	<u>20</u>	<u>15.17/22.755</u>	<u>21.34/32.01</u>
			<u>45,858.00</u>	<u>64,511.00</u>
<u>EMT CERTIFICATION</u>			<u>.25</u>	<u>750.00</u>
<u>HAZMAT</u>			<u>.25</u>	<u>750.00</u>
<u>INSPECTOR(9)</u>			<u>.58</u>	<u>1,750.00</u>
<u>PARAMEDIC</u>			<u>1.65</u>	<u>5,000.00</u>
<u>ALS REPORTING OFFICER</u>			<u>1.65</u>	<u>5,000.00</u>
<u>HOURLY RATES FOR PAY GRADES 15, 16, 17, & 18 CALCULATED ON 2666 REGULAR HOURS AND 238 OVERTIME HOURS ANNUALLY</u>				
<u>OFFICE MANAGER</u>	<u>EA</u>	<u>119</u>	<u>14.35</u>	<u>21.04</u>
			<u>29,848.00</u>	<u>43,763.00</u>
<u>FLEET MAINTENANCE SUPERVISOR</u>	<u>N</u>	<u>F21</u>	<u>18.27</u>	<u>24.52</u>
			<u>38,000.00</u>	<u>51,000.00</u>
<u>DIVISION CHIEF/INSPECTIONS/PIO</u>	<u>N</u>	<u>21</u>	<u>43,000.00</u>	<u>61,705.00</u>
<u>ASSISTANT CHIEF</u>	<u>EA</u>	<u>22</u>	<u>55,000.00</u>	<u>75,000.00</u>
<u>CHIEF</u>	<u>EE</u>	<u>23</u>	<u>64,000.00</u>	<u>89,000.00</u>
<u>Employee will only be eligible for certificate increases at the time, and not prior to, the County Board of County Commissioners Human Resources Department receiving required State certifications as stipulated. It is the employee's responsibility to provide the required State certifications. No retro-activity pay will be paid relative to the payment of supplements.</u>				

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EMT and Paramedic Certs must be State of Florida Dept. of Health Division of Medical Quality Assurance Certification. HAZMAT and Inspector Certs must be Division of State Fire Marshall Bureau of Fire Standards & Training Certificate of Competency.

COLUMBIA COUNTY
BOARD OF COUNTY COMMISSIONERS
FIRE DEPARTMENT PAY GRADE SCHEDULE

POSITION TITLE	EXEMPT STATUS	PAY GRADE	MINIMUM / OVERTIME	MAXIMUM / OVERTIME
PRN FIREFIGHTER	N	2	12.77	
		15	10.45/15.675	15.89/23.835
			31,590.00	48,035.00
FIREFIGHTER	N	16	10.76 /16.14	15.44/23.16
			32,527.00	46,675.12
FIRE DRIVER/ENGINEER	N	17	12.05/18.08	16.08/25.47
			35,000.00	51,330.00
	N	18	13.35/20.02	18.80/28.20
			41,264.00	57,739.00
LIEUTENANT	N	19	13.7285/20.59	19.70/29.55
			41,500.00	52,553.10
SHIFT COMMANDER	N	20	15.17/22.755	21.34/32.01
			45,858.00	64,511.00
HOURLY RATES FOR PAY GRADES 15, 16, 17 & 18 - CALCULATED ON 2666 REGULAR HOURS AND 238 OVERTIME HOURS ANNUALLY				
OFFICE MANAGER	EA	119	14.35	21.04
			29,848.00	43,763.00
FLEET MAINTENANCE SUPERVISOR	N	F21	18.27	24.52
			38,000.00	51,000.00
DIVISION CHIEF/INSPECTIONS/PIO	N	21	43,000.00	61,705.00
ASSISTANT CHIEF	EA	22	55,000.00	75,000.00
CHIEF	EE	23	64,000.00	89,000.00
SUPPLEMENTS	HAZMAT (Division of State Fire Marshall Bureau of Fire Standards & Training Certificate of Competency Required)		EMT State of Florida Department of Health Division of Medical Quality Assurance Certification Required	
Employee will only be eligible for supplements at the time, and not prior to, the County Board of County Commissioners Human Resources Department receiving required State certifications as stipulated. It is the employee's responsibility to provide the required state certifications. No retro-activity pay will be paid relative to the payment of supplements.				
(ANNUAL/HOURLY)	750.00/.25		750.00/.25	

