



June 17, 2024

## **M E M O R A N D U M**

**TO:** Jim Murdaugh, Ph.D.  
President

**FROM:** Barbara Wills, Ph.D.  
Vice President for Administrative Services and Chief Business Officer

**SUBJECT:** Tallahassee Community College – Master Plan Services

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### **Item Description**

This item requests District Board of Trustees approval for the proposal from DAG Architects for Master Plan Services for all Tallahassee Community College Sites 1-6.

### **Overview and Background**

The College is required to update its Master Plan in conjunction with the College's Five-Year Educational Plant Survey. The last Campus Master Plan update was conducted in accordance with Educational Plant Survey 2.1 in 2016. Updates to both are required with the submission of the next Educational Plant Survey 3.1 due June 30, 2024.

Authorization for the survey is specified in Article IX and Article XII of the Florida Constitution; Chapters 1001, 1011 and 1013, Florida Statutes; and State Requirements for Educational Facilities (SREF). Each survey and master plan must be reviewed and approved by the District Board of Trustees. An electronic copy must be sent to the Department of Education for review and validation for compliance with statutes and rules.

### **Funding/ Financial Implications**

The District Board of Trustees approves the funding for all architectural contracts from Capital Improvement Fees and local college funds.

### **Past Actions by the Board**

The last Master Plan was approved by the Board in August 2016 in accordance with Educational Plant Survey. A partial Master Plan for Site 6 was Board approved October 18, 2021.

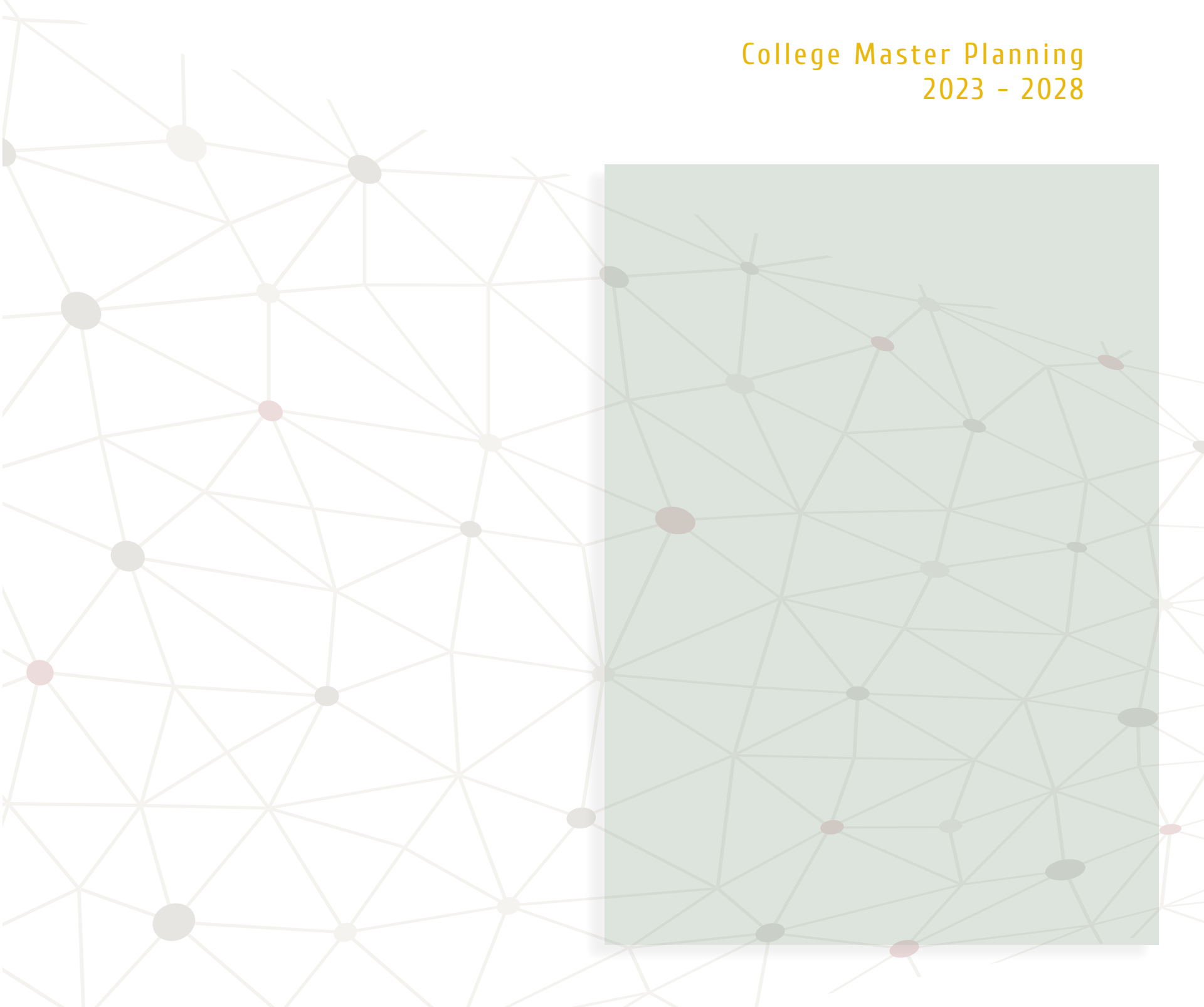
### **Recommended Action**

Approve the attached proposal from DAG Architects for Master Plan Services for all Sites 1-6.



# Tallahassee State College

College Master Planning  
2023 - 2028



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# ACKNOWLEDGEMENTS

## DISTRICT BOARD OF TRUSTEES

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- Dr. Jim Murdaugh

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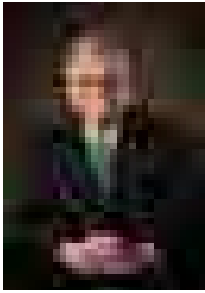
- Dr. Barbara Wills  
Chief Business Officer  
Vice President for Administrative Services

- Mr. Don Herr  
Director of Facilities – Planning & Construction

## MASTER PLAN CONSULTANTS

- DAG Architects, Inc.  
805 South Gadsden Street, Suite 140  
Tallahassee, FL 32301

# President's Message



The cornerstone of every successful academic institution is a commitment to academic excellence and student success through a focus on teaching, learning, and personalized support. At TSC, our student success trajectory, measured by national and state standards, identifies our college as a national leader in community colleges, especially in providing dynamic improvements in key performance indicators.

Our successes are not by happenstance. Rather, our success is directly tied to the College's strategic plan, with input from both internal and external constituents. The plan has guided us through achieving major projects such as redesigning our student experience resulting in the Culture of CARE (Connections, Academics, Resources, and Engagement) initiative, new student onboarding, teaching and learning framework, improving operations, and most importantly, enhancing our students' success, job placement, and completion rates.

The strategic plan also guides day-to-day operations such as budgeting and performance evaluations. As a result, the strategic plan is now a living document embedded in all aspects of Tallahassee Community College's operations.

The Master Plan presented to the Board of Trustees is an expression of the College's Strategic Plan. It provides the conceptual framework to guide the future growth and development of the College on the main campus, and at the Ghazvini Center for Healthcare Education, The Center for Innovation, the Wakulla Environmental Institute, the Gadsden Center, and the Florida Public Safety Institute. This proposed plan is built on the objectives and goals established by the Board in the College's Strategic Plan, and ensures alignment of growth that preserves the unique character of TSC.

Sincerely,  
Jim Murdaugh, Ph.D.  
President

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## INTRODUCTORY NARRATIVE

Since 1966, Tallahassee State College (TSC) has offered high-quality, post-secondary education to the citizens of Leon, Gadsden and Wakulla counties; TSC has also served students at a state, national, and international level. We are consistently ranked as one of the top community colleges in the nation offering seamless transfer opportunities and in-demand career training. From the main campus in Tallahassee, Florida, to our seven institutes and satellite centers, we are proud to serve our community.

TSC is a constituent member of the Florida College System (FCS). The mission of the FCS is “responding to community needs for postsecondary academic education and career degree education.” TSC shares the overall mission of the FCS and aspires “to provide a learning environment that prepares students for success in a global economy by offering higher education pathways, workforce opportunities, and civic engagement.”

Tallahassee State College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate and baccalaureate degrees, and other workforce credentials certificates.

TSC enrolls more than 16,000 credit and noncredit students each year and maintains a student to faculty ratio of 25:1. TSC offers 70 different degree and certificate programs that encompass a variety of fields from business management to engineering, from nursing to law enforcement. Students can earn an Associate of Arts degree, an Associate of Science Degree, and a Bachelors' Degree. Most of our students continue their education, with 78 percent transferring to four-year institutions. Students can also earn career and technical education certificates and numerous professional certifications. TSC proudly serves as the workforce engine of our community. We train the most nurses, healthcare professionals, public safety and corrections workers and we have developed specialized programs that connect our students to high-demand, high-wage careers. Our programs map to Florida's top ten hot jobs and we embed certificates into our academic pathways that help students secure well-paying positions. Ninety-eight percent of TSC graduates found employment or continued their education in the year they graduated.

Our student success trajectory, measured by national and state standards, identifies TSC as a national leader in community colleges, especially in providing dynamic improvements in key performance indicators. Our average graduation rate is 39 percent, well above the national average of 26 percent and we rank in the 99th percentile for student completions (33 students per 100).

Our vision is to be recognized as the college of choice by focusing on innovative learning, academic excellence, equity-mindedness, and fostering a community of lifelong learners. The Master Plan is a critical component of this vision.

Tallahassee is a college town and the state's capital and boasts many cultural and natural amenities. From state parks and skate parks to fine dining and food trucks, there is something here for everyone. Between classes, students can explore areas such as Gaines Street, the hub of arts and culture in Tallahassee, or College Town, Tallahassee's student district that features a vibrant nightlife.

The National High Magnetic Field Laboratory and Innovation Park, a collaborative research facility, are also located in Tallahassee.

TSC is just two miles from FSU and five miles from FAMU and less than one mile from Leon County Schools administration facility. TSC is also minutes away from the State of Florida Legislature and Capital Complex. Our location, so near our partner universities and other Tallahassee attractions, allows our students the opportunity to explore and be in the heart of it all.

The mission of the College is to provide a learning environment that prepares students for success in a global economy by offering higher education pathways, workforce opportunities, and civic engagement.

TSC achieves its mission through the following five strategic priorities:

- Access. Strengthen and expand access by increasing awareness of educational opportunities that are reflective of student, business, and community needs.
- Student Success. Promote a student-centered environment that focuses on student achievement, engagement and educational excellence.

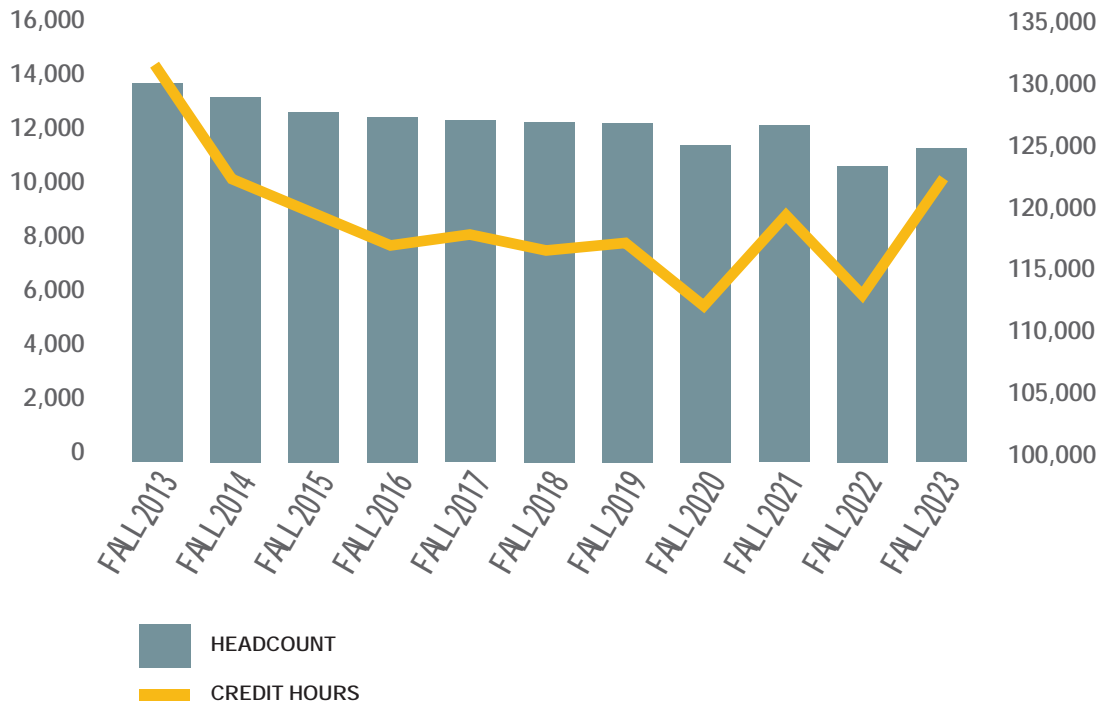
- **Workforce.** Achieve regional and statewide recognition as a premier college of choice for providing workforce training by delivering high quality programs and instruction that enables students to grow, succeed, and stay globally competitive.
- **Partnerships.** Nurture collaborative relationships with K-12 schools, universities, businesses, and community partners to develop a cohesive educational strategy that ensures seamless alignment and builds a skilled workforce that leads to economic mobility and increased educational attainment.
- **Resources & Efficiency.** Strategically leverage, grow and utilize resources to maximize student success and institutional sustainability and effectiveness.

TSC's mission is founded on teaching and learning, with a particular emphasis on student success. To accomplish this, TSC's faculty and staff are dedicated to implementing best practices in instruction and providing support services and technology to facilitate student learning. TSC is committed to fostering a culture of teaching and learning that promotes the development and success of its students, TSC shows this commitment by offering the Academy of Teaching, Learning and Success for Full-time faculty and The Adjunct Faculty Advancement Program. The College's strategic priorities place a strong emphasis on teaching and learning, as evidenced by the offerings of the TSC Center for Professional Enhancement (CPE) Teaching Academy on campus. For example, there are numerous initiatives, including faculty development strategies, to close the success rate gap between in-person and online modes. The College has also made significant investments in faculty professional development in order to improve teaching.



# TSC ENROLLMENT TRENDS & PROJECTIONS

## FALL 2023 ENROLLMENT AND CREDIT HOUR TRENDS



## DALE MABRY MUSEUM CONCEPTUAL PLAN

Tallahassee State College is physically located on the site that was once home to the United States Dale Mabry Army Airfield. Over the course of World War II the Dale Mabry Airfield trained over 8,000 pilots from across the US, including the Tuskegee Airmen, as well as those from Europe and China. Those pilots completed over 160,000 take-offs and landings throughout the course of the war. After the war the airfield returned to civilian use and later became home to TSC.

Now, in partnership with the Dale Mabry Army Airfield Museum, the College looks to add a museum to the main campus in commemoration of the Airfield. We are establishing a mutually beneficial relationship focused on a shared desire to preserve history, honor military men and women, inspire young people and future generations and build awareness and provide civic opportunities. The museum will be located on 3 acres on the southwest edge of the campus and plans include an original barracks building, a gatehouse and a building to house memorabilia and educational seminars.



# MISSION & VISION

## STRATEGIC PLAN

### Our mission

The Mission of the College is to provide a learning environment that prepares students for success in a global economy by offering higher education pathways, workforce opportunities and civic engagement.

### Our vision

To be recognized as the College of Choice.

## STRATEGIC PRIORITIES AND STRATEGIES

### Access

Strengthen and expand access by increasing awareness of educational opportunities that are reflective of student, business, and community needs.

#### Strategic Priorities:

- (1.1) Ensure clear pathways for all students to pursue a post secondary education that leads to economic mobility.
- (1.2) Create and implement a clear and comprehensive strategic enrollment management plan that addresses the ongoing needs of student recruitment and engagement.
- (1.3) Increase the college going rate of students from every district high school, and the percentage of district high school graduates who apply and enroll at TSC.
- (1.4) Ensure programs are accessible and affordable.

### Student Success

Promote a student-centered environment that focuses on student achievement, engagement, and educational excellence.

#### Strategic Priorities:

- (2.1) Develop a comprehensive student services model that ensures early connections to college, academic, and career pathways and personalized support for students.
- (2.2) Provide integrated targeted support services that promotes student success.
- (2.3) Employ data-informed teaching and learning techniques to promote academic excellence and student achievement.
- (2.4) Assure equity in outcomes for all groups in relation to persistence, degree and certificate completion and transfer rate.

## WORKFORCE

Achieve regional and statewide recognition as a premier college of choice for providing workforce training by delivering high-quality programs and instruction that enable students to grow, succeed and stay globally competitive.

Strategic Priorities:

- (3.1) Ensure high quality programs that allow students to enter, remain and/or advance in the workforce.
- (3.2) Align programs to meet the workforce needs in high demand, high wage jobs.
- (3.3) Adopt a comprehensive approach to career counseling that provides information and experiences students need to make informed career decisions and pursue high-demand pathways.
- (3.4) Integrate critical employability skills and credentials using inclusive strategies that are effective for Florida's multiethnic, multilingual and multigenerational learners.

## PARTNERSHIPS

Nurture collaborative relationships with K-12, universities, businesses, and community partners to develop a cohesive educational strategy that ensures seamless alignment and builds a skilled workforce that leads to economic mobility and increased educational attainment.

Strategic Priorities:

- (4.1) Align the College's engagement with community organizations and businesses to meet community needs and increase awareness of the college's mission and service.
- (4.2) Formalize relationships with K-12 stakeholders to promote collaboration between institutions and ensure student access to post-secondary education.
- (4.3) Coordinate student success efforts with university partners to ensure seamless articulation and completion.
- (4.4) Lead community partners in efforts to increase attainment rates in the college's service area.

## RESOURCES AND EFFICIENCIES

Strategically leverage, grow and utilize resources to maximize student success and institutional sustainability and effectiveness.

Strategic Priorities:

(5.1) Enhance a culture of continuous improvement by utilizing data to inform decision making.

(5.2) Implement a college wide enterprise resources planning (ERP) solution that transforms the experience of students, faculty and staff.

(5.3) Invest in the college's human capital and provide professional development aligned with the College's goals.

(5.4) Maximize institutional financial capacity by increasing public and private investments and leveraging operational efficiencies.

## MASTER PLAN PURPOSE

The master plans for the individual campuses contained herein were driven not by statistics or enrollment projections but by the Vision statement of Tallahassee State College to be “the College of Choice.” This, along with Their own individual Mission statements, was the rudder by which their campus vision was guided.

The college leadership and campus directors know the differences between what their campuses currently can provide compared to their competitors. Where they saw shortcomings, we addressed those in each campus master plan where possible.

Many of the elements within the various campus master plans have been on previous master plan updates. The fact that many of these elements keep appearing under different campus directors and facility directors shows unanimity in the need for those facilities.

The universal description of a campus master plan is that it is a comprehensive and strategic framework that outlines the long-term vision for the physical development and growth of a college or university campus. It serves as a guide for future improvements, expansions, and changes to the campus environment. The key purposes of a master plan include:

1. Guiding Development: It provides direction for land use, building placement, and infrastructure development based on academic needs, enrollment projections, and community engagement.

The Florida Department of Education requires a master plan update every five years. The individual campus master plans contained herein are forecasted out for 25 years based on information gathered from the College administration and facilities team as well as the Directors and their staff at the individual campuses.

The Vision for each campus is expressed in the master plan map that shows both existing facilities and future facilities in direct relationship to each other. The campus maps are reinforced by the narratives for each new facility to add understanding to why these facilities are needed to support the College’s Vision and Mission statements.

2. Preserving Identity: A master plan ensures that the campus retains its unique character, history, and cultural significance while accommodating growth.

The architecture at each campus is unique but consistent at that site.

- Main campus with its articulated brick cladding and metal roofing expresses to the public a substantial base with a timeless appeal as a repository for knowledge and education.

- WEI with its old Florida cracker style architecture displays a natural approach to the architecture befitting its mission as an environmental institute. Future buildings should reflect this architectural style.

- Ghazvini's high tech articulated façade of stucco, brick, glazing and architectural metal expresses high performance expectations in advanced medical technology. A significant addition is being contemplated and the new architecture is planned to match the existing building aesthetic.

- The architecture at the academic campus at FPSI comes the closest to matching main campus with brick cladding, metal roofing but has a simplified style that was adopted to blend with the existing buildings on campus when the campus was obtained from the Lively Vocational Center. The grounds and campus layout are designed not only for social interactions and pedestrian movement but were designed for marching between classes for the Pat Thomas Basic trainees and the Florida Highway Patrol Academy.

The buildings at the high liability training areas reflect their function and where possible were designed to the FPSI campus standard. However, for safety and training reasons some do not match that standard.

- The Gadsden Center is the newest campus and has one building currently on site. The building has a contemporary architectural style with metal roofing and stucco and brick walls. A significant addition is planned pending funding and should match the existing architecture.

- The Center for Innovation is located in downtown Tallahassee just steps from the State Capital and City Hall. It's architectural style is in contrast with the surrounding buildings and responds harmoniously with its surroundings on its site situated at Kleman Plaza.

3. Flexibility: It allows for adaptability to changing educational trends, technological advancements, and unforeseen circumstances.

Except for the Ghazvini, Gadsden Center and Innovation Center campuses there is flexibility in adjusting to future changes in requirements and programs that would affect building locations.

4. Resource Allocation: The plan helps allocate resources efficiently by prioritizing projects aligned with institutional goals.

The Capital Improvement Plan, Project Priority List, Plant Survey and subsequent spot surveys are the primary documents that provide guidance in achieving this goal.

5. Enhancing Student Experience: Consideration of student life, housing, transportation, and recreational spaces contributes to a positive campus environment.

Each campus update map addresses new provisions within the building types proposed and their site geometry to create a campus environment to address this goal.

6. Community Engagement: Stakeholders' input ensures diverse perspectives and shared interests are reflected in the plan.



## ACADEMIC ZONE DEVELOPMENT DENSITY

Land density calculations provide information to quantify the utilization of property. Higher density provides for a more efficient use of land. It requires less land, decreased length of roads, decreased length for water and sewer pipes, and it shortens runs for power and utility lines for any development. This can represent substantial economic savings. It also decreases walking distances and the amount of time it takes to reach a destination while maximizing the amount of open space that remains.

The only campus where density is currently relevant is the main campus which is a mature campus with excellent pedestrian pathways between buildings and amenities. No future buildings are planned for this campus for the next five years.

The FPSI campus will always have a lower density campus layout since its para-military training regimen was designed for students to march between classrooms and to the high liability zone for training. It currently has good pedestrian connections between classrooms and amenities. The location of the future buildings for the Aquatics Center and Classroom B will maintain those connections.

The WEI campus will also have a lower density campus due to the nature of its mission. The planned unit development requirements dictate that there will be four main areas designated for specific activities. The areas are designated for conservation, practical training, classroom and administration and conference center. The large size of these areas forces a wide separation between buildings. This wide separation is important though because the campus itself is designed as an exhibition area of the natural diversity of the campus. Extensive walkways, walking trails, overlooks and educational display points contribute to the walkability of the campus.

The other three campuses in this master plan are the Ghazvini Center, the Gadsden Center and the Innovation Center. All these campuses will have only one building on them at full build out, so campus density is irrelevant.

# COMPLIANCE STATUS REPORT

## REQUIRED STATE FACILITIES PLANNING & BUDGETING PROCESSES

The five-year Campus Master Plan for a state college serves as the overall guide for development of short-term facilities planning and budgeting processes. These processes include the five-year Educational Plant Survey and the annual Five-Year Capital Improvement Plan as mandated by the State of Florida's Department of Education (DOE). It is the College's intent to submit these three reports concurrently.

### THE FIVE-YEAR EDUCATIONAL PLANT SURVEY (EPS)

This process was designed to demonstrate and validate the facilities needs for each approved site of a state college. It uses state standards that are applied to enrollment projections with specific attention to unique facilities requirements for the academic programs offered by the college. The EPS recommendations for renovation, remodeling, and new construction must be consistent with the Campus Master Plan, which must be updated at least every five years. Additionally, the projects included in the EPS must be coordinated with local government entities for any off-campus local infrastructure needs.

Proposed sites for state colleges, where the land is to be owned or where facility acquisition or construction is planned, must have prior approval by the legislature. These are subsequently classified and approved by the State Board of Education. An EPS is required every five years. It should be submitted three months prior to the final due date. The due date for the EPS is 30 June 2024.

### THE CAPITAL IMPROVEMENT PLAN (CIP)

This is required by Florida Statutes as part of the annual budget process and serves two purposes: it represents the college's annual request for state capital outlay funding from Public Education Capital Outlay funds, and it facilitates long-term planning for budgeting purposes. Each project included in the college's CIP is to be supported by a recommendation included in the latest EPS.

Separate budgeting processes exist for projects funded by Facilities Enhancement Challenge Grant (FECG) funds and Motor Vehicle License Revenue (MVLN). Projects to be financed by these sources also require the support of recommendations within the survey. FECG projects are requested each year and MVLN projects must be included in the Project Priority List (PPL) approved by the Department of Education as being consistent with the survey and with the limitations on the use of MVLN funds. Capital improvement fees paid by students and proceeds from bonds supported by this revenue source are also available for projects recommended in the survey. The CIP is due on August 1st of each year.

## COMPLIANCE

Master Plan, Plant Survey and Capital Improvement Plan

The College is currently working on the required updates for these reports that must be submitted to comply with the extension DOE issued in June of 2023 to allow the master plan, plant survey and capital improvement plan to be submitted together.

## SITE APPROVAL

All sites where projects are planned, were approved according to the current CIP. No new sites were added since the last updates except for two parcels added to the Wakulla Environmental Institute. Efforts are underway to abandon Kent Street at the Gadsden Center in preparation for a future enlargement of that facility.

## PROJECT PRIORITY LIST (PPL)

The PPL will be updated in the new documents to reflect the college's preferences in housing their educational or support facilities.

## CURRENT ATTENDANCE & FUTURE PROJECTIONS

The projected student enrollments included in the Educational Plant Survey provides the basis for future space needs included in the five-year Master Plan update. The educational plant survey aids in the determination of quantities of space required to house the educational activities of students and staff, taking into consideration the local comprehensive plan in its forecast strategies. This plan represents a careful study of all available data regarding the status of educational and ancillary facilities in relation to capital outlay full-time equivalency (COFTE or FTE) student membership and the projected changes in COFTE student membership.

The projected full-time equivalency (FTE) becomes the basis for the requirements based on established formulas stipulating gross floor area (GSF) per FTE standards. The resulting required building areas can then be used to determine other supplementary required campus elements such as parking and stormwater retention.

CWE FTE (Continuing Workforce Education Full Time Equivalent) is not included in this report because it was excluded from funded FTE beginning in school year 2010-11. The state no longer provides projections for this category.

The chart that follows gives TSC enrollment projections provided by the Florida Department of Education (FDOE) for the years 2023-2024 through 2028-2029. It indicates a relatively flat growth rate across all campuses except for the Ghazvini Campus which shows small growth.

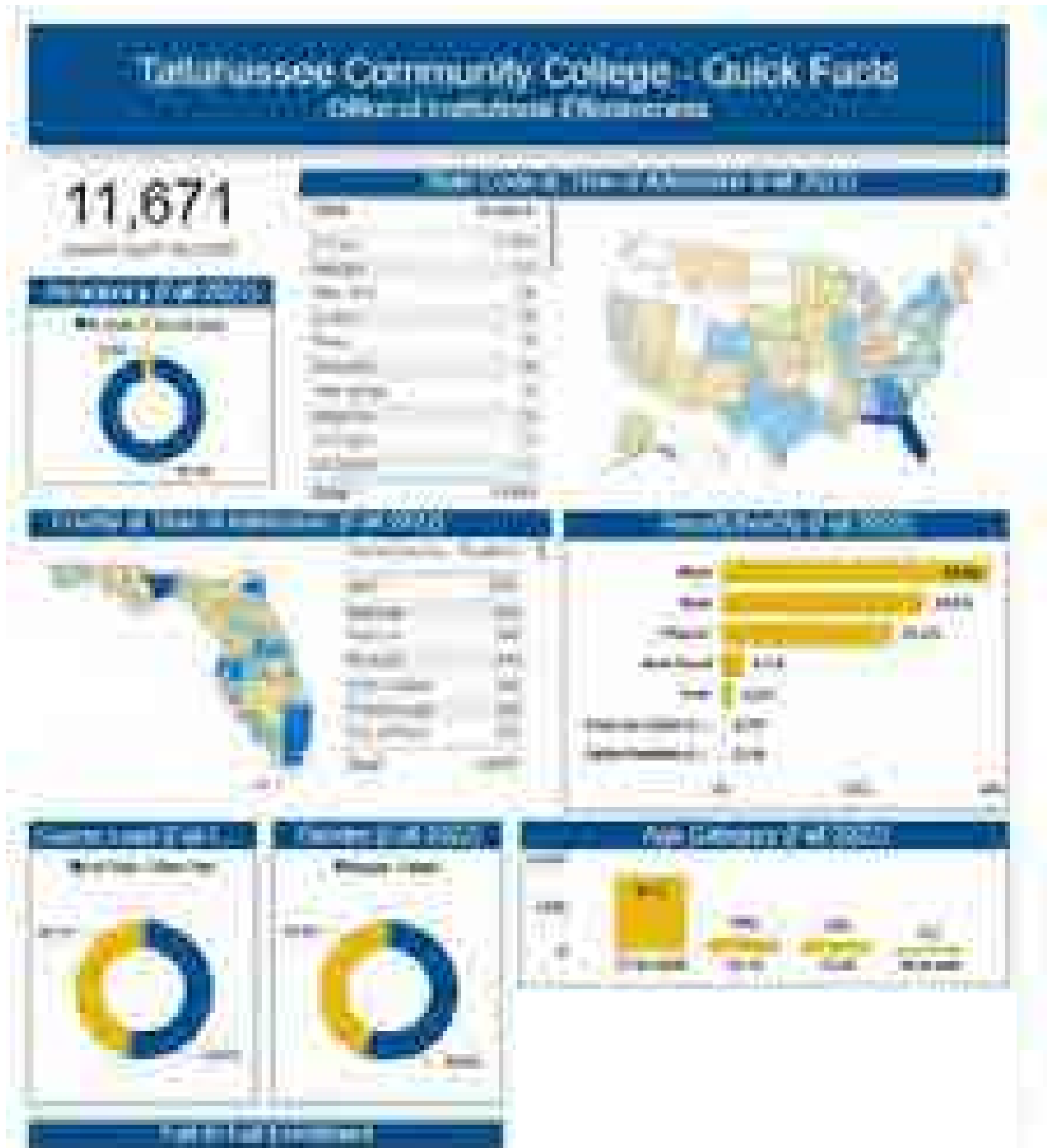
Employee head count projections presented herein are based on current employment figures for the 2023-2024 year. They generally fluctuate in direct proportion to the number of enrolled students served. The current employee head count is 1,705 which consists of 806 full-time and 899 part-time employees. This number is also expected to remain flat over the next five years due to flat FTE projections.

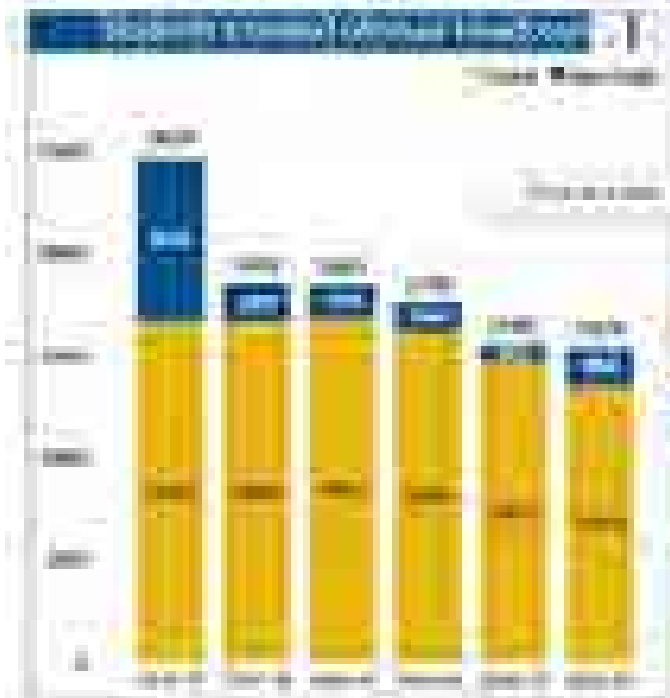
FLORIDA COLLEGE SYSTEM  
CAPITAL OUTLAY FORMULA BUDGET PROJECTIONS:  
FUNDED, LOWER, AND UPPER LEVEL  
DIVISION PROJECTIONS WITH COLLEGE ADJUSTMENTS

TALLAHASSEE STATE COLLEGE

The image shows a screenshot of a budget projection spreadsheet. The left column is highlighted in yellow and contains text labels for various budget categories. The right columns contain numerical data, likely representing budget amounts in dollars. The spreadsheet is organized into several sections, each with a header row. The data is presented in a grid format, with rows representing different budget items and columns representing different years or budget levels. The text is too blurry to read, but the structure is clear.

# STATISTICAL & ENROLLMENT DATA

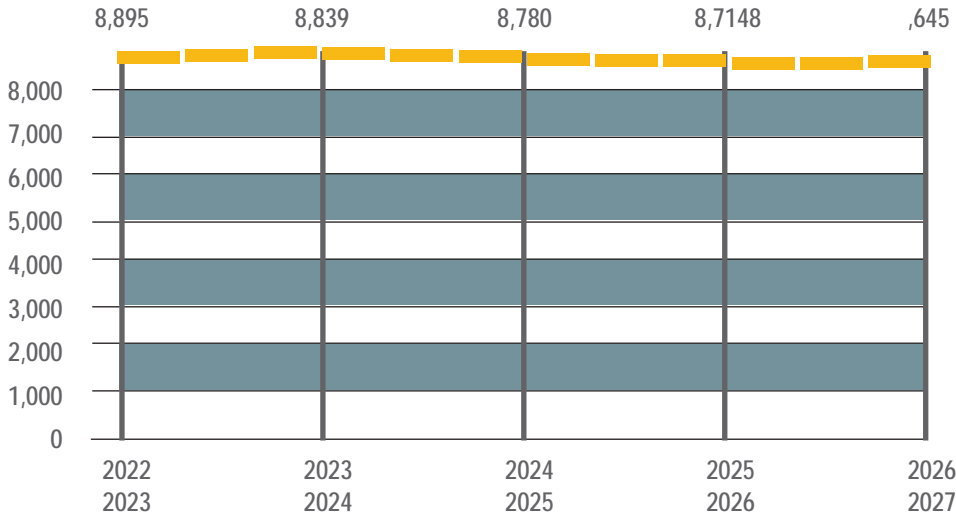




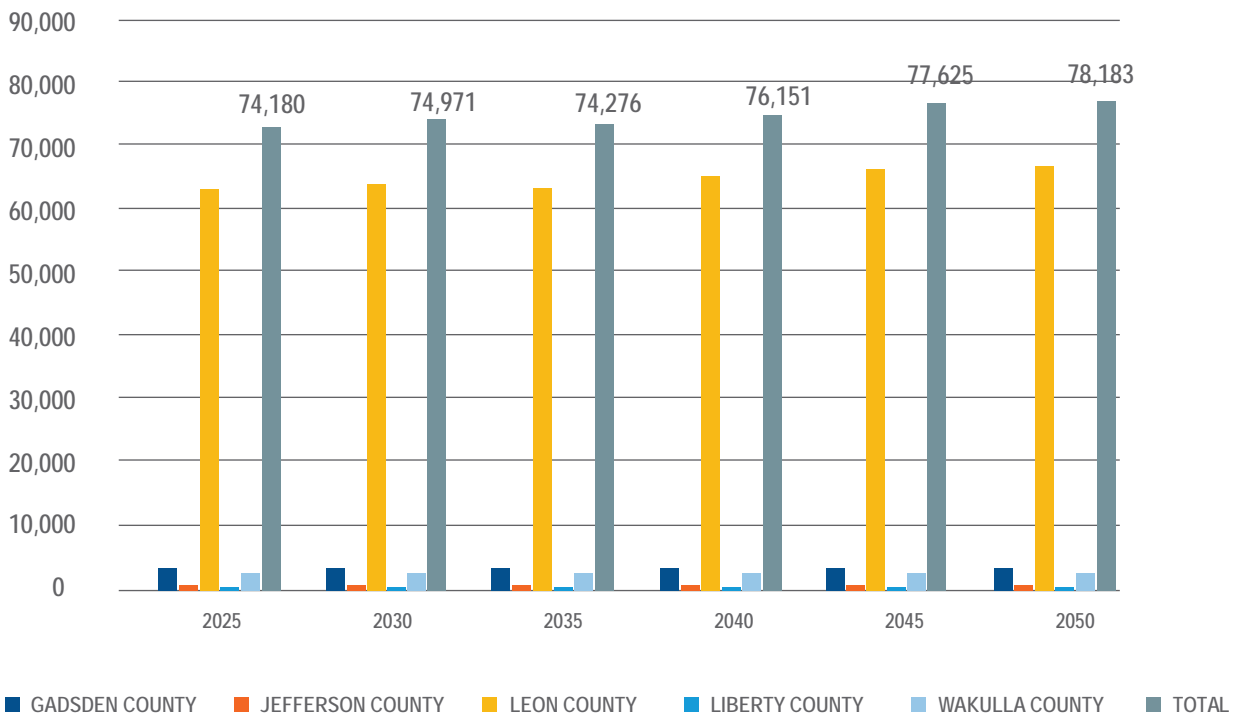
MAIN CAMPUS	8,154
GADSDEN CENTER	17
FLORIDA SAFETY INSTITUTE	201
GHAZVINI	350
WAKULLA ENVIRONMENTAL INSTITUTE	5

8,727

### 2022 - 2023 FTE BREAKDOWN TALLAHASSEE STATE COLLEGE



### BEBR PROJECTIONS 18 - 24 AGE POPULATION





POPULATION PROJECTIONS FIVE COUNTY AREA

2025 - 2050 COUNTY GROWTH PROJECTIONS  
BUREAU OF ECONOMIC & BUSINESS RESEARCH

	2025	2035	2045	2055	2065	2075	2085
<b>FRANKLIN</b>	102,871						
Low		112,000	112,000	112,000	111,000	111,000	111,000
Medium		113,000	114,000	114,000	113,000	113,000	113,000
High		114,000	115,000	117,000	116,000	116,000	116,000
<b>GADSDEN</b>	44,421						
Low		47,000	48,000	48,000	48,000	47,000	46,000
Medium		48,000	48,000	48,000	48,000	48,000	48,000
High		48,000	48,000	49,000	51,000	52,000	53,000
<b>JEFFERSON</b>	111,432						
Low		114,000	114,000	114,000	113,000	113,000	113,000
Medium		115,000	116,000	116,000	116,000	116,000	117,000
High		116,000	117,000	118,000	119,000	120,000	121,000
<b>LEON</b>	201,724						
Low		204,000	205,000	206,000	205,000	205,000	205,000
Medium		206,000	207,000	208,000	208,000	208,000	208,000
High		207,000	208,000	209,000	209,000	209,000	210,000
<b>WASILLA</b>	66,188						
Low		64,000	65,000	65,000	65,000	64,000	64,000
Medium		67,000	68,000	67,000	67,000	67,000	67,000
High		68,000	68,000	68,000	68,000	68,000	68,000



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# OVERVIEW

Tallahassee State College commissioned DAG Architects to update the master plan for the Main Campus of the College. The Campus is located within the city limits of Tallahassee, Florida and has an area of 208 acres. The design team analyzed the existing campus conditions, environmental constraints, and expected campus growth to develop a framework for the continued physical development of the campus.

## EXISTING CONDITIONS

Although Tallahassee bills itself as the city on seven hills, the College site is very flat. The site was part of the Dale Mabry Army Airfield during World War II, and a good part of the campus was once runways and taxiways. The flat topography has led to storm drainage issues on some parts of the campus, and a small portion of the southwest corner of the site is located within the hundred-year floodplain. The drainage issues will be addressed later in this update in the Stormwater Basin Narrative and Map.

Site access by automobile is excellent. The site is bounded by three primary roads; West Tennessee Steet (US 90) to the north, Appleyard Drive to the east, and Pensacola Street (SR 366) on the south. There are multiple entrances to the campus, so the College is not plagued by the back-ups or traffic jams that occur at some other schools. Bus/transit service to the College is also excellent, with bus stops located on each of the three main roads. Four routes serve TSC and there is a transfer station on campus on Appleyard Drive.

Pedestrian traffic to the campus is fair. There are sidewalks and crosswalks on both sides of Tennessee Street at the northern boundary of TSC, and the walks continue eastward where most of the student housing is located. There are also sidewalks and crosswalks on both sides of Appleyard Drive and on Pensacola Street heading east from the intersection of Pensacola Street and Appleyard Drive. There are also sidewalks at the south boundary of TSC that extend from Appleyard Drive along Pensacola Street to Pat Thomas Boulevard.

Bicycle access to campus is like pedestrian access. There are bicycle lanes associated with the sidewalks at each of the three roads listed above. Bicycle and pedestrian traffic to the campus is not as prevalent as it is at the two nearby universities, probably because TSC does not charge for parking and there is plenty of parking available. The potential for increased alternative access is high because almost 45% of TSC students are from locations outside of TSC's service area and live in local apartments.

The character of the main campus is very uniform. All of the buildings in the main academic core are two stories tall, have red brick walls and gray standing seam metal roofs. Lively Technical Center, operated by Leon County Schools, is a 40 acre in-parcel to the northeast of the main campus. Lively fronts Appleyard Drive and is bounded by TSC on three sides.

The character of the buildings in the southwest quadrant of the campus are not as uniform or as pleasing in character as the main academic core. This area was originally developed as a light industrial park, and over the years TSC acquired buildings and parcels as funding allowed. More recently TSC has been disposing of some of these properties and currently has no plans to acquire additional properties. The existing neighborhood consists of buildings that are still private and are relatively well maintained (Grainger, Graybar), buildings that have been renovated for new uses (baseball and softball field houses, University Center and AMTC), and buildings that have deteriorated due to lack of funds (former Gorman and Hood buildings). One of the goals in the master plan is to re-invigorate this area as a public-private resource that supports the quality image of the remainder of the campus.

## ENVIRONMENTAL CONSTRAINTS

There are several environmental constraints that impact the long-term development of the campus. The first constraint is the portion of the site that is within the hundred-year flood plain which limits the ability to develop that area. In addition, the western extent of TSC's campus is bounded by an active CSX railroad track. Since fuel, fertilizer and other toxic substances are often shipped by rail, development of new college facilities near the track should be discouraged.

The third factor that will affect campus growth and development is the planned Westwood Gateway Student Corridor project that will widen Pensacola Street from two lanes to four with landscaped medians from Capital Circle to Appleyard Drive. The benefits of this project will be a more attractive roadway, improved pedestrian and bicycle access, and drainage improvements at the existing railway overpass that should help address storm drainage on campus. The detriment TSC will be the loss of existing parking lots adjacent to Pensacola Street. However, there will still be ample parking campus-wide.

# MAIN CAMPUS EXISTING BUILDING REQUIREMENTS

## EXISTING FACILITIES

	EFIS#		Academic Buildings GSF	Athletics Facilities GSF	Parking Garage GSF	Storage Leased GSF
①	01-001 EN	ENGLISH BUILDING	42,243			
②	01-002 SMA	SCIENCE / MATH ANNEX	25,871			
③	01-003 AP	ACADEMIC SUPPORT BUILDING	16,923			
④	01-004 MLH	SCIENCE LECTURE HALL	10,840			
⑤	01-005 CH	COMMUNICATIONS / HUMANITIES	71,542			
⑥	01-006 DH	DENTAL HYGIENE BUILDING	38,111			
⑦		NOT USED				
⑧	01-008 AC	ACADEMIC COMPUTING CENTER	44,530			
⑨	01-009 CB	CENTRE BUIDING	17,829			
⑩		NOT USED				
⑪	01-0011 TPP	TECHNICAL & PROFESSIONAL PROGRAMS	81,075			
⑫	01-0012 FPAC	FINE & PERFORMING ARTS CENTER	72,374			
⑬		NOT USED				
⑭		NOT USED				
⑮	01-0015 LS	LIFETIME SPORTS CENTER	60,249			
⑯		RAZED				
⑰	01-0017 SS	SUPPORT SERVICES BUILDING	18,612			
⑱	01-0018 SM	SCIENCE / MATH BUILDING	68,322			
⑲	01-0019 UC	UNIVERSITY CENTER	8,941			
⑳	01-0020 BA	BASEBALL FIELD HOUSE		14,432		
㉑	01-0021 RI	RICHARDSON BUILDING				17,427
㉒	01-0022 SB	LEASED TO SCOTT BARRETT PLUMBING				8,308
㉓	01-0023 BC	BASEBALL CONCESSIONS		2,484		
㉔		NOT USED				
㉕		NOT USED				
㉖		NOT USED				
㉗	01-0027 AD	ADMINISTRATION BUILDING	44,013			
㉘	01-0028 CUP	CENTRAL ENERGY PLANT	7,559			
㉙		NOT USED				
㉚	01-0030 LB/LF	LIBRARY BUILDING	106,014			
㉛		COMMERCIAL VEHICLE TRAINING	9,014			
㉜	01-0032 BC	BASEBALL FIELD		5,000		
㉝	01-0033 SF	SOFTBALL FIELD		4,000		
㉞	01-0034 SO	WOMEN'S FIELD HOUSE		7,067		
㉟	01-0035 SU	STUDENT UNION	90,362			
㊱	01-0036 HA	LEASED TO SHAKESPEAR THEATER				4,572
㊲	01-0037 PG	PARKING GARAGE			408,792	
㊳	01-0038 WD	WORKFORCE DEVELOPMENT	40,484			
㊴	01-0039 HSS	WETHERELL HSS BUILDING	40,218			
㊵		NOT USED				
㊶	01-0041 CT	COMPUTER TECHNOLOGY	40,526			
㊷	01-0042 HUE	LEASED TO INDEPENDANT GREEN TECH				18,792
㊸	01-0043 AMTC	ADVANCED MANUFACTURING TRAINING CTR	25,301			
㊹		SOLD				
㊺		SOLD				
㊻	01-0046 GOR	LEASED TO SOUTHERN PIPE				23,794
㊼		SOLD				
㊽		VACANT LAND				
㊾		RAZED				
㊿	01-0050 OB	LEASED TO I.G.T.				2,618
①		WINCHESTER PARCEL				
②	01-0052 UCP	SUPERIOR MECHANICAL				4,380
③	01-0053 APB	LEASED TO E2P				5,060
④	01-0054 FAC	VACANT BUILDING				15,525
⑤	01-0055 PS	PAINT SPRAYING				2,080
⑥	01-0056 PO	FUTURE PLANT OPERATIONS				13,900
⑦	01-0057 MR	MAILROOM & LOGISTICS TRAINING	16,230			
⑧	01-0058 STO	STORAGE				1,600
CATAGORY TOTAL GSF			997,183	32,983	408,792	118,056



# TSC MAIN CAMPUS

TSC MAIN CAMPUS MAP



## FUTURE PROJECTS NARRATIVE

Projected student enrollment, over the next five years, can be accommodated within the campus' current education space capacity.

Main campus facilities have expanded and improved over the years and are capable of meeting current and future projected enrollment. The focus is on improvements to educational space to meet changing pedagogical methods, to better embed technology for student learning, and to create an environment that is able to be agile in meeting workforce demands.

There are several smaller projects that are underway which have been described in the Projected Space Needs narrative,

The existing Chiller Plant is planned to receive a solar roof cover which will protect this outdoor equipment while adding to the energy efficiency of the main campus. It will also serve as a covered parking area for the campus golf carts.

A major remodeling of the Dental Lab is under construction. This redesign incorporates some of the latest advanced and realistic 3D training technology available.

# STORMWATER BASIN NARRATIVE

## FUTURE STORMWATER BASIN 1

This future stormwater Basin as shown hereon will collect stormwater flow via overland flow and piping to a bio infiltration swale to Pond 1. Future Basin 1's primary service area will be the existing Multi-purpose Building, future Classroom and Lab Buildings 2, 3 and 4 and other associated impervious areas.

## FUTURE STORMWATER BASIN 2

This future stormwater Basin as shown hereon will collect stormwater flow via overland flow and piping to a bio infiltration swale to Pond 2. Basin 2's primary service area will include the Eco Training Center and the Eco Tourism Hospitality Training Center buildings 5 and 6 respectively.

## FUTURE STORMWATER BASIN 3

Minimal impervious area is expected to be constructed in this area set aside for practical training. Therefore, it is anticipated the stormwater management will be handled by grasses swales or small ponds adjacent to the impervious area created.

## NATURAL AREA

Minimal or no impervious areas will be allowed in the natural preserve area.



