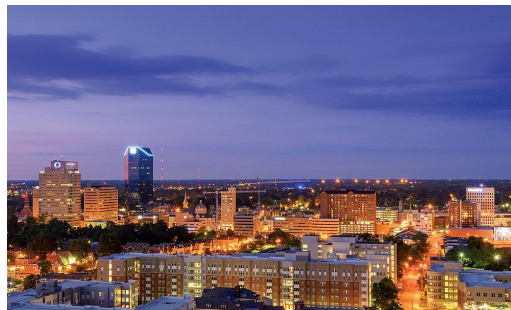


# Proposal for a Compensation Study for Lexington-Fayette Urban County Government



Donald C. Long, Ph.D.  
2992 Reidville Road  
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Management Advisory Group International, Inc  
2992 Reidville Rd,  
Spartanburg, SC 29301

December 6, 2021

Todd Slatin, Director  
Division of Central Purchasing  
Lexington-Fayette Urban County Government  
200 East Main Street, 3<sup>rd</sup> Floor  
Lexington, Kentucky 40507

Dear Mr. Slatin:

Management Advisory Group International, Inc. (MAG) is pleased to present this *Proposal for a Compensation Study for the Lexington-Fayette Urban County Government*.

We have read the RFP and Addendum #1 and Addendum #2. We are ready to assist the City in this important undertaking. We certainly appreciate your consideration.

MAG is a national, full-service human resources consulting firm with *extensive* experience in classification and compensation projects, position descriptions, and human resources software. Principals of the firm have conducted *over 550 similar studies* in over 25 years of municipal consulting in 40 states, including Kentucky.

We are most interested in your project, and will work closely with you, HR staff, Department Heads, and City employees to achieve your key objectives. We will address all of your interests through a very interactive and cooperative approach and methodology. We expect all of our clients to be extremely pleased with the outcomes and work products. We will work with everyone involved in the study to create excellence for every aspect of the project.

MAG had the pleasure of completing the 2014 project for the City. Other recent studies have included the City of Memphis, Atlanta (GA), City of Savannah (GA). We are now completing compensation studies for the City of Knoxville, TN, City of St. Louis and City of Houston, Texas, among other large agencies.

Todd Slatin, Director  
Division of Central Purchasing  
Lexington-Fayette Urban County Government  
December 6, 2021  
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MAG's Senior Project team members include:

- Donald C. Long, Ph.D. (26+ years of directly related compensation and classification experience; former Assistant City Manager and City Manager; founding partner of MAG); over 250 compensation studies; taught HR and Public Finance at the university level for years.
- David Lookingbill (35+ years of directly related experience); Human Resources Director; served in senior positions in a large City as well as three states including Deputy Merit System Director, prior to joining MAG). Has completed over 200 compensation studies for local agencies. He has also served as an HR Director in Arizona.
- Russell Campbell (23+ years of directly related experience); former Human Resources Director and Assistant City Manager; served as State Director for two national management consulting firms prior to joining MAG). Has completed over 225 compensation studies for local agencies He will serve as co- project manager for your project.
- Carolyn Long (32+ years of directly related experience); served as National Director of the Human Resources Practices for two national consulting firms prior to founding MAG) in 2002. Has directed/completed over 300 similar compensation studies throughout the United States, and will serve as co-project manager for your project.
- Jym Brittain: (20+ years of directly related experience); has provided consulting assistance to many of MAG's clients including, municipalities, counties and state agencies. His work has included job analysis, market review and analysis, and the development of compensation programs. Location is Nashville.



Our overall approach is inclusive, personalized, and supported by state of the art tools that includes a proven job evaluation system. The approach is proven; the personnel are established professionals with many years of experience. *Our work results in more than simply Excel files, as you may have experienced with other providers.* We are familiar with all of the functions that occur within the City's departments included within the scope of the study, due to our many successful projects. We have also performed numerous operational studies of police and fire departments, so we bring an understanding of public safety operations.