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	ALS REPORTING OFFICER:	5,000.00 ANNUALLY/1.65
	PARAMEDIC:	5,000.00 ANNUALLY/1.65
STIPENDS:	INSPECTOR (8)	1,750.00 ANNUALLY/.58

COLUMBIA COUNTY
BOARD OF COUNTY COMMISSIONERS
CENTRAL COMMUNICATIONS PAY GRADE SCHEDULE

POSITION TITLE	EXEMPT STATUS	PAY GRADE	MINIMUM / OVERTIME	MAXIMUM / OVERTIME
PRN TELECOMMUNICATOR	N	201	12.77 W/CERTS	13.72/17.00
911 PUBLIC SAFETY TELECOMMUNICATOR	N	202	10.52/15.78	15.78/23.67
UPON COMPLETION OF PROBATION			.50	.50
DEPARTMENT OF HEALTH CERTIFICATION			.50	.50
EMD CERTIFICATION			.50	.50
EFD CERTIFICATION			.50	.50
APCO CERTIFICATION			.25	.25
CPR CERTIFICATION			.25	.25
FDLE CERTIFICATION			.25	.25
COMPLETE CERTIFICATION			13.27/19.91	18.53/27.80
ANNUAL SALARY			\$30,362	\$42,397
911 P.S. TELECOMMUNICATOR SUPERVISOR	N	205	14.00/21.00	19.50/29.25
ANNUAL SALARY			\$32,032	\$44,616
ANNUAL SALARIES FOR THE ABOVE PAY GRADES ARE CALCULATED ON 1976 REGULAR HOURS AND 208 OVERTIME HOURS ANNUALLY				
TRAINING QA COORDINATOR	EA	206	32,680	48,010
UPON COMPLETION OF PROBATION			.50	.50
DEPARTMENT OF HEALTH CERTIFICATION			.50	.50
EMD CERTIFICATION			.50	.50
EFD CERTIFICATION			.50	.50
APCO CERTIFICATION			.25	.25
CPR CERTIFICATION			.25	.25
FDLE CERTIFICATION			.25	.25
COMPLETE CERTIFICATION			38,396.80	53,726.40

Revisions Board Approved ~~05/07/2015,~~
~~09/15/2016, 04/20/2017, 05/17/18~~

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ASSISTANT 911 COMMUNICATIONS CENTER MGR	EA	207	19.76 41,100	29.16 60,653
911 COMMUNICATIONS CENTER MANAGER	EE		NEGOTIABLE	
Employee will only be eligible for increases at the time, and not prior to, the County Board of County Commissioners Human Resources Department receiving required State certifications as stipulated. It is the employee's responsibility to provide the required state certifications. No retro-activity pay will be paid relative to the payment of supplements.				

Revisions Board Approved ~~05/07/2015,~~
~~09/15/2016, 04/20/2017,~~ 05/17/18

CHAPTER 8 - APPOINTMENTS & CLASSIFICATIONS

A. INITIAL APPOINTMENTS

All employees will be appointed to one of the following classifications:

1. Regular Full-Time – Jobs in this classification are full-time in accordance with the normal work schedule of the department, usually at least forty (40) hours per week. Regular full-time employees are eligible for County fringe benefits, subject to the terms, conditions, and limitations of each benefit program.
2. Regular Part-Time – Jobs in this classification will be on-going for more than six (6) months but require working fewer hours than regular full-time jobs. Employees appointed to this classification are eligible for some County fringe benefits, subject to the terms, conditions, and limitations of each benefit program.
3. Temporary Full-Time – Jobs in this classification are of a temporary or transitory nature. Special projects, seasonal, or other similar types of work fit within this classification. The job requires the employee to work on a full-time basis in accordance with the normal work schedule of the department. The duration of the job will not exceed six (6) months and will end upon completion of the particular job or project. Employees assigned to this classification are not eligible for County fringe benefits but may receive legally mandated benefits.
4. Temporary Part-Time – Jobs in this classification are of a temporary or transitory nature. Special projects, seasonal or other similar types of work fit within this classification. The job requires the employee to work fewer than the normal scheduled hours of the department. The duration of the job will not exceed six (6) months and will end upon completion of the particular job or project. Employees assigned to this classification are not eligible for County fringe benefits but may receive legally mandated benefits.
5. PRN or “On-Call” – Jobs in this classification are “as needed” and employees are paid an hourly wage only. No specific hours are guaranteed to employees in this classification. Employees are not eligible for County fringe benefits but may receive legally mandated benefits.