TSC MAIN CAMPUS STORMWATER BASIN MAP

TSC MAIN CAMPUS STORMWATER BASIN MAP

## ENVIRONMENTAL INITIATIVES

Tallahassee State College is committed to environmental sustainability. In 2019, TSC was a founding member of the Capital Area Sustainability Compact. In an innovative endeavor, eight of the largest organizations in Leon County pledged to collectively tackle some of the community's biggest sustainability topics like waste, energy, and transportation. The member organizations created the Compact to establish a platform where members can share information, identify collaborative opportunities, and find solutions for shared sustainability challenges.

Compact members developed a joint strategy to minimize the community footprint, reduce community greenhouse gas emissions and drive sustainable action in the Capital Area.

In keeping with this commitment, the College established a strategic initiative to maximize institutional financial capacity by leveraging operational efficiencies and environmental stewardship. We monitor energy consumption, water consumption, solar energy production and the use of sustainable materials. This information drives decision-making. TCC also has engaged in an energy savings performance contract to identify energy facility and operational practices that will conserve energy.

The College also regularly selects environmentally conscience materials and products. We use carpet, picnic tables, benches and landscape timbers made from recycled plastic. Water fountains have been replaced with hydration stations to refill water bottles. Landscape equipment and golf carts are electric. The College has installed two EV charging stations on campus.

Since 2020, the College has prioritized the safety and welfare of our employees and students by implementing a \$4 million air quality project. This included increasing the air filter MERV ratings across campus; installation of bipolar ionization air purifiers, upgrading HVAC building automation sensors including CO2 and VOC monitors and installation of UV light systems.

The College has a fully developed building automation system on campus for purposes of monitoring and controlling energy consumption, immediately identifying water leaks or other issues. This also allows centralized control of thermostats and the ability to plan for events and special conditions. This has created a culture of conservation across campus.

The College has also made solar energy production an important part of construction projects. Starting in 2017, the College included solar panels at the Wakulla Environmental Institute, a building that is net zero energy consumption. Most recently, the Gahzvini Center for Healthcare Education included solar panels on a recent covered patio project. Currently design is underway for a covered walkway on main campus to include solar panels.

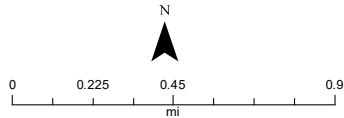
# PROPERTY MAP / PARCEL 212851 K0002



TLCGIS, TLGGIS, LCPAO

## Leon County Property Appraiser

Legend		
	Township	
	Section	
	Subdivision	
	Tax Parcel	
	Lot	
	Access Easement	
	River	
	Waterbody	
	Building	
	Park	
	City Limit	
Imagery 1/2015		



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 Fax: (850) 606-6201  
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# PROPERTY MAP / PARCEL 212851 L0001

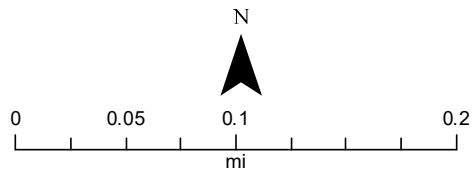


TLCGIS, TLCGIS, LCPAO, TLCGIS, LCPA, LCBC

## Leon County Property Appraiser

**Legend**

Township	Lot	Building
Section	Access Easement	Park
Subdivision	River	City Limit
Tax Parcel	Waterbody	Imagery 1/2015



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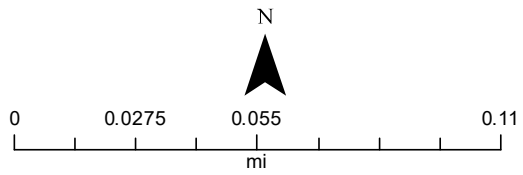
# PROPERTY MAP / PARCEL 2133190000200



TLCGIS, TLCGIS, LCPAO, TLCGIS, LCPA, LCBC

## Leon County Property Appraiser

Legend		
	Township	
	Section	
	Subdivision	
	Tax Parcel	
	Lot	
	Access Easement	
	River	
	Waterbody	
	Building	
	Park	
	City Limit	



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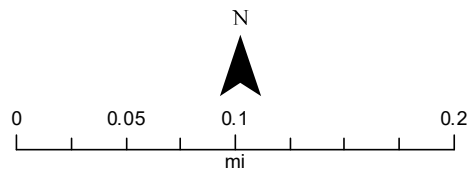
# PROPERTY MAP / PARCEL 212851 B040



TLCGIS, TLCPAO, TLCPA, LCBC

## Leon County Property Appraiser

Legend		
	Township	
	Section	
	Subdivision	
	Tax Parcel	
	Lot	
	Access Easement	
	River	
	Waterbody	
	Building	
	Park	
	City Limit	
	Imagery 1/2015	



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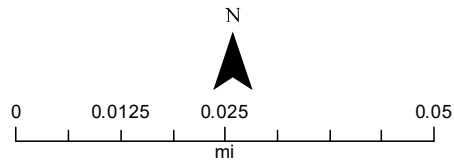
# PROPERTY MAP / PARCEL 212851 H003



TLCGIS, TCGIS, LCPAO, TCGIS, LCPA, LCBC

## Leon County Property Appraiser

Legend					
	Township		Lot		Building
	Section		Access Easement		Park
	Subdivision		River		City Limit
	Tax Parcel		Waterbody		Imagery 1/2015



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Date Printed: Mar 24, 2024

## PROJECTED SPACE NEEDS

There are no new academic buildings or major additions projected for construction within the next five years on the main campus.

For master planning purposes, rule-of-thumb formulas are available that may provide a gross estimate of projected space needs while the Plant Survey is in preparation. For academic space, the Florida Department of Education recommends a range of 78 – 100 gross square feet (GSF) of building area per FTE.

The existing area of the academic core on Main Campus is 980,945 GSF. The projected total FTE for FY 2026-2027 is 8,645, providing a ratio of 113 GSF per FTE. Based on this ratio, no new academic space needs are projected within the current planning window.

This is reinforced by the DOE Space Summary sheet and Capital Outlay attendance projections sheet that follows this part. For Main Campus, by 2027-2028 there will be a surplus of instructional space in the amount of 105,285 square feet. It also shows a surplus of institutional support space of 841,294 square feet.

Contrarily, the academic support spaces (library, auditorium and student services) show a deficit of 48,101 square feet. The College plans continued improvements to existing instructional spaces to meet the developing needs of our new academic programs and the infusion of new technologies such as virtual simulations and three-dimensional models. The College also recognizes increased student mental health, advising and financial services needs and plans to further convert space to meet these student needs.

The College will pursue a change in classification for Building 8, which is now the new Collegiate High School. Building 8 contains approximately 24,542 square feet of educational space that would significantly reduce the excess capacity listed for the classroom areas. This building was remodeled and is now occupied by the Tallahassee Collegiate Academy.

Although TSC does not contemplate new construction on Main Campus soon, there is a critical need to replace and refurbish elements of the existing physical plant. In addition, existing facilities may be re-purposed to accommodate new programs and initiatives. A description of the proposed and on-going projects follows below.

TSC has available capacity but needs to modernize classrooms and develop specialized space to meet specific high tech program needs.

The College must remain agile and adapt to community needs immediately as they occur. Most recently the College has added twenty-nine new associate in science degrees in programs such as Cyber Security and Building Automation Systems.

The College has expanded to offer new Bachelor degree programs in Elementary Education, Exceptional Student Education, and Business.

In 2014-15 TCC undertook a comprehensive study of the Central Utility Plant and campus energy infrastructure to improve energy efficiency, provide for redundancy in case of equipment failure and reduce operational costs. TCC completed a campus utilities master plan and is currently working with Siemens Industry, Inc. to put the plan in place. This project is in process.

# DOE SUMMARY SPACE PROJECTIONS 2027 - 2028 YEAR

## SUMMARY OF EXISTING AND RECOMMENDED SQUARE FOOTAGE

Survey : 3 Version : 1

College Name : TALLAHASSEE STATE COLLEGE

Date : 3/19/2024 9:00:36 AM

Site Number : 1

Admin Site : NO

Site Name : MAIN

SPACE CATEGORY	2027 - 2028 SPACE ALLOCATION	EXISTING INVENTORY SPACE	SPACE DEFICIT OR SURPLUS	CONSTRUCTION NSF	REMODEL NSF	SURVEY RECOMMENDED SPACE
<b>Instructional Spaces :</b>						
Classrooms	107,100	134,442	27,342	0	0	134,442
Non-Vocational Spaces	0	33,361	33,361	0	0	33,361
Vocational Spaces	0	39,039	39,039	0	0	39,039
Physical Education	48,045	53,588	5,543	0	0	53,588
Subtotal	155,145	260,430	105,285	0	0	260,430
<b>Academic Support:</b>						
Library	84,799	67,468	-17,331	0	0	67,468
Audiovisual	5,355	5,978	623	0	0	5,978
Auditorium/Exhibition	26,827	14,009	-12,818	0	0	14,009
Student Services	57,068	38,493	-18,575	0	0	38,493
Subtotal	174,049	125,948	-48,101	0	0	125,948
<b>Institutional Support:</b>						
Office	95,113	201,807	106,695	0	0	201,807
Support Services	21,215	393,031	371,816	0	0	393,031
Custodial Services	8,370	3,480	-4,890	0	0	3,480
<b>Sanitation:</b>						
*Student Restrooms	11,414	21,190	9,777	0	0	21,190
*Staff/Public Restrooms	1,902	3,450	1,547	0	0	3,450
Subtotal	138,013	622,958	484,945	0	0	622,958
*HVAC /Mech/Sanitation	28,032	113,735	85,703	0	0	113,735
Circulation	168,381	320,861	-152,480	0	0	320,861
<b>Total Net Square Feet</b>	<b>663,621</b>	<b>1,443,932</b>	<b>841,294</b>	<b>0</b>	<b>0</b>	<b>1,443,932</b>

Leased / Rented NSF not in Survey :

Total NSF for all Sites : 1,009,336

Leased / Rented NSF not in Survey : 0

\* : In College Surveys, New Construction for Restroom space is included in HVAC/Mech/Sanitation.

# PROJECTED PARKING REQUIREMENTS & DATA

The projected parking requirements for the main campus are determined by the State Requirements for Educational Facilities, Section 453 of the Florida Building Code. Local Municipal or County parking requirements may apply if agreed to in a growth management resolution with those entities. The minimum parking requirements in the Florida Building Code are listed below:

- Faculty and staff: One space for each member.
- Visitors: One space for every 100 students.
- Florida colleges: One space for every two students.

The design team adjusted the student count to reflect the actual number of students on campus at any one time. The projection considers the practical impact of online classes and dual enrollment.

The projected the Fall 2025 projected enrollment of 11,500 students and allowing one student station for each two FTE the number of required student stations is 5,750. The main campus presently has 4,118 standard parking spaces and 82 accessible parking spaces for a total of 4,200 spaces. This includes the parking garage and the north parking lot but does not include the out-buildings in the former industrial park. The required number of parking spaces by the Building Code is calculated in the table below.

CATEGORY	EXISTING COUNT	CRITERIA	SPACE REQUIRED
FULL TIME STAFF	566	1 SPACE PER STAFF	66
PART TIME STAFF	1150	USE 50% OF FULL TIME	575
STUDENTS	5750	1 SPACE PER 2 STUDENTS	2,875
VISITORS	43	1 SPACE PER 100 STUDENTS	43
TOTAL			4,059

There is no requirement to provide additional parking spaces within the five-year master plan horizon.

There are two considerations that may affect the parking count beyond the five-year horizon. The first consideration is that the City-County Blueprint 2000 plan calls for Pensacola Street to be expanded from two lanes to four lanes, which would remove 101 existing spaces now in place within the Pensacola Street right of way. The Agency has named this project the “Westside Student Gateway”. Currently it is ranked eighth on the adopted CRTPA Road Project Priority List for fiscal year 2024-2028

The second consideration is that a previous master plan contemplated a second parking garage located adjacent to the existing parking garage on the west side of the campus. The second parking garage was justified by the steady rate of enrollment growth that prevailed until 2011-2012. A second parking garage is not now justified by current enrollment projections but may become necessary in the period beyond 2028. The design team recommends that when a second garage is built, it should be located on the east side of campus where most of the classrooms are. The final location may also be influenced by the Pensacola Street widening and may be further explored in the next master plan update.

# WESTSIDE STUDENT GATEWAY



**Project Website:** [www.BlueprintIA.org](http://www.BlueprintIA.org)

**Staff Contact:** (850) 219-1060

[info@blueprintia.org](mailto:info@blueprintia.org)



Westside Student Gateway

## Project Highlights

- Provides funding to improve Pensacola Street/Highway 20 from Capital Circle Southwest to Appleyard Drive.
- Includes funding for stormwater improvements in the Gum Creek/West Drainage Ditch.
- Project goals include the creation of gateway features and network connectivity.

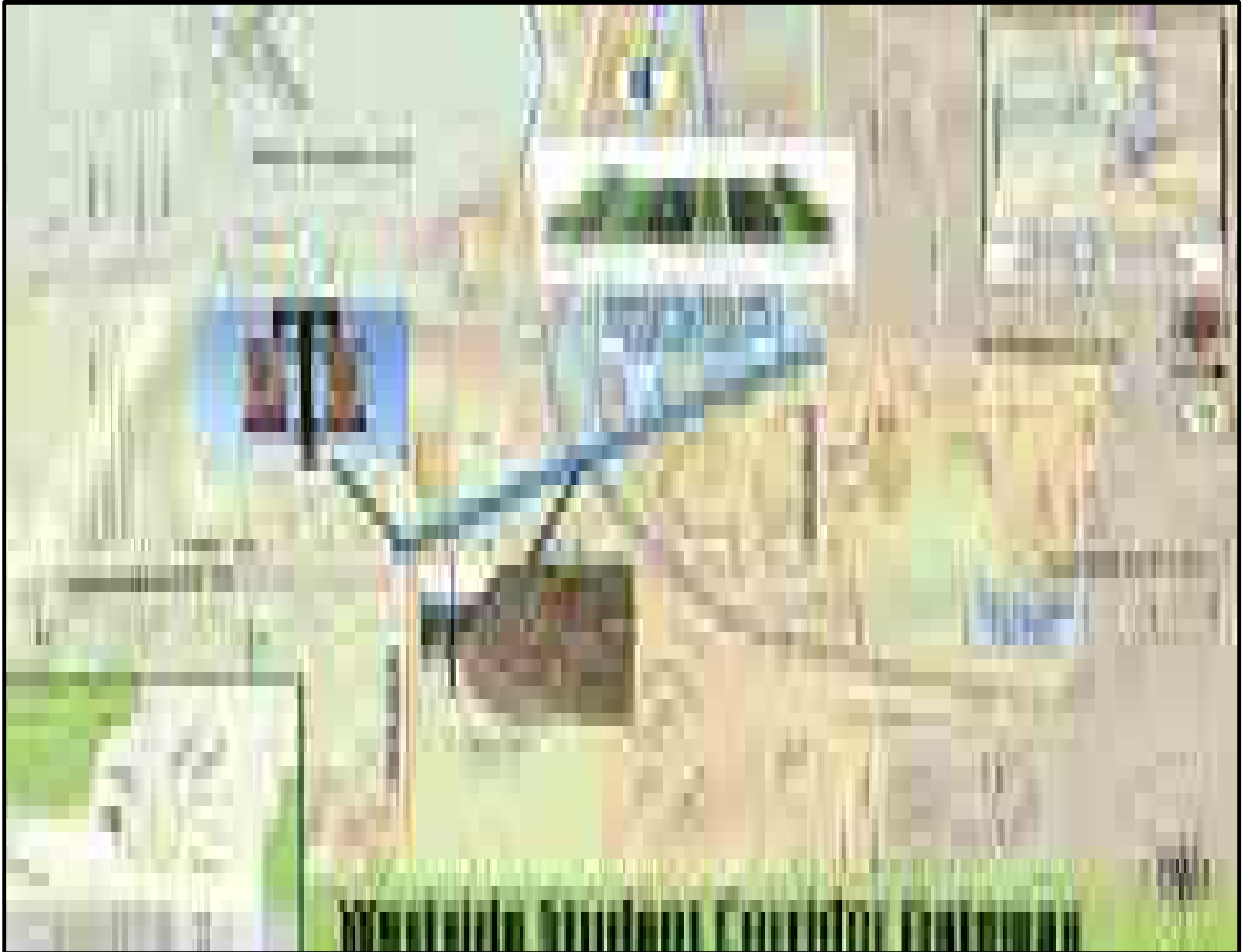
## Current Status

- Funding for PD&E for this project is currently 8th on the adopted CRTPA Road Project Priority List for Fiscal Year 2024-2028 [[linked here](#)].
- The FDOT Adopted Work Program has programmed:
  - \$1,605,366 in FY 2023-2024 for a feasibility study of the Westside Gateway project limits. The feasibility study kicked off in July 2023.
  - \$14,674,358 in FY 2023 - 2025 for a resurfacing project (Railroad Overpass to SR 366 Stadium Dr.) that includes a significant portion of the Westside Gateway project limits.



# WESTSIDE STUDENT GATEWAY

## BLUEPRINT INTERGOVERNMENTAL AGENCY



# LANDSCAPE NARRATIVE

## OVERVIEW & SUMMARY

The landscape narrative provides guidance for appropriate tree species selection and locational criteria for the main campus, and works in concert with the Conceptual Landscape Master Plan providing physical context for location. The intent of the master plan and tree palette is to build upon the existing conditions of the campus.

The species and placement of trees will build upon the existing landscape to further the theme of a unified framework across the campus. The Landscape Master Plan reflects mostly existing conditions ranging from quads, greens, and circulation paths to stormwater facilities and natural areas. Based upon this framework, design consistency and visual cohesion will be achieved through practical design solutions that are maintenance friendly.

## EXISTING CONDITIONS

The campus, in its current state, is mostly developed. The western boundary of the property is bounded by an existing railroad track. Along that boundary is the only remaining portion of campus that has not been developed. It is a canopied forest with comprised of oaks and pines. Buildings, parking lots, streets, quads, open space, and sports fields fill the remainder of campus. TSC is a commuter campus and has no on-campus housing. As a result, a large amount of the property is surface parking. Throughout the campus, a healthy canopy of planted trees exists. The canopy trees are predominantly Southern Live Oaks and the understory trees mostly Crape Myrtles. The live oaks provide a year-round evergreen canopy while the crape myrtles are deciduous and provide seasonal color when blooming. Other trees on campus include species of oaks as well as elms, magnolias, cypress, Sabal palms and pines.

Pensacola Street borders the south edge of the campus and Appleyard Drive creates the eastern boundary. Both streets are within Florida Department of Transportation (FDOT) right-of-way. An existing buffer of canopy trees exists along both property lines helping to reduce the immediate adjacency of automobiles passing by.

## INVASIVE EXOTIC PLANT REMOVAL

Due to the developed nature of the campus, invasive exotic plants are not as prevalent. Removal of invasive and exotic plant species from the undeveloped portions of campus should be conducted to allow the establishment of native species and reduce spread onto the developed portions. Identification and removal of invasive species will be conducted in accordance with the guidance published by the Florida Invasive Species Council.

## TREE SPECIES SELECTION

A strong emphasis is placed upon the use of native species. The planting of monoculture communities is not allowed to ensure resilience against disease or infestation. A list of approved tree species is included herein but is not all inclusive and not meant to be the only species allowed. Species proposed which are not on the list shall be reviewed and approved by TSC. Consideration will be given to ecological, economic, and aesthetic desires balanced with currently available nursery stock within the region.

## TREE PLACEMENT

Areas of high visibility and importance require a formal and consistent layout of trees whereas areas of passive use provide space for a more natural arrangement of trees to mimic complimentary areas within and adjacent to the campus. Ecologically sensitive areas may exist in the undeveloped portion of the property and should be assessed as the campus considers future expansion into this area. Always use the right plant for the right place. Following are descriptions of treatments to the existing spaces on campus:

1. Streetscapes: Streets carrying through campus include Century Park Drive, Progress Drive and Senator Pat Thomas Boulevard. To create an enhanced arrival and departure experience, these corridors should be planted with canopy trees at a spacing interval of 25 to 50 feet on center. Canopy species should be used that naturally limb up at maturity to allow an open understory to allow passage of vehicles without conflict while providing shade along the route and views outward from the corridor across the campus. Offset trees from edge of travel lanes with consideration of what vehicles may need vertical and horizontal clearance. The campus is bordered by high traffic roadways of Pensacola Street to the south and Appleyard Drive to the east. Existing trees provide a good buffer and should be maintained and supplemented to both beautify the edge of campus and buffer it from the sounds of traffic.

2. Open Space: These areas are comprised of expansive lawns that include pedestrian paths and canopy trees. Buildings and roadways further define the edges of these spaces. Clear sight lines should be created into and out of these open spaces throughout the campus. Location of trees should consider solar orientation to best provide shade at appropriate times of day in relation to seating areas.

3. Quadrangles: The center of campus has a strong existing collection of buildings enveloping quadrangles with multiple walking paths throughout. Maintain quality existing tree inventory and supplement in areas where deemed appropriate.

4. Buildings: Avoid planting too close to buildings for future maintenance considerations. Respect sight lines from within and to buildings.

5. Parking Lots: Place trees adjacent to and within parking lots which provide shade and aid in reduction of the urban heat island effect. Avoid species known to drop leaves or blooms which may stain cars or cause maintenance issues to adjacent pavement. Ensure proper planting space is provided for roots of tree to allow healthy growth and avoid damage to pavement areas from roots. Consider use of root barriers where planting areas confining.

6. Stormwater Facilities: Plant to recreate natural arrangements of trees to the extent proper maintenance and access can be provided. Locate plantings to avoid facilities being eyesores to the public. Rather, they can become an amenity within the site.

7. Lighting: Trees shall be located to avoid conflicts with pedestrian and vehicular use area lighting including but not limited to walking paths, within parking lots, adjacent to buildings, etc. Consideration must be given not only to the trees at time of planting but also in accordance with what the mature size of the tree will be in years to come.

8. Utilities: Provide coordination with proposed and existing utilities – above and below ground. Consider mature size of roots and canopies of trees to avoid future conflict. Trees should be kept a minimum of ten (10) feet horizontally from underground utilities. When within ten (10) feet, root barriers should be placed directly adjacent to underground utilities through close coordination with utility providers. Canopy trees should be kept a minimum of a thirty (30) feet horizontally from overhead utilities. Within thirty (30) feet, understory trees that reach a mature height of no more than fifteen (15) feet should be used.

9. Pavement: Trees should be kept a minimum of five (5) feet horizontally from edges of pavement where possible. When within five (5) feet, root barriers should be placed directly adjacent to pavement.

#### CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED principles must be met when considering tree selection and placement. The five principles include natural surveillance, natural access control, territorial reinforcement, activity support and maintenance. Following are descriptions of each principle to consider in relation to trees:

1. NATURAL SURVEILLANCE – The intended users can observe the property. Effective lighting of a property is an example of natural surveillance.
2. NATURAL ACCESS CONTROL – Controlling and reducing the number of access points to a property. Gated communities are an example of access control.
3. TERRITORIAL REINFORCEMENT – Creating a clear delineation of space and separates your space from non-legitimate users.
4. ACTIVITY SUPPORT – Placing activity where individuals become part of the natural surveillance.
5. MAINTENANCE – Regularly scheduled maintenance routine will ensure the property demonstrates territoriality and natural surveillance.

## MAINTENANCE, OPERATIONS, & EMERGENCY VEHICLES

Maintenance is an integral consideration in development of the campus. As plant material is selected and located, coordination shall occur with maintenance staff to ensure a plan which they can maintain in perpetuity in a way that meets the design vision. Tree planting locations must consider the special needs of service operations, large truck deliveries and emergency vehicles. Tree selection shall also consider irrigation needs and strive to achieve xeriscape where possible to help reduce water use.

## NATIVE TREE SPECIES

CANOPY TREES	CANOPY TREES	UNDERSTORY TREES	PALMS
SOUTHERN LIVE OAK	TULIP POPLAR EASTERN	EASTERN REDBUD	SABAL PALM
SWAMP CHESTNUT OAK	RED CEDAR SYCAMORE	YAUPON HOLLY	
SHUMARD OAK		WAX MYRTLE	
NUTTALL OAK	AMERICAN HOLLY	DAHOON HOLLY	
WILLOW OAK	EASTERN PALATKA HOLLY	SWEETBAY MAGNOLIA	
MAPLE BLACK	SOUTHERN MAGNOLIA	DOWNY SERVICEBERRY	
GUM RIVER BIRCH	BALD CYPRESS	FRINGETREE	
FLORIDA ELM	POND CYPRESS		
WATER HICKORY	LONGLEAF PINE		
LOBLOLLY BAY	AMERICAN HORNBEAM		
REDBAY	PERSIMMON		
AMERICAN BEECH	PIGNUT HICKORY		

## NON-NATIVE TREE SPECIES

CANOPY TREES	CANOPY TREES	UNDERSTORY TREES	PALMS
LOBLOLLY PINE		GRAPE MYRTLE [SPP.]	WASHINGTON PALM
SLASH PINE		SAUCER MAGNOLIA	
		STAR MAGNOLIA	

## SUMMARY

*The Mission of the College is to provide a learning environment that prepares students for success in a global economy by offering higher education pathways, workforce opportunities and civic engagement.*

TSC has consistently ranked as one of the top community colleges in the nation. As a testimonial to the College's success, it has received several significant awards over recent years.



The Aspen Prize spotlights exemplary community colleges to drive attention to colleges achieving post-graduate success for all students, and is a central way Aspen researches highly effective student success strategies that are shared with the field. TSC was named an Aspen finalist in 2022 identifying it as one of the top five colleges in the country. TSC was again recognized in 2023.



Achieving the Dream (ATD) is the national, nonprofit leader in championing evidence-based institutional improvement. ATD leads a growing network of more than three hundred community colleges committed to helping their students, particularly low-income students, and students of color, achieve their goals for academic success, personal growth, and economic opportunity. TCC was named an ATD Leader College in 2009 and received the ATD Leader College of Distinction designation in 2022. ATD reserves the prestigious status for those colleges that demonstrate sustained and significant outcomes in the advancement of student success and narrowing the equity gaps at their institutions.



In addition, Achieving the Dream (ATD) awarded Tallahassee Community College (TCC) the prestigious 2022 Leah Meyer Austin Award. The national prize is given annually to a college in the ATD Network that demonstrates institutional strength, aligned policies and procedures, a student-focused culture, notable increases in student outcomes, and reduction of equity gaps.

“The Leah Meyer Austin Award recognizes exceptional whole-college efforts to center equity and advance student success,” said Dr. Karen A. Stout, President, and CEO of ATD. “Tallahassee Community College has shown a strong commitment to supporting students, making partnerships in the community, and crafting a culture of care, resulting in transformational change that has helped its students thrive.”

In 2024 Trustee Eugene Lamb was recognized by the American Association of Community Colleges as “Trustee of the Year.”

TSC is proud of major accomplishments over the past years which included:

- Raised the three-year graduation rate to 42% compared to the national average of 27%, a phenomenal achievement.
- Enrolled over 16,000 credit and non-credit students each year.
- Maintained a 25:1 student to faculty ratio.
- Enabled 80% of TSC students to transfer to a four-year institution in Florida after graduation.
- Introduced three new Bachelor’s programs in applied science, business, and elementary education in the last year.
- Opened a Collegiate High School.
- Maintained and operated five satellite campuses that cater to the individual educational and workforce needs of Leon and the surrounding counties.

Clearly these successes bode well for TSC over the next five-year master plan update period and beyond





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## OVERVIEW

Tallahassee State College commissioned DAG Architects, Inc. to update its comprehensive Campus Master Plan for the Florida Public Safety Institute (FPSI). The Master Plan update addresses FPSI's total property of 1,441 acres located in Gadsden County, Florida. The Master Plan team analyzed and evaluated the campus in its entirety, and its varied uses and needs, to understand the institute in a comprehensive manner. The Campus Master Plan examines the general order of the campus and its architectural and design elements and provides a systematic understanding of the campus to maximize opportunities and identify constraints. Its purpose is to channel, not dictate, the predictability of change. Therefore, the goal of the Campus Master Plan is to develop a conceptual framework for the physical development, growth and enhancement of the campus that identifies short term and long-term objectives with an implementation outline.

FPSI facilities were constructed on scenic and heavily forested grounds. The campus includes walkable areas, green spaces, two ponds, and prolific wildlife. While there is significant land mass for future development, it is also a pristine setting for students to participate in campus-wide activities and for hosting community events. FPSI's convenient State Road 90 location is minutes from Interstate 10 making it a choice location for establishing emergency response vehicle rally points. The location is also directly across the street from the Gadsden County High School and FPSI has been identified as a reunification location in the event of a crisis event at the school. FPSI has been utilized for a wide array of functions due to its infrastructure and ideal location.

Through collaborative efforts and partnerships, FPSI prepares professionals to protect and serve the public in the fields of law enforcement, corrections, and fire safety. In addition to the traditional community college learning environment, FPSI also includes training areas that allows for the necessary hands-on and proficiency-based applied law enforcement and correctional skills in a safe, simulated environment. FPSI has an MOU with the Tallahassee Fire Department to conduct fire services training at Station 4 in Tallahassee, Florida; FPSI does not presently have the infrastructure required on campus. The Florida Department of Education (FLDOE) standards and guidelines influence the infrastructure of the classroom component of FPSI, but the training curriculum and mandates of the criminal justice training facilities are specified by the Florida Department of Law Enforcement, Criminal Justice Standards and Training Commission.

Another unique characteristic of this Institution is that it transcends the local community through participation by statewide agencies in education and training. The diverse nature of the services provided by state and local law enforcement agencies requires the development of unique training facilities that provide a safe environment for learning new skills. This aspect of the FPSI program is an on-going and expanding part of its overall mission. Since many of the training facilities may be funded in whole or part by the agencies being served, along with Federal grants, the process and operation of expansion is more complex and entrepreneurial than in a traditional community college environment. Therefore, it is important for the Master Plan to establish a framework that can readily adapt and accommodate these needs.

The continued expansion of the duties of law enforcement and correctional officers as well as shifting societal perceptions about criminal justice operations reinforce the importance of providing realistic and comprehensive law enforcement training and continuing education. Training and preparation of law enforcement and correctional officers professionalism is rapidly gaining importance in our increasingly complex world. FPSI must maintain the foresight and wisdom to grow and diversify resources and meet the needs of the agencies served. This will have a direct impact on how effectively these challenges are met. For fire service professionals the prevalence of major fires, the expansion of scope of fire service personnel, and the increase of on-scene critical incidents demands a more integrated approach to training and a need for more infrastructure on-site to support these efforts.

In March 2023, the Florida Department of Law Enforcement quarterly report indicated that there are 48,892 law enforcement officers, 28,886 correctional officers, 2,121 correctional probation officers, and 4,612 concurrent officers (both law enforcement and corrections) certified in Florida. Although there is a noted increase in relocations to Florida, many agencies continue to face difficulties with attracting qualified applicants. Recent changes in pay and benefits for state law enforcement officers have resulted in a significant increase in the number of applicants. This increase in new officers provides an opportunity for corresponding growth in basic recruit academy programs at FPSI.

# FPSI EXISTING & PROJECTED BUILDING REQUIREMENTS

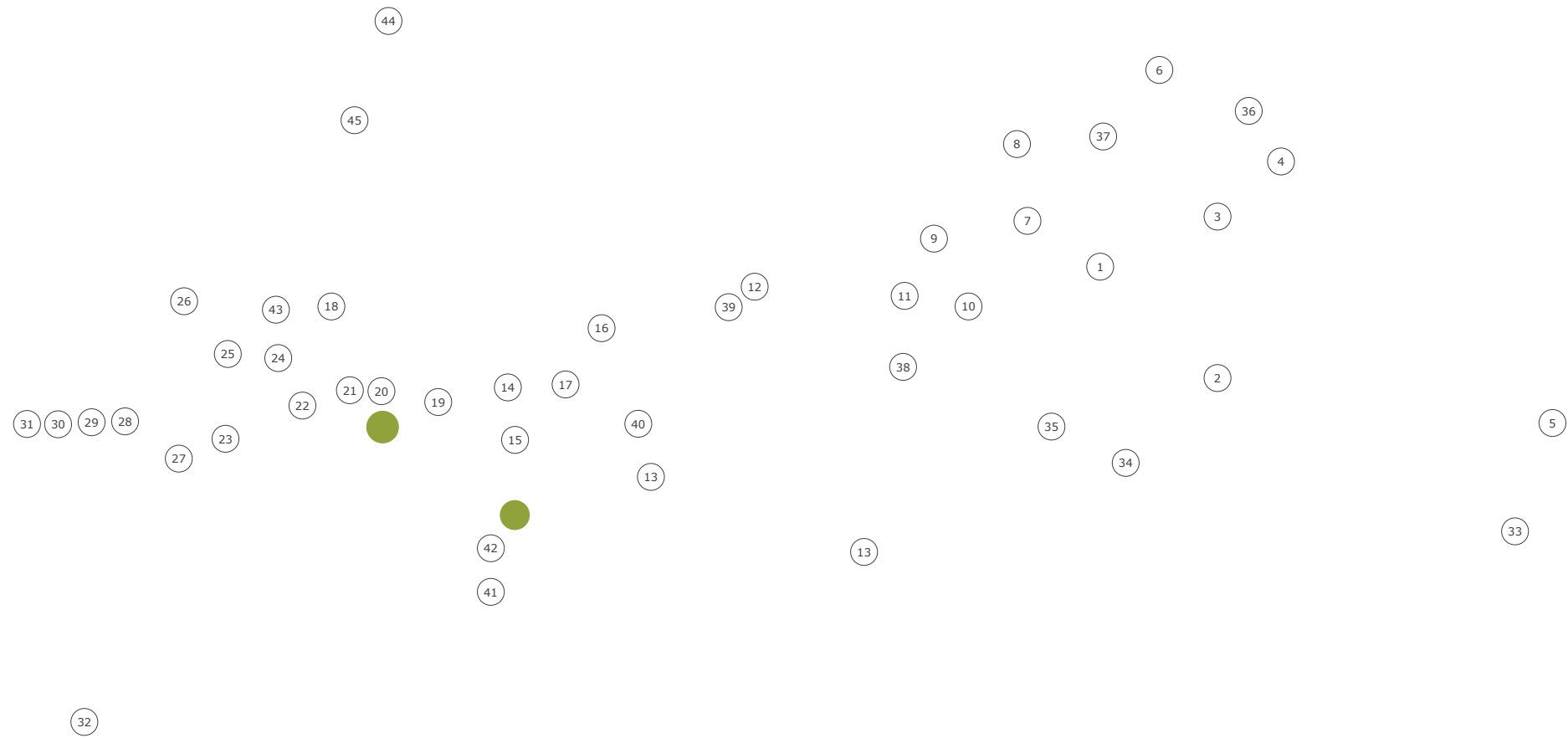
## EXISTING FACILITIES

EFIS#	BUILDING OR TRAINING AREA	Academic Buildings GSF	Training Buildings GSF	Training Areas Acres	Housing Buildings GSF	Other GSF	Construction Cost Current Market
①	04-AB	ADMINISTRATION BUILDING	6,155			24,071	
②	03-CBA	CLASSROOM BUILDING A	31,058				
③	01-DT	DEFENSIVE TACTICS BUILDING	21,303			2,322	
④	08-DH	DINING FACILITY	12,731				
⑤	15-HOU	PUBLIC SAFETY HOUSING			70,713		
⑥		STATE FIRE MARSHAL FORENSICS LAB				15,549	
⑦	16-CCB	CONFERENCE CENTER	12,000				
⑧	19-LH	LAKE HOUSE AND BOAT STORAGE				500	
⑨	09-DM	DORM ANNEX BUILDING			4,411		
⑩	10-DWN	DORM WING NORTH BUILDING			6,723		
⑪	11-DWS	DORM WING SOUTH BUILDING			5,838		
⑫	14-ENV	ENVIRONMENTAL CRIME TRAINING UNIT		0.50			
⑬		DEPARTMENT OF CORRECTIONS		17.20			
⑭	05-DT	DRIVING TRACK CLASSROOM	1,200				
⑮	30-SDT	SMALL DRIVING TRACK		1.00			
⑯	31-LDT	LARGE DRIVING TRACK		5.40			
⑰	32-DTT	DRIVING TRACK TOWER		550			
⑱	02-RB	RANGE BUILDING		11,389			
⑲	29-FR10	FIREARMS RANGE TEN		1.60			
⑳	28-FR9	FIREARMS RANGE NINE		0.66			
㉑	27-FR8	FIREARMS RANGE EIGHT		0.66			
㉒	26-FR7	FIREARMS RANGE SEVEN		1.60			
㉓	25-FR5	FIREARMS RANGE FIVE		4.00			
㉔	33-RT	RAPELLING TOWER		200			
㉕	06-RT	RANGE RESTROOMS		100			
㉖	12-AMS	AMMO & VEHICLE STORAGE				20,064	
㉗	07-THE	TACTICAL ENTRY BUILDING & RANGE		2,581			
㉘	24-FR4	FIREARMS RANGE FOUR		0.50			
㉙	23-FR3	FIREARMS RANGE THREE		0.50			
㉚	22-FR2	FIREARMS RANGE TWO		0.50			
㉛	21-FR1	FIREARMS RANGE ONE		0.50			
㉜		EXPLOSIVES RANGE		2.40			
<b>CATAGORY TOTAL</b>		<b>84,503</b>	<b>14,820</b>	<b>37.02</b>	<b>87,685</b>	<b>62,506</b>	

## FUTURE FACILITIES

③③		PUBLIC SAFETY HOUSING			66,818		\$21,000,000
③④		CLASSROOM BUILDING B	57,720				\$25,974,000
③⑤		AQUATIC TRAINING CENTER		18,000			\$8,100,000
③⑥		KITCHEN ADDITION / RENOVATION				1,000	\$1,000,000
③⑦		HELICOPTER AMBULANCE OPERATIONS				4,000	\$0
③⑧		MAINTENANCE & RECEIVING BUILDING				11,587	\$5,214,150
③⑨		OBSTACLE & AGILITY COURSE		1.00			\$50,000
④①		WATER TOWER				500	\$1,000,000
④②		3 STORY FIRE TRAINING STRUCTURE		4,800			\$2,160,000
④③		FIRE TRAINING BURN TOWER		3,500			\$1,575,000
④④		INDOOR FIRING RANGE		6,000			\$2,700,000
④⑤		LEADERSHIP INSTITUTE	11,000				\$4,950,000
④⑥		YOUTH ENGAGEMENT CENTER & DOCK			1.50		\$100,000
④⑦		HIGH SPEED PURSUIT COURSE		88.00			\$0
④⑧		MOCK URBAN VILLAGE		50,000			\$0
④⑨		DRIVER TRAINING CLASSROOM		5,000			\$2,250,000
⑤①		FLEET MAINTENANCE BUILDING				5,000	\$2,250,000
<b>CATAGORY TOTAL</b>		<b>68,720</b>	<b>87,300</b>	<b>90.50</b>	<b>66,818</b>	<b>22,087</b>	<b>\$78,323,150</b>
<b>TOTAL CURRENT AND FUTURE GSF</b>		<b>153,223</b>	<b>102,120</b>	<b>127.52</b>	<b>154,503</b>	<b>84,593</b>	

- EXISTING BUILDING AREA 249,088 GSF
- EXISTING NON-DOE FACILITIES AREA 164,509 GSF
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FPSI EXISTING & FUTURE BUILDINGS NORTH CAMPUS MAP

FPSI EXISTING & FUTURE BUILDINGS  
NORTH CAMPUS MAP

# FPSI EXISTING & PROJECTED BUILDING REQUIREMENTS

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FPSI EXISTING & FUTURE BUILDINGS SOUTH CAMPUS MAP

FPSI EXISTING & FUTURE BUILDINGS  
SOUTH CAMPUS MAP



# FUTURE PROJECTS NARRATIVES

## AQUATICS FACILITY

An aquatics facility offers the opportunity for an efficient, state-of-the-art facility to use while instructing officers and firefighters in lifesaving, water survival, underwater evidence recovery, and water rescues. Pool designs and aquatic technology have advanced considerably in recent years. It is anticipated that the pool will be designed to meet the diverse needs of those who utilize FPSI for public safety training.

The following features are included:

- Lap lanes to evaluate fitness levels and to prepare participants for the demands of rescue swimming.
- Deep water diving areas to practice recovery operations with an underwater observation space for instructors.
- Sufficient depth and size to train for SCUBA diving, nighttime diving, and rescue diving.
- Zero entry pool areas to practice the most common method for entering a body of water by public safety personnel.

The addition of the aquatics facility will also offer an opportunity to educate, motivate, and support an increased level of effectiveness and fitness levels by public safety personnel. Florida's proliferation of beaches, lakes, rivers, and ponds make it critical that law enforcement and fire service personnel train in water survival and rescue techniques.

## AVIATION HANGAR AND EMERGENCY MEDICAL HELICOPTER LANDING ZONE

Helicopters are an effective means of transporting injured persons from the scene of an accident to a hospital and transferring patients in critical need of specialized services. FPSI has a site for helicopter landing, staff housing, and fueling operations in need of restoration. Through a private partnership, FPSI will restore the helicopter landing pads and prepare land for the development of a bunk house for responders, and hangars for securing helicopters during inclement weather. The helicopter landing zone location is advantageous for response during the

“critical hour” or the “golden hour” that determines the survivability of a critically ill patient. All partners are committed to responding to any critical incidents that may occur at FPSI. This partnership will also provide critically important medical training to TSC’s health care and first responder students.

It is anticipated that further private partnerships will develop similar to the helicopter landing project.

## LEADERSHIP INSTITUTE

The FPSI Leadership Institute is a comprehensive and strategic program to develop leadership skills in law enforcement, corrections, and fire personnel. The Institute will be located near Opportunity Lake, a pristine location that sets the backdrop to encourage learning and lessons on the importance of balance in this incredibly stressful career. The Institute will house a program designed to include comprehensive supervisory and management philosophies as well as practical application.

The Florida Department of Law Enforcement curriculum will guide the establishment of the Academy’s law enforcement and correctional academic infrastructure and inaugural leadership certificate program.

The program includes completion of 224-clock hours of specified coursework, including:

- CJ Leader Ethics (24 hours) –Provides a critical examination of conduct and ethics of criminal justice supervisors, managers, and leaders, focusing on topics that may increase susceptibility to civil liability. The course also provides a critical examination of decision-making skills and human relations within agencies.
- Line Supervision (80 hours) – Provides current and future leaders with philosophical content and practical exercises in basic supervisory and management skills. It uses “real-world” videos, case studies, situational role-playing, and lecture presentations to help prepare students in becoming effective as a new leader in an agency.

- Middle Management (40 hours) – An advanced leadership course providing introduction regarding the typical duties and responsibilities of a middle manager in a criminal justice agency. The curriculum focuses on leadership principles used at the staff level by reinforcing communication and interpersonal skills; cultivating planning and problem-solving methods; exploring stress and crisis management techniques; examining diversity and ethical issues; discussing agency liability and policy development; and exploring organizational design and budgets.
- Building & Maintaining a Sound Behavioral Climate (40 hours) – Provides leaders with the techniques needed to build and maintain a sound behavioral climate in an agency. Students will learn about human resource management, performance management, and effective communication.
- Developing & Maintaining a Sound Organization (40 hours) – An advanced leadership course presenting the techniques needed to develop and maintain a sound organization. Students will learn about organizational theories and structures, as well as how to establish organizational accountability and lead through change.

The facility will also host state leadership programs delivered by the Florida Department of Law Enforcement and national leadership programs like the Southern Police Institute or -remote programs delivered by the FBI Academy.

In collaboration with the Florida Fire College, FPSI will develop a program for leadership development for those in fire service. Currently most agencies have an internal program or participate at the Fire College in Ocala, Florida. FPSI has an opportunity to expand training opportunities. This improves the potential for local agencies to provide fire service specific leadership training to fiscally constrained cities and counties.

It is anticipated that this facility would also be a significant benefit to partner agencies that frequently host in-service leadership development courses and a resource to local communities for public meeting space.

## OPPORTUNITY LAKE YOUTH ENGAGEMENT CENTER

Adjacent to the Leadership Institute will be the Youth Engagement Center.

Opportunity Lake, was once stocked with fish and will become part of the youth outdoor experience. The Institute is recommending that the best use of this area may be to develop a youth outdoor experience. The property is located on a road aptly named, "Opportunity Drive." The vision for this space is to create a strong tie between criminal justice development and community outreach opportunities. Through FPSI's commitment to working collaboratively with local law enforcement, fire service, and correctional partners, Opportunity Lake has the potential to be a location for local youth to interact with first responders in a positive way.

The developments at Opportunity Lake will include a secure dock structure for fishing during planned events and an outdoor pavilion for encouraging outdoor activities for youth engagement events, leadership development sessions, TSC student driven events, and will allow for public use upon reservation. Restroom facilities would be required to ensure availability to participants in the Opportunity Lake area.

Opportunity Lake is an ideal location for a walking trail around the lake and a nature trail with educational signage activities to further encourage youth initiatives. The trail would further mental and physical health initiatives. It is anticipated that partnerships with the Florida Fish and Wildlife Conservation Commission and the Florida Department of Environmental Protection would contribute to the trail. It is also an opportunity to add another physical fitness location with naturally integrated parcours features.

Presently, FPSI is evaluating grant opportunities to develop this site. Multiple opportunities exist at both the state and federal level to fund infrastructure and necessary safety features to establish this site as an outstanding resource to the communities FPSI serves.

## INDOOR FIRING RANGE

Indoor firing ranges are popular among law enforcement agencies and training facilities because they offer protection from inclement weather conditions and can be operated 24 hours a day under controlled environmental conditions. There are significant benefits to operating an indoor range in Florida's unpredictable climate, but significant environmental and occupational controls must be considered to protect the health of shooters and range personnel from effects of airborne particulate, noise, and other potential exposures. FPSI is presently information gathering to determine the requirements necessary for establishing an indoor range capable of training up to thirty students at a time.

Several indoor ranges are located on the premises of law enforcement agencies in Florida and criminal justice training centers. The most common features are shooting bays of sufficient length to complete basic recruit handgun training, HEPA filtration systems, bullet traps, and HVAC systems to cool and heat the facility to comfortable and safe levels for training. During the most recent training summer of 2023, there were several incidents involving heat illness and some agencies independently rented cooling and misting machines to help reduce heat related illness.

The indoor firing range may be added to the footprint of the existing firearms building beginning near the defensive tactics room and extending into the parking area, or adjacent to the tactical entry building as a free-standing structure. While the specific features of the facility are still under consideration, the need for multiple shooting lanes and the ability to drive a vehicle into the space or add other props to increase realism in training are included in the initial consideration of space design.

## HIGH SPEED PURSUIT COURSE

The Florida Highway Patrol (FHP) broke ground on the state's first Advanced Vehicle Operations and Training Complex located at the FPSI in July 2018. In 2022, FHP received a \$20.4 million allocation from the Florida Legislature to complete the project. An area of one hundred acres has been cleared for the asphalt track that will include areas simulating open highway, a divided highway with guard rails and slower curves. FPSI's existing vehicle operations track has been in use for 25 years but can only accommodate a maximum speed of thirty-five mph. The new track allows law enforcement officers to practice in a real-world scenario and can accommodate speeds upwards of 120 mph.

Upon completion of the first phase of the project, the 1.4-mile driving track will allow officers to enhance driving skills and experience real-world emergency operations scenarios in a safe, controlled environment under the guidance of qualified instructors. The facility will offer advanced training to include traffic incident management, high speed driving and comprehensive vehicle operations to improve the safety of officers and the motoring public alike.

There are plans to expand the driving complex in the future to include simulated urban neighborhoods in the center of the track for a truly realistic training experience. Due to limited funding resources, this will be integrated in a phased approach over several years.

## **CLASSROOM BUILDING AND COVERED PARKING STRUCTURE**

The existing classroom building is comprised of the Florida Highway Patrol Training Center, the Florida Fish and Wildlife Conservation Center Training Center, a classroom dedicated to law enforcement basic recruit training, a classroom equipped with student computers for specialized coursework, and eight classrooms for general classes. The building also houses a mock courtroom to prepare criminal justice students for testifying in court. One large room that was previously used as a classroom has been converted into a testing center for administering the Florida Department of Law Enforcement state examination. The classrooms are heavily used for in-service training for local agencies as well as for conducting state trust fund sponsored continuing education coursework.

FPSI is a certified testing site for PearsonVue Testing Centers and has an agreement for administering the state examinations with the Florida Department of Law Enforcement, Criminal Justice Standards and Training Center. In accordance with MOUs, the testing center is properly equipped with computers and is managed by trained proctors. During fiscal year 2023-24, FPSI reinvested funds collected for the administration of the state examination to update the testing room with cubicles, sound resistant flooring, and camera monitoring systems. Retaining this space as a testing center is essential to the entry level, recruit-based training offered at FPSI. Previously, students were required to leave campus and travel to a certified facility. Retaining this space, limits the classroom space available in this building, but is critical to maintain.

As FPSI continues to grow and as the needs of the agencies served expand, additional classroom space will be necessary to ensure a state-of-the-art learning experience. Further expansion into the academic areas of non-sworn criminal justice support operations, including evidence technician, crime analyst, and communications has been requested by the agencies FPSI serves. While state grants presently only support the training of sworn, law enforcement, there are many private and federal grants available to fund the academic components of non-sworn training. Space to deliver grant-based courses will be needed to fully implement a program that not only encompasses sworn and fire services training, but also the critical supporting infrastructure. As FPSI expands opportunities for fire services training, dedicated classroom space will be required to devote to this programming.