Todd Slatin, Director  
Division of Central Purchasing  
Lexington-Fayette Urban County Government  
December 6, 2021  
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*In addition to the personalized approach to your project, our software is the most progressive in the business for the purpose of conducting compensation studies. It fully addresses your interests as stated in the RFP in reference to the evaluation of jobs to achieve internal equity, as well as external equity. We will create proper pay structures to reflect a competitive position in your market area.*

Further, we will enable the City to maintain its system properly following completion of the project, without additional cost. **The software we have developed over the years, and license to you for your ongoing use, is unmatched in the market place. It is simply the best, and there is nothing else like it available.** It is a tool that complements the highly personalized and personally managed project designed to meet your interests. We have client agencies all over the country using this software.

We produce personalized implementation plans so that the City, management, and staff are able to evaluate various strategies according to financial limitations. *One of our strengths is our ability to produce customized plans that ultimately result in implementation.* That is our goal from day one of the engagement. The calculations are precise.

Our consultant services are supported by a full complement of personnel, office space, and technological equipment required to meet our clients' needs. MAG is also a woman-owned business (WBE). Our FEID# is 88-0495510.

MAG is prepared to modify the scope of services as needed, and we will be glad to discuss your needs in further detail as necessary. We appreciate the opportunity to be of service to you and look forward to working as partners with the City on this important project.

Sincerely,



Donald C. Long, Ph.D.  
President, Management Advisory Group International, Inc.  
2992 Reidville Road  
Spartanburg, SC 29301  
Phone: (703) 590-7250  
Email: [don@maginc.org](mailto:don@maginc.org)

# CITY OF LEXINGTON, KENTUCKY

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**SECTION A**

***Management Synopsis***

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## ***Management Synopsis***

### ***Basic Information...***

Legal Name of Firm: Management Advisory Group International, Inc.  
Incorporation: Florida (2001)  
Offices: Fairfax, VA; Greenville & Columbia, SC; Asheville, NC; Nashville, TN.  
In Business: Since 2001 as a company.  
Legal Structure: Corporation

### ***Excellent Experience, Professional Qualifications and Demonstrated Success...***

MAG principals and staff have successfully completed over 550 similar studies over a 25 plus year period in 40 states. MAG has the resources, staff and financial capacity to successfully complete your study. MAG has completed recent studies with as many as 11,000 employees. We have completed hundreds of compensation studies, and have considerable success in the field, including Kentucky.

### ***Expertise of Staff Members and Staff Allocation...***

You can be assured of depth of experience in municipal matters, thus ensuring your success. Our primary partners working on your project include an expert witness in HR who has managed national HR practices for many years, a Ph.D. in Public Administration, and a partner with CPC designation who has conducted consulting studies for 30 years. The team proposed for you has functioned together for over a decade.

### ***Excellent Methodology, Technical Approach and Tools to Complete Your Study...***

We work closely and personally with key City staff to achieve your objectives. The software system and approach we have developed is specific to your interests, and includes a highly defined and progressive system of job evaluation. *The software is specific to the conduct of compensation studies and sets us apart from our competitors.* It has been proven in scores of similar studies to add value to your project. It does much more than Excel.

### ***Customer Service...Enable the Client***

We license our software to you (no cost), and train HR staff in its use, thus allowing you to maintain your classification system and database of employees without continuing or excessive consultant costs. Our staff responds to emails within minutes 90% of the time, and will respond to any questions or clarifications at no cost for up to a year. We have an office in Nashville, which will be beneficial to communications during and after the study.

### ***Your Consideration is Appreciated...***

Donald C. Long, President, MAG International, Inc.

**SECTION B**

**COMPANY HISTORY AND EXPERIENCE**





## **Section B – Company History and Experience**

### ***Time in Business and Business Specialties***

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The Principals of MAG International, Inc. have a proven track record in providing in-depth management and human resource consulting services for over 25 years in more than 40 states. Our services for cities and municipalities include a focus on classification/compensation studies. Our work also includes performance management evaluation, compensation and pay equity and analysis, personnel policies, training, and procedures manuals.

Our clients range from various state and local government agencies, to many school districts, as well as, numerous Utilities, EMS, Police, and Fire organizations nationally and internationally. We have worked with many types of agencies over the years, and have excellent and wide ranging understanding of city and municipal functions.