B. PROMOTIONS, TRANSFERS, AND DEMOTIONS OR REASSIGNMENTS

All subsequent appointments will be identified as one of the following:

1. Promotion – An appointment to a classification with a higher pay grade.
2. Transfer – An appointment to a classification with the same pay grade.
3. Demotion or Reassignment – An appointment to a classification with a lower pay grade.

C. “EXEMPT” AND “NON-EXEMPT” CLASSIFICATIONS

In addition to the above classifications, employees are categorized as either “exempt” or “non-exempt” for the purpose of federal and state wage and hour law. Exempt employees do not normally receive overtime pay; they generally receive the same salary regardless of hours worked. Non-exempt employees are subject to the minimum wage and overtime provisions of the Fair Labor Standards Act (FLSA) and are typically paid on either an hourly or salary basis. Non-exempt employees ~~may~~shall be paid at time and one-half of hourly rate ~~or compensatory time off may be given in lieu of paid~~for overtime. Employees will be informed of their classification upon hire and informed of any subsequent changes to their classification.

CHAPTER 18 - HOLIDAYS

A. OBSERVED HOLIDAYS

1. The County observes the following paid holidays.
 - a. New Year's Day January 1st
 - b. Martin Luther King, Jr. Day Third Monday in January
 - c. Good Friday Friday before Easter
 - d. Memorial Day Last Monday in May
 - e. Independence Day July 4
 - f. Labor Day First Monday in September
 - g. Veterans Day November 11
 - h. Thanksgiving Day Fourth Thursday in November
 - i. Friday after Thanksgiving Day Friday after Thanksgiving
 - j. * Christmas Eve December 24th (Observed on the last work day before Christmas)
 - k. Christmas Day December 25
2. Holidays falling on Saturday will be observed on the Friday preceding the holiday. Holidays falling on Sunday will be observed on the Monday following the holiday or the day recognized nationally. Departments who normally operate 24 hours a day will observe on the actual day of occurrence. A holiday begins 12:00 a.m. and ends 11:59 p.m. Eligible employees will receive holiday pay from date of hire.

***The Board of County Commissioners may approve an alternate day to observe Christmas Eve, depending on the day Christmas Eve falls.**
3. ~~On-call~~ PRN's and temporary employees are not eligible for holiday pay or benefits.
4. Regular part-time employees will receive pro-rated holiday time in accordance with their full-time equivalency.
5. To receive holiday pay, an eligible employee must be in approved pay status the regularly scheduled day prior to and immediately after a holiday. In accordance with this policy, an approved vacation day or any other excused and paid day off is considered a day worked for purposes of holiday pay eligibility.

B. PERSONAL HOLIDAY

Upon successful completion of the initial orientation period, regular full-time employees will be granted an eight (8) hour personal holiday with pay to be taken during the fiscal year (October 1 – prior to the last payroll period in September). Use of the personal holiday must be approved in advance by the Department Head/designee and the holiday must be taken in its entirety (all eight hours at once). Regardless of the regularly assigned work hours per day (for example: 8, 10, 12, or 24), the maximum personal holiday granted will be eight (8) hours. Personal holidays that are not used during the fiscal year will be forfeited and unused personal holidays will not be paid out upon termination (use it or lose it). Personal holiday time off will not be considered “time worked” for the purpose of overtime calculation.

C. HOLIDAY PAY

1. In the event a non-exempt employee is required to work on an observed holiday, or the actual holiday, the employee will be paid eight (8) hours minimum or the actual hours worked as, holiday pay (at straight time) plus pay at the rate of one and one-half times his/her regular hourly rate for hours actually worked on the holiday. Hours worked on the holiday will count as hours worked for the calculation of overtime pay per the Fair Labor Standards Act. However, holiday hours worked, paid at time and one-half, will not be considered compensation for overtime. All hours physically worked in excess of 40 hours per pay week (106 per pay period for firefighters) will be paid at time and one-half.

~~For Example:~~

~~If a holiday is observed during a pay week, an employee worked the holiday, and physically worked 50 hours during the pay week, he/she would be paid as follows:~~

Wed.	Thurs.	Fri	Sat.	Sun.	Mon.	Tues.	
Holiday							Total Hours
4-Jul	5-Jul	6-Jul	7-Jul	8-Jul	9-Jul	10-Jul	Worked
5	8	8	8	5	8	8	50

~~35 Hours Straight Time~~

~~8 Hours Holiday~~

~~5 Hours Holiday Worked at the rate of one and one-half times~~

~~10 Hours Overtime~~

~~—Holiday hours not worked will not be considered “time worked” for the purpose of overtime calculation.~~

D. AUTHORIZATION FOR HOLIDAY PAY

All work scheduled on an observed holiday must be approved by the Department Head.