To provide needed additional parking and to take advantage of the natural sloping terrain of the property where this additional classroom is proposed, covered parking will be included in the building design.

#### **ADDITIONAL DORMITORY FACILITY**

FPSI is contracted to maintain and operate a dormitory facility owned by the Public Safety Academy Housing, Inc. The current structure has two hundred rooms, 296 available beds, and is at nearly 100% occupancy for most of the year with basic recruit students. During their 2023 annual meeting, Public Safety Academy Housing, Inc. Board of Directors reiterated an interest in building a second dormitory building near the existing dormitory structure. State agencies have likewise indicated an urgent need for a cost-effective option for lodging out-of-area members attending in-service training. An advisory group made up of state agencies who frequently require lodging has been assembled and began meeting in the fall of 2023.

Initially, the advisory group will complete a needs assessment and provide feedback on facility needs, but it is anticipated that the structure will be similar in size and scope to the existing facility.

#### **OBSTACLE AND AGILITY COURSE**

Obstacle and agility courses are designed to simulate the daily activities of a first responder, including navigation through difficult terrain or obstacle-strewn pathways. Courses are also constructed to build and improve physical strength and endurance or specifically to enhance a skill related to specialty team operation. A physical agility

obstacle course is often comprised of a variety of structures designed to test and challenge an individual's physical strength, balance, coordination, and speed.

Common structures include:

- high and low wall to climb over
- military crawl tunnel
- balance structures (beams, poles)
- monkey bars
- pull-up bars
- climbing structures

The obstacle and agility course will be constructed in collaboration with physical fitness experts and specialty unit team members who often train with these types of courses. The planned location is on the area formerly designated as the Environmental Crimes Training Center and will be fully funded by cooperative agency contributions.

#### **FIRE SERVICES CONTINUING EDUCATION TRAINING FACILITY**

FPSI curriculum includes basic recruit training for law enforcement, corrections, and firefighting. While the facility has been developed extensively with criminal justice training in mind, additional facilities are required to provide more focus on fire services training as well as collaborative training for the various disciplines to increase interoperability during an emergency.

#### **THREE STORY DRILL TOWER**

A drill tower is a training facility for firefighters and fire investigators for routine exercises and training. The tower is often built as a multi-level structure to simulate high-rise buildings. Navigating the tower encourages participants train in a realistic environment and experience moving up and down stairs with heavy equipment, working in confined spaces, and using specialty equipment.

#### **BURN BUILDING**

Burn buildings offer the opportunity to train in an environment that is either actively ablaze or for origin and cause investigation training post fire. The optimum burn building would be At least two stories in height, with each floor not less than 400 square feet, providing the most realistic environment for fire service and fire investigative training.



# CAMPUS ACTIVITY ZONES NARRATIVE

## ACADEMIC ZONE

The academic zone contains those buildings used for educational instruction and low liability training labs and areas along with the housing facilities.

The Master Plan expands this area by adding to the existing main campus quadrangle a new Classroom “B” and a Public Safety Officer Memorial. A new Grounds, Receiving and Maintenance Building, an Aquatics Training Facility and a Dining Hall Kitchen expansion are proposed for this area along with the addition of another wing to the Housing Facility.

## HIGH LIABILITY TRAINING

The High Liability Training Zone is set aside for those training functions that require strict control and physical separation of training activities that have a high potential for life threatening injuries. These activities include firing ranges, explosives detonation areas, ammunition storage buildings, high risk drivers training tracks, and tactical entry training house among others.

The proposed additions to this zone are a new high speed driving track, a mock urban village, a driver’s training classroom, a fleet maintenance garage, and a new water tower.

The High Liability Training Area also encompasses all the south campus property to Interstate 10 right-of-way but is not shown on this graphic.

## LEADERSHIP INSTITUTE

The Florida Public Safety Leadership Institute will house a program designed to include comprehensive supervisory and management philosophies along with practical applications for law enforcement, corrections and fire department personnel.



## CAMPUS ACTIVITY ZONES

# STORMWATER BASIN NARRATIVE

## STORMWATER BASIN 1

The existing storm water Basin 1, as shown hereon, collects storm water via overland flow and piping to a bio infiltration swale to Pond A. The Florida Public Safety Institute utilizes this body of water for training. Underwater crime scene training props including a car, a boat and a plane as well as an underwater obstacle and confidence course. The lake is also used to instruct personnel in surface operations such as boat launching, approach and boarding tactics, boating accident investigation and advanced defensive tactics in and around vessels. Basin 1's primary service area includes the Defensive Tactics Facility parking area and the original dormitory complex.

## STORMWATER BASIN 2

The existing storm water Basin 2, as shown hereon, collects storm water via overland flow and piping to a bio infiltration swale to Pond B. Basin 2's primary service area includes the Dining Facility, Defensive Tactics Building, Administration Building, Classroom Building and the Conference Center.

## STORMWATER BASIN 3

The existing storm water Basin 3, as shown hereon, collects storm water via overland flow and piping to a bio-infiltration swale to Pond C. Basin 3's primary service area is the Housing Facility and adjacent parking areas.

## STORMWATER BASIN 4

The newly reconfigured storm water Basin 4, as shown hereon, collects storm water via overland flow from the main firing range and delivers it to Pond D. The current pond design was the result of a collaborative effort by FPSI and the Florida Department of Environmental Protection. A grant from the FDEP allowed FPSI to construct two ponds with different vegetation, sub-base and base materials as a test to see which configuration resulted in the best remediation of leached lead. Based on this experiment the more successful pond experiment was used to construct the new ponds adjacent to the firing range.

#### STORMWATER BASIN 5

The existing storm water basin 5, as shown hereon, collects storm water via overland flow and piping to a bio-infiltration swale to Pond E. Basin 5's primary service area is the Department of Corrections Re-entry Center.

#### STORMWATER BASIN 6

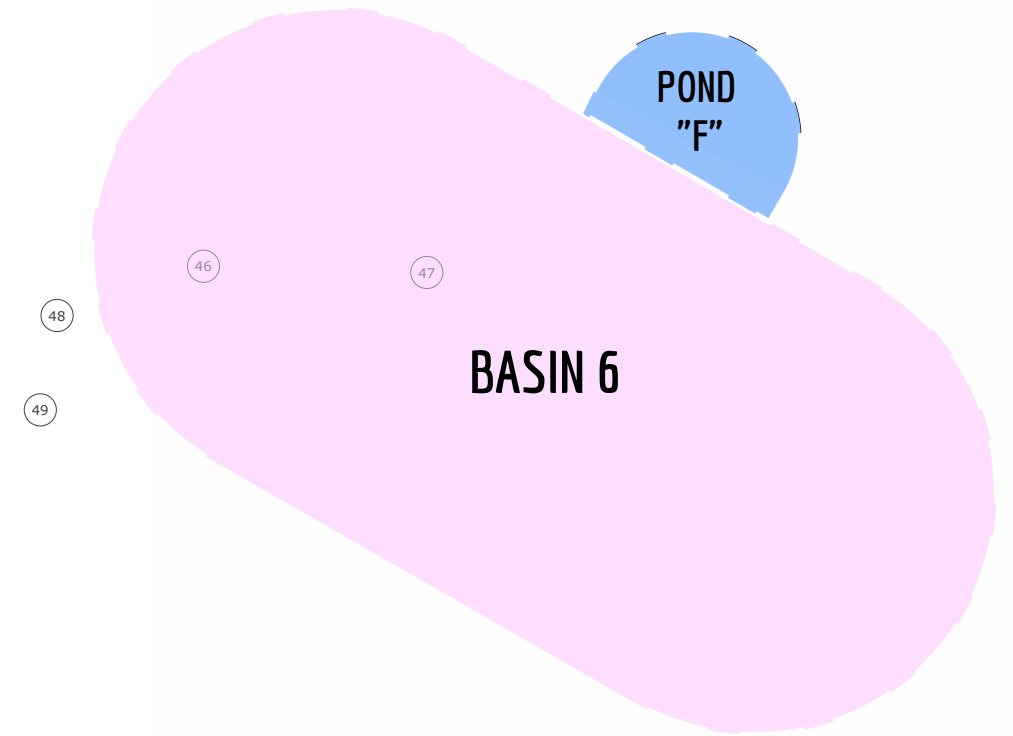
This new stormwater basin 6, as shown hereon, collects storm water flow via overland flow and piping to a bio-infiltration swale to Pond F. the basin's primary service area is the new high speed driving track which is currently under construction.

All overflows are directed into existing wetlands by FPSI's natural topographic contours.



STORM WATER BASIN NORTH CAMPUS MAP

FPSI STORM WATER BASIN SOUTH CAMPUS MAP



# ENVIRONMENTAL INITIATIVES

The Florida Public Safety Institute strives to be a good steward of the environment. In addition to the Institute's dedicated on-going conservation and wetlands protection efforts several notable additional initiatives have been implemented.

## LEAD REMEDIATION

In 2012 FPSI developed a test program to determine the most effective storm water pond construction method to treat lead contaminated runoff from the firing ranges. Three ponds were constructed behind the firing ranges, each with different base materials. One pond was lined with a non-permeable membrane, another with a gravel bottom and another with crushed limerock. Monitoring wells were installed and samples were collected from the wells and pond bottoms over a period of time. The test determined that the limerock base was the most effective mitigation for lead contamination. Based on these results FPSI developed a program to rebuild the three ponds. In 2015 the ponds were rebuilt with crushed limerock base material as a sustainable design initiative. Additionally, FPSI conducted a lead reclamation project for the firing range berms. This included removal and recycling of the lead, as well as treating the berm areas with soil amendments to mitigate long term effects.

## CLEAN RANGES

As another sustainable design intuitive FPSI has designated "Clean" firing ranges. Use of ammunition with lead is prohibited at these ranges and has never been used on them. Additionally, the use of lead bullets is being phased out at all other ranges.

## FORESTRY MANAGEMENT PLAN

FPSI's stewardship of the environment includes a Forestry Management Plan. This plan developed by professional forestry consultants defines objectives for future condition of FPSI lands. It includes a schedule to re-forest areas that were previously clear cut, removing poor performing loblolly pines to re-forest with long leaf pines, control of undesirable plant competition, controlled burns, fire protection, road maintenance and timber harvesting.

## SOLAR POWER

FPSI is committed to developing sustainable power such as solar power for its facilities. FPSI intends to aggressively seek ways to develop sustainable solar power on campus.

## GREEN HOUSING INITIATIVE

The Public Safety Housing at FPSI has once again been recognized by the Florida Department of Environmental Protection (DEP) as a Green Lodging Facility. Public Safety Housing has held this designation since 2011. The 200-room housing facility provides on-site housing for the Institute's various training programs.



# FPSI PROPERTY HOLDING MAP

## PARCEL A:

OR 642 P 207 OR 159 P 357-W1/2 OF SEC 24 LYING S & W OF HWY #90, ALSO: THE NW1/4 OF SECTION 25-2-3. ALSO: THE NE1/4 OF SECTION 26-2-3 AND THE N 132 FT OF THE SE1/4. OR 159 P 357, OR 192 P 596 IN SECT. 24-2N-3W.

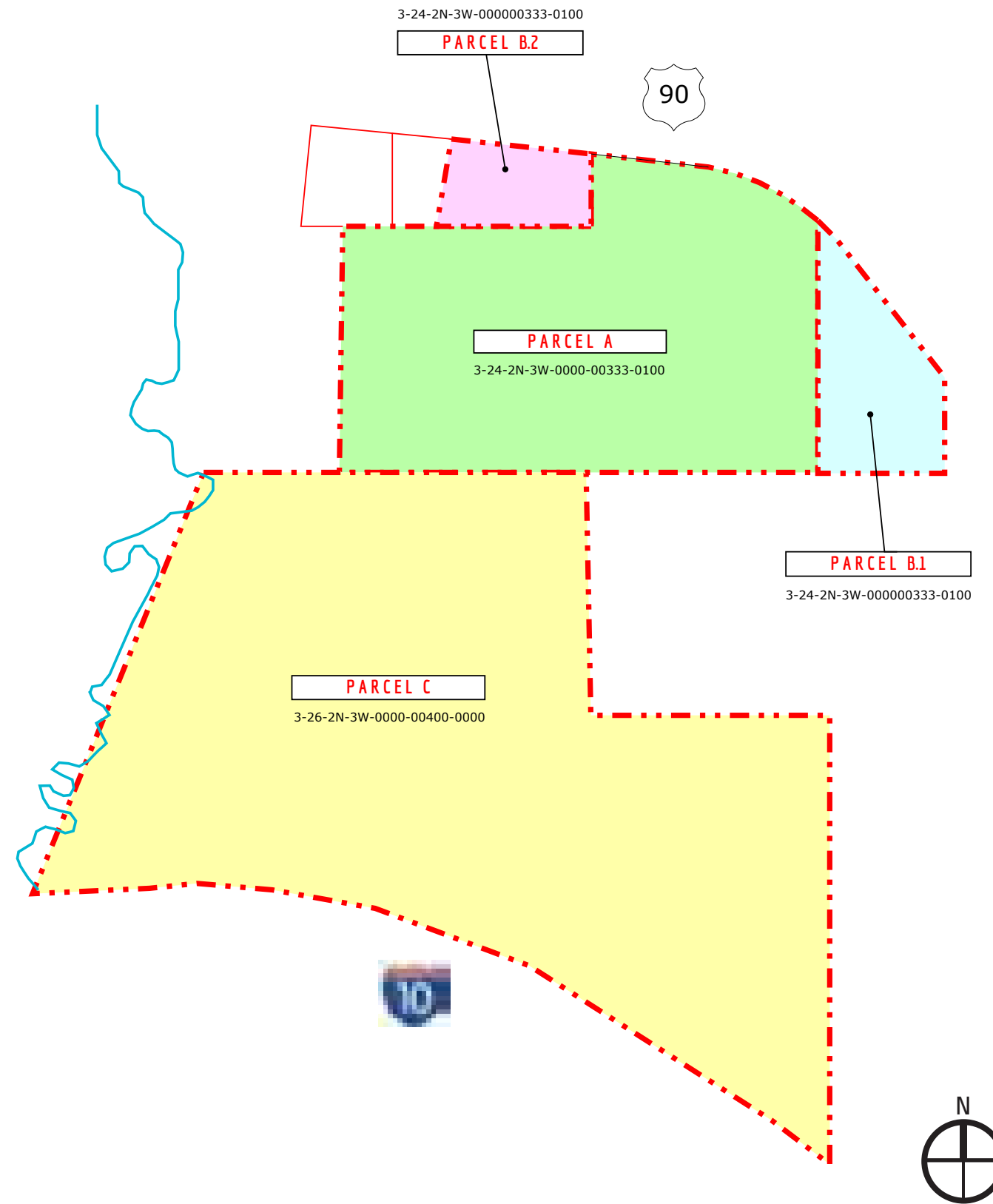
## PARCEL B.1 & B.2



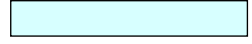

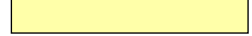
OR 677 P 263; OR 546 P 1819 DB 105 P 283-DB 117 P 26- W1/2 OF NE1/4 LYING S OF U S HWY 90, LESS TO SRD PER DB GGG, P 410 IN SECTION 25-2N-3W. ALSO: COMMENCE AT THE SWC OF SECT 232N-3W, THENCE RUN N00°23'00"W 1411.50 FT TO A POINT ON THE CENTERLINE OF STATE ROAD 10 (U.S. HIGHWAY 90), THENCE RUN ALONG SAID CENTERLINE S 84°49'06" E 3666.40 FT, THENCE LEAVING SAID CENTERLINE RUN S 05°10'54" W 100.00 FT TO A POINT ON THE S/LY R/W LINE OF STATE ROAD 10 (U.S. HIGHWAY 90 AND THE POINT OF BEGINNING THENCE FROM SAID POINT RUN S 11°16'02" W 358.52 FT, THENCE RUN S 07°20'49" W 603.26 FT TO A POINT ON THE SOUTH LINE OF SECT 23, THENCE RUN ALONG SAID SECTION LINE S 89°58'54" E 1640.02 FT TO THE SEC OF SECT 23, THENCE RUN ALONG SAID SECT LINE N 00°08'25" W 815.25 FT TO A POINT ON THE S/LY R/W LINE ON STATE ROAD 10 (U.S. HIGHWAY 90) THENCE RUN ALONG SAID R/W N 84°49'06" W 1496.95 FT TO THE POB.

## PARCEL C:

OR 567 P 1429, FURTHER DESCR AS FOLLOWS: BEGIN AT THE NWC OF SECT 36-2N-3W, RUN N88°37' 49"E 2640.94 FT TO NEC OF NW1/4 OF SAID SECT 36; S00°40'14"E ALONG THE APPROXIMATE EQST LINE OF THE W1/2 OF SAID SECT 36 4902.05 FT TO THE NORTH RT/WY OF I-10; N58°42' 35"W 54.07 FT; N54°39'41"W 701.80 FT; N58°43'34"W 2623.06 FT; N52°47'49"W 390.86 FT; N62°41'13"W 309.98 FT; N78°35'02"W 317.33 FT; N69°24'35"W 920.05 FT; N66°59'00"W 361.71 FT; N81°29'56"W 361.65 FT; N80°40'06"W 716.77 FT; N73°23'18"W 314.36 FT; N87°43'58"W 619.34 FT; S80°39'13"W 359.25 FT; S87°25'38"W 654.32 FT; S82°37'04"W 300.76 FT; S87°22'10"W 588.92 FT TO EAST BANK OF LITTLE RIVER; THENCE ALONG SAID EAST BANK N21°55'39"E 5001.14 FT TO APPROXIMATE NORTH LINE OF SW1/4 OF SECT 26 S89°52'34"E 1562.10 FT TO NEC OF SW1/4 OF SECT 26-2N-3W; S00°04'17"E 131.96 FT; N89°45'08"E 2688.14 FT TO EAST LINE OF SECT 26; S00°23'05"E 2509.86 FT TO POB

LEGAL DESCRIPTIONS ABOVE WERE TAKEN FROM THE GADSDEN COUNTY, FLORIDA PROPERTY APPRAISERS WEBSITE.



-  PROPERTY LINE
-  PARCEL A = 375 acres
-  PARCEL B.1 = 59 acres
-  PARCEL B.2 = 29 acres
-  PARCEL C = 825 acres



# EXISTING ACADEMIC ZONE DEVELOPMENT DENSITY

Land density calculations provide information to quantify the utilization of property. Higher density provides for a more efficient use of land. It requires less land, decreased length of roads, decreased length for water and sewer pipes, and it shortens runs for power and utility lines for any development. This can represent a substantial economic savings. It also decreases walking distances and the amount of time it takes to reach a destination while maximizing the amount of open space that remains.

## EXISTING ACADEMIC ZONE DEVELOPMENT DENSITY DATA

### GSF: Academic & Non Academic

TOTAL Campus Facilities	249,088 GSF
TOTAL Non-Academic Facilities	164,509 GSF

**TOTAL Academic Facilities** 84,579 GSF

### Acres: Upland Area Available for Academic Facilities

TOTAL Public Land Use	385 Acres
TOTAL Wetland Area	176 Acres
TOTAL High Liability Zone Upland Area	91 Acres

**TOTAL Academic Zone Upland Area** 118 Acres

**TOTAL Academic Zone GSF per Net Upland Area** 716 GSF/Acre

Note that all wetland calculations include a fifty-foot setback from all wetland areas and bodies of water per Gadsden County Florida zoning regulations.

# TEN YEAR MASTER PLAN ACADEMIC ZONE DEVELOPMENT DENSITY

## CAMPUS DENSITY GOALS:

- Efficiently and conservatively utilize the land resource;
- Maximize and preserve the open space and natural areas of the site;
- Maximize pedestrian linkages and accessibility throughout the campus;
- Minimize any wetland impact and subsequent mitigation;
- Optimize the energy efficiency of the overall developed site plan;
- Intensify the sense of community and optimize opportunities for the interaction between students and faculty;

## TEN YEAR ACADEMIC ZONE DEVELOPMENT DENSITY DATA

### GSF: Academic & Non Academic

TOTAL Campus Facilities	494,013 GSF
TOTAL Non-Academic Facilities	- 340,714 GSF

**TOTAL Academic Facilities** 153,299 GSF

### ACRES: USEABLE FOR ACADEMIC FACILITIES

TOTAL Public Land Use	385 Acres
TOTAL Wetland Area	- 176 Acres
TOTAL High Liability Zone Upland Area	- 91 Acres

**TOTAL Academic Zone Upland Area** 118 Acres

**TOTAL Academic Zone GSF per Net Upland Area** 1,299 GSF/Acre

## DATA COMPARISON EXISTING & 10 YEAR CAMPUS DENSITY

Existing Campus Density	716 GSF/Acre
0-Year Campus Density	1,299 GSF/Acre

**Campus Density Increase** 583 GSF/Acre

## PROJECTED SPACE NEEDS

From an FTE perspective FPSI's projected space needs are determined by the existing Academic Building area measured in gross square feet (GSF) per student FTE ratio. To have an accurate existing (academic) GSF for the campus, several of the Academic Buildings had to be pro-rated due to the shared facility aspect of FPSI. Please refer to the Existing Campus Map & Facilities Inventory, to see how the existing Academic Building areas were determined.

The FDOE (Florida Department of Education) recommends using a range of 78-100 GSF per student FTE. Using the existing academic GSF of 84,579 and the existing student FTE of 201, the resulting ratio is 420 GSF per student FTE. The projected student FTE for the balance of the master plan update were determined using this existing ratio of 420 GSF per student FTE. The campus ratio in the beginning year of the last master plan update was reported at 309 GSF/FTE.

The projected average student FTE over the master plan update is two hundred. Using the existing ratio 420 GSF per student FTE, the projected space needs at the end of the master plan update is approximately 84,000 GSF, a reduction of 579 GSF. The result of this calculation shows that based on the FTE projections from the DOE, no added FTE academic space is required over the next period unless FTE increases dramatically.

However, FPSI also has a training curriculum in Career Technical Education which is not accounted for in DOE FTE records. Attendance projections would be severely skewed if one relied on FTE projections alone. FPSI's total

2018-2019 (291); 2019-2020 (411); 2020-2021 (198); 2021-2022 (390); 2022-2023 (405)

In addition to the above, the FPSI Campus houses the Florida Highway Patrol Training Academy which has approximately 100 trainees on campus at one time. It also houses a corrections facility and conducts continuing education training for law enforcement personnel.

Therefore, it is readily evident that FPSI's reach in educating and training law enforcement personnel far exceeds its FTE attendance statistics.

# CIRCULATION & PARKING PROJECTIONS

The projected parking requirements for the FPSI campus are determined using the Gadsden County Zoning Ordinance for parking. Gadsden County’s parking requirements are based on space types and employee head count as opposed to student FTE, which are used in both SREF (State Requirements for Educational Facilities) and in the Tallahassee Land Development Code.

With regard to Gadsden County Zoning Ordinance parking requirements, each space type is allocated a specific number of parking spaces based on the GSF of the facility, and each employee is allocated a parking space. Due to the fact that the requirements are based on actual building space added to the campus and not annual growth, the data is provided for the final year of the capital build out presented herein.

Information set forth below indicates that approximately 465 additional parking spaces will be required at build out.

## ADDITIONAL PARKING REQUIREMENTS YEAR 2025

### FUTURE BUILDING PARKING SPACE REQUIREMENTS

FUTURE BUILDING	GSF		CALCULATION CRITERIA	SPACES REQUIRED
GROUNDS / MAINTENANCE / RECEIVING FACILITY	11,567		1 SPACE PER 500 gsf	24
CLASSROOM BUILDING B & P PARKING GARAGE	57,720	14 CLASSROOMS	7 SPACES PER CLASSROOM + 1 EMPLOYEE	112
KITCHEN ADDITION / RENOVATION	1,000	EXPAND FOOD PREP AREA	1 SPACE PER 100 gsf	10
AQUATIC CENTER	18,000	4000 sf OF POOL AREA	1 SPACE PER 200 sf OF POOL AREA	20
HOUSING FACILITY ADDITION	66,818	200 ROOMS	1 PER UNIT + 5 EMPLOYEES	205
HIGH SPEED DRIVING TRACK & MOCK VILLAGE	1,200	1 CLASSROOM	7 SPACES PER CLASSROOM + 1 EMPLOYEE	8
EMERGENCY HELICOPTER OPERATIONS BASE	4,000	2 PILOTS, 2 EMT	1 PER EMPLOYEE	4
LEADERSHIP INSTITUTE	11,000	6 CLASSROOMS	7 SPACES PER CLASSROOM + 1 EMPLOYEE	48
YOUTH ENGAGEMENT PAVILION	2,000	POCKET PARK	2 PER ACRE	4
INDOOR FIRING RANGE	6,000	10 FIRING LINES	NO STANDARD	12
3 STORY FIRE TRAINING TOWER	4,000	4 INSTRUCTURAL PLATFORMS	NO STANDARD - INCLUDE IN CR B PARKING	0
FIRE TRAINING BURN TOWER	3,000	3 INSTRUCTURAL PLATFORMS	NO STANDARD - INCLUDE IN CR B PARKING	0
DRIVER TRAINING CLASSROOM	5,000	2 CLASSROOMS	7 SPACES PER CLASSROOM + 1 EMPLOYEE	16
FLEET MAINTENANCE BUILDING	5,000	AUTO MAINTENANCE BAYS	1/3 REPAIR BAYS + 1/250 sf OFFICE	2
				465

# LANDSCAPE NARRATIVE

## OVERVIEW & SUMMARY

The landscape narrative provides guidance for appropriate tree species selection and locational criteria for the main campus. It will work in concert with the Conceptual Landscape Master Plan which provides a physical context suggesting where trees may be located on campus. The intent of the master plan and tree palette is to build upon the existing conditions of the campus.

The species and placement of trees will build upon the existing landscape to further the theme of a unified framework across the campus. The Landscape Master Plan reflects existing conditions including quads, greens, circulation paths and stormwater facilities. Natural areas cover most of the site which include large swaths of undevelopable land due to wetlands and natural features. Based upon this framework, design consistency and visual cohesion will be achieved through practical design solutions that are maintenance friendly.

## EXISTING CONDITIONS

The campus is located on the largest property of all TSC campuses. However, most of the property is undeveloped forest. The northern boundary is bordered by Highway 90 and the southern boundary is bordered by Interstate 10. Both the east and west boundaries are bordered by undeveloped forest. Buildings, parking lots, streets, quads, housing, and open space make up the campus. A limited number of trees are planted on site, and it is mostly lawn other than the parking lots.

To the west of the campus are a correctional facility, driving range, explosion range and a firing range. These areas will not receive trees due to their uses.

To the far south near I-10 is a high-speed driving track under development.

## INVASIVE EXOTIC PLANT REMOVAL

Invasive exotic plants may be found throughout the natural areas on the property and adjacent to it. Removal of invasive and exotic plant species should be conducted to allow the establishment of native species and reduce spread onto the developed portions and within natural areas. Identification and removal of invasive species will be conducted in accordance with the guidance published by the Florida Invasive Species Council.

## TREE SPECIES SELECTION

A strong emphasis is placed upon the use of native species. The planting of monoculture communities is not allowed to ensure resilience against disease or infestation. A list of approved tree species is included herein but is not all inclusive and not meant to be the only species allowed. Species proposed which are not on the list shall be reviewed and approved by TSC. Consideration will be given to ecological, economic, and aesthetic desires balanced with currently available nursery stock within the region.

## TREE PLACEMENT

Areas of high visibility and importance require a formal and consistent layout of trees whereas areas of passive use provide space for a more natural arrangement of trees to mimic complimentary areas within and adjacent to the campus. Ecologically sensitive areas may exist in the undeveloped portion of the property and should be assessed as the campus considers future expansion into this area. Always use the right plant for the right place. Following are descriptions of treatments to the existing spaces on campus:

1. **Streetscapes:** Academy Drive and College Drive carry into campus and are streets which could receive streetscape planting. To create an enhanced arrival and departure experience, these corridors should be planted with canopy trees at a spacing interval of 25 to 50 feet on center. Canopy species should be used that naturally limb up at maturity to allow an open understory to allow passage of vehicles without conflict while providing shade along the route and views outward from the corridor across the campus. Offset trees from the edge of travel lanes with consideration of what vehicles may need vertical and horizontal clearance.
2. **Open Space:** These areas are comprised of expansive lawns that include pedestrian paths and canopy trees. Buildings and roadways further define the edges of these spaces. Clear sight lines should be created into and out of these open spaces throughout the campus. The location of trees should consider solar orientation to best provide shade at appropriate times of day in relation to seating areas.



3. **Quadrangles:** The Florida Highway Patrol Training Academy and the Florida Public Safety Institute along with the future Aquatic Training Facility and classroom building will create a strong quadrangle with multiple walking paths throughout. Adding trees in a formal pattern will strengthen the formality of the space and provide much needed shade.

4. **Buildings:** Avoid planting too close to buildings for future maintenance considerations. Respect sight lines from within and to buildings.

5. **Parking Lots:** Place trees adjacent to and within parking lots which provide shade and aid in reduction of the urban heat island effect. Avoid species known to drop leaves or blooms which may stain cars or cause maintenance issues to adjacent pavement. Ensure proper planting space is provided for roots of trees to allow healthy growth and avoid damage to pavement areas from roots. Consider the use of root barriers where planting areas are confined.

6. **Stormwater Facilities:** Plant to recreate natural arrangements of trees to the extent proper maintenance and access can be provided. Locate plantings to avoid facilities being eyesores to the public. Rather, they can become an amenity within the site.

7. **Lighting:** Trees shall be located to avoid conflicts with pedestrian and vehicular use area lighting including but not limited to walking paths, within parking lots, adjacent to buildings, etc. Consideration must be given not only to the trees at the time of planting but also in accordance with what the mature size of the tree will be in years to come.

8. **Utilities:** Provide coordination with proposed and existing utilities – above and below ground. Consider the mature size of roots and canopies of trees to avoid future conflict. Trees should be kept a minimum of ten (10) feet horizontally from underground utilities. When within ten (10) feet, root barriers should be placed directly adjacent to underground utilities through close coordination with utility providers. Canopy trees should be kept a minimum of thirty (30) feet horizontally from overhead utilities. Within thirty (30) feet, understory trees that reach a mature height of no more than fifteen (15) feet should be used.

9. **Pavement:** Trees should be kept a minimum of five (5) feet horizontally from edges of pavement where possible. When within five (5) feet, root barriers should be placed directly adjacent to pavement.

#### **CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

CPTED principles must be met when considering tree selection and placement.

The five principles include natural surveillance, natural access control, territorial reinforcement, activity support and maintenance. Following are descriptions of each principle to consider in relation to trees:

1. **NATURAL SURVEILLANCE** – The intended users can observe the property.

Effective lighting of a property is an example of natural surveillance.

2. **NATURAL ACCESS CONTROL** – Controlling and reducing the number of access points to a property. Gated communities are an example of access control.

3. **TERRITORIAL REINFORCEMENT** – Creating a clear delineation of space and separating your space from non-legitimate users.

4. **ACTIVITY SUPPORT** – Placing activity where individuals become part of the natural surveillance.

5. **MAINTENANCE** – Regularly scheduled maintenance routine will ensure the property demonstrates territoriality and natural surveillance.

#### **MAINTENANCE, OPERATIONS, & EMERGENCY VEHICLES**

Maintenance is an integral consideration in the development of the campus.

As plant material is selected and located, coordination shall occur with maintenance staff to ensure a plan which they can maintain in perpetuity in a way that meets the design vision. Tree planting locations must consider the special needs of service operations, large truck deliveries and emergency vehicles. Tree selection shall also consider irrigation needs and strive to achieve xeriscape where possible to help reduce water use.

## NATIVE TREE SPECIES

CANOPY TREES	CANOPY TREES	UNDERSTORY TREES	PALMS
SOUTHERN LIVE OAK	TULIP POPLAR	EASTERN REDBUD	SABAL PALM
SWAMP CHESTNUT	EASTERN RED CEDAR	YAUPON HOLLY	
SHUMARD OAK	SYCAMORE	WAX MYRTLE	
NUTTALL OAK	AMERICAN HOLLY	DAHOON HOLLY	
WILLOW OAK	EASTERN PALATKA HOLLY	SWEETBAY MAGNOLIA	
RED MAPLE	SOUTHERN MAGNOLIA	DOWNY SERVICEBERRY	
BLACK GUM	BALD CYPRESS	FRINGETREE	
RIVER BIRCH	POND CYPRESS		
FLORIDA ELM	LONGLEAF PINE		
WATER HICKORY	AMERICAN HORNBEAM		
LOBLOLLY BAY	PERSIMMON		
REDBAY	PIGNOT HICKORY		
AMERICAN BEECH			

## NON-NATIVE TREE SPECIES

CANOPY TREES	CANOPY TREES	UNDERSTORY TREES	PALMS
LOBLOLLY PINE		CRAPE MYRTLE [SPP.]	WASHINGTON PALM
SLASH PINE		SAUCER MAGNOLIA	
		STAR MAGNOLIA	

## SUMMARY

Florida's significant population growth in recent years impacts the number of public service personnel necessary to ensure adequate response to emergencies. In 2022, Florida was recognized as the fastest growing state in America with a population of 22,247,251, an increase of 1.9% from 2021 to 2022. This growth equates to 955 residents moving to Florida each day. According to the Office of Economic and Demographic Research, the state will add another 317,000 residents in 2023. While Florida's population continues to grow, there continues to be a trend toward high rates of public safety personnel retiring or leaving the profession due to opportunities developing in the private sector.

Retirement and hiring trends of local law enforcement agencies have an exponential impact on course participation and facility usage at FPSI. In a recent study compiled by the Police Executive Research Forum, on a national level, criminal justice agencies reported hiring more sworn officers in 2022 than in 2021, 2020, or 2019. While this sounds promising, agencies are also losing officers faster than they can hire new ones, so staffing levels of sworn members continue to decline. Notably, resignations are still increasing with 50% of the agencies participating in the study experiencing 50% more resignations in 2022 than 2019. There was a trend that suggested retirements have increased, however, in 2022 there was an equilibrium in the trend. Retirement numbers are still higher than pre-pandemic numbers in 2019, but incentives may be affecting this stabilization. While resignations rise and retirements continue to affect staffing, agencies also noted significant a drop in the number of applications received for open officer positions on a national level.

While these statistics may paint a bleak picture for policing on a national level, Florida has implemented several strong initiatives to help increase the applicant pool of both new officers and experienced officers from other states. Notably, in 2021, the Florida Legislature passed, and Governor Ron DeSantis signed a bill that increased the base salaries of state law enforcement to \$52,500 to be more competitive with the rising salaries in local law enforcement agencies and in the private sector. Additionally, with the Governor's signing of House Bill 3 following the 2022 Florida Legislative Session, the Florida Law Enforcement Recruitment Bonus Payment Program was created. The program aims to aid in the recruitment of law enforcement officers within the state and attract out-of-state officers to Florida. The program administers one-time bonus payments of \$5,000 after taxes to each eligible newly employed officer within the state.

- A person who gains or is appointed to full-time employment as a certified law enforcement officer with a Florida criminal justice agency on or after July 1, 2022 and has never previously been employed as a law enforcement officer in the state.
- Maintain continuous full-time employment with a Florida law enforcement agency for at least two consecutive years. The required two-year employment period at one or more Florida law enforcement agencies, but such a period must not contain any break longer than 15 calendar days.

The bonus payment is taxable income; therefore, each bonus payment made by the Florida Department of Economic Opportunity to newly employed officers was funded at the gross amount of \$6,694, which includes \$1,694 for the payment of taxes. In a June 26, 2023, press release, Governor DeSantis announced that Florida has issued more than 2,265 bonuses in one year, and that since inception, the total amount awarded is nearly \$15 million. This program has proven successful in attracting experienced law enforcement professionals, but there is also some indication that Florida's pro-law enforcement climate is also influencing this shift.

Florida has also established the Hometown Heroes program to help law enforcement officers, firefighters, military veterans and active-duty military personnel to purchase their first home in the communities they serve. The program provides down payment and closing cost assistance to eligible homebuyers who are purchasing a home for the first time or buyers who have moved to Florida and are purchasing their first home in the state. All of these programs have the potential to influence a choice to move to Florida and to choose a first responder career.

FPSI offers basic recruit programs for law enforcement, corrections, correctional probation, and firefighter. In the last two fiscal years, law enforcement academy participation has significantly increased over pre-pandemic numbers and due to increased recruitment by state and local agencies, FPSI is adding an additional course to meet an increasing demand for instruction. On average 75% of students attending law enforcement basic recruit are sponsored by a law enforcement agency. While the last five years has remained somewhat steady for corrections basic recruit, a local sheriff's office has requested an additional three basic corrections course for the current fiscal year, as such, the student rate is anticipated to at least double in the coming year.

## STUDENT ENROLLMENT

PROGRAM	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023
LEADERSHIP TRAINING	100	100	100	100	100
COMMUNITY POLICING	100	100	100	100	100
COMMUNITY POLICING, PROBATIONARY	100	100	100	100	100
PROBATIONARY	100	100	100	100	100

Nationally, criminal justice agencies acknowledge that recruitment and retention challenges are impacted by on ongoing concern with public perception of law enforcement, changes in police roles and responsibilities, and a shift in the values and expectations of a younger generation of law enforcement officers. Studies also suggest that a strong job market and increasing options in remote work opportunities are influencing the choice to leave policing. Notably, Army Secretary Christine Wormuth described a shortfall in those who are choosing the military as a career, she stated “We’re competing for talent just like all the folks in industry are, and the job market is hot right now. Wages have gone up a lot, and that’s great for Americans, but it’s making it harder for us in the Army to compete.” Due to the paramilitary nature of criminal justice, the comparison of hiring challenges to the armed forces is logical.

FPSI is supporting state and local law enforcement by working collaboratively with community outreach efforts to help guide a more positive impression of criminal justice professionals. The focus is not only on improving perceptions of criminal justice, but how to be a part of the solution by considering a criminal justice career. The Institute is likewise working with agency partners to identify courses and subject matter that may influence a choice to stay in the profession. This trend emphasizes the need for a more robust approach to continuing education and leadership development.



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## OVERVIEW

Tallahassee State College commissioned DAG Architects, Inc. to prepare a Master Plan, Land Use Amendment and PUD documentation for their new Wakulla Environmental Institute (WEI) Campus located on 207 acres just south of Crawfordville, Florida. The Master Plan team analyzed and evaluated the property for the proposed campus in its entirety, and its varied uses, needs and environment to understand the Institute in a comprehensive manner. The Campus Master Plan addresses the general order of the campus and its architectural and design elements, and provides a systematic understanding of the campus to maximize opportunities and identify constraints. Its purpose is to channel, not dictate, the predictability of change. Therefore, the goal of the Campus Master Plan is to develop a conceptual framework for the physical development, growth and enhancement of the campus that identifies short term and long term objectives with an implementation outline.

The Vision of the Wakulla Environmental Institute is to make Wakulla County a world class destination that brings together education, conservation and recreation in a manner that stimulates economic development in an environmentally responsible way. (Source: Wakulla Environmental Website)

The Florida Department of Education (FLDOE) has standards and guidelines applicable to classrooms and academic services. Workforce development and training facilities are not easily defined by FLDOE and WEI certainly transcends the traditional academic aspect of a state college, by providing experiential learning opportunities for workforce development.

This aspect of WEI is an on-going and expanding part of its overall mission. Since many of the training facilities may be funded in whole or part by sponsored programs, Federal grants, and Restore Act Funding, the process and operation of expansion is more complex and entrepreneurial than in a traditional state college environment. It is important therefore, that the Master Plan establishes a framework that can readily adapt to change in order to remain responsive to regional workforce needs such as the Practical Training and Conference Center Areas.

The Institute will continue to offer environmentally focused degrees, certificates and programs in Environmental Science Technology, Green Guide Environmental Education, Oyster Aquaculture, Sustainable Agriculture, and Unmanned Technology (Drone) Applications. In addition, in response to community need, the campus will expand its programmatic offerings to include high-demand health science degrees and certifications. With these and future training programs WEI will educate the next generation of Environmental and Health Service Professionals.

The Institute will offer environmentally focused degrees, certificates and programs in Environmental Science Technology, Green Guide Environmental Education, Oyster Aquaculture, Sustainable Agriculture, and Unmanned Technology (Drone) Applications. With these and future training programs WEI will educate the next generation of Environmental Professionals.

# WAKULLA ENVIRONMENTAL INSTITUTE EXISTING & PROJECTED BUILDING REQUIREMENTS

## EXISTING FACILITIES

EFIS#		Academic Buildings GSF	Training Buildings GSF	Training Areas Acres	Other GSF	Estimated Cost Current Market
①	06-0062 WEI	10,000				
⑦			3,391			
⑧				5.00		
⑨				2.00		
⑪				8.00		
⑭				30.90		
⑳				134.00		
<b>CATEGORY TOTAL</b>		<b>10,000</b>	<b>3,391</b>	<b>179.90</b>		

## FUTURE FACILITIES

②		10,000				\$4,500,000
③		75,000				\$33,750,000
④		75,000				\$33,750,000
⑤		68,252				\$30,713,400
⑥		23,212	92,852			\$52,228,800
⑩			3,000			\$600,000
⑫					150	\$67,500
⑮				2.00		
⑯				0.50		
⑰				14.00		
⑱					3,000	
⑲						
<b>CATEGORY TOTAL GSF</b>		<b>251,464</b>	<b>102,634</b>	<b>16.50</b>	<b>3,150</b>	<b>155,609,700</b>
<b>TOTAL CURRENT AND FUTURE GSF</b>		<b>261,464</b>	<b>106,025</b>	<b>196.40</b>	<b>3,150</b>	

EXISTING BUILDING AREA	13,391 GSF
EXISTING NON-DOE FACILITIES AREA	3,391 GSF
EXISTING ACADEMIC FACILITIES AREA	10,000 GSF
FUTURE BUILDING AREA	362,098 GSF
FUTURE NON-DOE FACILITIES AREA	110,634 GSF
FUTURE ACADEMIC FACILITIES AREA	251,464 GSF



**WEI LAND MASSING PLAN**

WAKULLA ENVIRONMENTAL INSTITUTE  
LAND MASSING PLAN

# FUTURE PROJECTS NARRATIVES

## HEALTHCARE CLASSROOMS & LABS

Building number two will be designed for Geriatric Nursing and health care accelerator programs with classrooms, labs and support space for healthcare education.

## AQUACULTURE & OYSTER FARMING LABS

In building number three, there will be classrooms, office space, and labs for aquaculture training. In this building we will have a full-scale hatchery for training purposes and a vertical farm atrium. The vertical farm atrium will be used for demonstration in hydroponics and shellfish nursery/hatchery training, which is desperately needed by local aquaculture farmers.

## AG SCIENCE, FORESTRY/LAND MANAGEMENT, UAV (DRONE) LAB & MARINE ENGINE LAB

In building number four, there will be classrooms, office space, an industrial kitchen, an indoor drone flight operations lab, a drone manufacturing lab, and a marine engine mechanical lab. The industrial kitchen will be used for our Agricultural Science program for training in value added products (i.e., canning, food processing, packing and preparation). The indoor drone flight operations lab allows us to train students in inclement weather and at night. The drone manufacturing lab will allow us to train students on manufacturing practices, systems engineering, and power systems for drone technologies. The marine engine mechanical lab will benefit the community by training students in marine engine systems and repairs.

## ECO TRAINING CENTER

In building number five, there will be a large convention center, conference rooms, classrooms, and office space. Currently, in Wakulla County, there is no space suitable for hosting large events, so this convention center will fulfill that need.

### **FUTURE EDUCATIONAL FACILITY & CONFERENCE CENTER**

Building number six will house classrooms for both environmental and health care studies surrounding a large conference hall. It will include classrooms, lecture halls, conference space, office space, and other support amenities.

### **SMALL PLOT DEMONSTRATION FARM**

This five-acre plot is dedicated to experiential learning in sustainable and autonomous agriculture practices. Other areas of focus will be soil conservation, composting, aquaponics, orchard management, integrated pest and disease management, and horticulture.

### **FUTURE STORAGE BUILDING**

Building number ten will be used to store agriculture equipment, implements, and supplies.

### **BAT HOUSE**

Building number twelve will be a bat house used to collect and provide guano, a premiere natural fertilizer, to our demonstration farm. Attracting bats will be a natural form of pest management which will reduce the need for pesticides.

### **PRACTICAL ECO TRAINING AREA**

In this area we have reserved land for future sustainable manufacturing and other environmental training applications.

### **ECO DISPLAYS, OVERLOOKS AND GAZEBOS**

In area sixteen, there will be boardwalks, gazebos, and overlooks to study Florida ecosystems. This area is intended to have an exceptionally light footprint and used for training in natural Florida habitats.

### **SOLAR ARRAYS**

WEI plans to be a net-zero campus, providing all our power needs through sustainable, renewable energy.

# CAMPUS ACTIVITY ZONES & PUD REQUIREMENTS

The WEI campus is divided into four separate activity zones in compliance with the initial County approved Planned Unit Development (PUD) specifications. The Conservation area, Classroom and Administration area, the Conference Center area, and the Practical Training area. Recently two additional parcels of land have been added which will extend the areas of the Conservation and Practical Training areas. These additions will require an update to the PUD specifications with Wakulla County.

## THE CONSERVATION AREA

The Conservation Area is located at the extreme northern portion of the WEI property. It includes recently purchased property which increased its area from 36.71 to 69.5 acres. In addition to the area included above a twenty-five' perimeter buffer around the entire site and a seventy-five' wide buffer around all sinks on the site are included as conservation area. The intent for this area is to provide for the protection of all wetlands, sinkhole lakes, Gum swamps and associated buffers. It is intended that these areas be conserved with minimal disturbance and construction.

A. Principal uses allowed in this area include, but are not necessarily limited to, the following:

- Buffering of environmentally sensitive areas
- Passive recreation including but not limited to trails, boardwalks, and overlooks.
- Outdoor education (including demonstration projects)
- Managed habitat for threatened or endangered species
- Stormwater outfalls

### B. Prohibited Uses

- Commercial operations
- Commercial operations
- Residential
- Industrial
- Roadways

### C. Development Standards

- The Conservation Area shall be kept in its “natural state” which means that there will be no disturbances except for removal of native vegetation less than 2” BDH, exotic plants, noxious plants, downed trees, planted pines, briars, kudzu, etc.
- Passive recreation facilities may be constructed and shall minimize wetland impacts by using best management practices.
- Stormwater outfalls are allowed and shall be constructed using best management practices to preclude erosion.
- Other passive recreation facilities (picnic shelters, overlooks) may be constructed in in buffer (upland) areas.
- Interpretive signs are encouraged to enhance education.
- Innovative infrastructure facilities for environmental research and education.

## THE CLASSROOM AND ADMINISTRATION AREA

The Classroom and Administration area is in the south-central portion of the site and contains approximately 51.2 acres. The intent is for this area to provide for classrooms, laboratories, and administrative space consistent with the educational mission of WEI and TSC.

A. Principal Uses in this area include, but are not necessarily limited to, the following:

- Classroom buildings
- Administration buildings
- Cafeteria
- Book/school supply store
- Computer laboratory
- Research/Training laboratory
- Copy/printing shop
- Other supported retail activities
- Sustainable living laboratory
- Infrastructure Support facilities

### B Prohibited Uses

- Commercial (other than described above)
- Industrial (other than demonstration projects)

### C Development Standards



- Minimum Building Setbacks from property lines
  - Front Setback – 100 feet
  - Side Setback – 100 feet
  - Rear setback – 100 feet
- Maximum building Restrictions
  - Coverage – 60%
  - Height – 75 feet
  - Density – N/A

## THE CONFERENCE CENTER AREA

The Conference Center area is located in the north-central portion of the site and contains approximately 36.4 acres. The intent is for this area to provide for conferences and seminars relating to the Institutes recreation and educational activities.

A. Principal Uses in this area include, but are not necessarily limited to, the following:

- Hospitality training
- Recreation training
- Hotel
- Hotel Operations training
- Eating and Drinking Establishing
- Active and Passive recreation
- Infrastructure Support facilities

B Prohibited Uses

- Commercial (other than described above)
- Industrial (other than for demonstration purposes)

C Development Standards

- Minimum Building Setbacks from property lines
  - Front Setback – 100 feet
  - Side Setback – 100 feet
  - Rear setback – 100 feet
- Maximum building Restrictions

Coverage – 60%

Height – 75 feet

Density – N/A

## THE PRACTICAL TRAINING AREA

The Practical Training area is located at the southernmost part of the site and contains approximately 36.5 acres. This area will provide practical hands-on training.