### **MAG International, Inc. Selected Areas of Expertise**

➤ **Compensation and Classification**

Pay Equity and Comparable Worth

Evaluation systems

Salary Studies

Benefits

Management/Executive Compensation

➤ **Management Systems**

Facilities Reviews

Productivity and Staffing Analysis

Privatization Reviews

Organizational Restructuring

Efficiency Studies

➤ **Policies, Procedures and Training**

Personnel Ordinances and Policy Manuals

Recruiting and Hiring Guidelines

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*Management Advisory Group International, Inc. is a privately held corporation located in Woodbridge, Virginia. MAG International, Inc. is a woman-owned firm incorporated in the state of Florida in 2001 and continues to maintain corporation status in the states of Florida, Louisiana and Virginia, while helping our clients find success nationwide.*

*MAG is one of three sister companies. MAG International, Inc. focuses on state, county and local government; MAG LLC, focuses on federal contracts; and, MAG- DS primarily handles international projects. MAG's home offices are located in Northern Virginia, with satellite offices in South Carolina, North Carolina and Tennessee. There are over seventy staff in the domestic offices and over 1,500 worldwide.*



MAG is committed to providing the highest level of professional management and human resource consulting services to our clients. Our team of business and management professionals possesses extensive experience, education, and skill sets in a variety of study areas -- allowing us to assist our clients in meeting their organizational mission, vision, and goals on a variety of fronts.

MAG believes that organizational efficiency and effectiveness is, in large part, dependent on recruitment, hiring, and retention of quality, skilled personnel and staff – comprehensive human resources management systems are an absolute essential in today's world to accomplish organization mission, vision, goals, and objectives.

*Unlike our competition, in support of this philosophy, packaged along with our special client tailored services, is our comprehensive classification and compensation study software. **We will license this progressive and special software to HR for ongoing use, at no additional cost to the City.** This sets us apart from our competitors and enables the City to maintain its system without additional outside assistance. It is a standalone program that allows HR to create new positions, adjust positions, calculate budget estimates, and much more.*

### ***Project Initiation and Timetables***

While MAG has other current clients, the company has established a priority for the initiation, scope, and timetable of this project. We are prepared to initiate this project immediately and complete a high quality study within a five month period. This will assure appropriate time for data collection, review of recommendations, and completion of reports.

### **Current Clients**

Some of our current/recent clients, with projects at various stages of completion:

- ✓ City of St. Louis, MO;
- ✓ City of Savannah, GA;
- ✓ City of Cleveland, TN;
- ✓ City of Southfield, MI;
- ✓ Boone County, KY;
- ✓ City of El Paso, TX;
- ✓ Frederick County, VA;
- ✓ Durham County, NC;
- ✓ City of Wichita Falls, TX;
- ✓ Galveston County, TX;
- ✓ City of Houston, TX;
- ✓ Macon-Bibb County, GA;
- ✓ City of Pasadena, TX;
- ✓ Washington Council of Governments (WASHCOG)



## Excellent Outcomes

Successful outcomes in our projects have been diverse. They include:

- ✓ revised compensation structures;
- ✓ creation of management or executive pay structures and benefits packages;
- ✓ comprehensive job/class descriptions where none have existed;
- ✓ revisions to operational and personnel policies;
- ✓ adjustment to pay structures to recognize market changes for selected employment groups;
- ✓ assignment of geographic differential to a pay structure where appropriate;
- ✓ integration of multiple pay structures into a unified schedule;
- ✓ identifying compression across the organization.
- ✓ staffing level determinations;
- ✓ reorganizations;
- ✓ analysis of agency versus contracted provision of services;
- ✓ Identification of proper use of facilities.

## *MAG's Special Human Resource Management Software*

MAG has developed and uses the following software applications: **Market Manager®**, **Classification Manager®**, and **Performance Manager®**.

The flagship of our software package, **Classification Manager®**, is like having a human resources department on your PC. **Classification Manager®** designs custom pay structures, assigns employees to job classes, and provides extensive reports and forecasting scenarios to assist in developing management or labor compensation strategies. **Classification Manager®** is an invaluable tool for forecasting, as well as, proving internal pay equity. **Classification Manager®** can be used with our proprietary system *or easily adapted to use your existing system of job classification*.