CHAPTER 28 - SICK LEAVE TRANSFER

This policy describes the procedures to request, receive and donate sick leave among employees. The policy applies to employees who are eligible to accrue leave, according to the County's annual and sick leave accrual policies.

A. GENERAL RULES

In certain circumstances, and with the approval of the Department Head and the Human Resources Director, an employee may request to voluntarily transfer sick leave to another employee.

1. Sick leave hours can be donated to another employee only in case of the employee's or the employee's immediate family's (spouse, child, parent, domestic partner residing in the same household, and any person who is recognized by law as a dependent of the employee) serious illness, injury, or accident. Donated sick leave cannot be used for absence due to workers' compensation injury or illness or elective (non-medically necessary) surgery.
2. The receiving employee must have exhausted all available leave credits, including all annual leave, sick leave, ~~compensatory time~~, and personal holiday credits.
3. The receiving employee must present a doctor's certification to the Human Resources department in order to be eligible to receive transferred sick leave hours.
4. Donating employees must complete the County's Donation of Sick Leave form and submit it to the Department Head. It will then be forwarded to Human Resources for verification of leave balances and approval.
5. The donating employee must maintain a minimum of sixty four (64) hours of sick leave after the transfer of any sick leave hours to another employee.
6. An employee who is leaving County employment may not donate sick leave hours.
7. An employee who is in the initial orientation period may receive transferred sick leave, provided the ninety (90) day waiting period to use leave has been satisfied.
8. An employee must have completed the initial orientation period to transfer sick leave to another employee.
9. Requests for donated leave will be distributed by the Department Head, following the approval of the Human Resources Department. No medical details or private health information will be divulged in the request.

B. UNUSED DONATED SICK LEAVE

Any transferred sick leave hours that are not used for a particular request will be returned to the sick leave balance of the donating employee.

CHAPTER 49 - EMPLOYEE EMERGENCY DUTY RESPONSIBILITIES

Columbia County, along with other local and state agencies, has an obligation and a responsibility to provide certain public services before, during, and/or after emergencies. These emergencies may occur at any time and create varying degrees of damage, human suffering, injury, death, and property damage or destruction. These emergencies include, but not limited to, responses to or threats involving any disaster or threat of disaster, man-made or natural. Every County employee has a role in preparing for and responding to an emergency event.

All County employees are required, as a condition of employment, to report for emergency duty. County employee are an important part of our emergency response. In the event of an emergency, an employee may be required to:

- Work before, during, and/or beyond normal work hours or days;
- Perform other duties as assigned that may not be included in their job description; and
- Report for duty in locations outside of their normal work location.

Annual [leave](#) and/or [flex time](#) ~~compensatory leave~~, even if it was previously approved, may be cancelled in the event of an emergency.

Failure to report for emergency duty or leaving the required post without prior supervisory approval, may lead to disciplinary action, up to and including dismissal in accordance with the Columbia County Personnel Policies and Procedures Manual.

Columbia County has two types of emergency duty based upon typical event needs. Emergency Response and Operation employees have specific, pre-determined emergency duty responsibilities, including but not limited to, Emergency Management, Public Works, Fire and Rescue; 911, Damage Assessment Team, and Public Information Officers.

All other employees shall serve in Emergency Support Personnel roles and will be assigned to support tasks including, but not limited to, the Citizen's Information Center, sheltering operations, and EOC/Agency support. During an emergency event, the Human Resources Director, or their designee, will provide these employees with their assignments.

Situational needs may require the reassignment of any County employee as determined by the Emergency Management Director, Incident Commander, or their designee.

Emergency Response and Operations

County Commissioners

County Manager

Assistant County Managers

Emergency Management

IT

Facilities Maintenance (Shelter set up, Custodial, Facilities Maintenance)

Road Department/Public Works

Engineering

Utilities

Landfill/Solid Waste

Landscaping and Parks

911

Fire and Rescue

Central Communication

911 Addressing/GIS

Building and Zoning (Inspectors)

TDC (PIO Functions)

Emergency Support Personnel

BCC Administration

Human Resources

Purchasing

Code Enforcement

County Extension

Library

Building and Zoning (Planning Staff and Support Staff)

Economic Development

Recreation

TDC Sports Marketing

Veterans' Services