A Principal Uses in this area include, but are not necessarily limited to, the following:

- Fixed Equipment training
- Mobile Equipment training
- Equipment Storage and Staging
- Research and/or Training laboratories.
- Various hands-on training facilities
- Infrastructure Support facilities

### B Prohibited Uses

- Commercial (other than described above)
- Industrial (other than for demonstration purposes)

### C Development Standards

- Minimum Building Setbacks from property lines

Front Setback – 100 feet

Side Setback – 100 feet

Rear setback – 100 feet

- Maximum building Restrictions

Coverage – 60%

Height – 75 feet

Density – N/A



**WEI CAMPUS ACTIVITY ZONE MAP**

WAKULLA ENVIRONMENTAL INSTITUTE  
CAMPUS ACTIVITY ZONE MAP

# WEI STORMWATER BASIN NARRATIVE

## FUTURE STORMWATER BASIN 1

This future stormwater Basin as shown hereon will collect stormwater flow via overland flow and piping to a bio infiltration swale to Pond 1. Future Basin 1's primary service area will be the existing Multi-purpose Building, future Classroom and Lab Buildings 2, 3 and 4 and other associated impervious areas.

## FUTURE STORMWATER BASIN 2

This future stormwater Basin as shown hereon will collect stormwater flow via overland flow and piping to a bio infiltration swale to Pond 2. Basin 2's primary service area will include the Eco Training Center and the Eco Tourism Hospitality Training Center buildings 5 and 6 respectively.

## FUTURE STORMWATER BASIN 3

Minimal impervious area is expected to be constructed in this area set aside for practical training. Therefore, it is anticipated the stormwater management will be handled by grasses swales or small ponds adjacent to the impervious area created.

## NATURAL AREA

Minimal or no impervious areas will be allowed in the natural preserve area.



**FUTURE STORMWATER BASIN 1**

This future storm water Basin as shown hereon will collect storm water flow via overland flow and piping to a bio infiltration swale to Pond 1. Future Basin 1's primary service area will be the existing Multi-purpose Building, future Classroom and Lab Buildings 2, 3 and 4 and other associated impervious areas.

**FUTURE STORMWATER BASIN 2**

This future storm water Basin as shown hereon will collect storm water flow via overland flow and piping to a bio infiltration swale to Pond 2. Basin 2's primary service area will include the Eco Training Center and the ECO Tourism Hospitality Training Center buildings five and six respectively.

**FUTURE STORMWATER BASIN 3**

Minimal impervious area is expected to be constructed in this area set aside for practical training. Therefore it is anticipated that stormwater management will be handled by grassed swales or small ponds adjacent to the impervious area created.

**NATURAL AREA**

Minimal or no impervious areas will be allowed in the natural preserve area.



# ENVIRONMENTAL INITIATIVES

## SUSTAINABLE CAMPUS DESIGN

With our land management training, the WEI campus is designed to have annual prescribed burns run through it. We are not aware of any other College campus with this design as part of their program offerings. Our land management practices are set up to encourage native wildlife to make this campus their home as demonstrated by gopher tortoises, deer, turkey, associated reptiles commonly seen by our students. The materials that each building will be made of are fire retardant and will allow for these practices to continue as part of our zero energy footprint under our sustainable practices program.

## KARST SINKS STEWARDSHIP

Thorough investigation of the sink holes on this campus through our diving volunteers revealed an extensive cave system beneath our campus. This underground river system, is believed to empty into Spring Creek which is the largest known fresh water spring in the World. Wakulla Environmental Institute is committed to using best land management practices that preserve the sink holes and underground river system.

## SUSTAINABLE FARMING DEMONSTRATION PROJECT AND ELEMENTS

The Institute has 5 acres dedicated to sustainable agriculture demonstration and training. 1 acre is currently equipped with over 100 fruit trees, vines, and bushes, 2 hoop houses, a recirculating aquaponics catfish pond system run by a closed solar panel system, seasonal vegetable garden beds, and a chicken coop. We have plans to add a beehive, bat house, and extend the fruit tree orchard in the additional 4 acres.

## SUSTAINABLE AGRICULTURE TRAINING PROGRAM

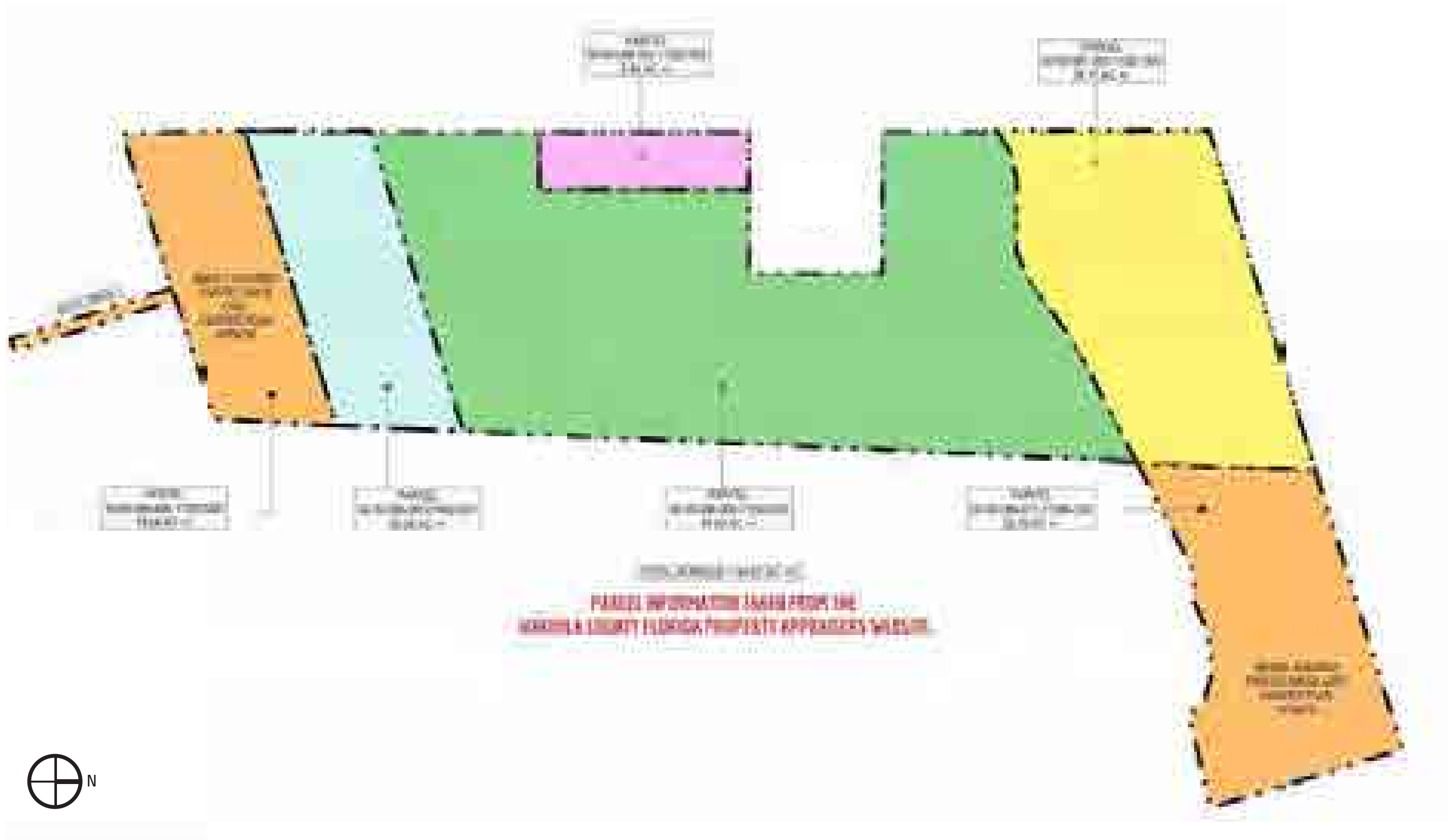
- a. Urban / Small Plot Farming
- b. Precision Agriculture
- c. Horticulture
- d. Hydroponics
- e. Agronomy

## AQUACULTURE TRAINING PROGRAM

- a. Oyster Aquaculture Training Program
- b. Oyster Nursery Training Program
- c. Oyster Hatchery Training Program

## OYSTER FILTRATION PROJECTS AND INITIATIVES

WEI's Oyster Reef Restoration Development Initiative was the first Oyster Aquaculture Training program in the state of Florida. Responsible for over 150 new businesses and over 1000 people employed statewide.



WEI PROPERTY HOLDINGS MAP

WAKULLA ENVIRONMENTAL INSTITUTE  
PROPERTY HOLDING MAP 3



## PROJECTED SPACE NEEDS

Currently WEI generates FTE of approximately sixty-five students. WEI requires large outdoor areas for training students. Therefore its 10,000 square foot multi-purpose building appears adequate for their current needs for environmental education over the five-year master plan update period.

The College intends to provide healthcare education on this campus so there is an immediate need for a new facility to house several healthcare related programs on site. It is anticipated this will require a building of approximately 12,000 square feet. The future projects shown for this campus are scalable, meaning that they can be built in phases as funding becomes available.

Most of the proposed projects on this campus will probably need to be funded by donations, grants, or private-public partnerships.

# PROJECTED PARKING REQUIREMENTS

The projected parking requirements for the WEI campus are determined using the Wakulla County Zoning Ordinance for parking. Wakulla County’s parking requirements are based on space types and employee head count as opposed to student FTE, which are used in both SREF (State Requirements for Educational Facilities) and in the Tallahassee Land Development Code.

With regard to Wakulla Counties Zoning Ordinance regarding parking requirements, each space type is allocated a specific number of parking spaces based on the GSF of the facility, and each employee is allocated a parking space. Since the requirements are based on actual building space added to the campus and not annual growth, the data is provided for the final year of capital build out presented herein.

Information set forth below indicates that approximately 332 additional parking spaces will be required at final build out.

## ADDITIONAL PARKING REQUIREMENTS AT BUILD OUT

FUTURE BUILDING	GSF	CALCULATION CRITERIA		SPACES REQUIRED
ACADEMIC OFFICES & LABS	10,000	8 CLASSROOMS	3.5 SPACES / CLASSROOM + 1 INSTRUC TOR = 4.5	36
AGRICULTURAL & OYSTER FARNING LABS	50,000	13 CLASSROOMS & LABS	3.5 SPACES / CLASSROOM + 1 INSTRUC TOR = 4.5	58.5
FORESTRY, LAND PLANNING & DRONE LAB	50,000	13 CLASSROOMS & LABS	3.5 SPACES / CLASSROOM + 1 INSTRUC TOR = 4.5	58.5
ECO TRAINING CENTER	68,252	18 CLASSROOMS & LABS	3.5 SPACES / CLASSROOM + 1 INSTRUC TOR = 4.5	63
LECTURE HALL & CLASSROOMS	90,000	24 CLASSROOMS & LABS	3.5 SPACES / CLASSROOM + 1 INSTRUC TOR = 4.5	108
STORAGE BUILDING	8,000	STORAGE	1 SPACE PER 1,000 GSF	8
				332

# LANDSCAPE NARRATIVE

## OVERVIEW & SUMMARY

The landscape narrative is meant to provide guidance for appropriate tree species selection and locational criteria as the Wakulla Environmental Institute (WEI) campus develops. It will work in concert with the Conceptual Landscape Master Plan which provides a physical context suggesting where trees may be located on campus. The intent of the master plan and tree palette is to recreate an environment that blends as seamlessly as possible into the surroundings.

The campus is proposed to grow through phased implementation of projects. As projects and supporting infrastructure are implemented, trees will be employed to provide shade, reduce heat island affect, stabilize soils, manage water runoff, and recreate diverse habitats.

The species and placement of trees will create a unified framework using landscape across the campus. The Landscape Master Plan establishes a design vocabulary for outdoor spaces ranging from quads, greens, and circulation paths to stormwater facilities and natural areas. Based upon this framework, design consistency and visual cohesion will be achieved through practical designs solutions that are maintenance friendly.

## EXISTING CONDITIONS

The campus, in its current state, has a multi-purpose building and two storage buildings on site. Most of the remaining balance of the campus is undisturbed, comprised of naturally occurring plant communities. Plant communities within Wakulla County, as per the Florida Association of Native Nurseries (FANN), include Hydric Hammocks, Pine Flatwoods, Saltwater Marshes, Sandhills, Upland Mesic Hardwood Forests and Wetland Swamp Forests. All but the Saltwater Marshes community may be present on the site. Examples of tree species found within each plant community are as follows:

### 1. Hydric Hammocks

- a. Canopy Trees: Sugarberry, Black Walnut, Laurel Oak, Winged Elm, American Elm, Southern Magnolia, Mockernut Hickory, Tulip Poplar, Willow Oak, Southern Catalpa, River Birch, Sweetgum, Water Hickory, Sycamore, Loblolly Pine, Loblolly Bay
- b. Understory Trees: Possumhaw, Swamp Dogwood, Swamp Bay, Red Buckeye

### 2. Pine Flatwoods

- a. Canopy Trees: White Cedar, Slash Pine, Swamp Bay, Longleaf Pine, Water Oak, Southern Live Oak, Pop Ash, Loblolly Bay, Sweetgum
- b. Understory Trees: Fringetree, Witch Hazel, Dahoon Holly, Sparkleberry, Snowbell, Hazel Alder

### 3. Sandhills

- a. Canopy Trees: Longleaf Pine, Southern Live Oak, Turkey Oak, Post Oak, Common Persimmon
- b. Understory Trees: Sassafras, Sparkleberry

### 4. Upland Mesic Hardwood Forests

- a. Canopy Trees: Black Walnut, Shumard Oak, White Oak, Southern Live Oak, Winged Elm, American Elm, Southern Magnolia, Pignut Hickory, Mockernut Hickory, Chinquapin Oak, Laurel Oak, Swamp Chestnut Oak, Water Oak, Florida Sugar Maple, American Beech, Sweetgum, Box Elder
- b. Understory Trees: Fringetree, Flowering Dogwood, Witch Hazel, Red Mulberry, Southern Crabapple, Flatwoods Plum, Eastern Redbud, Red Buckeye

### 5. Wetland Swamp Forests

- a. Canopy Trees: White Cedar, Water Tupelo, Red Maple, Bald Cypress, Slash Pine, Swamp Bay, Sweet Bay, Mockernut Hickory, Overcup Oak, Pop Ash, Water Hickory, Box Elder
- b. Understory Trees: Honey Locust, Swamp Bay, Possumhaw, Hazel Alder

## INVASIVE EXOTIC PLANT REMOVAL

Removal of invasive and exotic plant species from the ecologically sensitive areas of campus are of high importance to allow the establishment of native species.

Identification and removal of invasive and exotic species will be conducted in accordance with the guidance published by the Florida Invasive Species Council.

## TREE SPECIES SELECTION

A strong emphasis is placed upon the use of native species. The planting of monoculture communities is not allowed to ensure resilience against disease or infestation. A list of approved tree species is included herein but is not all inclusive and not meant to be the only species allowed. Species proposed which are not on the list shall be reviewed and approved by TSC leadership. Consideration will be given to ecological, economic, and aesthetic desires balanced with currently available nursery stock within the region.

## TREE PLACEMENT

Areas of high visibility and importance require a formal and consistent layout of trees whereas areas of passive use provide space for a more natural arrangement of trees to mimic the natural areas within and adjacent to the campus. Successional plantings are envisioned to grow over time from small to large plants. These would be areas of low visibility and expected to have a limited maintenance requirement.

Ecologically sensitive areas, such as the natural preserve, conservation area, and karst sinks are protected from future development impacts. Landscape improvements in these areas will occur only when environmental benefits are identified. Following are descriptions of spaces that may exist as the campus develops:

1. Streetscapes: These corridors will have trees at a spacing interval of 25 to 50 feet on center. Canopy species should be used that naturally limb up at maturity to allow an open understory to allow passage of vehicles without conflict while providing shade along the route and views outward from the corridor across the campus. Offset trees from edge of travel lanes with consideration of what vehicles may need vertical and horizontal clearance.
2. Open Space: These areas should be comprised of lawns, pedestrian paths and canopy trees. Buildings and roadways will help to form the edges of these. Clear sight lines should be created into and out of these open spaces throughout the campus. Location of trees should consider solar orientation to best provide shade at appropriate times of day in relation to seating areas.

3. Quadrangles: These may not be as prevalent on the WEI campus as the main campus, but in areas where an outdoor space may be created by adjacent buildings, find opportunities for lawn areas and walking paths to have shade from proposed trees. Much of the quadrangles is best kept as open for wide and long views through the space.
4. Buildings: Avoid planting too close to buildings for future maintenance considerations. Respect sight lines from within and to buildings.
5. Parking Lots: Place trees adjacent to and within parking lots which provide shade and aid in reduction of the urban heat island effect. Avoid species known to drop leaves or blooms which may stain cars or cause maintenance issues to adjacent pavement. Ensure proper planting space is provided for roots of tree to allow healthy growth and avoid damage to pavement areas from roots. Consider use of root barriers where planting areas confining.
6. Stormwater Facilities: Plant to recreate natural arrangements of trees to the extent proper maintenance and access can be provided. Locate plantings to avoid facilities being eyesores to the public. Rather, they can become an amenity within the site.
7. Lighting: Trees shall be located to avoid conflicts with pedestrian and vehicular use area lighting including but not limited to walking paths, within parking lots, adjacent to buildings, etc. Consideration must be given not only to the trees at time of planting but also in accordance with what the mature size of the tree will be in years to come.
8. Utilities: Provide coordination with proposed and existing utilities – above and below ground. Consider mature size of roots and canopies of trees to avoid future conflict. Trees should be kept a minimum of ten (10) feet horizontally from underground utilities. When within ten (10) feet, root barriers should be placed directly adjacent to underground utilities through close coordination with utility providers. Canopy trees should be kept a minimum of a thirty (30) feet horizontally from overhead utilities. Within thirty (30) feet, understory trees that reach a mature height of no more than fifteen (15) feet should be used.

9. Pavement: Trees should be kept a minimum of five (5) feet horizontally from edges of pavement where possible. When within five (5) feet, root barriers should be placed directly adjacent to pavement.

## CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED principles must be met when considering tree selection and placement. The five principles include natural surveillance, natural access control, territorial reinforcement, activity support and maintenance. Following are descriptions of each principle to consider in relation to trees:

1. NATURAL SURVEILLANCE – The intended users can observe the property. Effective lighting of a property is an example of natural surveillance.
2. NATURAL ACCESS CONTROL – Controlling and reducing the number of access points to a property. Gated communities are an example of access control.
3. TERRITORIAL REINFORCEMENT – Creating a clear delineation of space and separates your space from non-legitimate users.
4. ACTIVITY SUPPORT – Placing activity where individuals become part of the natural surveillance.
5. MAINTENANCE – Regularly scheduled maintenance routine will ensure the property demonstrates territoriality and natural surveillance.

## MAINTENANCE, OPERATIONS, & EMERGENCY VEHICLES

Maintenance is an integral consideration in development of the campus. As plant material is selected and located, coordination shall occur with maintenance staff to ensure a plan which they can maintain in perpetuity in a way that meets the design vision. Tree locations shall take into account the special needs of service operations, large truck deliveries and emergency vehicles.

## NATIVE TREE SPECIES

CANOPY TREES	CANOPY TREES	UNDERSTORY TREES	PALMS
SOUTHERN LIVE OAK	TULIP POPLAR	EASTERN REDBUD	SABAL PALM
SWAMP CHESTNUT OAK	EASTERN RED CEDAR	YAUPON HOLLY	
SHUMARD OAK	SYCAMORE	WAX MYRTLE	
NUTTALL OAK	AMERICAN HOLLY	DAHOON HOLLY	
WILLOW OAK	EASTERN PALATKA HOLLY	SWEETBAY MAGNOLIA	
RED MAPLE	SOUTHERN MAGNOLIA	DOWNY SERVICEBERRY	
BLACK GUM	BALD CYPRESS	FRINGETREE	
RIVER BIRCH	POND CYPRESS		
FLORIDA ELM	LONGLEAF PINE		
WATER HICKORY	AMERICAN HORNBEAM		
LOBLOLLY BAY	PERSIMMON		
REDBAY	PIGNUT HICKORY		
AMERICAN BEECH			

## NON-NATIVE TREE SPECIES

CANOPY TREES	CANOPY TREES	UNDERSTORY TREES	PALMS
LOBLOLLY PINE		GRAPE MYRTLE [SPP.]	
SLASH PINE		SAUCER MAGNOLIA	
		STAR MAGNOLIA	



## SUMMARY

E.O. Wilson, the world's most prominent environmentalist, has called this unique area of North Florida the fifth hottest spot for biodiversity. Because of its geographical location between the Gulf and Atlantic, mountains and sea, there is an extremely high concentration of plant and animal species, some found nowhere else in the world.

This is the catalyst that sparked the vision for the WEI which is surrounded by a million acres of conservation lands with rich and diverse ecosystems. Breathtaking natural spots with wetlands and two connected sinkholes dot the expansive 212-acre property that will be shared with future eco-tourism visitors. Nearby Wakulla Springs State Park, the Gulf Specimen Marine laboratory, St. Marks Wildlife Refuge, the Ochlocknee River State Park, Capital City to the Sea Trails and San Marcos de Apalache Historic State Park broaden the appeal of the campus to potential eco-tourist.

Everything at WEI is designed with the environment in mind including its first building which in addition to being designed for net zero energy consumption boasts 10,000 square feet of classrooms, meeting spaces, a state-of-the art wet lab and plenty of covered porch area for taking in the beautiful campus scenery. Other features include a solar panel covered parking area and rain collection tanks for use in cooling the air conditioning and flushing toilets.

The Wakulla Environmental Institute, “A one stop shop for all things environmental” has a simple mission of sustainability — to preserve the area heritage and deep environmental assets while staying in tune with the changing times. Indeed, 850 Magazine in a recent article referred to the Institute as an “Environmentally and Economically Savvy Game Changer.”



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## OVERVIEW

TSC's Ghazvini Center for Healthcare Education features more than 85,000 square feet of learning space devoted to emergency medical services, nursing, radiologic technology, respiratory care, pharmacy technology, and surgical technologies. The Center is located in the heart of Tallahassee's medical corridor and is equipped with cutting-edge technology, allowing students to strengthen and apply their skills in simulated real-time settings. The facility houses classrooms, conference rooms, a one-of-a-kind onsite library and learning commons, laboratory space, two accredited simulation centers, a computer lab, and administrative offices. TSC is committed to providing well-trained professionals to the local healthcare community.

TSC offers a Bachelor of Science in Nursing, an Associate of Science in Nursing which includes the Healthcare Professional-to-RN, and a Nurse Assistant Long Term Care certificate. Healthcare programs also include A.S. degrees in Dental Hygiene, Emergency Medical Services (EMS) Technology, Surgical Services, Radiologic Technology, and Respiratory Care. Certificate programs include Central Sterile Processing Technologist, Dental Assisting, Emergency Medical Technician, Endoscopy Technician, Paramedic, and Surgical Technology Specialist.

TSC was named one of the Top 10 Best Associate Degree in Nursing (ADN) Programs in the Southeast for 2022 by NursingProcess.org, a nursing educational resource, based on NCLEX-RN pass rates, academic quality, the nursing school's reputation, and affordability. In 2021, TSC was ranked Most Affordable Online Nursing Degree by Education Reference Desk, a nationally recognized provider of college planning resources.

Healthcare is one of the largest economic sectors in the United States, employing one out of every eight American workers.

In 2023 the College expanded the successful Bachelors of Science in Nursing (BSN) and Associate of Science in Nursing/Registered Nurse degree (ADN) programs. The BSN program is designed for registered nurses who have completed an ADN and are employed as nurses to be able to pursue the BSN. The first baccalaureate class of 17 students enrolled in the 2016 summer term, and the program now enrolls approximately 60 new students annually. The ADN program produces approximately 70 students each year.

TSC expanded the BSN program in direct response to healthcare providers in our community. A BSN Employer Interest Survey was sent to healthcare administrators at six facilities in the College's service district. 100% of respondents stated there is a need for more educational programs in Gadsden, Leon, and Wakulla counties that prepare nurses at the BSN level. 100% also indicated that they support TSC's BSN program expansion. Data for the TSC service district indicate a workforce of 3,248 registered nurses; of these, only about one-third are BSN credentialed. Representatives from both area hospitals, Tallahassee Memorial Hospital (TMH), and Capital Regional Medical Center (CRMC) have attended TSC District Board of Trustees (DBOT) meetings to discuss their need for more BSN prepared nurses and their preference for TSC graduates who remain local.

One major employer of nurses in the region, TMH, advertises nationally for BSN credentialed applicants to fill its 250 annual vacancies, but despite these efforts, the hospital is able to hire only 58% of its nurses with the baccalaureate degree. Leaving a sizable BSN hiring gap each year. The Florida Department of Economic Opportunity (FDEO) data projects 114 annual job openings in TSC's district.

The College doubled the number of nursing students, doubled the size of the simulation center in the same footprint and now needs to expand additional classroom and laboratory space and add additional parking.



**Legend**

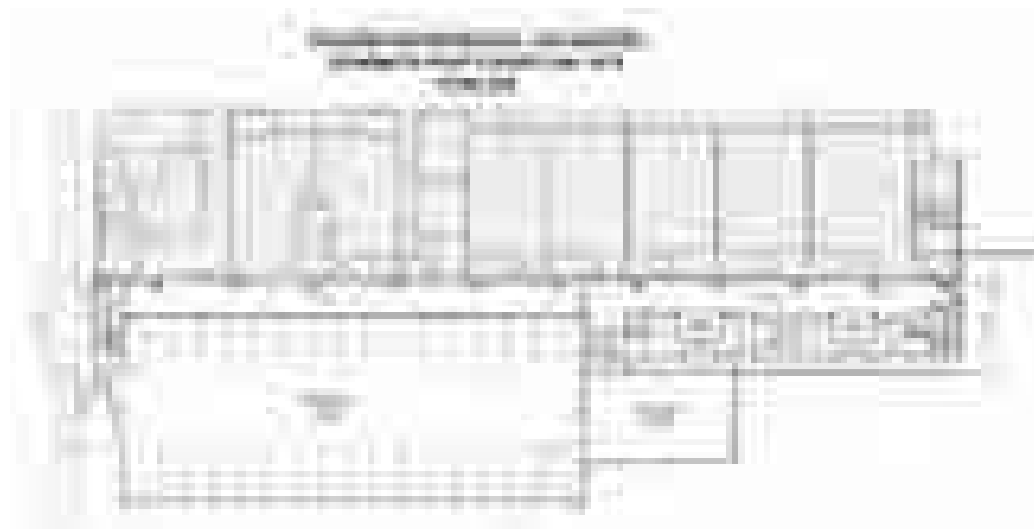
- Existing Buildings
- Proposed Buildings
- ① Health Care Training Facility
- ② Addition with Parking Garage



# FUTURE PROJECTS NARRATIVE

## MEDICAL TRAINING LABS & FACULTY OFFICES

The Ghazini site is almost fully built out, but a conceptual study has shown that a two-story addition of approximately 33,000 square feet is feasible. The addition would have a parking garage and faculty offices on the first floor and seven laboratory classrooms on the second floor. At a minimum these labs could support 147 additional medical students. Given the current high demand and potential increased demand in the coming years TSC may consider a three-story addition with the top floor built out at a later date.



# STORMWATER BASIN NARRATIVE

The Ghazvini Center's stormwater currently discharges its 5.65 acres of impervious area to the Goodwood Regional stormwater management area which is located north of the campus. Tables 1 and 2 below show that the SWMA currently has capacity to receive additional stormwater runoff from approximately twenty-five acres of impervious area. This capacity is more than sufficient to receive additional run-off from the Ghazvini campus at full build out.

The image contains two tables, Table 1 and Table 2, which are heavily blurred. Table 1 is located in the upper portion of the image, and Table 2 is located in the lower portion. Both tables appear to be data tables with multiple columns and rows. Some cells in the right-hand side of both tables are highlighted in yellow. The text within the tables is illegible due to the low resolution and blurring.





# ENVIRONMENTAL INITIATIVES

## SOLAR CANOPY ARRAYS

During recent remodeling at the Ghazvini Center, solar canopy arrays were added to the plaza to provide shading while generating electricity for the campus.

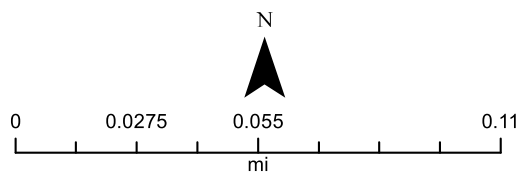
In addition, the remodeling complied with all green building initiatives required by state statute and TSC energy efficiency standards.

# TSC GHAZVINI CENTER PROPERTY HOLDINGS MAP



## Leon County Property Appraiser

Legend					
	Township		Lot		Building
	Section		Access Easement		Park
	Subdivision		River		City Limit
	Tax Parcel		Waterbody		Imagery 1/2015



Akin Akinoyemi, PhD, RA, CFA, CMS  
Leon County Property Appraiser

315 S. Calhoun St, Third Floor  
Tallahassee, FL 32301

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Fax: (850) 606-6201

Email: [admin@leonpa.org](mailto:admin@leonpa.org)  
Website: [leonpa.org](http://leonpa.org)

**DISCLAIMER:** This product has been compiled from the most accurate source data from Leon County, the City of Tallahassee, and the Leon County Property Appraiser's Office. However, this product is for reference purposes only and is not to be construed as a legal document or survey instrument. Any reliance on the information contained herein is at the user's own risk. Leon County, the City of Tallahassee, and the Leon County Property Appraiser's Office assume no responsibility for any use of the information contained herein or any loss resulting therefrom.

Date Printed: Apr 06, 2024

## PROJECTED SPACE NEEDS

As stated in the Overview section of this report there is tremendous interest from the local medical community for TSC and the Ghazvini Healthcare Center to train more BSN credentialed healthcare nurses. The Florida Department of Economic Opportunity (FDEO) data projects 114 annual job openings in TSC's district.

Although the Ghazvini Campus is close to build-out at the existing campus conceptual studies show that a 33,000 square foot two-story building addition is feasible.

The College, the local Hospitals, the State, Leon County, and the City of Tallahassee all support this expansion and with that universal support one would expect a funding source to become available for the project.

The conceptual addition to the campus is discussed in more detail in the Future Projects Narrative section.

## CIRCULATION & PARKING PROJECTIONS

The current parking counts are sufficient for the existing facility based on square footage and attendance calculations.

The proposed future two-story addition will require additional parking spaces. The parking projections were calculated using criteria from the Florida Building Code Chapter 453 which lists one parking space for every two students.

The student count for a laboratory classroom is determined by allowing fifty square feet per student and one space for each faculty member and employee:

Seven Labs @ 1,028 NSF = 7,196 NSF

$7,196 \text{ NSF} / 50 \text{ sf/student} = 144 \text{ Students} / 2 = 72$

Additional Faculty & Staff = 10 +/-

Approximately 82 additional parking spaces required.

A three-story addition would require an additional 164 parking spaces if that option is selected.

Any additional parking spaces will need to be negotiated with the City of Tallahassee for allocation within the shared parking lots.



TSC GHAZVINI CENTER CAMPUS SHARED PARKING

TSC GHAZVINI CENTER  
CAMPUS SHARED PARKING

# LANDSCAPE NARRATIVE

## OVERVIEW & SUMMARY

The landscape narrative provides guidance for appropriate tree species selection and locational criteria for the Ghazvini Center campus. It will work in concert with the Conceptual Landscape Master Plan which provides a physical context suggesting where trees may be located on campus. The campus is just over 6 acres and mostly developed. The intent of the master plan and tree palette is to build upon the existing conditions of the campus.

The species and placement of trees will create a unified framework across the campus. The Landscape Master Plan reflects mostly existing conditions. Although limited in improvements, design consistency and visual cohesion will be achieved through practical design solutions that are maintenance friendly.

## EXISTING CONDITIONS

The campus is bordered by Surgeons Drive to the south, a parking access road to the west, parking to the north and natural vegetation to the east. The Ghazvini Center and parking lots cover the majority of the site. Trees have been planted throughout the site per City of Tallahassee Land Development Code requirements. The site is on a hillside and has a fair amount of slope dropping from south to north. No storm ponds exist on site as it is served by an offsite storm facility. The canopy trees are predominantly Southern Live Oaks and the understory trees mostly Crape Myrtles. The live oaks provide a year-round evergreen canopy while the crape myrtles are deciduous and provide seasonal color when blooming.

Other trees on campus include magnolias and hollies.

## INVASIVE EXOTIC PLANT REMOVAL

Due to the developed nature of the campus, invasive exotic plants are not as prevalent. When observed, removal of invasive and exotic plant species from the property should be conducted. Identification and removal of invasive species will be conducted in accordance with the guidance published by the Florida Invasive Species Council.

## TREE SPECIES SELECTION

A strong emphasis is placed upon the use of native species. Although a small campus, the planting of monoculture communities is not allowed to ensure resilience against disease or infestation. A list of approved tree species is included herein but is not all inclusive and not meant to be the only species allowed.

Species proposed which are not on the list shall be reviewed and approved by TSC. Consideration will be given to ecological, economic, and aesthetic desires balanced with currently available nursery stock within the region.

## TREE PLACEMENT

Areas of high visibility and importance require a formal and consistent layout of trees whereas areas of passive use provide space for a more natural arrangement of trees to mimic complimentary areas within and adjacent to the campus. There do not appear to be ecologically sensitive areas on the property but assessment should be considered for future expansion. Always use the right plant for the right place.

Following are descriptions of treatments to the existing spaces on campus:

1. Streetscapes: This applies to the property edges along Surgeons Drive and the parking access road. These corridors should be planted with canopy trees at a spacing interval of 25 to 50 feet on center. Canopy species should be used that naturally limb up at maturity to allow an open understory to allow passage of vehicles without conflict while providing shade along the route and views outward from the corridor across the campus. Offset trees from edge of travel lanes with consideration of what vehicles may need vertical and horizontal clearance. A large amount of the campus edge already has some level of streetscape tree planting. Additional planting can supplement this where feasible.

2. Open Space: Open space is fairly limited on site. Where it does exist, clear sight lines should be created into and out of these open spaces throughout the campus. Location of trees should consider solar orientation to best provide shade at appropriate times of day in relation to seating areas.

3. Quadrangles: There is no space for quadrangles on this campus.



4. Buildings: Avoid planting too close to buildings for future maintenance considerations. Respect sight lines from within and to buildings.

5. Parking Lots: Place trees adjacent to and within parking lots which provide shade and aid in reduction of the urban heat island effect. Avoid species known to drop leaves or blooms which may stain cars or cause maintenance issues to adjacent pavement. Ensure proper planting space is provided for roots of tree to allow healthy growth and avoid damage to pavement areas from roots. Consider use of root barriers where planting areas confining.

6. Stormwater Facilities: There are no stormwater facilities on site.

7. Lighting: Trees shall be located to avoid conflicts with pedestrian and vehicular use area lighting including but not limited to walking paths, within parking lots, adjacent to buildings, etc. Consideration must be given not only to the trees at time of planting but also in accordance with what the mature size of the tree will be in years to come.

8. Utilities: Provide coordination with proposed and existing utilities – above and below ground. Consider mature size of roots and canopies of trees to avoid future conflict. Trees should be kept a minimum of ten (10) feet horizontally from underground utilities. When within ten (10) feet, root barriers should be placed directly adjacent to underground utilities through close coordination with utility providers. Canopy trees should be kept a minimum of thirty (30) feet horizontally from overhead utilities. Within thirty (30) feet, understory trees that reach a mature height of no more than fifteen (15) feet should be used.

9. Pavement: Trees should be kept a minimum of five (5) feet horizontally from edges of pavement where possible. When within five (5) feet, root barriers should be placed directly adjacent to pavement.

#### **CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)**

CPTED principles must be met when considering tree selection and placement. The five principles include natural surveillance, natural access control, territorial reinforcement, activity support and maintenance. Following are descriptions of each principle to consider in relation to trees:

1. NATURAL SURVEILLANCE – The intended users can observe the property. Effective lighting of a property is an example of natural surveillance.
2. NATURAL ACCESS CONTROL – Controlling and reducing the number of access points to a property. Gated communities are an example of access control.
3. TERRITORIAL REINFORCEMENT – Creating a clear delineation of space and separates your space from non-legitimate users.
4. ACTIVITY SUPPORT – Placing activity where individuals become part of the natural surveillance.
  
5. MAINTENANCE – Regularly scheduled maintenance routine will ensure the property demonstrates territoriality and natural surveillance.

#### **MAINTENANCE, OPERATIONS, & EMERGENCY VEHICLES**

Maintenance is an integral consideration in development of the campus. As plant material is selected and located, coordination shall occur with maintenance staff to ensure a plan which they can maintain in perpetuity in a way that meets the design vision. Tree planting locations must consider the special needs of service operations, large truck deliveries and emergency vehicles. Tree selection shall also consider irrigation needs and strive to achieve xeriscape where possible to help reduce water use.

## NATIVE TREE SPECIES

CANOPY TREES	CANOPY TREES	UNDERSTORY TREES	PALMS
SOUTHERN LIVE OAK	TULIP POPLAR EASTERN	EASTERN REDBUD	SABAL PALM
SWAMP CHESTNUT OAK	RED CEDAR SYCAMORE	YAUPON HOLLY	
SHUMARD OAK		WAX MYRTLE	
NUTTALL OAK	AMERICAN HOLLY	DAHOON HOLLY	
WILLOW OAK	EASTERN PALATKA HOLLY	SWEETBAY MAGNOLIA	
MAPLE BLACK	SOUTHERN MAGNOLIA	DOWNY SERVICEBERRY	
GUM RIVER BIRCH	BALD CYPRESS	FRINGETREE	
FLORIDA ELM	POND CYPRESS		
WATER HICKORY	LONGLEAF PINE		
LOBLOLLY BAY	AMERICAN HORNBEAM		
REDBAY	PERSIMMON		
AMERICAN BEECH	PIGNOT HICKORY		

## NON-NATIVE TREE SPECIES

CANOPY TREES	CANOPY TREES	UNDERSTORY TREES	PALMS
LOBLOLLY PINE		CRAPE MYRTLE [SPP.]	WASHINGTON PALM
SLASH PINE		SAUCER MAGNOLIA	
		STAR MAGNOLIA	

## SUMMARY

Trained health care professionals are in high demand across the nation with one in every eight Americans employed by this industry. The greater Tallahassee area is no exception with local and surrounding counties healthcare providers and hospitals in desperate need of additional healthcare workers.

TSC and the Ghazvini Center strive to meet the needs of the surrounding healthcare agencies by delivering healthcare graduates in a variety of disciplines. They are committed to providing well trained health care personnel to the local healthcare community. Its high caliber level of training has been recognized by several national organizations for their graduation success rates and their economical on-line training curriculum.

Due to the high level of demand for additional accredited healthcare personnel, local hospitals and other healthcare agencies have pressed TSC to increase the number of accredited healthcare graduates. The Center has recently doubled the number of nursing students and doubled the size of its simulation center within its existing footprint. To meet this additional demand TSC has performed conceptual studies for a significant addition to this campus. The concept proposes a two story 33,000 square foot addition to the campus. Given the current high demand and possible increase in demand in the coming years TSC may need to consider a three-story addition with the top floor built out later.

When this Architect first contacted the leadership at the Florida Department of Education about this Master Plan update, they said the expectation was for State Colleges to “be able to turn on a dime to support and meet the needs of their community”. I believe that TSC and the Ghazvini Centers response to the healthcare communities needs are a perfect example of this approach.



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## OVERVIEW

Gadsden County is a small, largely rural, majority-minority community with tremendous potential, but also many challenges. More than 25% of the population live below the federal poverty threshold and more than 80% of students are eligible for free or reduced-price lunch, making it one of the most impoverished counties in Florida. With more than 20% of the population over the age of 25 with less than a high school diploma, education represents a tremendous opportunity for economic mobility for residents of Gadsden.

TSC's Gadsden Center was established in 2016 to help provide comprehensive educational support services and anchor workforce training opportunities. Thanks to our successes, the College seeks to grow in several critical areas with demonstrated need:

- Expand our workforce training programming in Heating, Ventilation, Air Conditioning, Refrigeration (HVAC), which currently has a 100% job placement rate.
- Add new healthcare programming in Patient Care Technician certification, and expand our nursing assistant, phlebotomy, and home health aide programs.
- Expand our Eagle Connections program for students with intellectual disabilities.
- Expand our in-demand General Education Development (GED®) preparation and English as a Second Language (ESOL) programs.
- Add additional admissions and advising support personnel for students who wish to continue their education at TSC.

### HEALTHCARE PROGRAMS

TSC will expand the current healthcare education programs at the Gadsden Center to include Patient Care Technician (PCT), a 600-hour program designed to prepare students for employment as advanced cross trained nursing assistants, including Health Care Technicians, Patient Care Assistants, Nursing Aides and Orderlies, Home Health Aides, or Allied Health Assistants. This PCT program offers a broad foundation of knowledge and skills, expanding the traditional role of the nursing assistant, for both acute and long-term care settings.

Along with the PCT program, the new space would provide for additional students in the existing areas of Home Health Aide, Certified Medical Assistant, Nursing Assistant and Certified Phlebotomy Technician.

- According to the Bureau of Labor Statistics, employment in the healthcare field is projected to grow 16% over the next decade.
- Healthcare will add about 2.6 million jobs to the economy, more than any other sector.
- There are over 20,000 vacant nurse openings across Florida.
- Currently on Indeed, there are 1,447 healthcare jobs in the Tallahassee Metropolitan Statistical Area which includes Gadsden County

## EAGLE CONNECTIONS

TSC will expand its celebrated Eagle Connections program to the Gadsden Center. Eagle Connections increases independent living and employment opportunities for students with intellectual disabilities by helping them earn an employment credential, employability skills and provides for internship opportunities. The program is currently offered on main campus, and operates in partnership with Florida Postsecondary Comprehensive Transition Program, the Leon County Schools Transition Program, the Florida Agency for Persons with Disabilities and Vocational Rehabilitation.

- It is estimated that 12% of Florida residents have a cognitive disability.
- Students with cognitive disabilities have a high school graduation rate of 67% is nearly 20% lower than other students.
- US News & World Reports states that only 25% of students with an intellectual disability go on to attend college.
- For people with intellectual disabilities the employment rate is only 19%.



## GED® AND ESOL

TSC will expand the existing, in-demand GED® preparation programming to provide in-class instruction, books and materials and preparation software, as well as counseling and guidance for the admission process to TSC's many degree programs.

- An estimated 4,000 Gadsden County residents aged 25 years or older do not have a high school diploma. Another 1,900 have less than a 9th grade education.
- According to the Bureau of Labor Statistics, individuals who did not complete high school had an 8% unemployment rate compared to 6% for high school graduates and 3% for college graduates.



LEGEND

- 1 EXISTING MULTI-PURPOSE BLDG [ 02-0003 GSC ]
- 2 EXISTING PARKING LOT
- 3 FUTURE TWO STORY CLASSROOM BLDG
- 4 FUTURE TWO STORY PARKING DECK
- 5 VEHICLE RAMP
- 6 EXISTING RETENTION POND
- 7 SUBMITTAL PENDING TO VACATE KENT STREET



# FUTURE PROJECTS NARRATIVE

## CLASSROOM AND LABORATORY BUILDING ADDITION

Due to the increased educational and workforce development needs of Gadsden County TSC has enlarged its program offerings and prepared conceptual studies for additional classroom space on their Gadsden Campus to address that need. A legislative budget request was sent to the state legislature this past session but failed to make it into the final budget.

The proposed building addition would consist of a two-story classroom and laboratory building of approximately 15,000 square feet and a 25,000 two level parking deck and vehicle ramp to provide the additional parking spaces required for the addition.

The classroom building would have solar panels on the roof and the upper parking deck level will be covered by a solar canopy.

The new building addition would allow space for approximately 200 additional students if set up for lab space alone.

Currently underway is a request to the City of Quincy to vacate Kent Street that runs along the eastern property line. If approved this would extend the eastern property line approximately twenty-five feet to the east.

The existing stormwater management area was originally sized for full build out of the property so no expansion of this system is anticipated with the additional building and parking deck addition.

# STORMWATER NARRATIVE

The Gadsden Center's stormwater is currently discharged to an on-site retention pond. The pond was originally designed and sized to accommodate all the stormwater run-off from the site at full build out. Therefore, if development of the site stays within the parameters of the original project permits no additional area will be required for this function.



## ENVIRONMENTAL INITIATIVES

The existing multi-purpose building presently on site was designed as a “net zero” energy efficient building. It was designed with a well-insulated thermal envelope, energy efficient HVAC equipment and lighting systems along with roof mounted solar panels. Any energy that had to be drawn from the electrical grid would be fed back to the grid so that annually the net energy usage from the grid was zero.

To date the solar panels have not been installed so this critical component will need to be added in the future.

# PROPERTY HOLDINGS MAP

The Gadsden Centers property site consists of five separate parcels. The property is bounded by Pat Thomas Parkway, Kent Street, Laura Street and West Clark Street on the West, East, South and North respectively.



## PROJECTED SPACE NEEDS

Statistics listed in the Overview part of this report show that Gadsden County has a significant percentage of its population that have not completed high school resulting in low income and low employment prospects.

In 2023 the State Senator for Gadsden County asked the College to expand the capacity of the Gadsden Center to raise the education level of the populace and provide training for better employment and income prospects.

Subsequently the college started an architectural conceptual study to determine the feasibility of enlarging the campus buildings to find out how many additional students could be accommodated on the campus. The resulting study showed that approximately two-hundred students could be added in a workforce development lab type design. A legislative budget request was submitted in the 2024 legislature session but did not make the final budget.

Currently a request to vacate an adjacent street is being prepared for submittal to the City of Quincy. If approved, it will add more property to the campus. When approved and the project is completed the campus will have maximized its build-out capacity and more property will need to be obtained for future growth.

## CIRCULATION & PARKING PROJECTIONS

The current parking accommodation is sufficient for the existing facility based on square footage and attendance calculations.

The proposed future addition described herein will require additional parking spaces. One hundred additional parking spaces would be needed to comply with applicable parking ordinances. To this number a diversity factor of twenty percent was applied since all labs and classrooms are not always fully occupied. This resulted in a requirement for eighty additional spaces. To meet this requirement an elevated parking deck was required.

A request to the City of Quincy is being prepared to ask for Kent Street to the east of the property to be vacated. If successful additional parking could be installed.



# LANDSCAPE NARRATIVE

## OVERVIEW & SUMMARY

The landscape narrative provides guidance for appropriate tree species selection and locational criteria for the Gadsden Center campus. It will work in concert with the Conceptual Landscape Master Plan which provides a physical context suggesting where trees may be located on campus. The campus is quite small with limited growth proposed. The intent of the master plan and tree palette is to provide trees to the campus which currently has only a few trees on campus.

The species and placement of trees will create a unified framework across the campus. The Landscape Master Plan reflects the addition of one building and expanded parking. Although limited in improvements, design consistency and visual cohesion will be achieved through practical design solutions that are maintenance friendly.

## EXISTING CONDITIONS

The campus is one city block in size, bordered by streets on all four sides. One building, the TSC Gadsden Center, a parking lot, sidewalks and a storm pond are the only built elements on site. A few Southern Live Oaks are along the edges of the property. Where possible, these should be preserved. Otherwise, the property is mostly lawn.

## INVASIVE EXOTIC PLANT REMOVAL

Due to the developed nature of the campus, invasive exotic plants are not as prevalent. Removal of invasive and exotic plant species from the storm pond should be conducted to allow the establishment of native species and reduce spread onto the developed portions. Identification and removal of invasive species will be conducted in accordance with the guidance published by the Florida Invasive Species Council.

## TREE SPECIES SELECTION

A strong emphasis is placed upon the use of native species. Although a small campus, the planting of monoculture communities is not allowed to ensure resilience against disease or infestation. A list of approved tree species is included herein but is not all inclusive and not meant to be the only species allowed. Species proposed which are not on the list shall be reviewed and approved by TSC. Consideration will be given to ecological, economic, and aesthetic desires balanced with currently available nursery stock within the region.

## TREE PLACEMENT

Areas of high visibility and importance require a formal and consistent layout of trees whereas areas of passive use provide space for a more natural arrangement of trees to mimic complimentary areas within and adjacent to the campus. There do not appear to be ecologically sensitive areas on the property but assessment should be considered for future expansion. Always use the right plant for the right place.

Following are descriptions of treatments to the existing spaces on campus:

1. Streetscapes: Streets bordering all sides of campus. To create an enhanced arrival and departure experience, these corridors should be planted with canopy trees at a spacing interval of 25 to 50 feet on center. Canopy species should be used that naturally limb up at maturity to allow an open understory to allow passage of vehicles without conflict while providing shade along the route and views outward from the corridor across the campus. Offset trees from edge of travel lanes with consideration of what vehicles may need vertical and horizontal clearance. The campus is bordered on the west by the high traffic roadway of Pat Thomas Parkway and a large warehouse across the parkway. Trees can be used to buffer the sounds of high traffic and views of the warehouse.

2. Open Space: These areas are comprised of expansive lawns that include pedestrian paths and canopy trees. Clear sight lines should be created into and out of these open spaces throughout the campus. Location of trees should consider solar orientation to best provide shade at appropriate times of day in relation to seating areas.