**Market Manager®** is MAG's custom survey software that is designed to electronically collect job class, pay practice and related data from organizations that may compete with our clients for like classes of employees. **Each survey instrument is customized to reflect and collect the specific data requested by our client, ensuring that the unique needs of the client organization are addressed as an integral part of each of MAG's studies.**



To ensure that all data analysis activity compares “apples to apples,” **Market Manager®** has internal controls that normalize survey data for employee groups that work non-standard work hours, such as instructional/educational personnel, **allowing the client to directly compare compensation packages for either work hours or work days of employees within the agency and across the competitive marketplace. This is especially critical when evaluating work within the City structure.**

In addition to implementing targeted surveys, **Market Manager®** maintains an extensive data mine of current market information that can be accessed to support any market survey study undertaken on behalf of our clients. This powerful tool provides the information necessary to design compensation packages that reflect reality in the marketplace, and **putting the client’s organization in a competitive posture to recruit, retain and motivate employees.**

**While not part of this project, the third prong to our unique approach to human resources management targets employee performance.** MAG understands that managing performance is one of the toughest challenges faced by public sector employers and, in response, has designed and developed **Performance Manager®** to effortlessly link people, pay and performance.

MAG has committed to maintaining state of the art tools to assist our clients in the conduct of human resources projects.

Data is able to be easily used in Excel formats to ensure ease of use by our clients. We make it easy for you.

MAG has the organizational, financial, staff, and technical capability to assure success for this important project. Litigation has never been filed against our firm.

While we have current obligations, MAG is able to clearly state that we will be able to meet the obligations for the City in a timely manner.

MAG has no current or former litigation, outstanding judgments, or liens (ever).



**Management Advisory Group International, Inc.  
Client List**

Ak-Chin Indian Community, AZ  
Association of County Commissioners, NC  
Athens-Clarke County, GA  
Auburn University, AL  
Baltimore County Community College, MD  
Baltimore County Public Schools, MD  
Black Hawk College, IL  
Brevard County Sheriff's Office, FL  
Broward County Sheriff's Office, FL  
Carson Products, NC  
Central Yavapai Fire District, AZ  
Charleston County Parks and Recreation Authority, SC  
Charleston Housing Authority, SC  
Charlotte County Sheriff, FL  
Chester Metropolitan Water and Sewer District, SC  
Child Care Group, TX  
Citrus County Sheriff's Department, FL  
Citrus Hills Investment Corporation, FL  
City of Acton, MA  
City of Alexandria, LA  
City of Altamonte Springs, FL  
City of Americus, GA  
City of Artesia, NM  
City of Asheville, NC  
City of Atlanta, GA  
City of Avondale, AZ  
City of Bal Harbour, FL  
City of Balcones Heights, TX  
City of Baton Rouge, LA  
City of Bay Harbor Islands, FL  
City of Baytown, TX  
City of Belle Glade, FL  
City of Belleview, FL  
City of Bloomington, IN  
City of Bowling Green, KY  
City of Boynton Beach, FL  
City of Brooksville, FL  
City of Brownsville, TX  
City of Bullhead City, AZ  
City of Cape Coral, FL  
City of Cape Coral, FL  
City of Carlsbad, NM  
City of Casselberry, FL  
City of Cayce, SC

City of Chandler, AZ  
City of Chesapeake, VA  
City of Cocoa Beach, FL  
City of College Park, MD  
City of Colleyville, TX  
City of Colonie, NY  
City of Columbia, MO  
City of Columbia, SC  
City of Cooper City, FL  
City of Dania, FL  
City of Davie, FL  
City of Daytona Beach, FL  
City of Destin, FL  
City of Douglas, AZ  
City of Dover, DE  
City of Dunedin, FL  
City of Dunedin, FL  
City of El Mirage, AZ  
City of El Paso, TX  
City of Eustis, FL  
City of Fairborn, OH  
City of Florence, SC  
City of Fountain, CO  
City of Franklin, TN  
City of Ft. Lauderdale, FL  
City of Ft. Walton Beach, FL  
City of Gainesville, FL  
City of Gladstone, MO  
City of Goose Creek, SC  
City of Grand Prairie, TX  
City of Greenacres, FL  
City of Greenville, SC  
City of Gulfport, FL  
City of Hammond, LA  
City of Highland Beach, FL  
City of Holly Hill, FL  
City of Hollywood, FL  
City of Hollywood, FL  
City of Indian River Shores, FL  
City of Jacksonville, FL  
City of Jacksonville Beach, FL  
City of Jacksonville (JTA), FL  
City of Johnson City, TN  
City of Joplin, MO  
City of Juno Beach, FL  
City of Kalispell, MT  
City of Kearney, NE  
City of Kenosha, WI  
City of La Porte, TX