3. Quadrangles: It is not envisioned there will be any true quadrangles on this campus.
4. Buildings: Avoid planting too close to buildings for future maintenance considerations. Respect sight lines from within and to buildings.
5. Parking Lots: Place trees adjacent to and within parking lots which provide shade and aid in reduction of the urban heat island effect. Avoid species known to drop leaves or blooms which may stain cars or cause maintenance issues to adjacent pavement. Ensure proper planting space is provided for roots of tree to allow healthy growth and avoid damage to pavement areas from roots. Consider use of root barriers where planting areas confining.
6. Stormwater Facilities: Plant to recreate natural arrangements of trees to the extent proper maintenance and access can be provided. Locate plantings to avoid facilities being eyesores to the public and screen fencing where possible. Rather, they can become an amenity within the site.
7. Lighting: Trees shall be located to avoid conflicts with pedestrian and vehicular use area lighting including but not limited to walking paths, within parking lots, adjacent to buildings, etc. Consideration must be given not only to the trees at time of planting but also in accordance with what the mature size of the tree will be in years to come.
8. Utilities: Provide coordination with proposed and existing utilities – above and below ground. Consider mature size of roots and canopies of trees to avoid future conflict. Trees should be kept a minimum of ten (10) feet horizontally from underground utilities. When within ten (10) feet, root barriers should be placed directly adjacent to underground utilities through close coordination with utility providers. Canopy trees should be kept a minimum of thirty (30) feet horizontally from overhead utilities. Within thirty (30) feet, understory trees that reach a mature height of no more than fifteen (15) feet should be used.
9. Pavement: Trees should be kept a minimum of five (5) feet horizontally from edges of pavement where possible. When within five (5) feet, root barriers should be placed directly adjacent to pavement.

## CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED principles must be met when considering tree selection and placement.

The five principles include natural surveillance, natural access control, territorial reinforcement, activity support and maintenance. Following are descriptions of each principle to consider in relation to trees:

1. NATURAL SURVEILLANCE – The intended users can observe the property.

Effective lighting of a property is an example of natural surveillance.

2. NATURAL ACCESS CONTROL – Controlling and reducing the number of access points to a property. Gated communities are an example of access control.

3. TERRITORIAL REINFORCEMENT – Creating a clear delineation of space and separates your space from non-legitimate users.

4. ACTIVITY SUPPORT – Placing activity where individuals become part of the natural surveillance.

5. MAINTENANCE – Regularly scheduled maintenance routine will ensure the property demonstrates territoriality and natural surveillance.

## MAINTENANCE, OPERATIONS, & EMERGENCY VEHICLES

Maintenance is an integral consideration in development of the campus. As plant material is selected and located, coordination shall occur with maintenance staff to ensure a plan which they can maintain in perpetuity in a way that meets the design vision. Tree planting locations must consider the special needs of service operations, large truck deliveries and emergency vehicles. Tree selection shall also consider irrigation needs and strive to achieve xeriscape where possible to help reduce water use.

## NATIVE TREE SPECIES

CANOPY TREES	CANOPY TREES	UNDERSTORY TREES	PALMS
SOUTHERN LIVE OAK	TULIP POPLAR EASTERN	EASTERN REDBUD	SABAL PALM
SWAMP CHESTNUT OAK	RED CEDAR SYCAMORE	YAUPON HOLLY	
SHUMARD OAK		WAX MYRTLE	
NUTTALL OAK	AMERICAN HOLLY	DAHOON HOLLY	
WILLOW OAK	EASTERN PALATKA HOLLY	SWEETBAY MAGNOLIA	
MAPLE BLACK	SOUTHERN MAGNOLIA	DOWNY SERVICEBERRY	
GUM RIVER BIRCH	BALD CYPRESS	FRINGETREE	
FLORIDA ELM	POND CYPRESS		
WATER HICKORY	LONGLEAF PINE		
LOBLOLLY BAY	AMERICAN HORNBEAM		
REDBAY	PERSIMMON		
AMERICAN BEECH	PIGNOT HICKORY		

## NON-NATIVE TREE SPECIES

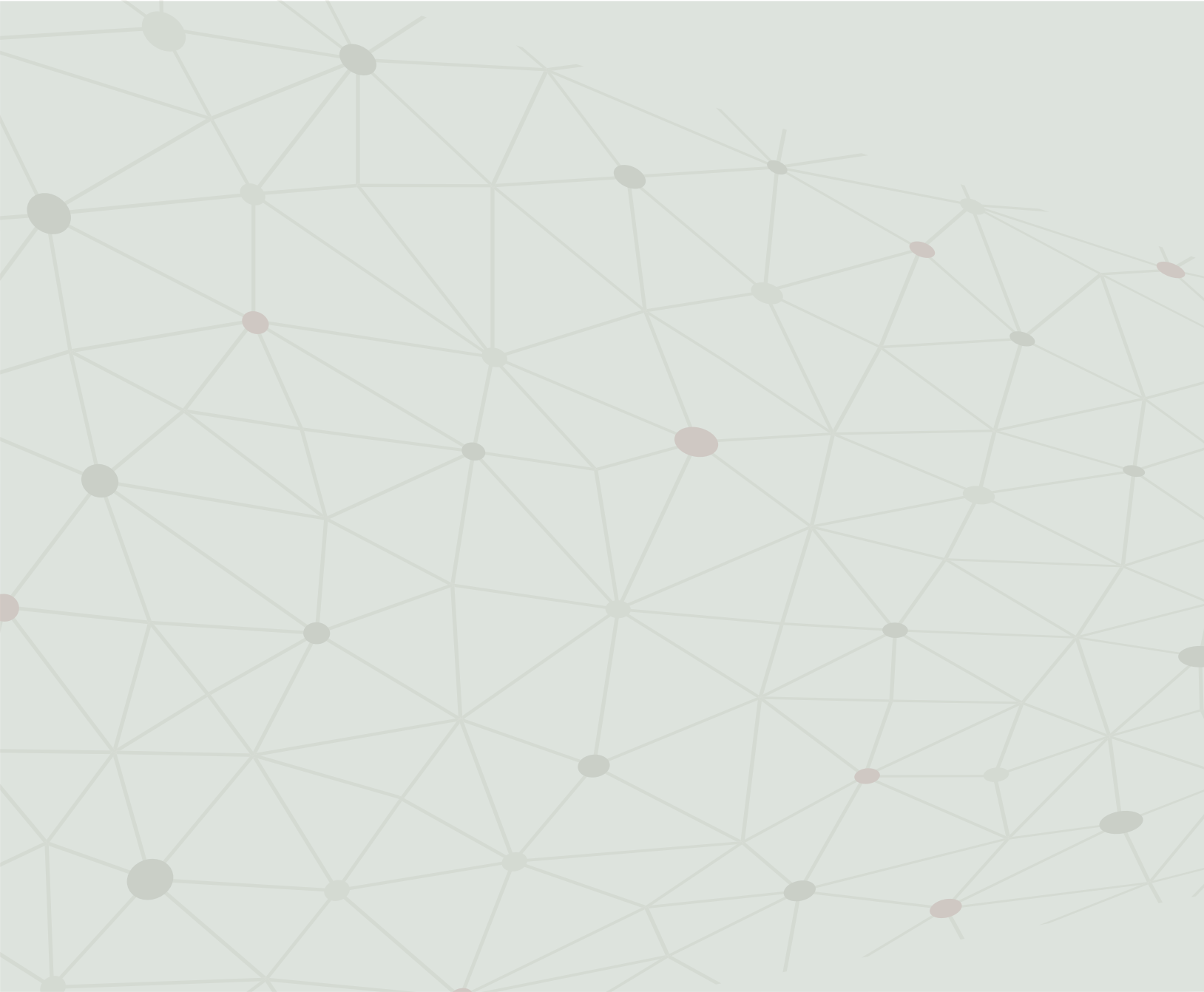
CANOPY TREES	CANOPY TREES	UNDERSTORY TREES	PALMS
LOBLOLLY PINE		CRAPE MYRTLE [SPP.]	WASHINGTON PALM
SLASH PINE		SAUCER MAGNOLIA	
		STAR MAGNOLIA	

## SUMMARY

The Gadsden Campus will reach its full build-out potential once the proposed addition is completed. It has the potential to provide laboratory space for 343 full-time students or 648 full time students if all spaces are used as traditional classroom space. If both lab space and traditional classroom space is contemplated the approximate average capacity would be 490 students. To reach the traditional classroom or average capacity would require additional property to accommodate the required parking and additional stormwater retention areas.

Assuming the funding becomes available during the 2025 legislative session it seems feasible that the project could be designed and constructed to meet a December 2026 opening date. It is anticipated that the construction process would have minimum impact on the continued operation of the existing campus facilities.

It is recommended that the solar arrays that were planned for the original building design be installed when possible. This would reduce energy consumption and comply with TSC's commitment to maintaining a sustainable environment.



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## OVERVIEW

TSC's Center for Innovation (CFI) brings together the public sector, private businesses and nonprofit organizations in one space. Recognizing that we can provide more opportunities to our students and our community by breaking down silos, CFI provides a ideal location. Within the 34,000 square foot facility, we provide technology infused training rooms, classrooms, and offices.

The Center is home to The Institute for Nonprofit Innovation and Excellence (INIE) which helps local agencies access the resources and training necessary to better fulfill their missions. Through a focus on capacity-building, collaboration, and creativity, INIE works to enhance the nonprofit sector and ensure that it continues to serve as a driving force for this region's economy and quality of life. Soon to be co-located with INIE, is the Association of Florida Colleges and the Florida College System Athletics Association. Both organizations are responsible for providing statewide leadership to the colleges within the FCS.

The Center is also home to organizations that are focused on information technology solutions and implementation at the state level. The college has upgraded and expanded availability for businesses and state-wide organizations to coordinate and collaborate on technology-related issues. The Florida Technology Council is one such partner. TSC is now building on these relationships to utilize their expertise by providing internships and shadowing opportunities for our students in cyber-security and technology fields.

Our goal is to create opportunities for our students as well as real learning experiences as they are working on their A.S. degrees in STEM fields.



TSC INNOVATION CENTER

TSC INNOVATION CENTER

## FUTURE PROJECTS NARRATIVE

The Center for Innovation Building is under College ownership as part of a long-term lease agreement between the City of Tallahassee, Leon County Schools, and the TSC District Board of Trustees.

Sited on Kleman Plaza at the intersection of West Pensacola Street and South Duval Street there is no room for expanding the building footprint.

# PROPERTY HOLDINGS MAP



## PROJECTED SPACE NEEDS

No additional area can be added to the existing building footprint due to its location on Kleman Plaza in downtown Tallahassee. However the interior of the building is being remodeled to accommodate two tenants and the exterior of the building is undergoing needed maintenance and repair.

Currently the exterior of the building is being renovated and waterproofed with the exterior wall finish, doors, windows, and exterior stairwell being replaced.

Interior remodeling and renovations are under way to allow the Association of Florida Colleges to be located on the third floor and the Institute for Non-Profit Innovation and Excellence (INNIE) to be moved to the second floor.

## SUMMARY

The Center for Innovation Building is under College ownership as part of a long-term lease agreement between the City of Tallahassee, Leon County Schools, and the TSC District Board of Trustees.

Sited on Kleman Plaza at the intersection of West Pensacola Street and South Duval Street there is no room for expanding the building footprint.

The exterior perimeter of the two-story building serves as its lot lines separating it from Kleman Plaza and establishing the limits of TSC's responsibility for maintenance and operations. The Plaza lighting, hardscape, and landscaping are the responsibility of the city. Parking is provided by a connected underground parking garage.

The building has been remodeled several times since TSC took over the building creating interior spaces conducive to collaboration and creativity.

Purportedly the building was designed to receive an additional floor. If considered the building would have to be shut down during the construction period while additional superstructure work and the relocation of rooftop equipment occurred.



June 17, 2024

## **M E M O R A N D U M**

**TO:** Jim Murdaugh, Ph.D.  
President

**FROM:** Barbara Wills, Ph.D.  
Vice President for Administrative Services and Chief Business Officer

**SUBJECT:** College Operating Budget for FY 2024-2025

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### **Item Description**

This item is presented for Board approval of the College's FY 2024-2025 Operating Budget.

### **Overview and Background**

Pursuant to state Rule 6A-14.0716, the College must prepare and submit a budget for the Current Unrestricted Fund to the Chancellor as designee of the Commissioner of Education. In accordance with Florida Statutes (section 1011.30), this operating budget must be approved by the College's District Board of Trustees prior to submission to the Department of Education (DOE).

### **Funding/ Financial Implications**

The College's projected revenues and expense requirements of this budget are reflected in the attached DOE budget forms (Exhibit A and Exhibit B). The College developed the proposed budget with no increase to tuition and non-course related student fees.

Additionally, this budget includes a reduced nonresident tuition fee for the state's newly created program designed for out-of-state, distance learning students. This nonresident fee will be reserved for only eligible students in specific programs and is authorized for TCC in accordance with F.S. 1009.23 (22).

### **Past Actions by the Board**

There were no previous Board actions required for this item.

### **Recommended Action**

Approve the College's FY 2024-2025 Operating Budget.

**EXHIBIT A**  
**THE FLORIDA COLLEGE SYSTEM**  
**COLLEGE OPERATING BUDGET**  
**ANNUAL BUDGET SUMMARY**  
**FISCAL YEAR 2024-25**

**COLLEGE:** Tallahassee State College

**CURRENT FUNDS -  
UNRESTRICTED**

**BEGINNING FUND BALANCE - JULY 1, 2024:**

ESTIMATED AFR FUND BALANCE - JUNE 30, 2024 (IF DEBIT BALANCE USE "MINUS SIGN" )

\$8,245,737

ADD AMOUNT EXPECTED TO BE FINANCED IN FUTURE YEARS (USE PLUS SIGN )

0

TOTAL RESERVE AND UNENCUMBERED FUND BALANCE - JULY 1, 2024

\$8,245,737

ADD: REVENUES

\$77,418,701

TRANSFERS IN

\$0

TOTAL RECEIPTS

\$77,418,701

**TOTAL ESTIMATED AVAILABLE**

\$85,664,438

DEDUCT: EXPENDITURES

\$77,418,701

TRANSFERS OUT

\$0

**TOTAL DISBURSEMENTS**

\$77,418,701

**ESTIMATED FUND BALANCE - JUNE 30, 2024:**

TOTAL AVAILABLE LESS DISBURSEMENTS

\$8,245,737

ADD ACCRUED LEAVE EXPENSE (GLC 59300)

\$0

TOTAL ESTIMATED RESERVE AND UNENCUMBERED FUND BALANCE - JUNE 30, 2025

\$8,245,737

LESS ESTIMATED AMOUNT EXPECTED TO BE FINANCED IN FUTURE YEARS (GLC 30800) - JUNE 30, 2025

\$0

**TOTAL ESTIMATED FUND BALANCE - JUNE 30, 2025**

\$8,245,737

ESTIMATED UNENCUMBERED FUND BALANCE - JUNE 30, 2025

\$8,245,737

(Includes GL's: 30200, 30300, 30400, 30500, 30600, 30700, 30900, and 31100)

**PERCENT OF ESTIMATED UNENCUMBERED FUND BALANCE**

**AS OF JUNE 30, 2025, TO ESTIMATED FUNDS AVAILABLE**

**9.63%**

**CERTIFY BOARD OF TRUSTEES APPROVAL:**

\_\_\_\_\_  
COLLEGE PRESIDENT

\_\_\_\_\_  
DATE



**THE FLORIDA COLLEGE SYSTEM  
COLLEGE OPERATING BUDGET  
FALL 2024-25 STUDENT TUITION AND FEE RATES AND BLOCK TUITION**

COLLEGE: Tallahassee State College

**RESIDENT STUDENTS  
TUITION AND FEES PER CREDIT HOUR & BLOCK TUITION**

PROGRAMS	TUITION	STUDENT FINANCIAL AID FEE (1)	STUDENT ACTIVITY FEE (1)	CAPITAL IMPROVEMENT FEE (1)	TECHNOLOGY FEE (1)	TOTAL	TUITION AND FEES FOR ACADEMIC YEAR (30 HOURS)
UPPER LEVEL - BACCALAUREATE	91.79	4.59	9.18	18.36	4.59	128.51	3,855.30
LOWER LEVEL - CREDIT (A & P, PSV, DEV ED AND EPI)	76.80	3.84	5.35	11.00	3.84	100.83	3,024.90
CAREER CERTIFICATE AND APPLIED TECHNOLOGY DIPLOMA	69.90	3.39		3.39	3.39	80.07	2,402.10
PROGRAMS	BLOCK TUITION					TOTAL	BLOCK TUITION PER TERM OR PER HALF YEAR
VOCATIONAL PREPARATORY (PER TERM)	30.00					30.00	90.00
ADULT GENERAL EDUCATION AND SECONDARY (PER TERM)	30.00					30.00	90.00
VOCATIONAL PREPARATORY (PER HALF YEAR)	0.00					0.00	0.00
ADULT GENERAL EDUCATION AND SECONDARY (PER 1/2 YEAR)	0.00					0.00	0.00

**NONRESIDENT STUDENTS  
TUITION AND FEES PER CREDIT HOUR & BLOCK TUITION**

PROGRAMS	TUITION	OUT-OF-STATE FEES	STUDENT FINANCIAL AID FEE (1)	STUDENT ACTIVITY FEE (1)	CAPITAL IMPROVEMENT FEE (1)	TECHNOLOGY FEE (1)	TOTAL	TUITION AND FEES FOR ACADEMIC YEAR (30 HOURS)
UPPER LEVEL - BACCALAUREATE	91.79	275.37	18.36	9.18	73.43	18.36	486.49	14,594.70
LOWER LEVEL - CREDIT (A & P, PSV, DEV ED AND EPI)	76.80	230.40	15.36	5.35	44.00	15.36	387.27	11,618.10
CAREER CERTIFICATE AND APPLIED TECHNOLOGY DIPLOMA	69.90	209.70	13.56		13.56	13.56	320.28	9,608.40
DISTANCE LEARNING (2)	76.80	138.48	15.36		44.00	15.36	290.00	8,700.00
PROGRAMS	BLOCK TUITION						TOTAL	BLOCK TUITION PER TERM OR PER HALF YEAR
VOCATIONAL PREPARATORY (PER TERM)	30.00						30.00	90.00
ADULT GENERAL EDUCATION AND SECONDARY (PER TERM)	30.00						30.00	90.00
VOCATIONAL PREPARATORY (PER HALF YEAR)	0.00						0.00	0.00
ADULT GENERAL EDUCATION AND SECONDARY (PER 1/2 YEAR)	0.00						0.00	0.00

**Note:**

(1) These Fees Are Not Required. The 2024-25 Fee Audit and Discretionary Fee calculations are provided at the end of the Workbook, to assist the college in verifying that the tuition and fee rates are in compliance with sections 1009.22 and 1009.23, Florida Statutes.

(2) HB 1285- Beginning with the 2024-25 academic year, **Miami Dade College, Polk State College, and Tallahassee State College** are authorized to charge an amount not to exceed \$290 per credit hour for nonresident tuition and fees for distance learning. Such institutions may phase in this nonresident tuition rate by degree program.



June 17, 2024

## **M E M O R A N D U M**

**TO:** Jim Murdaugh, Ph.D.  
President

**FROM:** Barbara Wills, Ph.D.  
Vice President for Administrative Services and Chief Business Officer

**SUBJECT:** RFQ 2024-02 Award - Pre-Qualification of Construction Manager Services

---

### **Item Description**

This item requests approval by the District Board of Trustees for the list of Construction Managers Pre-Qualified to bid on TCC construction projects estimated to cost up to \$4,000,000 for the period of June 18, 2024 to June 30, 2025.

### **Overview and Background**

The District Board of Trustees approved a process that requires contractors to meet specific criteria before being invited to bid on TCC renovation, remodeling or new construction projects within the threshold amounts. These criteria are outlined in Section 4.1 of the State Requirements for Educational Facilities and related Florida Statutes.

This RFQ 2024-02 Prequalification's for Construction Manager Services was released to the public on April 12, 2024 via the TCC Purchasing Website and MyFloridaMarketPlace. The College received complete and acceptable submittals from the below eight companies on May 17, 2024, as a result of this Request for Qualifications (RFQ).

- Allstate Construction, Inc.
- Childers Construction Company
- Cook Brothers, Inc.
- CSI Contracting, Inc.
- Mad Dog Construction
- Ram Construction & Development, LLC
- Rycon Construction
- Southern Standard Construction LLC

Based on the evaluation criteria outlined in the RFQ, the submittals were evaluated by a committee and scored. Part One consisted of an initial review of submittals. The companies who met the minimum score of 90 were shortlisted and were to provide formal presentations in Part Two.

The committee unanimously agreed to forego Part Two and solely award based on Part One evaluation.

Based upon the qualifications submitted and the results of the evaluation process, the following companies are recommended for the award.

- Allstate Construction, Inc.
- Childers Construction Company
- Cook Brothers, Inc.
- CSI Contracting, Inc.
- Mad Dog Construction
- Ram Construction & Development, LLC
- Southern Standard Construction LLC

**Funding/ Financial Implications**

Construction projects will be funded by PECO funds (when available), local College funds, or other funds as approved by the Board of Trustees.

**Past Actions by the Board**

The District Board of Trustees approved the last list of recommended Construction Managers on February 19, 2018 and pre-qualified general contractors on January 28, 2019.

**Recommended Action**

Approve the recommended list of Pre-Qualified Construction Managers for the period of June 18, 2024 to June 30, 2025.



June 17, 2024

## **M E M O R A N D U M**

**TO:** Jim Murdaugh, Ph.D.  
President

**FROM:** Barbara Wills, Ph.D.  
Vice President for Administrative Services and Chief Business Officer

**SUBJECT:** Disposition of Surplus Property Assets

---

### **Item Description**

This item requests Board approval to dispose of property assets designated as surplus.

### **Overview and Background**

The College has the responsibility to record the College's property assets and conduct an annual inventory for the designated items and to periodically dispose of accumulated surplus property, assets which are obsolete and serve no useful function or their continued use is not economically feasible. These assets may include IT equipment, furniture and vehicles, but not facilities or land.

Florida Statutes (section 274.05) allows a government unit discretion to classify as surplus any of the property assets that meet the description listed above. The College has deemed the items on the following list as surplus in accordance with this statute.

Florida Statutes (section 274.06) allows property assets to be disposed of in the most efficient and cost-effective manner as determined by the government unit. The College may offer these items for sale according to the provisions of the statute, or the items may be donated or destroyed if they are without value.

### **Funding/ Financial Implications**

There are no funding or financial implications.

### **Past Actions by the Board**

During previous years, the Board has authorized the College to dispose of surplus property items in accordance with the procedures defined in Florida statutes.

### **Recommended Action**

Authorize the College to dispose of the items designated as surplus.

### Assets for Surplus / Disposal

Asset #	Description	Date Acquired	Purchase Amount	Depreciated Value	Code
BA-000017351	EMERGENCY CARE SIMULATOR	9/1/2006	37,674.00	0.00	1
BA-000017352	BABY SIMULATOR	10/1/2006	37,800.00	0.00	1
BA-000017353	PEDIATRIC CARE SIMULATOR	10/1/2006	37,800.00	0.00	1
BA-000017373	PEDIATRIC CARE SIMULATOR	7/1/2007	40,999.50	0.00	1
BA-000017374	BABY SIMULATOR	7/1/2007	40,999.50	0.00	1
BA-000017496	HAPTICS TRAINING SIMULATOR	2/2/2011	10,230.00	0.00	1
BA-000017497	HAPTICS TRAINING SIMULATOR	2/2/2011	10,230.00	0.00	1
BA-000017498	HAPTICS TRAINING SIMULATOR	2/2/2011	10,230.00	0.00	1
BA-000017509	PEDIATRIC CARE SIMULATOR	11/30/2010	48,316.07	0.00	1
BA-000017510	METI SIMULATOR	11/30/2010	42,257.10	0.00	1
BA-000017511	METI SIMULATOR	11/30/2010	42,257.10	0.00	1

**Asset Codes:**

- 1 Obsolete - To Be Disposed
- 2 Salvaged – To be Used for Parts
- 3 Surplus - To Be Sold or Donated
- 4 Trade - Asset To Be Used for Trade-In Value
- 5 Lost/Stolen (Police report filed)



June 17, 2024

## **M E M O R A N D U M**

**TO:** Jim Murdaugh, Ph.D.  
President

**FROM:** Barbara Wills, Ph.D.  
Vice President for Administrative Services and Chief Business Officer

**SUBJECT:** Changes to Salary Schedule

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### **Item Description**

This item requests Board approval of changes to the Salary Schedule.

### **Overview and Background**

The College brings forth a request to update the Annual Salary Schedule, 2024 - 2025.

- Throughout the document changed any references to Tallahassee Community College to Tallahassee State College.
- Page 4: Revised effective date of updates to Salary Schedule.
- Page 5: Revised Exempt and Non-Exempt Status. Federal law changes the FLSA exemption threshold to \$43,888 effective July 1, 2024.
- Page 10: Corrected rates for Clinical and Substitutes.
- Page 14: Corrected rates for Continuing Education Instructors.
- Page 16: Clarified Professional Services Contract language for Assistant Coaches.
- Pages 19 – 20: Appendix A, added and deleted Managerial/Professional Positions.
- Page 21: Added FLSA to pay grades.
- Pages 22 – 31: Appendix C, added and deleted Classified Staff positions and paygrades. Positions no longer used were deleted. Classified Staff positions reclassified or retitled were added to the table. Updated FLSA exemptions for all positions.

- Pages 37 – 42: Appendix D, added and deleted Classified Staff positions and paygrades. Positions no longer used were deleted. Classified Staff positions reclassified or retitled were added to the table.
- Pages 43 – 44: Updated Position Titles used by Grant Programs.
- Page 45: Updated Pay dates and payroll schedule.

**Past Actions by the Board**

The Board previously approved the revised Salary Schedule effective December 1, 2023.

**Funding/ Financial Implications**

This item is funded by the 2024 -2025 Operating Budget.

**Recommended Action**

Approve updates to the 2024 – 2025 Salary Schedule as presented.



**TALLAHASSEE STATE ~~COMMUNITY~~  
COLLEGE**

*ANNUAL SALARY SCHEDULE*

2023-2024 - 2024-2025

**Prepared by Human Resources**



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## INTRODUCTION

The Tallahassee ~~StateCommunity~~ College's Salary Schedule is established annually pursuant to s.1001.64(18), F.S. The President recommends the Salary Schedule to the College's District Board of Trustees ("Board") at the June Board Meeting and, once adopted, it becomes the sole instrument used to determine employee compensation and supersedes all rules, handbooks and other policies. The Salary Schedule is not intended to create and/or be interpreted as a contract of employment nor does the Salary Schedule give employees the right to or an expectancy of continued employment.

## PURPOSE

This Salary Schedule is designed to meet the following objectives:

- Ensure compensation actions are administered in a manner to comply with state and federal legal requirements;
- Enhance the College's ability to attract and retain qualified faculty and staff;
- Ensure fair treatment of employees through internal consistency;
- Provide a clear and concise reference for fair compensation decisions;
- Serve as a guide regarding employee salaries so that the compensation structure remains responsive to changes in the marketplace, the organization and funding availability.

## ACCREDITATION

~~Tallahassee Community College~~Tallahassee State College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award the Associate Degree. The Bachelor of Science in Nursing (BSN) degree program is accredited by SACSCOC and the Accreditation Commission for Education in Nursing (ACEN).

## WEBSITE

This Salary Schedule may be viewed online at:

<https://www.tcc.fl.edu/about/college/administrative-services/human-resources/current-employees/>

## **GENERAL PROVISIONS**

### **Effective Date**

~~December 1, 2023~~ July 1, 2024

### **Budgeted Personnel Costs**

The budget for salaries and benefits is approved annually by the Board as a major component of the College's Operating Budget. The budgeted costs are based on the annual amount required for each authorized position filled or to be filled. Throughout the year, the President and the Vice President of Administrative Services & Chief Business Officer are responsible for maintaining the salary budget. Funding provisions within this Salary Schedule are subject to the maximum identified by the President. Budgeted compensation for those individuals identified in s.1012.885 and 1012.886, F.S. are considered budgeted from appropriated state funds up to the allowable statutory limit, and any budgeted compensation in excess of said statutory limit considered budgeted proportionally from other college operating revenues sources, such as tuition and fees and other available funds.

### **Salaries**

Salaries established for positions are based on 1.0 full time equivalent (FTE) unless otherwise noted. Salaries are adjusted for .50 or .75 FTE and eligible benefits are prorated as indicated in the College's policy manual.

### **Salary Increases/Changes In Salary**

Salary increases will be determined as part of the annual planning and budgeting process. The President will recommend a salary increase proposal to the Board for approval and will subsequently notify employees of the Board's decision. Salary increases are contingent on availability of funding and are largely dependent upon the allocation of state funds and the College's budget priorities.

Eligible employees must be in good standing and not on a performance improvement plan. Additionally, employees must be in a regularly established position not grant funded, OPS, PSAV or PSC.

Probationary employees are not eligible for salary increases until the first of the following month after non-probationary status is obtained.

### **Maximum of Salary Range**

When an employee reaches the maximum in salary range, a one-time non-recurring pay adjustment (equivalent to the pay increase) may be authorized when a salary increase is approved by the Board. The employee's base rate of pay will remain unchanged. Supplemental payments and payments for instruction, when not part of regular duties, are in addition to regular earnings, and may allow an employee to exceed assigned salary range.

### **Pay Dates**

All College employees shall be paid on a monthly basis. Pay dates for all employees shall be the last College business day (Monday - Friday) of each month, unless otherwise established by the Vice President of Administrative Services & Chief Business Officer.

If an error has been noted in regards to wages, compensation, initial or promotional placement and is discovered, the wages of that employee will be adjusted accordingly. In the case of underpayment, the employee's pay rate will be adjusted in the present year. In the event of an overpayment, the College will collect all monies owed via payroll deduction or through the College's collection process if for a former employee. If necessary, the College may utilize a third-party collection agency to collect funds from former employees and any applicable collection fees would be assessed to the former employee's outstanding balance.

### **Addition of Positions and Job Classifications**

Additional job titles, job descriptions and classifications may be developed as needed based upon the recommendation of the appropriate Vice President and Human Resources, with approval from the President. It is not necessary for the Board to approve new job titles, job descriptions and classifications.

### **Contracts and Grants Personnel**

The College shall adhere to the established classification plan, salary schedules, and appointment procedures when appointing grant personnel. Exceptions to the College's standard practices must be

recommended by the Director of Financial Services, Vice President of Administrative Services & Chief Business Officer, Human Resources Director and approved by the President, and documented fully in the personnel files of the concerned employees.

When a new position is grant-funded, a job description is developed by the supervisor and Human Resources. Based on the duties, Human Resources places the position at the appropriate classification on the Salary Schedule; the salary may be specified by the grant. College funding beyond the grant period is determined by business necessity and other factors. Employees holding a grant-funded position are required to record grant-funded hours separately from College-funded hours.

The President may designate specific college closure periods that may/may not coincide with the terms of a specific grant. College funding outside of days identified as regular scheduled holidays or regular workdays identified by the grant-funded position is determined by the terms/conditions of the grant, business necessity and/or other controlling factors.

Board approved salary increases for personnel employed under federal/state grants will be granted only if the increases are budgeted in the grants.

### **Wireless Allowance Plans**

Approved requests for wireless allowance plans may be made at any time during the fiscal year in Workday. Plans are determined on a year-to-year basis and may be rescinded and/or modified by College management. This allowance does not constitute an increase to base pay and will not be included in the calculation of percentage increases to base pay. It also is not reportable wages for College paid retirement plans. It will be counted as earned income for W-2 purposes.

### **Terminal Pay**

Shall be calculated and determined in accordance with College Policy or the controlling terms and conditions of a contract and/or grant.

### **Other Provisions**

Under special circumstances, the Board reserves the right to employ individuals in established positions not covered by the salary schedule. Any or all provisions of this schedule may be waived upon appropriate action by the Board. Changes to the approved Salary Schedule may only be made by the Human Resources Director with approval from the President or Vice President of Administrative Services & Chief Business Officer.

To attract and/or retain faculty and staff, the College is authorized to make salary adjustments beyond the normal salary schedules when specifically authorized by the President. During the contract year, the President is authorized to offer special contract terms to qualified faculty and staff as additional incentive for recruitment and/or retention of these employees. In instances where the marketplace salary or promotional placement for certain positions is beyond the maximum of the approved salary range or initial placement on the Salary Schedule, the President may recommend appropriate salary figure. Documentation must be provided to Human Resources by the requesting department that supports the adjustment.

## **SALARY STATEMENT**

The Board determines the President's salary. The President, in turn, determines the salaries of his direct reports. As shown by Appendix B, all Classified Staff positions are assigned to a specific salary range based upon a fully documented assessment and approval from the President and Board.

### **Exempt and Non-Exempt Status**

The federal Fair Labor Standards Act (FLSA) provides guidelines on employment status, child labor, minimum wage, overtime pay and record-keeping requirements. FLSA establishes wage and time requirements, sets federal minimum wage that must be paid and mandates when overtime must be paid. Employees not covered by the overtime provisions of FLSA are considered "exempt" (E), those covered by FLSA overtime provisions are "non-exempt" (NE). Effective ~~January 1, 2020~~ July 1, 2024, federal guidelines require exempt positions earn a minimum of \$35,568.43,888 annually and meet additional federal requirements.

Exempt (E) employees are those individuals who are exempt from the overtime provisions of the FLSA because they meet the requirements of the executive, professional, administrative or computer exemption.

Non-exempt (NE) employees are not exempt from overtime provisions of the FLSA. Such employees are entitled to receive overtime for all hours worked beyond 40 in a workweek. Alternatively, provisions for public employers allow for hours in excess of 40 hours per week to be paid in the form of compensatory leave.

### **Essential Personnel**

In the event of extraordinary situations, the college may suspend normal operations and classes in whole or in part. In such instances, staff designated as essential personnel must fulfill duties to: (1) ensure the continuation of critical College operations; (2) attend to the needs of students and other members of the College community; and (3) protect the College's assets. Essential personnel may be exempt or non-exempt under FLSA standards and are designated by the appropriate executive team member.

## **EMPLOYEE CLASSIFICATIONS**

### **Executive, Administrative and Managerial/Professional**

These are high-level strategic planning, policymaking and management positions. The duties of these positions include planning, directing, developing, organizing and utilizing College resources (human, material, financial and facility resources). These positions are considered exempt positions under FLSA standards.

#### **Executive Positions/Senior Management**

The following positions are designated as Senior Management as outlined in the College's Policy and defined by the Florida Retirement System: President (GL Code 51000), Provost and Vice President of Academic Affairs (GL Code 51000), Vice President (GL Code 51000), Associate Vice President (GL Code 51200), Assistant Vice President (GL Codes 51201 and 51202) and Executive Director (GL Code 51000).

#### **Administrative Positions**

The following positions are designated as Administrative: Dean (GL Code 51100) and Associate Dean (GL Code 51100). Administrators are designated as Select Exempt for leave purposes as outlined by the College's Policy.

#### **Managerial/Professional Positions**

Positions designated as Managerial/Professional (GL Code 53000) are listed by Appendix A. Managerial/Professional positions are designated as Select Exempt for leave purposes as outlined by the College's Policy.

### **Faculty**

These positions are officially designated by the Board as instructional. The primary and predominant activities of such positions involve direct instruction. These positions are considered exempt positions under FLSA standards. These positions are governed under the College's collective bargaining agreement.

### **Non-Teaching Faculty**

The primary duties of such positions involve library or learning resources support services, counseling, academic advisement, career advisement and student support services. These positions are considered exempt positions under FLSA standards. These positions are governed under the College's collective bargaining agreement.

### **Classified Staff/Professional**

The primary duties of such positions may provide oversight of specific operations of the College or provide services of a highly technical nature. Employees in these positions generally have specialized training and experience or certifications that relate directly to the functions of the positions. Employees in these positions often supervise other employees. Positions assigned to this classification are in the 200 series as referenced in Appendix B. These positions may be designated as exempt or non-exempt under FLSA standards.

### **Classified Staff**

The primary duties of these positions involve performance of support functions essential for the effective operation of the College and other than those designated as Faculty, Non-Teaching Faculty, Executive,

Administrative or Managerial/Professional. Some Classified Staff employees may supervise other employees. Positions assigned to this classification are in the 100 series as referenced in Appendix B. These positions may be designated as exempt or non-exempt under FLSA standards.

### **Time Limited**

This class of positions is created to cover the College's employment need in any classification. Time Limited positions are restricted to serve no more than ten (10) months during the College's fiscal year and benefit restrictions are also associated with this class. These positions may be designated as exempt or non-exempt under FLSA standards and must be approved by the President.

- Other Personal Services (OPS)
- Professional Service Contracts (PSC)
- Adjuncts
- Post-Secondary Adult Vocational (PSAV)
- Work-study Students
- Adult Education
- Continuing Education Instructors

## **ORIGINAL APPOINTMENTS AND STARTING SALARY DETERMINATIONS**

Recommendations for original appointments and starting salaries are made to Human Resources. Formal offers of employment are made by Human Resources, subject to the approval from the President and Board, and in accordance with all applicable laws, rules, and policies.

When the desired effective date of an appointment predates the next regularly scheduled Board meeting, the President or his designee is authorized to tentatively approve the appointment. Final authorization is subject to approval from the Board.

**President** – The starting salary of the President is determined by the Board.

**Executive/Senior Management** - The starting salary for persons in a Vice President, Assistant Vice President or Associate Vice President shall be determined by the President.

**Administrative** - The starting salary for persons selected for an Administrative Position shall be determined by the President on the recommendation of the appropriate Vice President and Human Resources. Consideration shall be given to the applicant's academic credentials, number of years of qualifying professional work experience, professional licensure/certification or other factors that may be pertinent to the position.

**Managerial/Professional** - The starting salary for persons in a Managerial/Professional Position shall be determined by the President on the recommendation of the Human Resources Director and appropriate Vice President or Executive Director.

**Classified Staff** - The starting salary for persons in a Classified Staff Position will be at the minimum of the salary range. The appointment salary may increase by up to ten percent (10%) of the market rate by the appropriate Vice President upon the recommendation of the Director of Human Resources if an applicant's qualifications exceed the minimum training and experience requirements. Appointment salaries beyond ten percent (10%) of the market rate must be approved by the President.

**Faculty and Non-Teaching Faculty** – Matters related to full time Faculty compensation are covered in the Collective Bargaining Agreement. The Collective Bargaining Agreement can be accessed by: [TSCTEG - UFF Contract](#).

### **Verification of Experience and Education**

Previous work-related experience considered in the starting salary determination must be verified by the previous employer(s) on letterhead or on a form provided by the College. Proper verification shall be submitted to Human Resources prior to the employee's appointment and shall include the dates of employment, job title, hours worked weekly, and an authorizing signature.

If verification of previous work-related experience or education is not received by Human Resources prior to hiring, the employment offer may be rescinded.

Starting salary will be determined by employment verifications received at the time of hire.

### **Transcripts/Certificates/Licensures**

For all positions, copies of transcripts, certificates or licenses are required prior to hiring approval and official transcripts are required within thirty (30) days of hire date. If an individual fails to provide an official transcript to Human Resources within 30 days of their original appointment, the employee may cease to receive compensation and necessary action may be taken to terminate the employee.

## **EDUCATIONAL ATTAINMENT/DEGREE CHANGE**

A non-probationary employee who obtains a higher-level degree after being employed beyond the minimum degree required for their position from a regionally accredited institution, shall be eligible to receive a 2% salary increase to their base pay. Provided funds are available in the departmental budget, the salary increase shall be effective the first month following receipt of the official transcript by Human Resources. It is the employee's responsibility to obtain and submit the official transcript to Human Resources.

Credit for educational attainment shall be granted only when an official transcript reflecting the degree is received in Human Resources. Original transcripts shall be placed in the employee's personnel file in Human Resources. Processing of the increase will begin upon receipt of the required documentation and will be effective with the next available pay period.

## **TEMPORARY ASSIGNMENTS**

Upon recommendation by the appropriate Vice President or Executive Director and Human Resources, employees may be given a temporary work assignment which encompasses duties and responsibilities of a different and advanced nature for a specified, limited period of time. After working 2 weeks (10 consecutive business days), an employee may be given a pay supplement of up to ten percent (10%) with the approval from the appropriate Vice President or Executive Director and Human Resources. Temporary assignments may be rescinded at any time and do not constitute a promotion. During this limited period of assignment, this pay supplement will not be added to the employee's base pay and will not be included in the calculation of percentage increases to base pay. It also is not reportable wages for College paid retirement plans. It will be counted as earned income for W-2 purposes.

### **Interim Positions**

An employee may be appointed to an interim position by the President. Interim appointments shall not exceed two (2) years.

### **Acting Assignment as Executive or Administrator**

An employee may be designated as "acting" by the President. The acting appointment shall not exceed six (6) months unless authorized by the President.

### **Additional Duties**

An employee may be assigned additional duties due to hard to fill or challenging recruiting efforts (documented by unsuccessful advertisements); or the current incumbent who is responsible for the work is absent due to a serious health condition; or some other situation creates an undue hardship on the operations of the College. The additional duties stipends shall not exceed two (2) years.

### **Extraordinary Task or Project**

An employee may be assigned a task or project that is beyond the scope of the employee's regular duties.

### **Overlap in Position**

Up to a two (2) month overlap in any position may be allowed in order to facilitate the transition and to provide training for a new employee. Both employees shall receive full benefits during the overlap period.

## RECLASSIFICATION/ORGANIZATIONAL CHANGES

When a position is reclassified to a higher or lower salary level or grade, adjustments to salary may be handled in the same manner as a promotion or demotion. Departmental or institutional reorganizations may be recommended and submitted for consideration during the budget process each year. Exceptions to this rule will be determined by the Director of Human Resources and Vice President of Administrative Services & Chief Business Officer, and approved by the President. Requests for reclassifications shall be made using the Request for Reclassification form as provided by Human Resources.

**Promotion:** Occurs when an employee is appointed to a position in a job classification that has a higher pay grade or level. Upon promotion, the employee will receive either an increase in salary to the minimum of the new pay grade/level or the amount an employee would have been eligible for as a new hire; whichever is greater. In any occurrence whereby, an employee is assigned to a higher pay grade or level, the promotional increase should be up to ten (10%) percent.

**Demotion:** Occurs when an employee is transferred to a position in a job classification that has a lower pay grade or level. A demotion may be voluntary or involuntary. For voluntary and involuntary demotions, the employee's salary will be reduced by at least ten (10%) unless otherwise determined by the Director of Human Resources and Vice President of Administrative Services & Chief Business Officer and approved by the President. There shall be no salary increase as a result of a demotion. For Classified Staff, the new demoted salary will not exceed the maximum amount of the demoted position's pay grade. When positions are reclassified into a lower pay grade or level and employees are involuntarily moved for non-performance related issues, the employee's salary may remain the same unless otherwise determined by the Director of Human Resources and Vice President of Administrative Services & Chief Business Officer and approved by the President.

If an employee is demoted back to a class or pay grade in which they previously served, the employee's salary will be reduced by the aggregate amount of all promotional increases received since holding the class or pay grade.

**Reassignment/Lateral/Transfer:** Occurs when an employee is reassigned to an established position in a job classification with the same pay grade or level. If the reassignment results in a different job location/department, it shall be deemed a transfer. In either action, there shall be no salary increase or decrease as a result of a lateral or transfer. Reassignments may occur at the discretion of College management.

**Retitle:** Occurs when the title of an established position is changed. There shall be no salary increase or decrease resulting from the retitling of a position.

## WORK SCHEDULE

For full-time Executive, Administrative, Managerial/Professional and Classified employees, the work schedule is generally detailed as 40 hours per week. All employees, unless absent for approved purposes, are required to perform their assigned duties during the designated workdays of the College. The President shall establish a standard work week for all personnel predicated on the needs of the College and may authorize departures from the standard workday/work week.

## FULL-TIME FACULTY

Matters related to full-time faculty (teaching and non-teaching) compensation are covered in the Collective Bargaining Agreement. The Collective Bargaining Agreement can be accessed by: [TSC1GG - UFF Contract](#).

## ADJUNCTS (Credit/Contract Hours)

**1. Credit and Contract Hours:** Adjuncts teaching on a credit/contact hour basis as defined in the District Board of Trustees Policy Manual are hired according to degree and appropriate subject matter credentials.



Adjuncts are paid for classroom instruction, office hours, grading and preparation time based on a time formula consistent with full time teaching faculty weekly commitments for the same work.

Adjuncts teaching on a credit/contact hour basis as defined in the District Board of Trustees Policy Manual shall be paid according to the following credit hour rates:

Academic Credentials	Credit Hour Rates
Doctorate	\$884
Master's	\$821
Bachelor's	\$745
Less than Bachelor's with program specific credentials and Associate degree	\$657

**Substitutes:** Substitute instructors shall be paid per class hour for lecture as follows:

Academic Credentials	Class Hour Rates
Doctorate	<del>\$53</del> <u>\$31</u>
Master's	<del>\$45</del> <u>\$29</u>
Bachelor's	<del>\$37</del> <u>\$26</u>
Less than Bachelor's with program specific credentials and Associate degree	<del>\$33</del> <u>\$24</u>

If a substitute is needed for more than one day of instruction, the Provost may authorize a supplemental contract paid at the semester credit hour rate for the degree of the substitute calculated on a ratio of days taught by the substitute.

**2. Clinical Hours\*\*:** Adjuncts teaching clinicals, clinically related labs or dental assisting on an hourly basis in credit hour programs, shall be paid according to the following clinical hourly rates. This instruction includes student assessment and feedback as part of the time scheduled. Separate office hours or preparation time are not required.

Academic Credentials	Clinical Hour Rates
Doctorate	<del>\$53</del> <u>\$34</u>
Master's	<del>\$45</del> <u>\$29</u>
Bachelor's	\$37
Less than Bachelor's with program specific credentials and Associate degree	<del>\$33</del> <u>\$24</u>

**Substitutes:** Substitutes for clinicals and clinically related labs shall be paid according to approved clinical hours as follows:

Academic Credentials	Clinical Hour Rates
Doctorate	\$46
Master's	\$41
Bachelor's	\$32
Less than Bachelor's with program specific credentials and Associate degree	\$29

**3. Adjunct Advancement Program:** Adjuncts who have completed the Adjunct Advancement Program, received a Certificate of Completion, and have a current Renewal of Certification on file in Human Resources, shall be designated Adjunct Professors. To maintain status as an Adjunct Professor, renewal certification is required each year after initial certification.

**Credit/Contact Hours:** Adjunct Professors teaching on a credit/contact hour basis as defined in the College's Policy Manual, shall be paid according to the following credit hour rates:

Academic Credentials	Credit Hour Rates
Doctorate	\$1007
Master's	\$934
Bachelor's	\$849
Less than Bachelor's with program specific credentials and Associate degree	\$752

**Clinical Hours\*\*:** Adjunct Professors teaching clinicals and clinically related labs and dental assisting on an hourly basis, shall be paid according to the following clinical hourly rates:

Academic Credentials	Clinical Hour Rates
Doctorate	\$59
Master's	\$52
Bachelor's	\$44
Less than Bachelor's with program specific credentials and Associate degree	\$40

**4. Retirees:** Returning retirees working as Adjunct Professors teaching on a credit/contact hourly basis as defined in the Policy Manual, shall be paid according to the following credit hour rates:

Academic Credentials	Credit Hour Rates
Doctorate	\$973
Master's	\$904

Bachelor's	\$820
Less than Bachelor's with program specific credentials and Associate degree	\$725

**5. Pay Adjustments for Absences:** Compensation shall be adjusted for any classes or final exams missed by Adjuncts or Adjunct Professors.

Adjuncts who miss scheduled work hours will have pay reduced for class lectures and office hours as follows:

Academic Credentials	Class and Office Hour Rates
Doctorate	\$31
Master's	\$29
Bachelor's	\$26
Less than Bachelor's with program specific credentials and Associate degree	\$24

Note: Adjustments are made based on accepted practice for a credit hour 50-minute class equaling 60 clock minutes. Other class times (75 minutes equaling 90 clock minutes) are similarly adjusted.

If a substitute is needed for more than one day of instruction, the /Provost may authorize a supplemental contract paid at the semester credit hour rate for the degree of the substitute calculated on a ratio of days taught by the substitute.

Clinical hour faculty salary will be reduced for the hours missed according to the table in (2) Clinical Hour above.

**\*\*The College may offer additional compensation for positions where specialized credentials or experience are required. Such compensation may be a one-time payment or a temporary increase up to twenty percent (20%) of the hourly rates listed in the table above at the College's discretion.**

### ADJUNCTS (Clock Hours)

- 1. Florida Public Safety Institute:** Adjuncts teaching on a clock hourly basis in non-credit hour program shall be paid according to the following clock hourly rates. This instruction includes student assessment and feedback as part of the time scheduled. This includes Post-Secondary Adult Vocational (PSAV) assignments. Separate office hours or preparation time are not required.

Academic Credentials	Clock Hour Rates
Doctorate	\$53
Master's	\$45
Bachelor's	\$37
Less than Bachelor's with program specific credentials and Associate degree	\$33
Professional certification or licensure	\$35

**Substitutes:** Substitutes for clock hours shall be paid according to approved clock hours as follows:

Academic Credentials	Clock Hour Rates
Doctorate	\$46
Master's	\$41
Bachelor's	\$32
Less than Bachelor's with program specific credentials and Associate degree	\$29

**2. Adult Education:** The maximum permissible rate for adjunct instructors teaching adult education courses on a clock hour basis shall be the following:

Academic Credentials	Clock Hour Rates
Doctorate	\$32
Master's	\$30
Bachelor's	\$26

**3. Workforce Development:** The permissible rate for adjunct instructors teaching on a clock hour basis shall be the following:

Credentials	Clock Hour Rates
Professional certification or licensure	\$40 - \$47

Upon the recommendation from the appropriate Vice President or Executive Director and Human Resources, the President may authorize a higher rate of pay for courses where special expertise is required or the market for available instructors dictates.