City of Lake Park, FL  
City of Lake Worth, FL  
City of Lakeland, FL  
City of Logan, UT  
City of Manning, SC  
City of Mesa, AZ  
City of Minot, ND  
City of Miramar, FL  
City of Mount Dora, FL  
City of Mount Pleasant, SC  
City of Myrtle Beach, SC  
City of Naples, FL  
City of New Orleans, LA  
City of New Smyrna Beach, FL  
City of North Miami, FL  
City of North Miami Beach, FL  
City of North Myrtle Beach, SC  
City of North Port, FL  
City of Oak Ridge, TN  
City of Ocala, FL  
City of Ormond Beach, FL  
City of Page, AZ  
City of Palm Bay, FL  
City of Pascagoula, MS  
City of Pearland, TX  
City of Pembroke Pines, FL  
City of Port Freeport, TX  
City of Port Orange, FL  
City of Portsmouth, VA  
City of Prescott, AZ  
City of Prescott Valley, AZ  
City of Pueblo West, CO  
City of Richmond, VA  
City of Rio Rancho, NM  
City of Riviera Beach, FL  
City of Ruidoso, NM  
City of Safety Harbor, FL  
City of San Francisco, CA  
City of San Luis, AZ  
City of Sanford, FL  
City of Sanibel, FL  
City of Sarasota, FL  
City of Satellite Beach, FL  
City of Sevierville, TN  
City of South Daytona, FL  
City of St. George, UT  
City of St. Cloud, FL  
City of St. Louis, MO  
City of Stuart, FL

City of Sumter, SC  
City of Surprise, AZ  
City of Takoma Park, MD  
City of Tallahassee, FL  
City of Tamarac, FL  
City of Tampa, FL  
City of Venice, FL  
City of Wellington, FL  
City of West Columbia, SC  
City of West Palm Beach, FL  
City of Wilton Manors, FL  
City of Winter Park, FL  
Coastal Rapid Transit Authority, SC  
Collier County Sheriff's Office, FL  
Columbia Housing Authority, SC  
Columbia Police Department, SC  
Corpus Christi Airport, TX  
County of Alachua, FL  
County of Bastrop, TX  
County of Brevard, FL  
County of Broward, FL  
County of Brunswick, VA  
County of Cameron, TX  
County of Cecil, MD  
County of Charleston, SC  
County of Charlotte, FL  
County of Chatham, NC  
County of Cherokee, NC  
County of Chester, PA  
County of Citrus, FL  
County of Clarendon, SC  
County of Clayton, GA  
County of Colleton, SC  
County of Davidson, NC  
County of Dougherty, GA  
County of Durham, NC  
County of Eddy, NM  
County of Fairfield, SC  
County of Florence, SC  
County of Hampton, SC  
County of Haywood, NC.  
County of Hernando, FL  
County of Horry, SC  
County of Jefferson, TX  
County of Lake, FL  
County of Lancaster, SC  
County of Lee, FL  
County of Lexington, SC  
County of Marion, FL



County of Martin, FL  
County of Missoula, MT  
County of Montgomery, VA  
County of Northampton, VA  
County of Orange, FL  
County of Orangeburg, FL  
County of Orangeburg, SC  
County of Pinal, AZ  
County of Polk, FL  
County of Sarasota, FL  
County of Spartanburg, SC  
County of St. Johns Property Appraiser, FL  
County of Tift, GA  
County of Washington, PA  
County of Oakland, MI  
County of Sumter, SC  
Dallas Independent School District, TX  
DeKalb County School District, GA  
Emergence Health Network, TX  
Escambia County Utilities, FL  
Fairfax County Public Schools, VA  
Florida Community College at Jacksonville  
Florida League of Cities, FL  
Gila River Indian Community, AZ  
Greenwood Housing Authority, SC  
Harford County Sheriff, MD  
Hopi Tribal Government, AZ  
Horry County Solid Waste Authority, SC  
Huntsville City Schools, AL  
Iberia Parish, LA  
Immokalee Water and Sewer Authority, FL  
Johnson C. Smith University, NC  
Key West Aqueduct Authority, FL  
Lake County Sheriff's Office, FL  
Lake Worth Utilities, FL  
Laurens CPW, SC  
Los Angeles Housing Authority, CA  
Louisiana Community College System, LA  
Manatee County Sheriff's Office, FL  
Marion County Sheriff's Office, FL  
Marion County Tax Collector, FL  
Massachusetts Community Colleges, MA  
Miami Area School District, AZ  
Navajo Community College, AZ  
New Smyrna Utilities Commission, FL  
Nez Perce Indian Tribe, ID  
Okaloosa County, FL  
Oklahoma Zoological Trust, OK  
Orange County Public Schools, FL  
Ouachita Parish, LA  
Palm Beach County Clerk of Court, FL  
Palm Beach County Schools, FL  
Palm Beach County Sheriff's Department, FL  
Palm Harbor Fire Rescue District, FL  
Pasco County Sheriff's Office, FL  
Peace River Water Authority, FL  
Pee Dee Regional Authority, SC  
Phoenix Elementary School District, AZ  
Queen Anne's County Schools, MD  
Richland County School District One, SC  
Salt River Indian Community, AZ  
San Carlos Apache Tribe, AZ  
Santa Fe Community College, NM  
School District of Philadelphia, PA  
Southern Ute Indian Tribe, CO  
St. Charles Parish, LA  
St. Mary's Metropolitan Commission, MD  
State Department of Children & Families, FL  
State Department of Citrus, FL  
State Department of Health, FL  
State Department of Juvenile Justice, NC  
State Department of Juvenile Justice, FL  
State Department of Transportation, TX  
State Dept. of Environmental Quality, OR  
State Dept. of Public Safety, AZ  
State Div. of Human Resources, AZ  
State Executive Office of the Governor, FL  
State Human Resources Dept., IA  
State Merit System, NE  
Tampa Housing Authority, FL  
Tampa International Airport, FL  
Tempe Union High School District, AZ  
Tohono O'odham Nation, AZ  
Town of Gilbert, AZ  
Town of Hilton Head, SC  
Town of Hilton Head Island, SC  
Town of Jupiter, FL  
Town of Paradise Valley, AZ  
University of Maine, ME  
University of Northern Iowa, IA  
University of Texas, TX  
University of Wyoming, WY  
Virginia Beach City Schools, VA  
Washington COG, D.C.  
Washoe County School District, NV  
Washtenaw County, MI  
Wayne County Airport Authority, MI  
Wicomico County Schools, MD



**SECTION C**

**PROJECT TEAM MEMBERS AND  
TECHNICAL APPROACH**

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## **Project Team Members**

### **Our Professional Consulting Staff**

MAG's team of professional consultants have worked extensively together for the past 20 years to design, develop, and implement highly competitive, innovative, state-of-the-art compensation management and rewards, pay and classification systems.

#### **Donald C. Long, Ph.D., President, Authorized Representative, MAG.**



Dr. Long has over 25 years of experience providing management assistance to elected and appointed officials in the areas of human resources, staffing and organizational reviews, program evaluations, public policy/productivity, strategic planning, public safety services, and other related management areas. He has provided public sector management and financial consulting assistance to over 300 governmental and nonprofit agencies in a variety of service areas, including management research studies for cities, counties, and public agencies in the area of organization and management, human resource systems, staffing and cost-benefit analysis, and strategic planning. He has substantial consulting experience with all local government functions. Dr. Long possesses a Ph.D. in Public Administration and Finance from Florida Atlantic University.