## DIS COURSES

Instructors teaching courses through directed individual study (**DIS**) methods shall be compensated per student according to the following rates:

Academic Credentials	1 credit hr	3 credit hrs	4 credit hrs	5 credit hrs
Doctorate	\$27	\$81	\$108	\$135
Masters	\$26	\$78	\$104	\$130
Bachelors	\$25	\$75	\$100	\$125
Less than Bachelors with program specific	\$24	\$72	\$96	\$120

credentials and Associate degree				
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DIS sections are limited to an enrollment of no more than fifty (50) students per semester.

## CONTINUING EDUCATION INSTRUCTORS

The following categories have been determined for the Continuing Education program with a maximum hourly rate determined for each category. The individual qualifications of each employee shall be used to determine the actual salary for the course taught within the guidelines established. These rates of pay may be adjusted for extenuating circumstances or market rates, with appropriate Vice President approval.

Maximum Hourly Rates by Academic Degrees (when appropriate to course taught):

Academic Credentials	Maximum Hourly Rates
Doctorate	\$51- <del>42</del>
Masters	\$36
Bachelors	\$32
Associate	\$31- <del>09</del>
Professional certification or licensure	\$30

## CLASSIFIED STAFF/PROFESSIONAL POSITIONS

Positions assigned to these classifications are designated by their paygrade (in either 100 or 200 series) as referenced in Appendix B. These positions may be designated as exempt or non-exempt under FLSA standards.

### Shift Differential

Environmental Service Technicians that have the majority of their work hours assigned to shifts outside of the College's regular business hours shall receive an additional \$2.00 hourly increment to their base pay as a shift differential. The hourly increment will be based on a 2,080-hour work year for full-time employees.

### Service Credit

Employees classified as Environmental Service Technicians shall receive a 5% salary increase and be retitled Senior Environmental Service Technician on the first day of the month following achievement of ten (10) years of service in that classification.

### Trainee Status

A Classified Staff employee may be appointed as a trainee in an established position with a higher pay grade due to the following:

- Recruitment/Retention
  - The hiring authority has experienced recruitment difficulty in filling the position or in retaining personnel as evidenced by either a lack of qualified applicants or frequent turnover of staff within the last 24 months.
  - The Classified Staff employee is within one year of meeting the minimum training and experience requirements for the position and has demonstrated that he/she is able to perform most of the assigned duties through the assumption of job responsibilities when the position was vacant, as well as by the receipt of consistent performance appraisal ratings of satisfactory and above.
- Loss of position

- The Classified Staff position is being deleted due to a change in business process, technology or reorganization.
- The Classified Staff employee is within one year of meeting the minimum training and experience requirements for the position and has demonstrated that he/she is able to perform most of the assigned duties through consistent performance appraisal ratings of satisfactory and above.
- The trainee period would be limited to one year. Compensation during this period will be ten percent (10%) below the minimum of the pay grade for the higher classification. The training plan will be developed by the employee's supervisor in consultation with the Director of Human Resources and the proper member of the Executive Team. After finalization, the trainee recommendation should be submitted to the Vice President of Administrative Services & Chief Business Officer.

Upon completion of the one-year trainee period, the Classified Staff employee will be required to serve a six (6) month probationary period.

### **Sworn Law Enforcement**

The original appointment salary for sworn law enforcement positions shall be determined by the Vice President of Administrative Services & Chief Business Officer based on the recommendation of the Chief of Campus Police.

The following classifications are designated as sworn law enforcement:

- Campus Police Officer
- Campus Police Sergeant
- Campus Police Lieutenant
- Chief of Police

Special Risk Membership: In accordance with s.121.0515, F.S., college employees designated as sworn law enforcement personnel are eligible for membership in the Special Risk Class of the Florida Retirement System.

Salary Incentives: An employee in a full-time sworn law enforcement classification shall be given an ongoing monthly supplement for educational attainment in accordance with s.943.22, F.S. and the Criminal Justice Standards and Training Commission as follows:

- **Education** (maximum of \$80 per month)
  - \$80 per month for Bachelors
  - \$30 per month for Associates
- **Training**
  - \$20 per month for every eighty (80) hours completed in courses approved for salary incentives for police officers when not utilized to satisfy mandatory retraining requirements.
- **Combination Education and Training**
  - Maximum \$130 per month

Reserve Officers: Reserve officers are certified sworn law enforcement officers who volunteer law enforcement services to the College in accordance with [TCCPD-TSCPD](#) General Orders and may be hired on an Other Personal Services (OPS) basis to fill in when regular officers are unavailable or to provide additional coverage at special events. Compensation for OPS law enforcement services beyond the volunteer hours required by [TCCPD-TSCPD](#) General Orders shall be at the rate of at least \$15.45 per hour.

### **Athletics**

The original appointment salary for the Head Coach and Athletic Director positions shall be determined by the President pursuant to a recommendation from the Vice President of Student Affairs.

If the Athletic Director position is filled in a part-time capacity, the part-time Athletic Director will be compensated by salary supplement at a minimum of \$5,000 to a maximum of \$10,000.

Contract Provisions: Employees hired in Head Coach and Athletic Director positions shall be on annual contract. Assistant Coaches are hired in a 10-month professional services contract.

Athletic employees shall be available for College business at all times throughout the standard work week, as well as outside regular work hours, unless performing authorized travel or other approved absence.

### **Other Classified Staff Provisions**

1. **Timesheet Reporting Period:** The reporting period for some Classified staff that hold a non-exempt role is outlined by Appendix E.
2. **Timesheet Submission:** Non-exempt Classified staff are to submit timesheets on a weekly basis to their supervisor in order to meet payroll deadlines.

If the timesheet is not turned in to the supervisor by the designated Time and Attendance lockout dates, the employee may be required to wait until the next payroll cycle to receive compensation for that reporting period.

## **RETIREES**

For the purpose of extending College retirement benefits other than the Retirement Incentive Plan, a retiree shall be defined as either:

1. An employee who meets the retirement criteria under the Florida Retirement System (FRS) Pension Plans and draws a retirement benefit from FRS; or
2. An employee who is under an ORP retirement plan or FRS Investment Plan and draws a benefit from the [TCCTSC](#)-paid ORP or FRS Investment Plan and who has at least eight years of creditable service as defined by FRS.

### **Special Retiree Pay 401a Plan**

Effective November 1, 2000, all employees at time of retirement from the College shall participate in the Special Retiree Pay plan by transferring an IRS-defined amount into a 401a defined contribution account.

The amount transferred into the account is exempt from FICA taxes, and payment of federal withholding taxes is deferred until funds are withdrawn from the plan by the retiree at a later date. If an employee has not reached age 55 or older at the time of separation of service, any funds withdrawn from the 401a account may be subject to a ten (10) percent penalty for early withdrawal in accordance with IRS regulations.

The 401a contribution shall be calculated not to exceed one hundred (100) percent of the total of the employee's salary plus terminal pay up to the maximum allowed by IRS; however, the contribution cannot exceed the amount of the employee's terminal pay. The salary period for calculation will be based on the College's fiscal year (July 1 through June 30).

Complete information about the Special Retiree Pay plan is available in Human Resources.

### **Deferred Retirement Option Program (DROP) - 121.091(13) FS**

The Deferred Retirement Option Program (DROP) is an alternative method for payout of retirement benefits. Any employee who is a vested member of the Florida Retirement System Pension Plan (FRS) and who reaches normal retirement, either by service years or age shall be eligible to participate in DROP.

An employee wishing to elect DROP must provide written notification of intent to their immediate supervisor and Human Resources not less than sixty (60) calendar days prior to the date of DROP retirement.

An employee participating in DROP may elect to be paid for unused annual leave at the employee's current rate of pay, to the extent that the payment does not exceed the maximum payout for annual leave in accordance with District Board of Trustees Policy Manual. This payment can either be made upon entering DROP or at the conclusion of DROP, but will only be counted in the retirement calculation one time.

Annual leave shall be earned during the DROP period, and unpaid annual leave shall be carried forward until used or paid at termination. Annual leave paid at termination shall not be counted in the retirement calculation if the annual leave was paid upon entering DROP.

Sick leave shall be earned during the DROP period, and unpaid sick leave shall be carried forward until used or paid at termination. All sick leave allowable per 121.091, F.S. up to a maximum of 480 hours shall be paid at termination at the current hourly rate of the employee. Sick Leave is paid out on a percentage scale as follows:

- 0-3 Years 35%
- 4-6 Years 40%
- 7-9 Years 45%
- 10 Years or more 50%, with a max of 480 hours.

When an employee retires and enters the DROP program, the contribution amount into the 401a will be calculated based on fiscal year salary and terminal pay in increments. Contributions are made to the Plan at the end of each fiscal year of the DROP period leading up to your actual retirement date. The contribution amounts are based on salary and percentage of eligible sick leave. In accordance with College policy, employees terminating prior to the end date of their DROP will be paid 100% of their eligible sick leave balance. If an employee is participating in the DROP and the retirement incentive, the retirement incentive payout shall occur as outlined in the retirement incentive sections of the Board-approved Salary Schedule.

Complete information about DROP is available in Human Resources.

### **Retirement Incentive**

If an employee who was hired prior to July 1, 1995, elects to retire within thirty-six (36) months from achievement of normal retirement as defined in 121.091(1), F.S. or 238.07, F.S., the College shall pay up to a maximum of one thousand four hundred forty (1,440) hours of sick leave as allowed by 1012.865(2) (d)(5), F.S. This compensation shall be calculated at the hourly rate of pay at termination.

Any employee not choosing to exercise the above option shall not be eligible for the retirement incentive plan and shall follow the procedures in accordance to the District Board of Trustees Sick Leave Policy Manual.

Retirees exercising the retirement incentive shall receive compensation as follows:

- **First payment:** at the time of retirement, a ten percent (10%) incentive shall be paid based on the salary at retirement for those using the retirement incentive option. This incentive will be deposited into the Special Retiree Pay 401a/403(b) plan in accordance with IRS regulations.
- **Second payment:** that portion of the accumulated sick leave hours which represents zero to four hundred eighty (0 - 480) hours with payment made into the Special Retiree Pay 401a plan five (5) months from termination.
- **Third payment:** that portion of the accumulated sick leave hours which represents four hundred eighty-one to nine hundred sixty (481 - 960) hours with payment made into the Special Retiree Pay 401a/403(b) plan twenty-six (26) months from termination.
- **Fourth payment:** that portion of the accumulated sick leave hours which represents nine-hundred and sixty-one to one thousand four hundred forty hours (961 - 1,440) with payment made into the Special Retiree Pay 401a/403(b) plan thirty-nine (39) months from termination.

Anyone wishing to retire must provide written notification of intent to their immediate supervisor and Human Resource Director not less than sixty (60) calendar days prior to the date of retirement in order to participate in the retirement incentive.

### **Reemployment Provisions for Retirees**

Retirees shall have retired per 121.091(1) FS or 238.07, FS. Retirees must follow reemployment rules as outlined by FRS prior to returning to employment with an FRS participating employer. Retirees include anyone retiring from the Pension Plan, Investment Plan, DROP Program, or Optional Retirement Plan. Human Resources must be contacted prior to reemployment to confirm eligibility.

## **TIME LIMITED EMPLOYEES**

### **Other Personal Services (OPS)**



Hourly employees are hired to fill temporary positions created to accomplish a specific task within a specific time. These employees work on an "as needed" or "available funds" basis and are compensated on an "hours worked" basis only. An hourly employee does not serve on a contractual basis nor does the authorization form for hire constitute a contract. Hourly employees are classified as Other Personal Services (OPS), including Tutors and Work-Study Students. These employees are non-exempt and covered under the overtime provisions of the FLSA and may work no more than 25 hours a week.

Non-~~TCC~~-~~TSC~~ students employed in this category will be subject to the Federal Medicare tax and will be required to contribute to the Alternate FICA Plan. After employees work a minimum of 2,080 hours, they are subject to combined FICA and Medicare taxes, as mandated by state and federal law, and are eligible for employer contributions in the Florida Retirement System (FRS).

### **Work-study Students**

Student personnel may qualify to work under the Federal College Work-Study (FCWS) program for a specified number of hours as determined by the Financial Aid Office. Work-study students are not eligible to receive employee benefits and are exempt from Social Security and Medicare taxes.

The hourly rate for work-study student employees is \$1.25 above the minimum hourly rate set by the Florida Minimum Wage Act.

### **Other Time Limited Provisions**

1. **Timesheet Reporting Period:** The reporting period for OPS and Work-study Student employees is the same as the reporting period for non-exempt staff as outlined by Appendix D.
2. **Timesheet Submission:** OPS and Work-study Student employee are to submit timesheets on a weekly basis to their supervisor in order to meet payroll deadlines.

If the timesheet is not turned in to the supervisor by the designated Time and Attendance lockout dates, employee may be required to wait until the next payroll cycle to receive compensation for that reporting period.

### **Professional Services Contract (PSC)**

Providers working as Professional Service Contractors serve the College in a temporary capacity to complete a specific task within a determined period of time, which may be as little as one day to no more than six (6) months. Professional Services Contracts shall not extend beyond six (6) months without approval by the Director of Human Resources and Vice President of Administrative Services & Chief Business Officer. Payments may be one time only or multiple payments as determined by the contract.

### **Contracts & Grants**

Employees working on a contract or grant are considered time limited employees (year-to-year) or as the contract/grant budget allows. Positions in this category are funded by an agency other than the College. The College's grant funded positions are listed in Appendix C.

## APPENDIX A MANAGERIAL/PROFESSIONAL POSITIONS

The following positions are designated as Managerial/Professional (GL Code 53000). The starting salary of this class is determined by the President, on the recommendation of the appropriate Vice President or Executive Director and Human Resources.

Position Title
Associate Director of Wakulla Environmental Institute
Chief of Campus Police
Chief Engagement Officer
Chief of Staff
College Registrar
Dean, Career and Academic Planning
Dean, Enrollment Services
<a href="#">Dean, Student Affairs</a>
Director of Academic Advising
Director of Assessment and Accreditation
Director of Athletics
Director of Business & Workforce Development
Director of Business Process Improvement
Director of Call Center
Director of Certificate Programs
Director of Continuing Workforce Education
Director of Development, <del>TCC</del> -TSC Foundation
Director of Enterprise Applications
Director of Facilities, Planning and Construction
Director of Finance
Director of Financial Services
Director of Grants and Special Projects
Director of Hospitality

Director of Human Resources
Director of Information Technology Infrastructure
Director of Information Technology Consulting Services
Director of Institutional Research and Planning
Director of Integrated Marketing
Director of Learning Commons
Director of Library Services
Director of Public Safety Continuing Education
Director of Procurement and Auxiliary Services
Director of Recruiting and Admissions
Director of Simulation Programs
Director of Special Projects and Innovation
Director of Strategic Communications
Director of STEM Programs
Director of Student Life
Director of Student Records
Director of Student Financial Services
Director of <del>TCC</del> -TSC Online
Director of Teaching, Learning and Engagement
Director of Transfer Services
Director of User Services

**APPENDIX B  
Classified Staff and Classified Staff Professional Pay Grades**

**Classified Staff Pay Grades**

<b>Pay Grade</b>	<b>FLSA</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
119	<u>NE</u>	\$31,255.86	\$39,425.96	\$53,213.81
120	<u>NE</u>	\$34,455.68	\$41,002.35	\$55,341.38
122	<u>NE</u>	\$38,456.12	\$45,762.79	\$59,829.39
126	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.81
127	<u>E</u>	\$45,342.28	\$53,956.20	\$72,826.45

**Classified Staff Professional Pay Grades**

<b>Pay Grade</b>	<b>FLSA</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
219	<u>NE</u>	\$31,255.86	\$39,425.96	\$53,213.81
220	<u>NE</u>	\$34,455.68	\$41,002.35	\$55,341.38
221	<u>NE</u>	\$35,834.21	\$42,642.44	\$57,555.83
222	<u>NE</u>	\$37,267.88	\$44,348.66	\$59,857.14
223	<u>NE</u>	\$38,758.86	\$46,122.91	\$62,252.25
224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82
227	<u>E</u>	\$45,598.31	\$53,956.20	\$72,826.45
228	<u>E</u>	\$47,155.46	\$56,115.36	\$75,739.27
229	<u>E</u>	\$49,042.15	\$58,359.93	\$78,769.08
230	<u>E</u>	\$51,003.45	\$60,694.24	\$81,919.33
231	<u>E</u>	\$53,043.67	\$63,121.54	\$85,195.83
232	<u>E</u>	\$55,164.99	\$65,646.14	\$88,604.35
233	<u>E</u>	\$57,371.72	\$68,272.37	\$92,148.40
235	<u>E</u>	\$62,053.31	\$73,843.44	\$99,667.31
237	<u>E</u>	\$67,115.49	\$79,867.44	\$107,796.72

**APPENDIX C**  
**Classified Staff Positions & Paygrades by Alpha**

*(matrix does not include FLSA adjustments)*

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Academic Advisor – TSCCG Online	CS Professional	224	<del>ENE</del>	\$40,308.22	\$47,967.44	\$64,742.34
Academic Coordinator	CS Professional	224	<del>ENE</del>	\$40,308.22	\$47,967.44	\$64,742.34
Academy Program Coordinator	CS Professional	226	<del>ENE</del>	\$43,598.31	\$51,881.38	\$70,024.82
Accounting Coordinator	CS Professional	225	<del>NEE</del>	\$41,921.37	\$49,886.57	\$67,332.04
Accounting Manager	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Accounting Scholarship Assistant	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Accounting Specialist	Classified Staff	120	NE	\$34,455.68	\$39,425.96	\$55,341.38
<del>Achieving the Dream (ATD) Coordinator</del>	<del>CS Professional</del>	<del>229</del>	<del>E</del>	<del>\$49,042.15</del>	<del>\$58,359.93</del>	<del>\$78,769.08</del>
Admissions Navigator	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Adult Education Specialist	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Advanced and Specialized Instructional Coordinator	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
<del>Advising and New Student Orientation Coordinator</del>	<del>CS Professional</del>	<del>226</del>	<del>E</del>	<del>\$43,598.31</del>	<del>\$51,881.38</del>	<del>\$70,024.82</del>
Advising Coordinator	CS Professional	225	<del>NE</del>	\$41,921.37	\$49,886.57	\$67,332.04
Advising Specialist	CS Professional	224	<del>NE</del>	\$40,308.22	\$47,967.44	\$64,742.34
Advising Team Lead	CS Professional	225	<del>NE</del>	\$41,921.37	\$49,886.57	\$67,332.04
<del>Alumni and Friends Association Coordinator</del>	<del>CS Professional</del>	<del>223</del>	<del>E</del>	<del>\$38,758.86</del>	<del>\$46,122.91</del>	<del>\$62,252.25</del>
<del>Alumni Relations Coordinator/Development Coordinator</del>	<del>CS Professional</del>	<del>223</del>	<del>E</del>	<del>\$38,758.86</del>	<del>\$46,122.91</del>	<del>\$62,252.25</del>
AMTC Program Specialist	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Applications Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Assessment Analyst	CS Professional	226	<del>NE</del>	\$43,598.31	\$51,881.38	\$70,024.82
Assistant Coach	Classified Staff	219	<del>NE</del>	\$31,255.86	\$39,425.96	\$53,213.81
Assistant Director IT Consulting	CS Professional	231	<del>NE</del>	\$53,043.67	\$63,121.54	\$85,195.83
Assistant Director, Applications Architecture & Support	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Assistant Director, Enterprise Applications	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Assistant Director, Financial Aid	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
<del>Assistant Director, Recruiting &amp; K-12 Outreach</del>	<del>CS Professional</del>	<del>224</del>	<del>E</del>	<del>\$40,308.22</del>	<del>\$47,967.44</del>	<del>\$64,742.34</del>
Assistant Director, Student Services	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
<del>Assistant Director, User Services for Instructional Technologies</del>	<del>CS Professional</del>	<del>228</del>	<del>E</del>	<del>\$47,155.46</del>	<del>\$56,115.36</del>	<del>\$75,739.27</del>
Assistant Production Coordinator	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Assistant to the Dean	CS Professional	221	NE	\$35,834.21	\$42,642.44	\$57,555.83
Assistant to the Director of Library Services	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Athletic Trainer	CS Professional	225	E	\$41,921.37	\$49,886.57	\$67,332.04
Athletics and Campus Recreation Manager	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
<del>Auxiliary Service Manager</del>	<del>CS Professional</del>	<del>227</del>	<del>E</del>	<del>\$45,598.31</del>	<del>\$53,956.20</del>	<del>\$72,826.45</del>
Business Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Business Operations Manager	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Business Services and Corporate Training Manager	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Call Center Representative	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Campus Police Dispatcher	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Campus Police Lead Dispatcher	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Campus Police Lieutenant	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Campus Police Officer	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Campus Police Sergeant	CS Professional	227	<u>NE</u>	\$45,598.31	\$53,956.20	\$72,826.45
Career and Academic Advisor	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Career Pathways Specialist	CS Professional	223	<u>NE</u>	\$38,758.86	\$46,122.91	\$62,252.25
Career Service and Internship Coordinator	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Career Services Counseling Specialist	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Cashier	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Cashiering Coordinator	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Center Manager	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
CIT Support Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Classroom Technologies Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Client Support Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
College Admissions Recruiter	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
College Readiness Advisor	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Commercial Vehicle Driving Lead Instructor	CS Professional	223	<u>NE</u>	\$38,758.86	\$46,122.91	\$62,252.25
Communications Skills Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Communications Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Communications Technology Manager	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Computer Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Computer Systems Analyst	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Computer Technology Lab Manager	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Advanced and Specialized	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Coordinator, Conference and Events	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Contracts and Grants	CS Professional	223	<u>NE</u>	\$38,758.86	\$46,122.91	\$62,252.25
Coordinator, Counseling Center	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Dental Clinic Office	CS Professional	227	<u>NE</u>	\$45,598.31	\$53,956.20	\$72,826.45
Coordinator, Emergency Management and Safety	CS Professional	226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82
Coordinator, Graphic Design and Brand	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Coordinator, High Liability Training	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Coordinator, Institute for Nonprofit Innovation and Excellence	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Coordinator, Instructional Network	CS Professional	227	<u>NE</u>	\$45,598.31	\$53,956.20	\$72,826.45
Coordinator, International Student Services	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Special Projects	CS Professional	232	E	\$55,164.99	\$65,646.14	\$88,604.35
<a href="#">Coordinator, State Report</a>	<a href="#">CS Professional</a>	<a href="#">229</a>	<a href="#">E</a>	<a href="#">\$49,042.15</a>	<a href="#">\$58,359.93</a>	<a href="#">\$78,769.08</a>

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
<del>Coordinator, Student Engagement, Diversity &amp; Inclusion</del>	<del>CS Professional</del>	<del>224</del>	<del>E</del>	<del>\$40,308.22</del>	<del>\$47,967.44</del>	<del>\$64,742.34</del>
Coordinator, Student Life and Leadership	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Student Loans	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Coordinator, Student Technology Support	CS Professional	222	NE	\$37,267.88	\$44,348.66	\$59,857.14
Coordinator, <del>TCC-TSC</del> Internship Program	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Transfer Programs & Experiences	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Transfer Services Outreach	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Veterans Success Center	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
<u>Coordinator, Work Based Learning</u>	<u>CS Professional</u>	<u>224</u>	<u>NE</u>	<u>\$40,308.22</u>	<u>\$47,967.44</u>	<u>\$64,742.34</u>
Database Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Developer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Digital Communications Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Digital Media Technician	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Dining Services Shift Supervisor	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Disability Services Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Documentation Specialist	Classified Staff	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
<del>Donor Stewardship Officer</del>	<del>CS Professional</del>	<del>224</del>	<del>E</del>	<del>\$40,308.22</del>	<del>\$47,967.44</del>	<del>\$64,742.34</del>
Dual Enrollment Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Engineering Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Enrollment Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Emergency Management and Safety Coordinator	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
<u>Engagement Officer</u>	<u>CS Professional</u>	<u>224</u>	<u>NE</u>	<u>\$40,308.22</u>	<u>\$47,967.44</u>	<u>\$64,742.34</u>
Environmental Health/Safety Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Environmental Safety Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Environmental Service Superintendent	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
Environmental Services Supervisor	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38



POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Environmental Services Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Equipment Mechanic	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Event/Help Desk Consultant	Classified Staff	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Events A/V Specialist	Classified Staff	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
<a href="#">Event Specialist</a>	<a href="#">CS Professional</a>	<a href="#">222</a>	<a href="#">NE</a>	<a href="#">\$37,267.88</a>	<a href="#">\$44,348.66</a>	<a href="#">\$59,857.14</a>
Executive Assistant	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Executive Coordinator	CS Professional	225	<del>NE</del>	\$41,921.37	\$49,886.57	\$67,332.04
Facilities Administrator	Classified Staff	127	<del>NE</del>	\$45,342.28	\$53,956.20	\$72,826.45
Facilities Maintenance Superintendent	Classified Staff	127	<del>NE</del>	\$45,342.28	\$53,956.20	\$72,826.45
Facilities Manager	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Facilities Office Manager	CS Professional	224	<del>NE</del>	\$40,308.22	\$47,967.44	\$64,742.34
Facilities Superintendent	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Finance and Accounting Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
First Year Experience Coordinator	CS Professional	224	<del>NE</del>	\$40,308.22	\$47,967.44	\$64,742.34
Food Service Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
<a href="#">Gift Processing and Scholarship Officer</a>	<a href="#">Classified Staff</a>	<a href="#">225</a>	<a href="#">NE</a>			
Graphic Designer	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Head Coach	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
<a href="#">Head of Access Services</a>	<a href="#">CS Professional</a>	<a href="#">226</a>	<a href="#">E</a>	<a href="#">\$43,598.31</a>	<a href="#">\$51,881.38</a>	<a href="#">\$70,024.82</a>
Help Desk Consultant	Classified Staff	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Housing Service Specialist	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Human Resources Specialist I	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Human Resources Specialist II	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
<a href="#">HVAC Curriculum Specialist</a>	<a href="#">CS Professional</a>	<a href="#">230</a>	<a href="#">E</a>	<a href="#">\$51,003.45</a>	<a href="#">\$60,694.24</a>	<a href="#">\$81,919.33</a>
<a href="#">HVAC Program Specialist</a>	<a href="#">CS Professional</a>	<a href="#">224</a>	<a href="#">E</a>	<a href="#">\$40,308.22</a>	<a href="#">\$47,967.44</a>	<a href="#">\$64,742.34</a>
HVAC/Building Automation Specialist	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
Information Specialist	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Information Technology Support Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
<a href="#">Information Technology Trainer</a>	<a href="#">CS Professional</a>	<a href="#">227</a>	<a href="#">E</a>	<a href="#">\$45,598.31</a>	<a href="#">\$53,956.20</a>	<a href="#">\$72,826.45</a>
Instructional Designer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Instructional Technologist	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Instructional Technology Specialist	CS Professional	223	<u>NE</u>	\$38,758.86	\$46,122.91	\$62,252.25
International Recruitment Specialist	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Intramurals Coordinator	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
<u>Intramurals Coordinator and Assistant Coach</u>	<u>CS Professional</u>	<u>219</u>	<u>E</u>	<u>\$31,255.86</u>	<u>\$39,425.96</u>	<u>\$53,213.81</u>
Landscaper	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Lead Computer Specialist	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
<del>Lead Contracts and Grants Coordinator</del>	<del>CS Professional</del>	<del>225</del>	<del>E</del>	<del>\$41,921.37</del>	<del>\$49,886.57</del>	<del>\$67,332.04</del>
Leadership Coordinator	CS Professional	223	<u>NE</u>	\$38,758.86	\$46,122.91	\$62,252.25
Learning Commons Program Coordinator	CS Professional	226	E	\$43,598.31	\$51,881.38	\$70,024.82
Learning Commons Specialist	CS Professional	223	E	\$38,758.86	\$46,122.91	\$62,252.25
Learning Commons Success Coach	CS Professional	223	E	\$38,758.86	\$46,122.91	\$62,252.25
Library Circulation Services Supervisor	CS Professional	223	<u>NE</u>	\$38,758.86	\$46,122.91	\$62,252.25
Library Technical Assistant I	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Library Technical Assistant II	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Library Technical Service Supervisor	CS Professional	226	E	\$43,598.31	\$51,881.38	\$70,024.82
Maintenance Computer Operations Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Support Worker	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Technician I	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Technician II	Classified Staff	120	NE	\$34,455.68	\$39,425.96	\$55,341.38
Manager, Application Development	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
<del>Manager, Auxiliary Service</del>	<del>CS Professional</del>	<del>227</del>	<del>E</del>	<del>\$45,598.31</del>	<del>\$53,956.20</del>	<del>\$72,826.45</del>
Manager, Budget and Cost Analysis	CS Professional	227	<u>NE</u>	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Client Support	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Manager, Communications Technology	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Construction Service	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Manager, Contracts and Grants	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Manager, Counseling Center	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Data Warehouse and Web Technology	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Dining Facilities	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Manager, Facilities	CS Professional	226	NE	\$41,130.48	\$48,944.70	\$66,061.15
Manager, Healthcare Education	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Manager, Human Resources	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Information Technology (Project)	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Information Technology Event Support	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Corporate Solutions	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Manager, Student Financial Services	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Student Life	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Student Success and Retention	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Systems Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Systems Support	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Teaching and Learning Academy	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Technology Consulting	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Web Development	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Media Production Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
<del>Media Production Specialist (Position Reclassed)</del>	<del>CS Professional</del>	<del>223</del>	<del>E</del>	<del>\$38,758.86</del>	<del>\$46,122.94</del>	<del>\$62,252.25</del>
<u>Mental Health Counselor</u>	<u>CS Professional</u>	<u>225</u>	<u>E</u>	<u>\$41,921.37</u>	<u>\$49,886.57</u>	<u>\$67,332.04</u>
Network Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Network and Computer Systems Specialist	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Network Technician	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Non-Profit Resource Center Coordinator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Office Manager	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Practicum Coordinator for Teacher Programs	CS Professional	232	E	\$55,164.99	\$65,646.14	\$88,604.35
Production Coordinator	CS Professional	221	NE	\$35,834.21	\$42,642.44	\$57,555.83
Production Media Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Professional Counselor	CS Professional	225	E	\$41,921.37	\$49,886.57	\$67,332.04
Program Coordinator, Adult Education	CS Professional	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Program Coordinator, for IT, Online & Professional Development	CS Professional	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Program Coordinator, Transportation Logistics and Information Technology	CS Professional	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Program Manager, Advance Manufacturing Training Center	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Program Specialist, HVAC Manufacturing	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Project Coordinator	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Project Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Property Records Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Public Safety Officer	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Purchasing Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Receiving Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Recruitment & Marketing Operations Specialist	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Regional Service Center Manager	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
<a href="#">Research Analyst</a>	<a href="#">CS Professional</a>	<a href="#">223</a>	<a href="#">NE</a>	<a href="#">\$38,758.86</a>	<a href="#">\$46,122.91</a>	<a href="#">\$62,252.25</a>
Research and Business Analyst	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Scholarship Coordinator	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Science Lab Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Security Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Senior Accountant	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Senior Accounting Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Engineering Technician	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Senior Environmental Services Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Senior Financial Aid Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Lab Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Research Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Senior Science Lab Assistant	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Senior Systems Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Shipping, Receiving, and Mail Supervisor	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Simulation & Information Tech Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Simulation Lab Technician	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Simulation Program Manager	CS Professional	229	E	\$46,266.18	\$55,056.54	\$74,310.45
Simulator Lab Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Social Media & Digital Content Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Software Systems Administrator	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
<a href="#">Sponsored Programs Coordinator</a>	<a href="#">CS Professional</a>	<a href="#">223</a>	<a href="#">E</a>	<a href="#">\$38,758.86</a>	<a href="#">\$46,122.91</a>	<a href="#">\$62,252.25</a>
Staff Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Store Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Store Manager	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Strategic Communications Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Accounts Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
<a href="#">Student Accounts Specialist</a>	<a href="#">CS Professional</a>	<a href="#">223</a>	<a href="#">E</a>	<a href="#">\$38,758.86</a>	<a href="#">\$46,122.91</a>	<a href="#">\$62,252.25</a>
Student Activities Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Conduct Coordinator	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Student Development Specialist	CS Professional	222	NE	\$37,267.88	\$44,348.66	\$59,857.14
Student Financial Advisor	CS Professional	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Financials Operations Officer	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Student Involvement Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Life, Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Recruiter	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Student Services Case Manager	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Student Success Specialist	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Student Support Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Supervisor Landscape Services	Classified Staff	122	<u>NE</u>	\$38,456.12	\$45,762.79	\$59,829.39
Sustainability Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
System Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
System Operations Specialist	Classified Staff	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Systems Administrator	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Systems Support Specialist	Classified Staff	227	<u>NE</u>	\$45,598.31	\$53,956.20	\$72,826.45
Systems Training Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
<del>TCC-TSC</del> 2 Career and Academic Advisor	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
<del>TCC-TSC</del> Online Support Technician	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Technology Consultant	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Testing and Retention Coordinator	CS Professional	223	<u>NE</u>	\$38,758.86	\$46,122.91	\$62,252.25
Testing Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
<u>Transfer Specialist</u>	<u>Classified Staff</u>	<u>119</u>	<u>NE</u>	<u>\$31,255.86</u>	<u>\$39,425.96</u>	<u>\$53,213.81</u>
Video/Multimedia Producer	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Virtual Learning Commons Manager	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Web Developer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Web Developer Manager	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Web Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Welding Technologies Lead Instructor	CS Professional	226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82
<del>Workday Completion Specialist</del>	<del>CS Professional</del>	<del>222</del>	<del>E</del>	<del>\$37,267.88</del>	<del>\$44,348.66</del>	<del>\$59,857.14</del>
Workforce Development Program Coordinator	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04

**APPENDIX D**  
**Classified Staff Positions & Pay Grades by Pay Grades**

*(matrix does not include FLSA adjustments)*

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Applications Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Call Center Representative	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Campus Police Dispatcher	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Campus Police Lead Dispatcher	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Cashier	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
CIT Support Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Engineering Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Enrollment Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Environment Safety Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Environmental Services Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Equipment Mechanic	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Facilities Superintendent	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Food Service Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Housing Service Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Information Technology Support Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Intramurals Coordinator	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Landscaper	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Library Technical Assistant I	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Support Worker	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Computer Operations Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Technician I	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Property Records Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Public Safety Officer	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Receiving Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Environmental Services Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Senior Financial Aid Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Lab Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Staff Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Store Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Financial Advisor	CS Professional	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Support Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Testing Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
<a href="#">Transfer Specialist</a>	<a href="#">Classified Staff</a>	<a href="#">119</a>	<a href="#">NE</a>	<a href="#">\$31,255.86</a>	<a href="#">\$39,425.96</a>	<a href="#">\$53,213.81</a>
Dining Services Shift Supervisor	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Environmental Services Supervisor	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Graphic Designer	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Library Technical Assistant II	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Maintenance Technician II	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Office Manager	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Environmental Service Superintendent	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
HVAC/Building Automation Specialist	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
Supervisor Landscape Services	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
Campus Police Officer	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Dining Facilities Manager	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Senior Engineering Technician	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Shipping, Receiving, and Mail Supervisor	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Facilities Maintenance Superintendent	Classified Staff	127	E	\$45,342.28	\$53,956.20	\$72,826.45
<del>Media Relations Specialist (Position Reclassed)</del>	<del>CS Professional</del>	<del>219</del>	<del>NE</del>	<del>\$31,255.86</del>	<del>\$39,425.96</del>	<del>\$53,213.81</del>
Senior Accounting Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Conduct Coordinator	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Communications Skills Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81



POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Communications Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Coordinator, Student Loans	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Documentation Specialist	Classified Staff	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Graphic Design and Brand Coordinator	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
<a href="#">Intramurals Coordinator and Assistant Coach</a>	<a href="#">CS Professional</a>	<a href="#">219</a>	<a href="#">NE</a>	<a href="#">\$31,255.86</a>	<a href="#">\$39,425.96</a>	<a href="#">\$53,213.81</a>
Scholarship Coordinator	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Social Media & Digital Content Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Services Case Manager	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Digital Communications Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Sustainability Specialist	Classified Staff	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Systems Training Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Web Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Client Support Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Purchasing Specialist	CS Professional	220	<del>NE</del>	\$34,455.68	\$41,002.35	\$55,341.38
Environmental Health/Safety Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Event/Help Desk Consultant	Classified Staff	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Help Desk Consultant	Classified Staff	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Human Resources Specialist I	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Senior Science Lab Assistant	CS Professional	220	<del>NE</del>	\$34,455.68	\$41,002.35	\$55,341.38
Simulation Lab Technician	CS Professional	220	<del>NE</del>	\$34,455.68	\$41,002.35	\$55,341.38
Assistant to the Dean	CS Professional	221	NE	\$35,834.21	\$42,642.44	\$57,555.83
Production Coordinator	CS Professional	221	<del>NE</del>	\$35,834.21	\$42,642.44	\$57,555.83
Coordinator, Student Technology Support	CS Professional	222	NE	\$37,267.88	\$44,348.66	\$59,857.14
Student Development Specialist	CS Professional	222	<del>NE</del>	\$37,267.88	\$44,348.66	\$59,857.14

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
<del>Workday Completion Specialist</del>	<del>CS Professional</del>	<del>222</del>	<del>E</del>	<del>\$37,267.88</del>	<del>\$44,348.66</del>	<del>\$59,857.14</del>
Career Pathways Specialist	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Classroom Technologies Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Commercial Vehicle Driving Lead Instructor	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Contracts and Grants Coordinator	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Custodial Superintendent	Classified Staff	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Executive Assistant	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Events Specialist	Classified Staff	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Human Resources Specialist II	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Instructional Technology Specialist	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Leadership Coordinator	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Learning Commons Specialist	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Learning Commons Success Coach	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Library Circulation Services Supervisor	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Media Production Specialist	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Project Specialist	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
<u>Research Analyst</u>	<u>CS Professional</u>	<u>223</u>	<u>NE</u>	<u>\$38,758.86</u>	<u>\$46,122.91</u>	<u>\$62,252.25</u>
Store Manager	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
<u>Sponsored Programs Coordinator</u>	<u>CS Professional</u>	<u>223</u>	<u>NE</u>	<u>\$38,758.86</u>	<u>\$46,122.91</u>	<u>\$62,252.25</u>
Strategic Communications Specialist	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
<u>Student Accounts Specialist</u>	<u>CS Professional</u>	<u>223</u>	<u>NE</u>	<u>\$38,758.86</u>	<u>\$46,122.91</u>	<u>\$62,252.25</u>
Student Activities Coordinator	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Student Involvement Coordinator	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Student Life, Coordinator	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25
Testing and Retention Coordinator	CS Professional	223	<del>NE</del>	\$38,758.86	\$46,122.91	\$62,252.25

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Assistant to the Director of Library Services	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Athletics and Campus Recreation Manager	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Career and Academic Advisor	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Career Services Counseling Specialist	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Center Manager	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
College Admissions Recruiter	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
College Readiness Advisor	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Computer Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Computer Technology Lab Manager	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Conference and Events	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Student Engagement, Diversity & Inclusion	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Student Life and Leadership	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, <del>TCC</del> <u>TSC</u> Internship Program	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Transfer Programs & Experiences	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
<u>Coordinator, Work Based Learning</u>	<u>CS Professional</u>	<u>224</u>	<u>NE</u>	<u>\$40,308.22</u>	<u>\$47,967.44</u>	<u>\$64,742.34</u>
Coordinator, Veterans Affairs	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Donor Stewardship Officer	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Dual Enrollment Coordinator	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
<u>Engagement Officer</u>	<u>CS Professional</u>	<u>224</u>	<u>NE</u>	<u>\$40,308.22</u>	<u>\$47,967.44</u>	<u>\$64,742.34</u>
Facilities Office Manager	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
First Year Experience Coordinator	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
HVAC Program Specialist	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
International Recruitment Specialist	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Manager, Gadsden Center	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Manager, Wakulla Center	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Media Production Coordinator	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Production Media Coordinator	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Program Specialist, HVAC Manufacturing	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Science Lab Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Simulation & Information Tech Specialist	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Simulator Lab Coordinator	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Student Recruiter	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Student Success Specialist	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
System Operations Specialist	Classified Staff	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
<del>TCC-TSC</del> 2 Career and Academic Advisor	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Video/Multimedia Producer	CS Professional	224	<u>NE</u>	\$40,308.22	\$47,967.44	\$64,742.34
Athletic Trainer	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Career Service and Internship Coordinator	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Cashiering Coordinator	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Counseling Center	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, International Student Services	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Veterans Success Center	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Digital Media Technician	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Disability Services Coordinator	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Executive Coordinator	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
<u>Gift Processing and Scholarship Officer</u>	<u>Classified Staff</u>	<u>225</u>	<u>NE</u>	<u>\$41,921.37</u>	<u>\$49,886.57</u>	<u>\$67,332.04</u>

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Lead Computer Specialist	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Lead Contracts and Grants Coordinator	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Manager, Client Support	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Manager, Help Desk	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
<a href="#">Mental Health Counselor</a>	<a href="#">CS Professional</a>	<a href="#">225</a>	<a href="#">E</a>	<a href="#">\$41,921.37</a>	<a href="#">\$49,886.57</a>	<a href="#">\$67,332.04</a>
Network and Computer Systems Specialist	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Professional Counselor	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Recruitment & Marketing Operations Specialist	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Student Accounts Coordinator	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
<del>TCC-TSC</del> Online Support Technician	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Technology Consultant	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Veterans Affairs	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Virtual Learning Commons Manager	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Workforce Development Program Coordinator	CS Professional	225	<u>NE</u>	\$41,921.37	\$49,886.57	\$67,332.04
Assessment Analyst	CS Professional	226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82
Emergency Management and Safety Coordinator	CS Professional	226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82
Emergency Management and Safety Coordinator	CS Professional	226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82
<del>Head of Access Services</del>	<del>CS Professional</del>	<del>226</del>	<del>E</del>	<del>\$43,598.31</del>	<del>\$51,881.38</del>	<del>\$70,024.82</del>
Learning Commons Program Coordinator	CS Professional	226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82
Library Technical Service Supervisor	CS Professional	226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82
Manager, Facilities	CS Professional	226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82
Network Technician	CS Professional	226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82
Research and Business Analyst	CS Professional	226	<u>NE</u>	\$43,598.31	\$51,881.38	\$70,024.82

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Welding Technologies <del>Lead</del> Instructor	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Auxiliary Service Manager	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Budget and Cost Analysis Manager	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Campus Police Sergeant	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Construction Service Manager	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Coordinator, Dental Clinic Office	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Head Coach	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Information Technology Trainer	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Instructional Network Coordinator	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Auxiliary Service	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Counseling Center	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Information Technology Event Support	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Program Coordinator, Adult Education	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Program Coordinator, for IT, Online & Professional Development	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Program Coordinator, Transportation Logistics and Information Technology	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Software Systems Administrator	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Systems Support Specialist	Classified Staff	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Business Services and Corporate Training Manager	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Contracts and Grants Manager	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Information Specialist	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Manager, Corporate Solutions	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Project Coordinator	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Business Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Business Operations Manager	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Developer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
<a href="#">Coordinator, State Report</a>	<a href="#">CS Professional</a>	<a href="#">229</a>	<a href="#">E</a>	<a href="#">\$49,042.15</a>	<a href="#">\$58,359.93</a>	<a href="#">\$78,769.08</a>
Facilities Manager	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Finance and Accounting Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Help Desk	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Instructional Designer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Instructional Technologist	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Systems Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Systems Support	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Student Financial Services	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Technology Consulting	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Security Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Senior Accountant	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Senior Research Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Simulation Program Manager	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
System Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Web Developer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Campus Police Lieutenant	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Coordinator, Advanced and Specialized	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
High Liability Training Coordinator	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
<a href="#">HVAC Curriculum Specialist</a>	<a href="#">CS Professional</a>	<a href="#">230</a>	<a href="#">E</a>	<a href="#">\$51,003.45</a>	<a href="#">\$60,694.24</a>	<a href="#">\$81,919.33</a>
Manager, Human Resources	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Regional Service Center Manager	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Manager, Student Life	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Student Success and Retention	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Teaching and Learning Academy	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Assistant Director, Enterprise Applications	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Assistant Director IT Consulting	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Computer Systems Analyst	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Information Technology Project Manager	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Application Development	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Data Warehouse and Web Technology	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Web Development	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Systems Administrator	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Web Developer Manager	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Coordinator, Special Projects	CS Professional	232	E	\$55,164.99	\$65,646.14	\$88,604.35
Database Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Institute for Nonprofit Innovation and Excellence Coordinator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Manager, Healthcare Education	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Network Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Non-Profit Resource Center Coordinator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Program Manager, Advance Manufacturing Training Center	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
<del>Senior Systems Administrator</del>	<del>CS Professional</del>	<del>235</del>	<del>E</del>	<del>\$62,053.31</del>	<del>\$73,843.44</del>	<del>\$99,667.31</del>
<u>Senior Systems Administrator</u>	<u>CS Professional</u>	<u>235</u>	<u>E</u>	<u>\$62,053.31</u>	<u>\$73,843.44</u>	<u>\$99,667.31</u>
Student Financials Operations Officer	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31





**APPENDIX E**  
**Contract/Grant Position Titles**

<b>Grant Management Positions</b>
Associate Director
Director of CTE Outreach & Recruitment
Executive Director
<b>Other Grant Positions</b>
Administrative Assistant
Administrative Assistant II
Advising Specialist
<a href="#">Apprenticeship and Training Representative (ATR) Region 4</a>
<a href="#">Apprenticeship and Training Representative (ATR) Region 6</a>
Assessment Coordinator
Assessment Coordinator - Scoring
Assessment Coordinator - Supervisor
Assistant Director of CTE Outreach & Recruitment
Business Office Manager
Career & Technical Education & GED Prep Specialist
Career Development Specialist
<a href="#">Career Navigator, Project Anchor</a>
Carpentry/Technical Educator Instructor
Case Management Specialist
College Success Coach
Coordinator, Development
Coordinator, English Language Arts Test Development
Coordinator, Mathematics Test Development
Coordinator, Mining
Coordinator, Professional Development
Coordinator, Program Logistics
Coordinator, Science Test Development – Grades 5&8, Science Content Specialist
Coordinator, Senior Assessment
Coordinator, Social Studies Test Development – Civics & US History Content Specialist
Coordinator, Statewide Academy & Senior Learning Consultant
Coordinator, Talent Search
Course Developer
<a href="#">CTE Innovation Program Manager</a>
Culinary Arts Technical Educator Instructor
Deputy Director
Direct Inmate Service Manager
Eagle Connections Program Coordinator
Electrical/Technical Educator Instructor
<a href="#">Employee Navigator</a>
English Language Arts Content Specialist Gr 8-9 Read Gr 4-5 Write
English Language Arts Content Specialist Gr 3-5 Read Gr 8 Writing
English Language Arts Content Specialist Gr 10 Read Gr 9-10 Writing, FSA Retake
English Language Arts Editor
English Language Arts Test Development Specialist
Executive Secretary
Human Resources Specialist II
HVAC Technical Educator Instructor
<a href="#">Information Technology Specialist</a>
Instructional Systems Designer
<a href="#">Lead Career Navigator</a>
Lead Instructor
Learning Consultant
Learning Management Specialist

Masonry Technical Educator Instructor
Mathematics Content Specialist
Mathematics Content Specialist, Gr 6-8
Mathematics Editor
Mathematics Test Development Coordinator
Mining Coordinator
Plumbing Technical Educator Instructor
<a href="#">Pre-Release Employment Navigator</a>
Production Editor
Professional Development Coordinator
Program Administrator
Program Director, Troops 2 Teachers
Program Lead
Postsecondary Assessment Specialist
Production Editor
Program Administrator
Program Director
Program Lead
Program Manager
Program Specialist, Eagle Connections
Program Specialist
Program Specialist I
Program Specialist II
<a href="#">Program Specialist IV</a>
Project Manager
Psychometrician
<a href="#">Regional Workforce Education Coordinator – North Region</a>
<a href="#">Regional Workforce Education Coordinator – South Region</a>
Science Test Development Coordinator/Grades 5&8 Science Content Specialist
Senior Assessment Coordinator
Senior Learning Specialist
Social Studies Editor
Social Studies Test Development Coordinator/Civics & US History Content Specialist
Special Education Assistant
Staff Assistant
Statewide Academy Coordinator Senior Learning Consultant
<a href="#">Statewide Regional Coordinator</a>
Supervisor of Curriculum and Evaluation
Teen Traffic Safety Program Specialist I
Traffic Safety Fiscal Assistant
Traffic Safety Resource Prosecutor
Training Specialist II
Veterans Pathways Program Coordinator
Victim Advocate

**APPENDIX F  
TIMESHEET REPORTING PERIODS FOR  
NON-EXEMPT CLASSIFIED STAFF, OPS AND WORK-STUDY STUDENTS**

Start Date	End Date	Time & Attendance Lock Out Dates	Pay Date
May <del>57</del> , 202 <del>43</del>	June <del>8</del> <del>10</del> , 202 <del>43</del>	June <del>14</del> <del>6</del> , 202 <del>43</del>	Friday, June <del>28</del> <del>30</del> , 202 <del>43</del>
June <del>9</del> <del>11</del> , 202 <del>43</del>	July <del>6</del> <del>8</del> , 202 <del>43</del>	July <del>12</del> <del>4</del> , 202 <del>43</del>	<del>Wednesday</del> <del>Monday</del> , July 31, 202 <del>43</del>
July <del>7</del> <del>9</del> , 202 <del>43</del>	August <del>3</del> <del>5</del> , 202 <del>43</del>	August <del>15</del> <del>4</del> , 202 <del>43</del>	<del>Friday</del> <del>Thursday</del> , August 30 <del>1</del> , 202 <del>43</del>
August <del>4</del> <del>6</del> , 202 <del>43</del>	September <del>7</del> <del>2</del> , 202 <del>43</del>	September <del>16</del> <del>5</del> , 202 <del>43</del>	Friday, September 30 <del>29</del> , 202 <del>43</del>
September <del>8</del> <del>3</del> , 202 <del>43</del>	October <del>5</del> <del>7</del> , 202 <del>43</del>	October <del>15</del> <del>3</del> , 202 <del>43</del>	<del>Thursday</del> <del>uesday</del> , October 31, 202 <del>43</del>
October <del>6</del> <del>8</del> , 202 <del>43</del>	November <del>2</del> <del>4</del> , 202 <del>43</del>	November <del>15</del> <del>6</del> , 202 <del>43</del>	<del>Friday</del> <del>Thursday</del> , November 29 <del>30</del> , 202 <del>43</del>
November <del>3</del> <del>5</del> , 202 <del>43</del>	December <del>7</del> <del>2</del> , 202 <del>43</del>	December <del>12</del> <del>1</del> , 202 <del>43</del>	<del>Tuesday</del> <del>Friday</del> , December 31 <del>29</del> , 202 <del>43</del>
December <del>8</del> <del>3</del> , 202 <del>43</del>	January <del>4</del> <del>6</del> , 202 <del>54</del>	January <del>17</del> <del>2</del> , 202 <del>54</del>	<del>Friday</del> <del>Wednesday</del> , January 31, 202 <del>54</del>
January <del>5</del> <del>7</del> , 202 <del>54</del>	February <del>1</del> <del>3</del> , 202 <del>54</del>	February <del>10</del> <del>9</del> , 202 <del>54</del>	<del>Friday</del> <del>Thursday</del> , February 28 <del>9</del> , 202 <del>54</del>
February <del>2</del> <del>4</del> , 202 <del>54</del>	March <del>8</del> <del>9</del> , 202 <del>54</del>	March 18, 202 <del>54</del>	<del>Monday</del> <del>Friday</del> , March 31 <del>29</del> , 202 <del>54</del>
March <del>9</del> <del>10</del> , 202 <del>54</del>	April <del>5</del> <del>6</del> , 202 <del>54</del>	April <del>11</del> <del>2</del> , 2024	<del>Wednesday</del> <del>Tuesday</del> , April 30, 202 <del>54</del>
April <del>6</del> <del>7</del> , 202 <del>54</del>	May <del>3</del> <del>4</del> , 202 <del>54</del>	May <del>9</del> <del>10</del> , 202 <del>54</del>	Friday, May 30 <del>1</del> , 202 <del>54</del>

May <u>45</u> , 202 <u>54</u>	June <u>78</u> , 202 <u>54</u>	June <u>134</u> , 202 <u>54</u>	<u>Monday Friday</u> , June <u>3028</u> , 202 <u>54</u>
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# TALLAHASSEE STATE COLLEGE

*ANNUAL SALARY SCHEDULE*

**2024 - 2025**

**Prepared by Human Resources**

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## **INTRODUCTION**

The Tallahassee State College's Salary Schedule is established annually pursuant to s.1001.64(18), F.S. The President recommends the Salary Schedule to the College's District Board of Trustees ("Board") at the June Board Meeting and, once adopted, it becomes the sole instrument used to determine employee compensation and supersedes all rules, handbooks and other policies. The Salary Schedule is not intended to create and/or be interpreted as a contract of employment nor does the Salary Schedule give employees the right to or an expectancy of continued employment.

## **PURPOSE**

This Salary Schedule is designed to meet the following objectives:

- Ensure compensation actions are administered in a manner to comply with state and federal legal requirements;
- Enhance the College's ability to attract and retain qualified faculty and staff;
- Ensure fair treatment of employees through internal consistency;
- Provide a clear and concise reference for fair compensation decisions;
- Serve as a guide regarding employee salaries so that the compensation structure remains responsive to changes in the marketplace, the organization and funding availability.

## **ACCREDITATION**

Tallahassee State College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award the Associate Degree. The Bachelor of Science in Nursing (BSN) degree program is accredited by SACSCOC and the Accreditation Commission for Education in Nursing (ACEN).

## **WEBSITE**

This Salary Schedule may be viewed online at:

<https://www.tcc.fl.edu/about/college/administrative-services/human-resources/current-employees/>



## **GENERAL PROVISIONS**

### **Effective Date**

July 1, 2024

### **Budgeted Personnel Costs**

The budget for salaries and benefits is approved annually by the Board as a major component of the College's Operating Budget. The budgeted costs are based on the annual amount required for each authorized position filled or to be filled. Throughout the year, the President and the Vice President of Administrative Services & Chief Business Officer are responsible for maintaining the salary budget. Funding provisions within this Salary Schedule are subject to the maximum identified by the President. Budgeted compensation for those individuals identified in s.1012.885 and 1012.886, F.S. are considered budgeted from appropriated state funds up to the allowable statutory limit, and any budgeted compensation in excess of said statutory limit considered budgeted proportionally from other college operating revenues sources, such as tuition and fees and other available funds.

### **Salaries**

Salaries established for positions are based on 1.0 full time equivalent (FTE) unless otherwise noted. Salaries are adjusted for .50 or .75 FTE and eligible benefits are prorated as indicated in the College's policy manual.

### **Salary Increases/Changes In Salary**

Salary increases will be determined as part of the annual planning and budgeting process. The President will recommend a salary increase proposal to the Board for approval and will subsequently notify employees of the Board's decision. Salary increases are contingent on availability of funding and are largely dependent upon the allocation of state funds and the College's budget priorities.

Eligible employees must be in good standing and not on a performance improvement plan. Additionally, employees must be in a regularly established position not grant funded, OPS, PSAV or PSC.

Probationary employees are not eligible for salary increases until the first of the following month after non-probationary status is obtained.

### **Maximum of Salary Range**

When an employee reaches the maximum in salary range, a one-time non-recurring pay adjustment (equivalent to the pay increase) may be authorized when a salary increase is approved by the Board. The employee's base rate of pay will remain unchanged. Supplemental payments and payments for instruction, when not part of regular duties, are in addition to regular earnings, and may allow an employee to exceed assigned salary range.

### **Pay Dates**

All College employees shall be paid on a monthly basis. Pay dates for all employees shall be the last College business day (Monday - Friday) of each month, unless otherwise established by the Vice President of Administrative Services & Chief Business Officer.

If an error has been noted in regards to wages, compensation, initial or promotional placement and is discovered, the wages of that employee will be adjusted accordingly. In the case of underpayment, the employee's pay rate will be adjusted in the present year. In the event of an overpayment, the College will collect all monies owed via payroll deduction or through the College's collection process if for a former employee. If necessary, the College may utilize a third-party collection agency to collect funds from former employees and any applicable collection fees would be assessed to the former employee's outstanding balance.

### **Addition of Positions and Job Classifications**

Additional job titles, job descriptions and classifications may be developed as needed based upon the recommendation of the appropriate Vice President and Human Resources, with approval from the President. It is not necessary for the Board to approve new job titles, job descriptions and classifications.

### **Contracts and Grants Personnel**

The College shall adhere to the established classification plan, salary schedules, and appointment procedures when appointing grant personnel. Exceptions to the College's standard practices must be

recommended by the Director of Financial Services, Vice President of Administrative Services & Chief Business Officer, Human Resources Director and approved by the President, and documented fully in the personnel files of the concerned employees.

When a new position is grant-funded, a job description is developed by the supervisor and Human Resources. Based on the duties, Human Resources places the position at the appropriate classification on the Salary Schedule; the salary may be specified by the grant. College funding beyond the grant period is determined by business necessity and other factors. Employees holding a grant-funded position are required to record grant-funded hours separately from College-funded hours.

The President may designate specific college closure periods that may/may not coincide with the terms of a specific grant. College funding outside of days identified as regular scheduled holidays or regular workdays identified by the grant-funded position is determined by the terms/conditions of the grant, business necessity and/or other controlling factors.

Board approved salary increases for personnel employed under federal/state grants will be granted only if the increases are budgeted in the grants.

### **Wireless Allowance Plans**

Approved requests for wireless allowance plans may be made at any time during the fiscal year in Workday. Plans are determined on a year-to-year basis and may be rescinded and/or modified by College management. This allowance does not constitute an increase to base pay and will not be included in the calculation of percentage increases to base pay. It also is not reportable wages for College paid retirement plans. It will be counted as earned income for W-2 purposes.

### **Terminal Pay**

Shall be calculated and determined in accordance with College Policy or the controlling terms and conditions of a contract and/or grant.

### **Other Provisions**

Under special circumstances, the Board reserves the right to employ individuals in established positions not covered by the salary schedule. Any or all provisions of this schedule may be waived upon appropriate action by the Board. Changes to the approved Salary Schedule may only be made by the Human Resources Director with approval from the President or Vice President of Administrative Services & Chief Business Officer.

To attract and/or retain faculty and staff, the College is authorized to make salary adjustments beyond the normal salary schedules when specifically authorized by the President. During the contract year, the President is authorized to offer special contract terms to qualified faculty and staff as additional incentive for recruitment and/or retention of these employees. In instances where the marketplace salary or promotional placement for certain positions is beyond the maximum of the approved salary range or initial placement on the Salary Schedule, the President may recommend appropriate salary figure. Documentation must be provided to Human Resources by the requesting department that supports the adjustment.

## **SALARY STATEMENT**

The Board determines the President's salary. The President, in turn, determines the salaries of his direct reports. As shown by Appendix B, all Classified Staff positions are assigned to a specific salary range based upon a fully documented assessment and approval from the President and Board.

### **Exempt and Non-Exempt Status**

The federal Fair Labor Standards Act (FLSA) provides guidelines on employment status, child labor, minimum wage, overtime pay and record-keeping requirements. FLSA establishes wage and time requirements, sets federal minimum wage that must be paid and mandates when overtime must be paid. Employees not covered by the overtime provisions of FLSA are considered "exempt" (E), those covered by FLSA overtime provisions are "non-exempt" (NE). Effective July 1, 2024, federal guidelines require exempt positions earn a minimum of \$43,888 annually and meet additional federal requirements.

Exempt (E) employees are those individuals who are exempt from the overtime provisions of the FLSA because they meet the requirements of the executive, professional, administrative or computer exemption.

Non-exempt (NE) employees are not exempt from overtime provisions of the FLSA. Such employees are entitled to receive overtime for all hours worked beyond 40 in a workweek. Alternatively, provisions for public employers allow for hours in excess of 40 hours per week to be paid in the form of compensatory leave.

### **Essential Personnel**

In the event of extraordinary situations, the college may suspend normal operations and classes in whole or in part. In such instances, staff designated as essential personnel must fulfill duties to: (1) ensure the continuation of critical College operations; (2) attend to the needs of students and other members of the College community; and (3) protect the College's assets. Essential personnel may be exempt or non-exempt under FLSA standards and are designated by the appropriate executive team member.

## **EMPLOYEE CLASSIFICATIONS**

### **Executive, Administrative and Managerial/Professional**

These are high-level strategic planning, policymaking and management positions. The duties of these positions include planning, directing, developing, organizing and utilizing College resources (human, material, financial and facility resources). These positions are considered exempt positions under FLSA standards.

#### **Executive Positions/Senior Management**

The following positions are designated as Senior Management as outlined in the College's Policy and defined by the Florida Retirement System: President (GL Code 51000), Provost and Vice President of Academic Affairs (GL Code 51000), Vice President (GL Code 51000), Associate Vice President (GL Code 51200), Assistant Vice President (GL Codes 51201 and 51202) and Executive Director (GL Code 51000).

#### **Administrative Positions**

The following positions are designated as Administrative: Dean (GL Code 51100) and Associate Dean (GL Code 51100). Administrators are designated as Select Exempt for leave purposes as outlined by the College's Policy.

#### **Managerial/Professional Positions**

Positions designated as Managerial/Professional (GL Code 53000) are listed by Appendix A. Managerial/Professional positions are designated as Select Exempt for leave purposes as outlined by the College's Policy.

### **Faculty**

These positions are officially designated by the Board as instructional. The primary and predominant activities of such positions involve direct instruction. These positions are considered exempt positions under FLSA standards. These positions are governed under the College's collective bargaining agreement.

### **Non-Teaching Faculty**

The primary duties of such positions involve library or learning resources support services, counseling, academic advisement, career advisement and student support services. These positions are considered exempt positions under FLSA standards. These positions are governed under the College's collective bargaining agreement.

### **Classified Staff/Professional**

The primary duties of such positions may provide oversight of specific operations of the College or provide services of a highly technical nature. Employees in these positions generally have specialized training and experience or certifications that relate directly to the functions of the positions. Employees in these positions often supervise other employees. Positions assigned to this classification are in the 200 series as referenced in Appendix B. These positions may be designated as exempt or non-exempt under FLSA standards.

### **Classified Staff**

The primary duties of these positions involve performance of support functions essential for the effective operation of the College and other than those designated as Faculty, Non-Teaching Faculty, Executive, Administrative or Managerial/Professional. Some Classified Staff employees may supervise other

employees. Positions assigned to this classification are in the 100 series as referenced in Appendix B. These positions may be designated as exempt or non-exempt under FLSA standards.

### **Time Limited**

This class of positions is created to cover the College's employment need in any classification. Time Limited positions are restricted to serve no more than ten (10) months during the College's fiscal year and benefit restrictions are also associated with this class. These positions may be designated as exempt or non-exempt under FLSA standards and must be approved by the President.

- Other Personal Services (OPS)
- Professional Service Contracts (PSC)
- Adjuncts
- Post-Secondary Adult Vocational (PSAV)
- Work-study Students
- Adult Education
- Continuing Education Instructors

## **ORIGINAL APPOINTMENTS AND STARTING SALARY DETERMINATIONS**

Recommendations for original appointments and starting salaries are made to Human Resources. Formal offers of employment are made by Human Resources, subject to the approval from the President and Board, and in accordance with all applicable laws, rules, and policies.

When the desired effective date of an appointment predates the next regularly scheduled Board meeting, the President or his designee is authorized to tentatively approve the appointment. Final authorization is subject to approval from the Board.

**President** – The starting salary of the President is determined by the Board.

**Executive/Senior Management** - The starting salary for persons in a Vice President, Assistant Vice President or Associate Vice President shall be determined by the President.

**Administrative** - The starting salary for persons selected for an Administrative Position shall be determined by the President on the recommendation of the appropriate Vice President and Human Resources. Consideration shall be given to the applicant's academic credentials, number of years of qualifying professional work experience, professional licensure/certification or other factors that may be pertinent to the position.

**Managerial/Professional** - The starting salary for persons in a Managerial/Professional Position shall be determined by the President on the recommendation of the Human Resources Director and appropriate Vice President or Executive Director.

**Classified Staff** - The starting salary for persons in a Classified Staff Position will be at the minimum of the salary range. The appointment salary may increase by up to ten percent (10%) of the market rate by the appropriate Vice President upon the recommendation of the Director of Human Resources if an applicant's qualifications exceed the minimum training and experience requirements. Appointment salaries beyond ten percent (10%) of the market rate must be approved by the President.

**Faculty and Non-Teaching Faculty** – Matters related to full time Faculty compensation are covered in the Collective Bargaining Agreement. The Collective Bargaining Agreement can be accessed by: [TSC - UFF Contract](#).

### **Verification of Experience and Education**

Previous work-related experience considered in the starting salary determination must be verified by the previous employer(s) on letterhead or on a form provided by the College. Proper verification shall be submitted to Human Resources prior to the employee's appointment and shall include the dates of employment, job title, hours worked weekly, and an authorizing signature.

If verification of previous work-related experience or education is not received by Human Resources prior to hiring, the employment offer may be rescinded.

Starting salary will be determined by employment verifications received at the time of hire.

### **Transcripts/Certificates/Licensures**

For all positions, copies of transcripts, certificates or licenses are required prior to hiring approval and official transcripts are required within thirty (30) days of hire date. If an individual fails to provide an official transcript to Human Resources within 30 days of their original appointment, the employee may cease to receive compensation and necessary action may be taken to terminate the employee.

## **EDUCATIONAL ATTAINMENT/DEGREE CHANGE**

A non-probationary employee who obtains a higher-level degree after being employed beyond the minimum degree required for their position from a regionally accredited institution, shall be eligible to receive a 2% salary increase to their base pay. Provided funds are available in the departmental budget, the salary increase shall be effective the first month following receipt of the official transcript by Human Resources. It is the employee's responsibility to obtain and submit the official transcript to Human Resources.

Credit for educational attainment shall be granted only when an official transcript reflecting the degree is received in Human Resources. Original transcripts shall be placed in the employee's personnel file in Human Resources. Processing of the increase will begin upon receipt of the required documentation and will be effective with the next available pay period.

## **TEMPORARY ASSIGNMENTS**

Upon recommendation by the appropriate Vice President or Executive Director and Human Resources, employees may be given a temporary work assignment which encompasses duties and responsibilities of a different and advanced nature for a specified, limited period of time. After working 2 weeks (10 consecutive business days), an employee may be given a pay supplement of up to ten percent (10%) with the approval from the appropriate Vice President or Executive Director and Human Resources. Temporary assignments may be rescinded at any time and do not constitute a promotion. During this limited period of assignment, this pay supplement will not be added to the employee's base pay and will not be included in the calculation of percentage increases to base pay. It also is not reportable wages for College paid retirement plans. It will be counted as earned income for W-2 purposes.

### **Interim Positions**

An employee may be appointed to an interim position by the President. Interim appointments shall not exceed two (2) years.

### **Acting Assignment as Executive or Administrator**

An employee may be designated as "acting" by the President. The acting appointment shall not exceed six (6) months unless authorized by the President.

### **Additional Duties**

An employee may be assigned additional duties due to hard to fill or challenging recruiting efforts (documented by unsuccessful advertisements); or the current incumbent who is responsible for the work is absent due to a serious health condition; or some other situation creates an undue hardship on the operations of the College. The additional duties stipends shall not exceed two (2) years.

### **Extraordinary Task or Project**

An employee may be assigned a task or project that is beyond the scope of the employee's regular duties.

### **Overlap in Position**

Up to a two (2) month overlap in any position may be allowed in order to facilitate the transition and to provide training for a new employee. Both employees shall receive full benefits during the overlap period.

## RECLASSIFICATION/ORGANIZATIONAL CHANGES

When a position is reclassified to a higher or lower salary level or grade, adjustments to salary may be handled in the same manner as a promotion or demotion. Departmental or institutional reorganizations may be recommended and submitted for consideration during the budget process each year. Exceptions to this rule will be determined by the Director of Human Resources and Vice President of Administrative Services & Chief Business Officer, and approved by the President. Requests for reclassifications shall be made using the Request for Reclassification form as provided by Human Resources.

**Promotion:** Occurs when an employee is appointed to a position in a job classification that has a higher pay grade or level. Upon promotion, the employee will receive either an increase in salary to the minimum of the new pay grade/level or the amount an employee would have been eligible for as a new hire; whichever is greater. In any occurrence whereby, an employee is assigned to a higher pay grade or level, the promotional increase should be up to ten (10%) percent.

**Demotion:** Occurs when an employee is transferred to a position in a job classification that has a lower pay grade or level. A demotion may be voluntary or involuntary. For voluntary and involuntary demotions, the employee's salary will be reduced by at least ten (10%) unless otherwise determined by the Director of Human Resources and Vice President of Administrative Services & Chief Business Officer and approved by the President. There shall be no salary increase as a result of a demotion. For Classified Staff, the new demoted salary will not exceed the maximum amount of the demoted position's pay grade. When positions are reclassified into a lower pay grade or level and employees are involuntarily moved for non-performance related issues, the employee's salary may remain the same unless otherwise determined by the Director of Human Resources and Vice President of Administrative Services & Chief Business Officer and approved by the President.

If an employee is demoted back to a class or pay grade in which they previously served, the employee's salary will be reduced by the aggregate amount of all promotional increases received since holding the class or pay grade.

**Reassignment/Lateral/Transfer:** Occurs when an employee is reassigned to an established position in a job classification with the same pay grade or level. If the reassignment results in a different job location/department, it shall be deemed a transfer. In either action, there shall be no salary increase or decrease as a result of a lateral or transfer. Reassignments may occur at the discretion of College management.

**Retitle:** Occurs when the title of an established position is changed. There shall be no salary increase or decrease resulting from the retitling of a position.

## WORK SCHEDULE

For full-time Executive, Administrative, Managerial/Professional and Classified employees, the work schedule is generally detailed as 40 hours per week. All employees, unless absent for approved purposes, are required to perform their assigned duties during the designated workdays of the College. The President shall establish a standard work week for all personnel predicated on the needs of the College and may authorize departures from the standard workday/work week.

## FULL-TIME FACULTY

Matters related to full-time faculty (teaching and non-teaching) compensation are covered in the Collective Bargaining Agreement. The Collective Bargaining Agreement can be accessed by: [TSC - UFF Contract](#).

## ADJUNCTS (Credit/Contract Hours)

**1. Credit and Contact Hours:** Adjuncts teaching on a credit/contact hour basis as defined in the District Board of Trustees Policy Manual are hired according to degree and appropriate subject matter credentials. Adjuncts are paid for classroom instruction, office hours, grading and preparation time based on a time formula consistent with full time teaching faculty weekly commitments for the same work.

Adjuncts teaching on a credit/contact hour basis as defined in the District Board of Trustees Policy Manual shall be paid according to the following credit hour rates:

Academic Credentials	Credit Hour Rates
Doctorate	\$884
Master's	\$821
Bachelor's	\$745
Less than Bachelor's with program specific credentials and Associate degree	\$657

**Substitutes:** Substitute instructors shall be paid per class hour for lecture as follows:

Academic Credentials	Class Hour Rates
Doctorate	\$31
Master's	\$29
Bachelor's	\$26
Less than Bachelor's with program specific credentials and Associate degree	\$24

If a substitute is needed for more than one day of instruction, the Provost may authorize a supplemental contract paid at the semester credit hour rate for the degree of the substitute calculated on a ratio of days taught by the substitute.

**2. Clinical Hours\*\*:** Adjuncts teaching clinicals, clinically related labs or dental assisting on an hourly basis in credit hour programs, shall be paid according to the following clinical hourly rates. This instruction includes student assessment and feedback as part of the time scheduled. Separate office hours or preparation time are not required.

Academic Credentials	Clinical Hour Rates
Doctorate	\$53
Master's	\$45
Bachelor's	\$37
Less than Bachelor's with program specific credentials and Associate degree	\$33

**Substitutes:** Substitutes for clinicals and clinically related labs shall be paid according to approved clinical hours as follows:

Academic Credentials	Clinical Hour Rates
Doctorate	\$46
Master's	\$41
Bachelor's	\$32
Less than Bachelor's with program specific credentials and Associate degree	\$29

**3. Adjunct Advancement Program:** Adjuncts who have completed the Adjunct Advancement Program, received a Certificate of Completion, and have a current Renewal of Certification on file in Human Resources, shall be designated Adjunct Professors. To maintain status as an Adjunct Professor, renewal certification is required each year after initial certification.

**Credit/Contact Hours:** Adjunct Professors teaching on a credit/contact hour basis as defined in the College's Policy Manual, shall be paid according to the following credit hour rates:

Academic Credentials	Credit Hour Rates
Doctorate	\$1007
Master's	\$934
Bachelor's	\$849
Less than Bachelor's with program specific credentials and Associate degree	\$752

**Clinical Hours\*\*:** Adjunct Professors teaching clinicals and clinically related labs and dental assisting on an hourly basis, shall be paid according to the following clinical hourly rates:

Academic Credentials	Clinical Hour Rates
Doctorate	\$59
Master's	\$52
Bachelor's	\$44
Less than Bachelor's with program specific credentials and Associate degree	\$40

**4. Retirees:** Returning retirees working as Adjunct Professors teaching on a credit/contact hourly basis as defined in the Policy Manual, shall be paid according to the following credit hour rates:

Academic Credentials	Credit Hour Rates
Doctorate	\$973
Master's	\$904



Bachelor's	\$820
Less than Bachelor's with program specific credentials and Associate degree	\$725

**5. Pay Adjustments for Absences:** Compensation shall be adjusted for any classes or final exams missed by Adjuncts or Adjunct Professors.

Adjuncts who miss scheduled work hours will have pay reduced for class lectures and office hours as follows:

Academic Credentials	Class and Office Hour Rates
Doctorate	\$31
Master's	\$29
Bachelor's	\$26
Less than Bachelor's with program specific credentials and Associate degree	\$24

Note: Adjustments are made based on accepted practice for a credit hour 50-minute class equaling 60 clock minutes. Other class times (75 minutes equaling 90 clock minutes) are similarly adjusted.

If a substitute is needed for more than one day of instruction, the /Provost may authorize a supplemental contract paid at the semester credit hour rate for the degree of the substitute calculated on a ratio of days taught by the substitute.

Clinical hour faculty salary will be reduced for the hours missed according to the table in (2) Clinical Hour above.

**\*\*The College may offer additional compensation for positions where specialized credentials or experience are required. Such compensation may be a one-time payment or a temporary increase up to twenty percent (20%) of the hourly rates listed in the table above at the College's discretion.**

### ADJUNCTS (Clock Hours)

**1. Florida Public Safety Institute:** Adjuncts teaching on a clock hourly basis in non-credit hour program shall be paid according to the following clock hourly rates. This instruction includes student assessment and feedback as part of the time scheduled. This includes Post-Secondary Adult Vocational (PSAV) assignments. Separate office hours or preparation time are not required.

Academic Credentials	Clock Hour Rates
Doctorate	\$53
Master's	\$45
Bachelor's	\$37
Less than Bachelor's with program specific credentials and Associate degree	\$33
Professional certification or licensure	\$35

**Substitutes:** Substitutes for clock hours shall be paid according to approved clock hours as follows:

Academic Credentials	Clock Hour Rates
Doctorate	\$46
Master's	\$41
Bachelor's	\$32
Less than Bachelor's with program specific credentials and Associate degree	\$29

**2. Adult Education:** The maximum permissible rate for adjunct instructors teaching adult education courses on a clock hour basis shall be the following:

Academic Credentials	Clock Hour Rates
Doctorate	\$32
Master's	\$30
Bachelor's	\$26

**3. Workforce Development:** The permissible rate for adjunct instructors teaching on a clock hour basis shall be the following:

Credentials	Clock Hour Rates
Professional certification or licensure	\$40 - \$47

Upon the recommendation from the appropriate Vice President or Executive Director and Human Resources, the President may authorize a higher rate of pay for courses where special expertise is required or the market for available instructors dictates.

## DIS COURSES

Instructors teaching courses through directed individual study (**DIS**) methods shall be compensated per student according to the following rates:

Academic Credentials	1 credit hr	3 credit hrs	4 credit hrs	5 credit hrs
Doctorate	\$27	\$81	\$108	\$135
Masters	\$26	\$78	\$104	\$130
Bachelors	\$25	\$75	\$100	\$125
Less than Bachelors with program specific	\$24	\$72	\$96	\$120

credentials and Associate degree				
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DIS sections are limited to an enrollment of no more than fifty (50) students per semester.

## CONTINUING EDUCATION INSTRUCTORS

The following categories have been determined for the Continuing Education program with a maximum hourly rate determined for each category. The individual qualifications of each employee shall be used to determine the actual salary for the course taught within the guidelines established. These rates of pay may be adjusted for extenuating circumstances or market rates, with appropriate Vice President approval.

Maximum Hourly Rates by Academic Degrees (when appropriate to course taught):

Academic Credentials	Maximum Hourly Rates
Doctorate	\$51
Masters	\$36
Bachelors	\$32
Associate	\$31
Professional certification or licensure	\$30

## CLASSIFIED STAFF/PROFESSIONAL POSITIONS

Positions assigned to these classifications are designated by their paygrade (in either 100 or 200 series) as referenced in Appendix B. These positions may be designated as exempt or non-exempt under FLSA standards.

### Shift Differential

Environmental Service Technicians that have the majority of their work hours assigned to shifts outside of the College's regular business hours shall receive an additional \$2.00 hourly increment to their base pay as a shift differential. The hourly increment will be based on a 2,080-hour work year for full-time employees.

### Service Credit

Employees classified as Environmental Service Technicians shall receive a 5% salary increase and be retitled Senior Environmental Service Technician on the first day of the month following achievement of ten (10) years of service in that classification.

### Trainee Status

A Classified Staff employee may be appointed as a trainee in an established position with a higher pay grade due to the following:

- Recruitment/Retention
  - The hiring authority has experienced recruitment difficulty in filling the position or in retaining personnel as evidenced by either a lack of qualified applicants or frequent turnover of staff within the last 24 months.
  - The Classified Staff employee is within one year of meeting the minimum training and experience requirements for the position and has demonstrated that he/she is able to perform most of the assigned duties through the assumption of job responsibilities when the position was vacant, as well as by the receipt of consistent performance appraisal ratings of satisfactory and above.
- Loss of position

- The Classified Staff position is being deleted due to a change in business process, technology or reorganization.
- The Classified Staff employee is within one year of meeting the minimum training and experience requirements for the position and has demonstrated that he/she is able to perform most of the assigned duties through consistent performance appraisal ratings of satisfactory and above.
- The trainee period would be limited to one year. Compensation during this period will be ten percent (10%) below the minimum of the pay grade for the higher classification. The training plan will be developed by the employee's supervisor in consultation with the Director of Human Resources and the proper member of the Executive Team. After finalization, the trainee recommendation should be submitted to the Vice President of Administrative Services & Chief Business Officer.

Upon completion of the one-year trainee period, the Classified Staff employee will be required to serve a six (6) month probationary period.

### **Sworn Law Enforcement**

The original appointment salary for sworn law enforcement positions shall be determined by the Vice President of Administrative Services & Chief Business Officer based on the recommendation of the Chief of Campus Police.

The following classifications are designated as sworn law enforcement:

- Campus Police Officer
- Campus Police Sergeant
- Campus Police Lieutenant
- Chief of Police

Special Risk Membership: In accordance with s.121.0515, F.S., college employees designated as sworn law enforcement personnel are eligible for membership in the Special Risk Class of the Florida Retirement System.

Salary Incentives: An employee in a full-time sworn law enforcement classification shall be given an ongoing monthly supplement for educational attainment in accordance with s.943.22, F.S. and the Criminal Justice Standards and Training Commission as follows:

- **Education** (maximum of \$80 per month)
  - \$80 per month for Bachelors
  - \$30 per month for Associates
- **Training**
  - \$20 per month for every eighty (80) hours completed in courses approved for salary incentives for police officers when not utilized to satisfy mandatory retraining requirements.
- **Combination Education and Training**
  - Maximum \$130 per month

Reserve Officers: Reserve officers are certified sworn law enforcement officers who volunteer law enforcement services to the College in accordance with TSCPD General Orders and may be hired on an Other Personal Services (OPS) basis to fill in when regular officers are unavailable or to provide additional coverage at special events. Compensation for OPS law enforcement services beyond the volunteer hours required by TSCPD General Orders shall be at the rate of at least \$15.45 per hour.

### **Athletics**

The original appointment salary for the Head Coach and Athletic Director positions shall be determined by the President pursuant to a recommendation from the Vice President of Student Affairs.

If the Athletic Director position is filled in a part-time capacity, the part-time Athletic Director will be compensated by salary supplement at a minimum of \$5,000 to a maximum of \$10,000.

Contract Provisions: Employees hired in Head Coach and Athletic Director positions shall be on annual contract. Assistant Coaches may be hired in a 10-month professional services contract.

Athletic employees shall be available for College business at all times throughout the standard work week, as well as outside regular work hours, unless performing authorized travel or other approved absence.

#### **Other Classified Staff Provisions**

1. **Timesheet Reporting Period:** The reporting period for some Classified staff that hold a non-exempt role is outlined by Appendix E.
2. **Timesheet Submission:** Non-exempt Classified staff are to submit timesheets on a weekly basis to their supervisor in order to meet payroll deadlines.

If the timesheet is not turned in to the supervisor by the designated Time and Attendance lockout dates, the employee may be required to wait until the next payroll cycle to receive compensation for that reporting period.

## **RETIREES**

For the purpose of extending College retirement benefits other than the Retirement Incentive Plan, a retiree shall be defined as either:

1. An employee who meets the retirement criteria under the Florida Retirement System (FRS) Pension Plans and draws a retirement benefit from FRS; or
2. An employee who is under an ORP retirement plan or FRS Investment Plan and draws a benefit from the TSC-paid ORP or FRS Investment Plan and who has at least eight years of creditable service as defined by FRS.

### **Special Retiree Pay 401a Plan**

Effective November 1, 2000, all employees at time of retirement from the College shall participate in the Special Retiree Pay plan by transferring an IRS-defined amount into a 401a defined contribution account.

The amount transferred into the account is exempt from FICA taxes, and payment of federal withholding taxes is deferred until funds are withdrawn from the plan by the retiree at a later date. If an employee has not reached age 55 or older at the time of separation of service, any funds withdrawn from the 401a account may be subject to a ten (10) percent penalty for early withdrawal in accordance with IRS regulations.

The 401a contribution shall be calculated not to exceed one hundred (100) percent of the total of the employee's salary plus terminal pay up to the maximum allowed by IRS; however, the contribution cannot exceed the amount of the employee's terminal pay. The salary period for calculation will be based on the College's fiscal year (July 1 through June 30).

Complete information about the Special Retiree Pay plan is available in Human Resources.

### **Deferred Retirement Option Program (DROP) - 121.091(13) FS**

The Deferred Retirement Option Program (DROP) is an alternative method for payout of retirement benefits. Any employee who is a vested member of the Florida Retirement System Pension Plan (FRS) and who reaches normal retirement, either by service years or age shall be eligible to participate in DROP.

An employee wishing to elect DROP must provide written notification of intent to their immediate supervisor and Human Resources not less than sixty (60) calendar days prior to the date of DROP retirement.

An employee participating in DROP may elect to be paid for unused annual leave at the employee's current rate of pay, to the extent that the payment does not exceed the maximum payout for annual leave in accordance with District Board of Trustees Policy Manual. This payment can either be made upon entering DROP or at the conclusion of DROP, but will only be counted in the retirement calculation one time.

Annual leave shall be earned during the DROP period, and unpaid annual leave shall be carried forward until used or paid at termination. Annual leave paid at termination shall not be counted in the retirement calculation if the annual leave was paid upon entering DROP.

Sick leave shall be earned during the DROP period, and unpaid sick leave shall be carried forward until used or paid at termination. All sick leave allowable per 121.091, F.S. up to a maximum of 480 hours shall be paid at termination at the current hourly rate of the employee. Sick Leave is paid out on a percentage scale as follows:

- 0-3 Years 35%
- 4-6 Years 40%
- 7-9 Years 45%
- 10 Years or more 50%, with a max of 480 hours.

When an employee retires and enters the DROP program, the contribution amount into the 401a will be calculated based on fiscal year salary and terminal pay in increments. Contributions are made to the Plan at the end of each fiscal year of the DROP period leading up to your actual retirement date. The contribution amounts are based on salary and percentage of eligible sick leave. In accordance with College policy, employees terminating prior to the end date of their DROP will be paid 100% of their eligible sick leave balance. If an employee is participating in the DROP and the retirement incentive, the retirement incentive payout shall occur as outlined in the retirement incentive sections of the Board-approved Salary Schedule.

Complete information about DROP is available in Human Resources.

### **Retirement Incentive**

If an employee who was hired prior to July 1, 1995, elects to retire within thirty-six (36) months from achievement of normal retirement as defined in 121.091(1), F.S. or 238.07, F.S., the College shall pay up to a maximum of one thousand four hundred forty (1,440) hours of sick leave as allowed by 1012.865(2) (d)(5), F.S. This compensation shall be calculated at the hourly rate of pay at termination.

Any employee not choosing to exercise the above option shall not be eligible for the retirement incentive plan and shall follow the procedures in accordance to the District Board of Trustees Sick Leave Policy Manual.

Retirees exercising the retirement incentive shall receive compensation as follows:

- **First payment:** at the time of retirement, a ten percent (10%) incentive shall be paid based on the salary at retirement for those using the retirement incentive option. This incentive will be deposited into the Special Retiree Pay 401a/403(b) plan in accordance with IRS regulations.
- **Second payment:** that portion of the accumulated sick leave hours which represents zero to four hundred eighty (0 - 480) hours with payment made into the Special Retiree Pay 401a plan five (5) months from termination.
- **Third payment:** that portion of the accumulated sick leave hours which represents four hundred eighty-one to nine hundred sixty (481 - 960) hours with payment made into the Special Retiree Pay 401a/403(b) plan twenty-six (26) months from termination.
- **Fourth payment:** that portion of the accumulated sick leave hours which represents nine-hundred and sixty-one to one thousand four hundred forty hours (961 - 1,440) with payment made into the Special Retiree Pay 401a/403(b) plan thirty-nine (39) months from termination.

Anyone wishing to retire must provide written notification of intent to their immediate supervisor and Human Resource Director not less than sixty (60) calendar days prior to the date of retirement in order to participate in the retirement incentive.

### **Reemployment Provisions for Retirees**

Retirees shall have retired per 121.091(1) FS or 238.07, FS. Retirees must follow reemployment rules as outlined by FRS prior to returning to employment with an FRS participating employer. Retirees include anyone retiring from the Pension Plan, Investment Plan, DROP Program, or Optional Retirement Plan. Human Resources must be contacted prior to reemployment to confirm eligibility.

## **TIME LIMITED EMPLOYEES**

### **Other Personal Services (OPS)**

Hourly employees are hired to fill temporary positions created to accomplish a specific task within a specific time. These employees work on an "as needed" or "available funds" basis and are compensated on an "hours worked" basis only. An hourly employee does not serve on a contractual basis nor does the authorization form for hire constitute a contract. Hourly employees are classified as Other Personal Services (OPS), including Tutors and Work-Study Students. These employees are non-exempt and covered under the overtime provisions of the FLSA and may work no more than 25 hours a week.

Non-TSC students employed in this category will be subject to the Federal Medicare tax and will be required to contribute to the Alternate FICA Plan. After employees work a minimum of 2,080 hours, they are subject to combined FICA and Medicare taxes, as mandated by state and federal law, and are eligible for employer contributions in the Florida Retirement System (FRS).

### **Work-study Students**

Student personnel may qualify to work under the Federal College Work-Study (FCWS) program for a specified number of hours as determined by the Financial Aid Office. Work-study students are not eligible to receive employee benefits and are exempt from Social Security and Medicare taxes.

The hourly rate for work-study student employees is \$1.25 above the minimum hourly rate set by the Florida Minimum Wage Act.

### **Other Time Limited Provisions**

1. **Timesheet Reporting Period:** The reporting period for OPS and Work-study Student employees is the same as the reporting period for non-exempt staff as outlined by Appendix D.
2. **Timesheet Submission:** OPS and Work-study Student employee are to submit timesheets on a weekly basis to their supervisor in order to meet payroll deadlines.

If the timesheet is not turned in to the supervisor by the designated Time and Attendance lockout dates, employee may be required to wait until the next payroll cycle to receive compensation for that reporting period.

### **Professional Services Contract (PSC)**

Providers working as Professional Service Contractors serve the College in a temporary capacity to complete a specific task within a determined period of time, which may be as little as one day to no more than six (6) months. Professional Services Contracts shall not extend beyond six (6) months without approval by the Director of Human Resources and Vice President of Administrative Services & Chief Business Officer. Payments may be one time only or multiple payments as determined by the contract.

### **Contracts & Grants**

Employees working on a contract or grant are considered time limited employees (year-to-year) or as the contract/grant budget allows. Positions in this category are funded by an agency other than the College. The College's grant funded positions are listed in Appendix C.

**APPENDIX A  
MANAGERIAL/PROFESSIONAL POSITIONS**

The following positions are designated as Managerial/Professional (GL Code 53000). The starting salary of this class is determined by the President, on the recommendation of the appropriate Vice President or Executive Director and Human Resources.

Position Title
Associate Director of Wakulla Environmental Institute
Chief of Campus Police
Chief Engagement Officer
Chief of Staff
College Registrar
Dean, Career and Academic Planning
Dean, Enrollment Services
Dean, Student Affairs
Director of Academic Advising
Director of Assessment and Accreditation
Director of Athletics
Director of Business & Workforce Development
Director of Business Process Improvement
Director of Call Center
Director of Certificate Programs
Director of Continuing Workforce Education
Director of Development, TSC Foundation
Director of Enterprise Applications
Director of Facilities, Planning and Construction
Director of Finance
Director of Financial Services
Director of Grants and Special Projects
Director of Hospitality
Director of Human Resources



Director of Information Technology Infrastructure
Director of Information Technology Consulting Services
Director of Institutional Research and Planning
Director of Integrated Marketing
Director of Learning Commons
Director of Library Services
Director of Public Safety Continuing Education
Director of Procurement and Auxiliary Services
Director of Recruiting and Admissions
Director of Simulation Programs
Director of Special Projects and Innovation
Director of Strategic Communications
Director of STEM Programs
Director of Student Life
Director of Student Records
Director of Student Financial Services
Director of TSC Online
Director of Teaching, Learning and Engagement
Director of Transfer Services
Director of User Services

**APPENDIX B**  
**Classified Staff and Classified Staff Professional Pay Grades**

**Classified Staff Pay Grades**

<b>Pay Grade</b>	<b>FLSA</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
119	NE	\$31,255.86	\$39,425.96	\$53,213.81
120	NE	\$34,455.68	\$41,002.35	\$55,341.38
122	NE	\$38,456.12	\$45,762.79	\$59,829.39
126	NE	\$43,598.31	\$51,881.38	\$70,024.81
127	E	\$45,342.28	\$53,956.20	\$72,826.45

**Classified Staff Professional Pay Grades**

<b>Pay Grade</b>	<b>FLSA</b>	<b>Minimum</b>	<b>Market</b>	<b>Maximum</b>
219	NE	\$31,255.86	\$39,425.96	\$53,213.81
220	NE	\$34,455.68	\$41,002.35	\$55,341.38
221	NE	\$35,834.21	\$42,642.44	\$57,555.83
222	NE	\$37,267.88	\$44,348.66	\$59,857.14
223	NE	\$38,758.86	\$46,122.91	\$62,252.25
224	NE	\$40,308.22	\$47,967.44	\$64,742.34
225	NE	\$41,921.37	\$49,886.57	\$67,332.04
226	NE	\$43,598.31	\$51,881.38	\$70,024.82
227	E	\$45,598.31	\$53,956.20	\$72,826.45
228	E	\$47,155.46	\$56,115.36	\$75,739.27
229	E	\$49,042.15	\$58,359.93	\$78,769.08
230	E	\$51,003.45	\$60,694.24	\$81,919.33
231	E	\$53,043.67	\$63,121.54	\$85,195.83
232	E	\$55,164.99	\$65,646.14	\$88,604.35
233	E	\$57,371.72	\$68,272.37	\$92,148.40
235	E	\$62,053.31	\$73,843.44	\$99,667.31
237	E	\$67,115.49	\$79,867.44	\$107,796.72

**APPENDIX C**  
**Classified Staff Positions & Paygrades by Alpha**

*(matrix does not include FLSA adjustments)*

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Academic Advisor – TSC Online	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Academic Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Academy Program Coordinator	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Accounting Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Accounting Manager	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Accounting Scholarship Assistant	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Accounting Specialist	Classified Staff	120	NE	\$34,455.68	\$39,425.96	\$55,341.38
Admissions Navigator	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Adult Education Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Advanced and Specialized Instructional Coordinator	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Advising Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Advising Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Advising Team Lead	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
AMTC Program Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Applications Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Assessment Analyst	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Assistant Coach	Classified Staff	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Assistant Director IT Consulting	CS Professional	231	NE	\$53,043.67	\$63,121.54	\$85,195.83
Assistant Director, Applications Architecture & Support	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Assistant Director, Enterprise Applications	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Assistant Director, Financial Aid	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Assistant Director, Student Services	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Assistant Production Coordinator	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Assistant to the Dean	CS Professional	221	NE	\$35,834.21	\$42,642.44	\$57,555.83
Assistant to the Director of Library Services	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Athletic Trainer	CS Professional	225	E	\$41,921.37	\$49,886.57	\$67,332.04

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Athletics and Campus Recreation Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Business Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Business Operations Manager	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Business Services and Corporate Training Manager	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Call Center Representative	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Campus Police Dispatcher	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Campus Police Lead Dispatcher	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Campus Police Lieutenant	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Campus Police Officer	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Campus Police Sergeant	CS Professional	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Career and Academic Advisor	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Career Pathways Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Career Service and Internship Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Career Services Counseling Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Cashier	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Cashiering Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Center Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
CIT Support Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Classroom Technologies Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Client Support Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
College Admissions Recruiter	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
College Readiness Advisor	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Commercial Vehicle Driving Lead Instructor	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Communications Skills Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Communications Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Communications Technology Manager	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Computer Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Computer Systems Analyst	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Computer Technology Lab Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Advanced and Specialized	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Coordinator, Conference and Events	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Contracts and Grants	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Coordinator, Counseling Center	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Dental Clinic Office	CS Professional	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Coordinator, Emergency Management and Safety	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Coordinator, Graphic Design and Brand	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Coordinator, High Liability Training	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Coordinator, Institute for Nonprofit Innovation and Excellence	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Coordinator, Instructional Network	CS Professional	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Coordinator, International Student Services	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Special Projects	CS Professional	232	E	\$55,164.99	\$65,646.14	\$88,604.35
Coordinator, State Report	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Coordinator, Student Life and Leadership	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Student Loans	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Coordinator, Student Technology Support	CS Professional	222	NE	\$37,267.88	\$44,348.66	\$59,857.14
Coordinator, TSC Internship Program	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Transfer Programs & Experiences	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Transfer Services Outreach	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Veterans Success Center	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Work Based Learning	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Database Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Developer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Digital Communications Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Digital Media Technician	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Dining Services Shift Supervisor	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Disability Services Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Documentation Specialist	Classified Staff	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Dual Enrollment Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Engineering Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Enrollment Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Emergency Management and Safety Coordinator	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Engagement Officer	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Environmental Health/Safety Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Environmental Safety Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Environmental Service Superintendent	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
Environmental Services Supervisor	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Environmental Services Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Equipment Mechanic	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Event/Help Desk Consultant	Classified Staff	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Events A/V Specialist	Classified Staff	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Event Specialist	CS Professional	222	NE	\$37,267.88	\$44,348.66	\$59,857.14
Executive Assistant	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Executive Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Facilities Administrator	Classified Staff	127	NE	\$45,342.28	\$53,956.20	\$72,826.45
Facilities Maintenance Superintendent	Classified Staff	127	NE	\$45,342.28	\$53,956.20	\$72,826.45
Facilities Manager	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Facilities Office Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Facilities Superintendent	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Finance and Accounting Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
First Year Experience Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Food Service Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Gift Processing and Scholarship Officer	Classified Staff	225	NE			
Graphic Designer	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Head Coach	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Help Desk Consultant	Classified Staff	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Housing Service Specialist	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Human Resources Specialist I	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Human Resources Specialist II	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
HVAC Curriculum Specialist	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
HVAC/Building Automation Specialist	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
Information Specialist	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Information Technology Support Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Instructional Designer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Instructional Technologist	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Instructional Technology Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
International Recruitment Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Intramurals Coordinator	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Intramurals Coordinator and Assistant Coach	CS Professional	219	E	\$31,255.86	\$39,425.96	\$53,213.81
Landscaper	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Lead Computer Specialist	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Leadership Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Learning Commons Program Coordinator	CS Professional	226	E	\$43,598.31	\$51,881.38	\$70,024.82
Learning Commons Specialist	CS Professional	223	E	\$38,758.86	\$46,122.91	\$62,252.25
Learning Commons Success Coach	CS Professional	223	E	\$38,758.86	\$46,122.91	\$62,252.25
Library Circulation Services Supervisor	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Library Technical Assistant I	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Library Technical Assistant II	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Library Technical Service Supervisor	CS Professional	226	E	\$43,598.31	\$51,881.38	\$70,024.82
Maintenance Computer Operations Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Maintenance Support Worker	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Technician I	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Technician II	Classified Staff	120	NE	\$34,455.68	\$39,425.96	\$55,341.38
Manager, Application Development	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Budget and Cost Analysis	CS Professional	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Client Support	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Manager, Communications Technology	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Construction Service	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Contracts and Grants	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Manager, Counseling Center	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Data Warehouse and Web Technology	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Dining Facilities	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Manager, Facilities	CS Professional	226	NE	\$41,130.48	\$48,944.70	\$66,061.15
Manager, Healthcare Education	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Manager, Human Resources	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Information Technology (Project)	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Information Technology Event Support	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Corporate Solutions	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Manager, Student Financial Services	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Student Life	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Student Success and Retention	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Systems Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Systems Support	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Teaching and Learning Academy	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Technology Consulting	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08



POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Manager, Web Development	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Media Production Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Mental Health Counselor	CS Professional	225	E	\$41,921.37	\$49,886.57	\$67,332.04
Network Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Network and Computer Systems Specialist	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Network Technician	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Non-Profit Resource Center Coordinator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Office Manager	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Practicum Coordinator for Teacher Programs	CS Professional	232	E	\$55,164.99	\$65,646.14	\$88,604.35
Production Coordinator	CS Professional	221	NE	\$35,834.21	\$42,642.44	\$57,555.83
Production Media Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Professional Counselor	CS Professional	225	E	\$41,921.37	\$49,886.57	\$67,332.04
Program Coordinator, Adult Education	CS Professional	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Program Coordinator, for IT, Online & Professional Development	CS Professional	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Program Coordinator, Transportation Logistics and Information Technology	CS Professional	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Program Manager, Advance Manufacturing Training Center	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Program Specialist, HVAC Manufacturing	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Project Coordinator	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Project Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Property Records Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Public Safety Officer	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Purchasing Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Receiving Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Recruitment & Marketing Operations Specialist	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Regional Service Center Manager	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Research Analyst	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Research and Business Analyst	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Scholarship Coordinator	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Science Lab Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Security Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Senior Accountant	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Senior Accounting Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Engineering Technician	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Senior Environmental Services Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Financial Aid Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Lab Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Research Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Senior Science Lab Assistant	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Senior Systems Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Shipping, Receiving, and Mail Supervisor	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Simulation & Information Tech Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Simulation Lab Technician	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Simulation Program Manager	CS Professional	229	E	\$46,266.18	\$55,056.54	\$74,310.45
Simulator Lab Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Social Media & Digital Content Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Software Systems Administrator	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Sponsored Programs Coordinator	CS Professional	223	E	\$38,758.86	\$46,122.91	\$62,252.25
Staff Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Store Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Store Manager	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Strategic Communications Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Accounts Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Student Accounts Specialist	CS Professional	223	E	\$38,758.86	\$46,122.91	\$62,252.25
Student Activities Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Student Conduct Coordinator	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Student Development Specialist	CS Professional	222	NE	\$37,267.88	\$44,348.66	\$59,857.14
Student Financial Advisor	CS Professional	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Financials Operations Officer	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Student Involvement Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Life, Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Recruiter	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Student Services Case Manager	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Success Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Student Support Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Supervisor Landscape Services	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
Sustainability Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
System Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
System Operations Specialist	Classified Staff	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Systems Administrator	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Systems Support Specialist	Classified Staff	227	NE	\$45,598.31	\$53,956.20	\$72,826.45
Systems Training Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
TSC 2 Career and Academic Advisor	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
TSC Online Support Technician	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Technology Consultant	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Testing and Retention Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Testing Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Transfer Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Video/Multimedia Producer	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Virtual Learning Commons Manager	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Web Developer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Web Developer Manager	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Web Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Welding Technologies Lead Instructor	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Workforce Development Program Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04

**APPENDIX D**  
**Classified Staff Positions & Pay Grades by Pay Grades**

*(matrix does not include FLSA adjustments)*

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Applications Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Call Center Representative	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Campus Police Dispatcher	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Campus Police Lead Dispatcher	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Cashier	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
CIT Support Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Engineering Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Enrollment Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Environment Safety Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Environmental Services Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Equipment Mechanic	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Facilities Superintendent	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Food Service Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Housing Service Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Information Technology Support Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Intramurals Coordinator	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Landscaper	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Library Technical Assistant I	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Support Worker	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Computer Operations Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Maintenance Technician I	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Property Records Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Public Safety Officer	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Receiving Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Environmental Services Technician	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Senior Financial Aid Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Senior Lab Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Staff Assistant	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Store Clerk	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Financial Advisor	CS Professional	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Support Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Testing Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Transfer Specialist	Classified Staff	119	NE	\$31,255.86	\$39,425.96	\$53,213.81
Dining Services Shift Supervisor	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Environmental Services Supervisor	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Graphic Designer	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Library Technical Assistant II	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Maintenance Technician II	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Office Manager	Classified Staff	120	NE	\$34,455.68	\$41,002.35	\$55,341.38
Environmental Service Superintendent	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
HVAC/Building Automation Specialist	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
Supervisor Landscape Services	Classified Staff	122	NE	\$38,456.12	\$45,762.79	\$59,829.39
Campus Police Officer	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Dining Facilities Manager	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Senior Engineering Technician	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Shipping, Receiving, and Mail Supervisor	Classified Staff	126	NE	\$43,598.31	\$51,881.38	\$70,024.81
Facilities Maintenance Superintendent	Classified Staff	127	E	\$45,342.28	\$53,956.20	\$72,826.45
<del>Media Relations Specialist</del>	<del>CS Professional</del>	<del>219</del>	<del>NE</del>	<del>\$31,255.86</del>	<del>\$39,425.96</del>	<del>\$53,213.81</del>
Senior Accounting Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Conduct Coordinator	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Communications Skills Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Communications Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Coordinator, Student Loans	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Documentation Specialist	Classified Staff	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Graphic Design and Brand Coordinator	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Intramurals Coordinator and Assistant Coach	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Scholarship Coordinator	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Social Media & Digital Content Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Student Services Case Manager	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Digital Communications Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Sustainability Specialist	Classified Staff	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Systems Training Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Web Specialist	CS Professional	219	NE	\$31,255.86	\$39,425.96	\$53,213.81
Client Support Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Purchasing Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Environmental Health/Safety Specialist	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Event/Help Desk Consultant	Classified Staff	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Help Desk Consultant	Classified Staff	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Human Resources Specialist I	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Senior Science Lab Assistant	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Simulation Lab Technician	CS Professional	220	NE	\$34,455.68	\$41,002.35	\$55,341.38
Assistant to the Dean	CS Professional	221	NE	\$35,834.21	\$42,642.44	\$57,555.83
Production Coordinator	CS Professional	221	NE	\$35,834.21	\$42,642.44	\$57,555.83
Coordinator, Student Technology Support	CS Professional	222	NE	\$37,267.88	\$44,348.66	\$59,857.14
Student Development Specialist	CS Professional	222	NE	\$37,267.88	\$44,348.66	\$59,857.14

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Career Pathways Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Classroom Technologies Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Commercial Vehicle Driving Lead Instructor	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Contracts and Grants Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Custodial Superintendent	Classified Staff	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Executive Assistant	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Events Specialist	Classified Staff	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Human Resources Specialist II	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Instructional Technology Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Leadership Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Learning Commons Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Learning Commons Success Coach	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Library Circulation Services Supervisor	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Media Production Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Project Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Research Analyst	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Store Manager	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Sponsored Programs Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Strategic Communications Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Accounts Specialist	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Activities Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Involvement Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Student Life, Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25
Testing and Retention Coordinator	CS Professional	223	NE	\$38,758.86	\$46,122.91	\$62,252.25



<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Assistant to the Director of Library Services	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Athletics and Campus Recreation Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Career and Academic Advisor	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Career Services Counseling Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Center Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
College Admissions Recruiter	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
College Readiness Advisor	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Computer Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Computer Technology Lab Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Conference and Events	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Student Engagement, Diversity & Inclusion	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Student Life and Leadership	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, TSC Internship Program	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Transfer Programs & Experiences	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Work Based Learning	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Coordinator, Veterans Affairs	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Donor Stewardship Officer	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Dual Enrollment Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Engagement Officer	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Facilities Office Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
First Year Experience Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
HVAC Program Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
International Recruitment Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Manager, Gadsden Center	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Manager, Wakulla Center	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Media Production Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Production Media Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Program Specialist, HVAC Manufacturing	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Science Lab Manager	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Simulation & Information Tech Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Simulator Lab Coordinator	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Student Recruiter	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Student Success Specialist	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
System Operations Specialist	Classified Staff	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
TSC 2 Career and Academic Advisor	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Video/Multimedia Producer	CS Professional	224	NE	\$40,308.22	\$47,967.44	\$64,742.34
Athletic Trainer	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Career Service and Internship Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Cashiering Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Counseling Center	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, International Student Services	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Veterans Success Center	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Digital Media Technician	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Disability Services Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Executive Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Gift Processing and Scholarship Officer	Classified Staff	225	NE	\$41,921.37	\$49,886.57	\$67,332.04

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Lead Computer Specialist	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Lead Contracts and Grants Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Manager, Client Support	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Manager, Help Desk	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Mental Health Counselor	CS Professional	225	E	\$41,921.37	\$49,886.57	\$67,332.04
Network and Computer Systems Specialist	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Professional Counselor	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Recruitment & Marketing Operations Specialist	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Student Accounts Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
TSC Online Support Technician	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Technology Consultant	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Coordinator, Veterans Affairs	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Virtual Learning Commons Manager	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Workforce Development Program Coordinator	CS Professional	225	NE	\$41,921.37	\$49,886.57	\$67,332.04
Assessment Analyst	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Emergency Management and Safety Coordinator	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Emergency Management and Safety Coordinator	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Learning Commons Program Coordinator	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Library Technical Service Supervisor	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Manager, Facilities	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Network Technician	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Research and Business Analyst	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Welding Technologies <del>Lead</del> Instructor	CS Professional	226	NE	\$43,598.31	\$51,881.38	\$70,024.82
Auxiliary Service Manager	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Budget and Cost Analysis Manager	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Campus Police Sergeant	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Construction Service Manager	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Coordinator, Dental Clinic Office	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Head Coach	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Information Technology Trainer	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Instructional Network Coordinator	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Auxiliary Service	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Counseling Center	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Manager, Information Technology Event Support	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Program Coordinator, Adult Education	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Program Coordinator, for IT, Online & Professional Development	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Program Coordinator, Transportation Logistics and Information Technology	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Software Systems Administrator	CS Professional	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Systems Support Specialist	Classified Staff	227	E	\$45,598.31	\$53,956.20	\$72,826.45
Business Services and Corporate Training Manager	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Contracts and Grants Manager	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Information Specialist	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Manager, Corporate Solutions	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27

<b>POSITION TITLE</b>	<b>CLASSIFICATION</b>	<b>PAY GRADE</b>	<b>EXEMPT / NON-EXEMPT</b>	<b>MINIMUM</b>	<b>MARKET</b>	<b>MAXIMUM</b>
Project Coordinator	CS Professional	228	E	\$47,155.46	\$56,115.36	\$75,739.27
Business Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Business Operations Manager	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Developer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Coordinator, State Report	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Facilities Manager	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Finance and Accounting Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Help Desk	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Instructional Designer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Instructional Technologist	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Systems Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Systems Support	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Student Financial Services	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Manager, Technology Consulting	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Security Administrator	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Senior Accountant	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Senior Research Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Simulation Program Manager	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
System Analyst	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Web Developer	CS Professional	229	E	\$49,042.15	\$58,359.93	\$78,769.08
Campus Police Lieutenant	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Coordinator, Advanced and Specialized	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
High Liability Training Coordinator	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
HVAC Curriculum Specialist	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Human Resources	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Regional Service Center Manager	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33

POSITION TITLE	CLASSIFICATION	PAY GRADE	EXEMPT / NON-EXEMPT	MINIMUM	MARKET	MAXIMUM
Manager, Student Life	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Student Success and Retention	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Manager, Teaching and Learning Academy	CS Professional	230	E	\$51,003.45	\$60,694.24	\$81,919.33
Assistant Director, Enterprise Applications	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Assistant Director IT Consulting	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Computer Systems Analyst	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Information Technology Project Manager	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Application Development	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Data Warehouse and Web Technology	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Manager, Web Development	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Systems Administrator	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Web Developer Manager	CS Professional	231	E	\$53,043.67	\$63,121.54	\$85,195.83
Coordinator, Special Projects	CS Professional	232	E	\$55,164.99	\$65,646.14	\$88,604.35
Database Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Institute for Nonprofit Innovation and Excellence Coordinator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Manager, Healthcare Education	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Network Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Non-Profit Resource Center Coordinator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Program Manager, Advance Manufacturing Training Center	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Senior Systems Administrator	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31
Student Financials Operations Officer	CS Professional	235	E	\$62,053.31	\$73,843.44	\$99,667.31



**APPENDIX E**  
**Contract/Grant Position Titles**

<b>Grant Management Positions</b>
Associate Director
Director of CTE Outreach & Recruitment
Executive Director
<b>Other Grant Positions</b>
Administrative Assistant
Administrative Assistant II
Advising Specialist
Apprenticeship and Training Representative (ATR) Region 4
Apprenticeship and Training Representative (ATR) Region 6
Assessment Coordinator
Assessment Coordinator - Scoring
Assessment Coordinator - Supervisor
Assistant Director of CTE Outreach & Recruitment
Business Office Manager
Career & Technical Education & GED Prep Specialist
Career Development Specialist
Career Navigator, Project Anchor
Carpentry/Technical Educator Instructor
Case Management Specialist
College Success Coach
Coordinator, Development
Coordinator, English Language Arts Test Development
Coordinator, Mathematics Test Development
Coordinator, Mining
Coordinator, Professional Development
Coordinator, Program Logistics
Coordinator, Science Test Development – Grades 5&8, Science Content Specialist
Coordinator, Senior Assessment
Coordinator, Social Studies Test Development – Civics & US History Content Specialist
Coordinator, Statewide Academy & Senior Learning Consultant
Coordinator, Talent Search
Course Developer
CTE Innovation Program Manager
Culinary Arts Technical Educator Instructor
Deputy Director
Direct Inmate Service Manager
Eagle Connections Program Coordinator
Electrical/Technical Educator Instructor
Employee Navigator
English Language Arts Content Specialist Gr 8-9 Read Gr 4-5 Write
English Language Arts Content Specialist Gr 3-5 Read Gr 8 Writing
English Language Arts Content Specialist Gr 10 Read Gr 9-10 Writing, FSA Retake
English Language Arts Editor
English Language Arts Test Development Specialist
Executive Secretary
Human Resources Specialist II
HVAC Technical Educator Instructor
Information Technology Specialist
Instructional Systems Designer
Lead Career Navigator
Lead Instructor
Learning Consultant
Learning Management Specialist



Masonry Technical Educator Instructor
Mathematics Content Specialist
Mathematics Content Specialist, Gr 6-8
Mathematics Editor
Mathematics Test Development Coordinator
Mining Coordinator
Plumbing Technical Educator Instructor
Pre-Release Employment Navigator
Production Editor
Professional Development Coordinator
Program Administrator
Program Director, Troops 2 Teachers
Program Lead
Postsecondary Assessment Specialist
Production Editor
Program Administrator
Program Director
Program Lead
Program Manager
Program Specialist, Eagle Connections
Program Specialist
Program Specialist I
Program Specialist II
Program Specialist IV
Project Manager
Psychometrician
Regional Workforce Education Coordinator – North Region
Regional Workforce Education Coordinator – South Region
Science Test Development Coordinator/Grades 5&8 Science Content Specialist
Senior Assessment Coordinator
Senior Learning Specialist
Social Studies Editor
Social Studies Test Development Coordinator/Civics & US History Content Specialist
Special Education Assistant
Staff Assistant
Statewide Academy Coordinator Senior Learning Consultant
Statewide Regional Coordinator
Supervisor of Curriculum and Evaluation
Teen Traffic Safety Program Specialist I
Traffic Safety Fiscal Assistant
Traffic Safety Resource Prosecutor
Training Specialist II
Veterans Pathways Program Coordinator
Victim Advocate

**APPENDIX F  
TIMESHEET REPORTING PERIODS FOR  
NON-EXEMPT CLASSIFIED STAFF, OPS AND WORK-STUDY STUDENTS**

<b>Start Date</b>	<b>End Date</b>	<b>Time &amp; Attendance Lock Out Dates</b>	<b>Pay Date</b>
May 5, 2024	June 8, 2024	June 14, 2024	Friday, June 28, 2024
June 9, 2024	July 6, 2024	July 12, 2024	Wednesday, July 31, 2024
July 7, 2024	August 3, 2024	August 15, 2024	Friday, August 30, 2024
August 4, 2024	September 7, 2024	September 16, 2024	Friday, September 30, 2024
September 8, 2024	October 5, 2024	October 15, 2024	Thursday, October 31, 2024
October 6, 2024	November 2, 2024	November 15, 2024	Friday, November 29, 2024
November 3, 2024	December 7, 2024	December 12, 2024	Tuesday, December 31, 2024
December 8, 2024	January 4, 2025	January 17, 2025	Friday, January 31, 2025
January 5, 2025	February 1, 2025	February 10, 2025	Friday, February 28, 2025
February 2, 2025	March 8, 2025	March 18, 2025	Monday, March 31, 2025
March 9, 2025	April 5, 2025	April 11, 2024	Wednesday, April 30, 2025
April 6, 2025	May 3, 2025	May 9, 2025	Friday, May 30, 2025
May 4, 2025	June 7, 2025	June 13, 2025	Monday, June 30, 2025



June 17, 2024

**M E M O R A N D U M**

**TO:** Jim Murdaugh, Ph.D.  
President

**FROM:** Barbara Wills, Ph.D.  
Vice President for Administrative Services and Chief Business Officer

**SUBJECT:** Revenue Sharing Agreement

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**Item Description**

This item is a request for approval of the Revenue Sharing Agreement between TCC and Bob Ballard and/or Mary Ballard.

**Overview and Background**

TCC holds the assignment of invention of the oyster dome, provided March 26, 2019. This Revenue Sharing Agreement establishes the financial relationship of Bob Ballard and/or Mary Ballard and the College, related to revenue generated by the intellectual property. TCC agrees to pay Bob Ballard and/or Mary Ballard 40% of the revenue generated by the College's ownership of the oyster domes.

**Funding/ Financial Implications**

Financial implications are to be determined based on future revenue.

**Past Actions by the Board**

There have been no past actions by the Board. Also presented to the Board at this meeting is the Exclusive License Agreement.

**Recommended Action**

Approve the Revenue Sharing Agreement between TCC and Bob Ballard and/or Mary Ballard.

**REVENUE SHARING AGREEMENT**  
**Tallahassee Community College and Robert Ballard and Mary Ballard**

This Revenue Sharing Agreement (the “Agreement”) is entered into as of \_\_\_\_\_ by and between The District Board of Trustees of Tallahassee Community College (“TCC”), having its principal place of business located at 444 Appleyard Drive, Tallahassee, Florida 32304 and Robert Ballard and/or Mary Ballard, whose residence is located at 3189 Mulberry Park Blvd., Tallahassee, Florida 32311, collectively the “Parties.”

WHEREAS, Robert Ballard is an individual Florida resident.

WHEREAS, Mary Ballard is an individual Florida resident.

WHEREAS, Robert Ballard is the inventor of the “Oyster Reef Dome,” used for creating an artificial oyster reef, as more fully described in Appendix A.

WHEREAS, Robert Ballard was at the time of invention of the Oyster Reef Dome, an employee of TCC.

WHEREAS, per his employment agreement with TCC, Robert Ballard transferred his rights of the Oyster Reef Dome intellectual property to TCC via transfer agreement, dated March 26, 2019.

WHEREAS, the Parties desire to enter into an agreement whereby Robert Ballard and/or Mary Ballard will share a percentage of College revenue related to the profits generated by the licensing of the Oyster Reef Dome, after direct and indirect costs incurred by the College in the development or protection of the intellectual property are recovered, in accordance with College Policy and according to the terms and conditions herein.

NOW, THEREFORE, in consideration of the mutual covenants and promises made to the parties hereto, TCC and Robert Ballard and/or Mary Ballard covenant and agree as follows:

**SECTION 1: REVENUE SHARE**

1.1 The College receives profit from sales related to the licensing of the Oyster Reef Dome. After recovery of all direct and indirect costs incurred by the College in the development or protection of the intellectual property, the College agrees to pay Robert Ballard and/or Mary Ballard forty percent (40%) of the revenue. The College further agrees to provide thirty percent (30%) of the revenue generated to the Wakulla Environmental Institute to further support the research, conservation and instructional efforts of the Institute.

1.2 The College shall pay the amount due to Robert and/or Mary Ballard annually on March 1 for the preceding calendar year.

1.3 All payments shall be in the form of certified check.

**SECTION 2: TCC’S REPRESENTATIONS AND WARRANTIES**

2.1 TCC represents and warrants to Robert Ballard and Mary Ballard, with the intent and understanding which Robert Ballard and Mary Ballard will rely thereon in entering into this Agreement:

(a) it has the legal power, right, capacity and authority to accept, execute and deliver this Agreement and to carry out its obligations under this Agreement;

(b) the statements and information provided in the Revenue Sharing Agreement are true and accurate in all material respects;

(c) this Agreement is binding upon, and enforceable against, TCC in accordance with its terms;

(d) the undersigned representative of TCC is duly authorized to enter into this Agreement by The District Board of Tallahassee Community College.

(e) it has obtained or had the opportunity to obtain the advice of its own financial, legal, tax, and other professional advisors with respect to this Agreement.

### **SECTION 3: REPRESENTATIONS AND WARRANTIES**

3.1 Robert Ballard and/or Mary Ballard represent and warrant to TCC with the intent and understanding which TCC will rely thereon in entering into this Agreement:

(a) they have the legal power, right, capacity and authority to accept, execute and deliver this Agreement and to carry out its obligations under this Agreement;

(b) the statements and information provided in the Revenue Sharing Agreement are true and accurate in all material respects;

(c) this Agreement is binding upon, and enforceable against Robert Ballard and Mary Ballard in accordance with its terms;

(d) Robert Ballard and Mary Ballard are duly authorized to enter into this Agreement;

(e) they have obtained or had the opportunity to obtain the advice of their own financial, legal, tax, and other professional advisors with respect to this Agreement.

### **SECTION 4: INDEPENDENT CONTRACTOR**

4.1 The Parties shall be considered independent contractors and not agents or employees of the other Party. A Party shall not have authority to make any statements, representations, or commitments of any kind, and shall not take any action which shall be binding on the other Party, except as expressly provided for herein or authorized by the Parties in writing.

### **SECTION 5: INDEMNITY**

5.1 Robert Ballard and Mary Ballard will indemnify and save harmless TCC, from and against any and all losses, claims, damages, actions, causes of action, cost and expenses which TCC may sustain, incur, suffer or be put to by reason of any act or omission of Robert Ballard and/or Mary Ballard or by any servant, employee, affiliate, or agent of Robert Ballard and Mary Ballard in relation to the performance or non-performance of Robert

Ballard and Mary Ballard's obligations under this Agreement or breaches of the Warranties and Representations of Robert Ballard and Mary Ballard under Section 2.

#### **SECTION 6: APPROPRIATION**

6.1 Appropriation of revenue sharing will be allocated on an annual basis on March 1 for the preceding calendar year unless otherwise agreed upon in writing by the parties.

#### **SECTION 7: DISPUTE RESOLUTION**

7.1 If a dispute arises between TCC and Robert Ballard and/or Mary Ballard regarding any aspect of this Agreement, the individuals identified under section 10.2 will meet as soon as is practicable to resolve the dispute.

#### **SECTION 8: CONFIDENTIALITY**

8.1 Robert Ballard and Mary Ballard shall not, in any fashion, form, or manner, either directly or indirectly:

(a) Disclose or communicate to any party information relating to TCC's business (the "Confidential Information");

(b) Duplicate any Confidential Information;

(c) Use any Confidential Information other than solely for the benefit of TCC;

(d) Assist a third party in using any Confidential Information in any manner not solely for the benefit of TCC;

(e) If Robert Ballard and Mary Ballard have questions regarding the application of Chapter 119, Florida Statutes, related to the duty to provide public records relating to this Agreement, TCC's Custodian of Public Records should be contacted at Tallahassee Community College, 444 Appleyard Drive, Tallahassee, Florida 32304 or [publicrecords@tcc.fl.edu](mailto:publicrecords@tcc.fl.edu);

(f) Robert Ballard and Mary Ballard acknowledge TCC cannot and will not provide legal advice or business advice to Robert Ballard and Mary Ballard with respect to its obligations pursuant to this section related to public records. Robert Ballard and Mary Ballard further acknowledges it will not rely on TCC or its counsel to provide such business or legal advice, and Robert Ballard and Mary Ballard have been advised to seek professional advice with regard to public records matters addressed by this Agreement. Robert Ballard and Mary Ballard acknowledge their failure to comply with Florida Law and this Agreement with respect to public records shall constitute a material breach of this Agreement and grounds for termination.

(g) In the event Robert Ballard and Mary Ballard are exposed to any TCC or student non-public personal information ("NPPI") while performing services hereunder, Robert Ballard and Mary Ballard agree to maintain the confidentiality of and protect such NPPI in accordance with the Fair Credit Reporting Act, the Health Insurance Portability and Accountability Act ("HIPPA"), FERPA, Florida Public Records Act, Chapter 119, Florida Statutes, and any other provision of Florida law which requires the protection and non-disclosure of NPPI,

and all other regulations applicable to the services being performed hereunder. Robert Ballard and Mary Ballard shall maintain information security policies for NPPI, consistent with prevailing United States Industry standards.

(h) Unless otherwise required by this Agreement, TCC will use its best effort to prevent Robert Ballard and Mary Ballard from receiving student data or NPPI which Robert Ballard and Mary Ballard do not need in order to satisfy the duties of the Parties under this Agreement.

## **SECTION 9: GENERAL PROVISIONS**

9.1 This Agreement shall be governed and construed in accordance with the internal laws of the State of Florida, and venue for all claims or other causes of action arising out of this Agreement is Leon County, Florida.

9.2 This Agreement and any amendments to it, made in accordance with Section 13.1, constitute the entire agreement between the Parties with respect to the subject matter of the Agreement, unless otherwise agreed in writing by the Parties.

9.3 There will be no presumption any ambiguity in any of the terms of this Agreement should be interpreted in favor of either TCC or Robert Ballard and Mary Ballard.

9.4 If any part of this Agreement is void or unenforceable at law, it shall be severed from this Agreement and the rest of the Agreement shall remain in effect and fully enforceable.

9.5 All funds are in US dollars.

9.6 This Agreement may be entered into by TCC and Robert Ballard and Mary Ballard signing a separate copy of the Agreement (including a photocopy or facsimile copy) and delivering it to the other by facsimile or digital transmission.

9.7 This Agreement will not limit the positions TCC and/or Robert Ballard and Mary Ballard may take in future negotiations or court actions.

## **SECTION 10: NOTICE**

10.1 Any notice or other communication which is required to be given or TCC wishes to give to Robert Ballard and Mary Ballard or which is required to be given or Robert Ballard and Mary Ballard wish to give to TCC with respect to this Agreement will be in writing.

10.2 A notice or communication must be delivered, mailed or sent by email to the intended recipient at the address below:

**The District Board of Trustees of  
Tallahassee Community College  
Attn. Vice President of Administrative Services  
444 Appleyard Drive  
Tallahassee, Florida 32304  
Telephone: 850.201.8590  
Email:**

**Robert Ballard and Mary Ballard**

3189 Mulberry Park  
Blvd. Tallahassee,  
Florida 32311  
Telephone:  
850.294.3653  
Email:  
rarechicks@gmail.com

**SECTION 11: TERM AND TERMINATION**

11.1 This Agreement takes effect on June 1, 2024.

**SECTION 12: AMENDMENT**

12.1 Any amendments to this Agreement must be in writing and executed by the Parties.

**Section 13: Entire Agreement**

13.1 This Agreement represents the full understanding of the Parties and shall supersede all previous oral or written agreements regarding the subject matter herein.

IN WITNESS WHEREOF, each of the Parties has executed this Revenue Sharing Agreement, each Party by its duly authorized officer, as of the day and year set forth below.

Robert Ballard

/s/ \_\_\_\_\_

Date: \_\_\_\_\_

Mary Ballard

/s/ \_\_\_\_\_

Date: \_\_\_\_\_

The District Board of Trustees of Tallahassee  
Community College

/s/ \_\_\_\_\_

By: \_\_\_\_\_

Date: \_\_\_\_\_





June 17, 2024

## **M E M O R A N D U M**

**TO:** Jim Murdaugh, Ph.D.  
President

**FROM:** Barbara Wills, Ph.D.  
Vice President for Administrative Services and Chief Business Officer

**SUBJECT:** Oyster Dome License Agreement

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### **Item Description**

This item is a request for approval of the Exclusive License Agreement between TCC and Bob Ballard and/or Mary Ballard. This document will provide to Bob Ballard and/or Mary Ballard a license to develop commercial applications of the oyster reef dome.

### **Overview and Background**

TCC holds the assignment of invention of the oyster dome, provided March 26, 2019. This Exclusive License allows Bob Ballard and/or Mary Ballard to manufacture, deploy and sell the oyster dome. Bob Ballard and/or Mary Ballard will pay TCC 5% of the gross sales revenue for sales independent of the College and 15% of the gross sales revenue for sales in partnership with the College.

### **Funding/ Financial Implications**

Financial implications are to be determined based on future gross sales revenue.

### **Past Actions by the Board**

There have been no past actions by the Board. Also presented to the Board at this meeting is the Revenue Sharing Agreement.

### **Recommended Action**

Approve the Exclusive License Agreement between TCC and Bob Ballard and/or Mary Ballard.

**EXCLUSIVE LICENSE AGREEMENT**  
**BETWEEN TCC AND ROBERT BALLARD AND MARY BALLARD**

This Exclusive License Agreement (this “Agreement”) is entered by and between The District Board of Trustees of Tallahassee Community College (the “Licensor”) and Robert Ballard and Mary Ballard, (the “Licensee”) as of June 1, 2024, the “Effective Date”.

**RECITALS**

WHEREAS, Licensor is the owner of the rights to patent the Oyster Reef Dome, as further described in Appendix A.

WHEREAS, Licensee has the capability of developing commercial applications of the Oyster Reef Dome to which Licensor currently holds the intellectual property rights.

WHEREAS, Licensor is willing to grant a license to Licensee and Licensee desires a license from it.

NOW THEREFORE, in consideration of the promises and mutual covenants contained in this Agreement, the parties agree as follows:

**SECTION 1: DEFINITIONS**

1.1 “Annual Financial Report” means a written account of Licensee’s total gross sales over the calendar year preceding submission of the report. The report must be provided to the Licensor by March 1 for the preceding calendar year.

1.2 “Exclusive License” means a license to be the sole manufacturer, seller, and distributor of the Oyster Reef Dome and the sole right to sublicense or transfer the license.

1.3 “Licensed Product” means any product or part thereof, on a country-by-country basis, which is covered in whole or in part by the Oyster Reef Dome intellectual/property rights, in any country in which such product is made, used, exported, imported, sold, or manufactured by using a process which is covered in whole or in part by the Oyster Reef Dome intellectual/property rights.

1.4 “Licensed Territory” means worldwide.

1.5 “Gross Sales” means the total dollar amount of sales of the Licensed Product by Licensee or by any Sublicensee, before deducting any costs or expenses related to production of the Oyster Reef Domes.

1.6 “Oyster Reef Dome” means the intellectual property that is the concrete dome created for the purpose of becoming an artificial oyster reef.

1.7 “Sublicense” means the agreement to grant to, or the agreement not to assert against, a third party any of the rights granted to Licensee under Section 2. An agreement which is described in this definition is a Sublicense whether or not it is called a “sublicense” and whether or not it is included in a stand-alone document or is part of a broader collaboration, development, or joint venture agreement or arrangement, but shall not include any manufacturing or distribution company or other third party which manufactures or distributes Licensed Product on behalf of Licensee.

1.8 “Sublicensee” means any third party granted a Sublicense.

## **SECTION 2: GRANT OF LICENSE RIGHTS**

2.1 License Product In return for the payments described in Section 5, Licensors hereby grants to Licensee an exclusive license to use the Oyster Reef Dome in the Licensed Territory to make, have made, use, sell, have sold, import, and export Licensed Products.

### 2.2 Sublicense Rights.

(a) Licensee may grant written Sublicenses to third parties. However, Licensee shall notify Licensors of the initiation of license negotiations with all potential Sublicensees. Any agreement granting a Sublicense shall state the Sublicense is subject to the terms of this Agreement. Licensee has the same responsibility for the activities of any Sublicensee under any Sublicense as if the activities were directly those of Licensee.

(b) Licensors has the right to receive copies of Sublicenses subject to the ability to redact confidential information of the Sublicensee which is not reasonably necessary for Licensors to confirm the compliance of the Sublicense with this Agreement (hereinafter “Redacted Sublicense”). Licensee shall provide Licensors with a final copy of each Redacted Sublicense and will include in each Annual Financial Report submitted to Licensors hereunder, which shall include reporting on development of Licensed Products and payments under the Sublicense agreements.

2.3 Retained Rights. Licensors reserves to itself the right under the to develop, import, and use Licensed Products solely for internal not-for-profit research.

## **SECTION 3: OBLIGATIONS OF LICENSEE**

### 3.1 Licensee agrees and warrants:

(a) Licensee will prepare and provide Licensors an Annual Financial Report after the end of each calendar year, no later than March 1 of each year.

(b) Licensee shall pay Licensor in accordance with Section 5 of this Agreement.

#### **SECTION 4: OBLIGATIONS OF LICENSOR**

4.1 Licensor agrees and warrants:

(a) Licensor will give Licensee an Exclusive License to manufacture, deploy, and sell the Oyster Reef Dome and the sole right to sublicense or transfer the License with prior written approval of the Licensor, which approval shall not be unreasonably withheld, conditioned or delayed.

(b) Licensor shall split the Net Profits in accordance with a separately executed Revenue Sharing Agreement.

#### **SECTION 5: PAYMENTS**

5.1 Licensee shall pay Licensor five percent (5%) of Gross Sales Revenue of the Licensed Product for all sales made independent of the College.

5.2 Licensee shall pay Licensor fifteen percent (15%) of Gross Sales Revenue of the Licensed Product for all sales involving a relationship with the College such as a contract, grant or other agreement written by the College or to which the College is a party.

5.3 With respect to Sublicenses granted by Licensee or by a Sublicensee under Section 2.3(a), Licensee shall pay to Licensor an amount equal to what Licensee would have been required to pay had Licensee sold the Licensed Products which are sold by a Sublicensee.

(a) Licensee may not receive from Sublicensees anything of value in lieu of cash payments in consideration for any Sublicense under this Agreement without the express prior written approval of Licensor, which approval Licensor may not unreasonably withhold, condition, or delay.

5.4 Except as otherwise directed, Licensee shall pay all amounts owing to Licensor under this Agreement in United States dollars at the following address:

Attn: Vice President of Administrative Services  
Tallahassee Community College  
444 Appleyard Drive  
Tallahassee, Florida 32304

5.5 Based on the financial statement provided by Licensee, Licensor will confirm the amount due to the Licensor. If no payment is due, Licensor should provide a written affirmation of this fact.

5.6 Licensee shall be entitled to deduct from the payments otherwise due to Licensor hereunder the amount of any withholding taxes, value-added taxes or other taxes, levies or charges which may be imposed on Licensee by any government or political subdivision with respect to such payments which are required to be withheld.

#### **SECTION 6: WARRANTIES AND DISCLAIMERS OF LICENSEE**

6.1 Licensor represents its employees have assigned their entire right, title, and interest in the Oyster Reef Dome intellectual/property rights and it has authority to grant the rights and licenses set forth in this Agreement. However, nothing in this Agreement is:

(a) a warranty or representation by Licensor of the validity or scope of any right included in the License Product.

(b) a warranty or representation of anything made, used, sold or otherwise disposed of under the license granted in this Agreement does not infringe patents or other rights of third parties;

(c) an obligation to bring or prosecute actions or suits against third parties for infringement of Patent Rights; to the License Product

(d) an obligation to furnish services other than those specified in this Agreement.

6.2 Licensor assumes no responsibilities whatsoever with respect to construction, use, sale, transport, installation, or other disposition by Licensee or its Sublicensees. Neither party shall be liable for any consequential, indirect or special damages arising out of this Agreement or any breach of this Agreement.

#### **SECTION 7: INFRINGEMENT AND INVALIDITY**

7.1 Licensee shall inform Licensor, and similarly Licensor shall inform Licensee, promptly in writing of any alleged infringement of this License Agreement in the Licensed Territory by a third party and of any available evidence of the alleged infringement.

7.2 Licensee may, but is not obligated to, prosecute at its own expense any alleged infringement of this License Agreement, and shall have the first right to do so. Licensee will not prosecute or take any other enforcement-related steps with respect to any such infringements of this License Agreement except as is provided in Section 7.3. Licensor shall first apply any recovery of damages of any unreimbursed expenses and legal fees of Licensee relating to the suit and next toward reimbursement of Licensor for any legal fees and unreimbursed expenses born by Licensor. Licensee will keep any remaining balance. Licensee may not enter any settlement, consent judgment, or other voluntary final disposition of the suit without the prior, written consent of Licensor, which consent Licensor may not unreasonably withhold. Licensee shall indemnify Licensor against any order for costs and legal fees which may be made against Licensor in the proceedings.

7.3 If Licensee is unsuccessful in persuading the alleged infringer to desist, has not brought an infringement action against the alleged infringer (unless, and only so long as, Licensee has, as part of its enforcement strategy, reasonable grounds supporting a delay by Licensee in bringing such action against a particular alleged infringer or infringers, and Licensee so notifies Licensor and provided Licensor's rights against such infringer are preserved), or notifies Licensor of its intention not to bring suit against the alleged infringer, then, and in those events only, Licensor may, but is not obligated to, prosecute at its own expense such alleged infringement of this License Agreement. Licensor may use the name of Licensee as party plaintiff in the infringement action without expense to Licensee. If Licensor undertakes the enforcement of the License Agreement by litigation, Licensor shall apply any recovery of damages first in satisfaction of any unreimbursed expenses and legal fees of Licensor relating to the suit and next toward reimbursement of Licensee for any legal fees and unreimbursed expenses born by Licensee at Licensor's request. Any remaining balance shall be distributed as Net Profits in accordance with the Revenue Sharing Agreement.

7.4 If Licensee undertakes the enforcement or defense of this License Agreement by litigation, Licensor may voluntarily join the litigation, represented by its own counsel at its own expense. Licensee shall apply any recovery of damages first in satisfaction of any unreimbursed expenses and legal fees of Licensee relating to the suit and next toward reimbursement of Licensor for any legal fees and unreimbursed expenses.

7.5 In any suit in which either party is involved to enforce or defend this License Agreement, the other party shall, at the request and expense of the party initiating the suit, cooperate in all respects and, to the extent possible, have its employees testify when requested and make available relevant records, papers, information, samples, and the like.

## **SECTION 8: ASSIGNABILITY**

8.1 This Agreement may not be transferred or assigned by Licensee except with the prior written approval of Licensor, which approval may not be unreasonably withheld, conditioned, or delayed. Any attempted assignment in contravention of this Section 8.1 is void.

- (a) The new assignee shall assume all responsibilities under this Agreement and agree in writing to Licensor to be bound by this Agreement.

8.2 Licensor has the exclusive right to assign its rights under this Agreement to the Tallahassee Community College Foundation, Inc. If such assignment is made, all other material provisions of this Agreement shall remain the same.

## **SECTION 9: INDEMNIFICATION**

9.1 Licensee and Sublicensee(s) shall, at all times during the term of this Agreement and thereafter, indemnify, defend and hold The District Board of Trustees of Tallahassee Community College, Licensor, and each of their directors, trustees, officers, employees, and agents harmless against all claims and liabilities, including legal expenses and reasonable attorneys' fees, arising from a third party claim, arising out of the death of or injury to any person or persons or out of any damage to property and against any other third party claim, proceeding, demand, expense and liability resulting from the development, production, manufacture, sale, use, or lease of Licensed Products; except to the extent such claims result from the gross negligence, willful misconduct or breach of applicable law by any indemnitee. Licensor shall give Licensee prompt notice of any such claim. Notwithstanding the above, Licensor at all times reserves the right to retain counsel of its own to defend the interests of Licensor, The District Board of Trustees of Tallahassee Community College, and Licensor. Licensor shall give Licensee prompt notice of any such claim.

## **SECTION 10: INSURANCE**

10.1 Licensee shall, throughout the term of this Agreement, obtain and maintain at its own cost and expense from a qualified insurance company licensed to do business in Florida with a Best Rating of B+ or better, standard product liability insurance naming Licensor and its officers, directors, trustees, employees, agents, and shareholders as additional insured parties. Such policy shall provide protection against all claims, demands and causes of action arising out of any defects or failure to perform, alleged or otherwise, of the Licensed Products or any material used in connection therewith or any use thereof. The amount of liability coverage shall be \$1,000,000 with \$200,000 per person, \$300,000 per occurrence. The Licensee must provide a Certificate of Liability insurance as proof of coverage, with the Licensor being named as an additional insured party on the insurance plan. The policy shall provide for thirty (30) days' notice to Licensor from the insurer by registered or certified mail, return receipt requested, in the event of any modification, cancellation or termination thereof. Licensee agrees to furnish Licensor a certificate of insurance evidencing same prior to the Effective Date and in no event shall Licensee manufacture, distribute or sell any Licensed Products prior to receipt by Licensor of such evidence of insurance.

## **SECTION 11: USE OF NAMES**

11.1 Licensee and its Sublicensee(s) may not use the names or logos of Licensor, nor of any of the institution's employees, trustees, agents, or affiliates, except for the name of the inventor of the Oyster Reef Dome, nor any adaptation of those names, in any promotional, advertising or marketing materials or any other form of publicity, or to suggest any endorsement by these entities or individuals, without the prior written approval of Licensor in each case, which approval the Licensor may not unreasonably withhold, condition, or delay.

## **SECTION 12: MISCELLANEOUS**

12.1 Governing Law. This Agreement shall be governed and construed in accordance with the internal laws of the State of Florida.

12.2 Independent Contractors. The parties are independent contractors and not joint venturers or partners.

12.3 Integration. This Agreement constitutes the full understanding between the parties with reference to its subject matter, and no statements or agreements by the parties, whether oral or in writing, may modify the terms of this Agreement. Neither party may claim any amendment, modification, or release from any provisions of this Agreement, unless the mutual agreement is in writing and signed by both parties.

12.4 Laws and Regulations. Licensee shall comply with all local, state, federal, and international laws and regulations which are applicable to the development, manufacture, use, and sale of Licensed Products.

12.5 Force Majeure. Neither party is responsible for default, delay, or failure to perform, if such default, delay or failure to perform is due to causes beyond the party's reasonable control, including, but not limited to, acts of God, wars, acts of public enemies, strikes, fires, floods, or other natural disasters beyond the control of the parties, provided the nonperforming party uses commercially reasonable efforts to avoid or remove those causes of nonperformance and continues performance under this Agreement with reasonable dispatch when the causes are removed. In the event of a default, delay or failure to perform described in this Section 12.5, any date or times by which either party is scheduled to perform is extended automatically for a time equal to the time lost by reason of the excused default, delay or failure to perform.

12.6 Severability. If any provision of this Agreement shall be held invalid, illegal or unenforceable, such provision shall be enforced to the maximum extent permitted by law and the parties' fundamental intentions hereunder, and the remaining provisions shall not be affected or impaired.

## **SECTION 13: NOTICES**

13.1 The parties shall provide any notice required to be given pursuant to this Agreement in writing to the addresses listed in this Section 13.1. Notice is effective on the day it is delivered personally with written receipt from an authorized signatory, on the second day after the day on which the notice has been delivered for next day delivery prepaid to a nationally recognized courier service, on the fifth business day following deposit in the United States mail if sent certified or registered mail, (return receipt acknowledgement is not required to certify delivery).



If to Licensor:

Attn: Vice President of Administrative Services Tallahassee Community College  
444 Appleyard Drive  
Tallahassee, Florida 32304

If to Licensee:

Attn: Robert G. Ballard  
3189 Mulberry Park Blvd. Tallahassee, Florida 32311

Attn: Mary Ballard  
3189 Mulberry Park Blvd.  
Tallahassee, Florida 32311

#### **SECTION 14: DISPUTE RESOLUTION**

14.1 The Parties expressly waive any right to a trial by jury regarding any action, legal or equitable, arising out of this Agreement. Prior to bringing any legal or equitable action in any court of law, the Parties hereby irrevocably consent to mediation in Leon County, Florida. Said mediation shall be conducted within 120 days of a Party providing written notice of said Party's claim(s) and request to mediate. The Parties shall make a good faith effort to agree upon a mediator. To the extent the Parties are unable to agree, the mediator shall be chosen from a list of certified mediators provided by the Florida Bar.

14.2 Venue. The state and federal courts located in Leon County, Florida, shall have exclusive jurisdiction to adjudicate any dispute arising out of or relating to this Agreement. Each party hereby consents to the jurisdiction of such courts and waives any right it may otherwise have to challenge the appropriateness of such forums, whether on the basis of the doctrine of *forum non conveniens* or otherwise. Each party also hereby waives any right to jury trial in connection with any action or litigation in any way arising out of or related to this Agreement.

#### **SECTION 15: CONTRACT FORMATION AND AUTHORITY**

15.1 Construction. The titles of the sections of this Agreement are for convenience of reference only and are not to be considered in construing this Agreement. Unless the context of this Agreement clearly requires otherwise: (a) references to the plural include the singular, the singular the plural, and the part the whole, (b) references to one gender include all genders, (c) "or" has the inclusive meaning frequently identified with the phrase "and/or," (d) "including" has the inclusive meaning frequently identified with the phrase "including but not limited to" or "including without limitation," and (e) references to "hereunder," "herein" or "hereof" relate to this Agreement as a whole. Any reference in this Agreement to any statute, rule, regulation or agreement, including this Agreement, shall be deemed to include such statute, rule, regulation or agreement as it may be modified, varied, amended or supplemented from time to time.

15.2 Entire Agreement. This Agreement embodies the entire agreement and understanding between the parties hereto with respect to the subject matter of this

Agreement and supersedes all prior or contemporaneous agreements and understandings other than this Agreement relating to the subject matter hereof.

15.3 Amendment and Waiver. This Agreement may be amended only by a written agreement executed by the parties hereto. No provision of this Agreement may be waived except by a written document executed by the party entitled to the benefits of the provision. No waiver of a provision will be deemed to be or will constitute a waiver of any other provision of this Agreement. A waiver will be effective only in the specific instance and for the purpose for which it was given and will not constitute a continuing waiver.

15.4 Counterparts. This Agreement may be in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one instrument.

15.5 The submission of this Agreement is not an offer, and this document is effective and binding only upon the execution by duly authorized representatives of both Licensee and Licensor. Copies of this Agreement which have not been executed and delivered by both Licensor and Licensee do not evidence an agreement between the parties.

15.6 Licensor and Licensee hereby warrant and represent the persons signing this Agreement have authority to execute this Agreement on behalf of the party for whom they have signed.

## **SECTION 16: TERMINATION OF AGREEMENT**

16.1 This Agreement shall be terminated by mutual consent of both parties in writing, or by material breach of this Agreement, as described in Section 17.1 (a), with 30 days' notice and time to cure the breach.

(a) Material breach of this Agreement shall be defined as falsification of records; falsification of reports; failure to distribute Net Profits in accordance with the Revenue Sharing Agreement; failure to provide Licensor with Oyster Reef Domes in accordance with Section 3.1(c) of this Agreement, failure to maintain liability insurance in compliance with Section 10 of this Agreement; improper use of Licensor's name or logos or names of Licensor's employees, trustees, agents, or affiliates in violation of Section 11 of this Agreement; any violation of a federal, state, or local law, rule, or permitting requirement; any violation of EPA rules or regulations; any violation of DEP rules or regulations; any violation of federal or state fish and wildlife rules or regulations; or any violation of Department of Labor and OSHA rules or regulations.

16.2 This license agreement will expire on May 31, 2027, unless extended by the mutual agreement of both parties.

The parties have duly executed this Agreement on the dates indicated below.

Robert Ballard

/s/ \_\_\_\_\_

Date: \_\_\_\_\_

Mary Ballard

/s/ \_\_\_\_\_

Date: \_\_\_\_\_

The District Board of Trustees of Tallahassee  
Community College

/s/ \_\_\_\_\_

By: \_\_\_\_\_

Date: \_\_\_\_\_

## 2024 – 2025 Schedule of Business Meetings and Workshops

*August 6, 2024	2:30 Business Meeting and Workshop	<b>Herb F. Morgan Room Administration Building</b>
September 16, 2024	2:30 Business Meeting and Workshop	<b>Herb F. Morgan Room Administration Building</b>
October 21, 2024	2:30 Business Meeting and Workshop	<b>Herb F. Morgan Room Administration Building</b>
November 18, 2024	2:30 Business Meeting and Workshop	<b>Florida Public Safety Institute</b>
December – No Meeting		
**January 21, 2025	2:30 Business Meeting and Workshop	<b>Herb F. Morgan Room Administration Building</b>
February 17, 2025	2:30 Business Meeting and Workshop	<b>Ghazvini Center for Healthcare Education</b>
March 17, 2025	2:30 Business Meeting and Workshop	<b>Center for Innovation</b>
April 21, 2025	2:30 Business Meeting and Workshop	<b>Herb F. Morgan Room Administration Building</b>
May 19, 2025	2:30 Business Meeting and Workshop	<b>Wakulla Environmental Institute</b>
June 16, 2025	2:30 Business Meeting and Workshop	<b>Herb F. Morgan Room Administration Building</b>
July – No Meeting		

\*August 6, 2024, Tuesday

\*\*January 21, 2025, Tuesday