Examples of projects in which Dr. Long has served as project lead or has had substantial project responsibilities include:

- Athens-Clarke County
- Beaufort County Schools, SC
- Brownsville, TX
- Cameron County, TX
- Charlotte County, FL
- Cherokee County, GA
- Clayton County, GA
- Colleyville, TX
- Daytona Beach, FL
- Dawson County, GA
- DeKalb County, GA
- Deltona, FL
- El Paso, TX
- Fountain, CO
- Franklin, TN
- Hall County, GA
- Harford County, MD
- Henry County Schools, GA
- Hollywood, FL
- Indian River County Fire
- Jacksonville, FL
- John's Creek, GA
- Jones County, GA
- Kent County, DE
- Naples, FL
- Osceola County, FL
- Pharr, TX
- Polk County, TX
- Pueblo West, CO
- Richland County, SC
- Sanford, FL
- St Charles Parish, LA
- St Cloud, FL
- St Louis, MO
- St Mary's co, MD
- Sugarland, TX
- Washtenaw County, MI
- WASHCOG.



- **David Lookingbill, Senior Vice-President, MAG.**



Mr. Lookingbill has 40 years of experience providing human resource management expertise in a variety of public sector organizations, including state, city and tribal jurisdictions. He has provided public sector human resource management consulting services to over 175 governmental organizations in the areas of classification/compensation, selection device development/validation, organizational structure, ADA compliance, policy/procedure development, employee performance planning/appraisal and staffing needs identification. Mr. Lookingbill has been a certified public sector instructor in compensation for WorldatWork. He has served as HR Director for the Ak-Chin Indian Community in Arizona.

Examples of projects in which Mr. Lookingbill has served as project lead or has had substantial project responsibilities include:

Examples of projects in which Mr. Lookingbill has served as project lead or has had substantial project responsibilities include:

- **Americus, GA**
- **Athens-Clarke County**
- **Atlanta Public Schools**
- **Beaufort County Schools, SC**
- **Bibb County Schools**
- **Brownsville, TX**
- **Brunswick County, VA**
- **Cameron County, TX**
- **Cecil County, MD**
- **College Park, GA**

- **Dawson County, GA**
- **Dinwiddie County, VA**
- **Durham County, NC**
- **El Paso, TX**
- **Fairfax, VA**
- **Falls Church, VA**
- **Fayette County, KY**
- **Fredrick, ML**
- **Greenwood County, SC**
- **Greer, SC**
- **Hammond, LA**
- **Hampton, VA**
- **Harford County, MD**
- **Horry County**
- **Jacksonville, FL**
- **Jones County, GA**
- **Kent County, DE**
- **Lakeland, FL**
- **Lee County, FL**
- **Manassas Park City Schools**
- **Manatee County Sheriffs Office**
- **Naples, FL**
- **New Carrollton, MD**
- **Oak Ridge, TN**
- **Oakland County, MI**
- **Ocean City, MD**
- **Osceola County, FL**
- **Pearland, TX**
- **Pharr, TX**
- **Polk County, TX**
- **Queens Anne's County, MD**
- **Sanford, FL**
- **Savannah, GA**
- **St Charles Parish, LA**
- **St Cloud, FL**
- **Sugarland, TX**
- **Takoma Park, MD**
- **Tupelo Schools**
- **Washtenaw County**
- **Wicomico Schools, MD**



**Russell Campbell, Senior Vice President,  
MAG**



Mr. Campbell has more than 21 years of public sector experience in human resource management, organizational development, and strategic planning. Consequently, he has planned, organized, and directed studies in the areas of management auditing/operational reviews and analysis, service cost evaluations, survey analysis, quality of work life analysis, privatization, and cost allocation. Each of these studies dealt with summarizing major alternatives for decision makers as well as providing viable recommendations. Mr. Campbell's consulting experience encompasses state and local government evaluation, program management, efficiency analysis, survey analysis, and revenue enhancement. Mr. Campbell has an undergraduate degree from the University of South Carolina and a Master's degree in Public Administration from Troy State University.

Examples of projects in which Mr. Campbell has served as project lead or has had substantial project responsibilities include:

- **Americus, GA**
- **Athens-Clarke County**
- **Bell County, TX**
- **Calhoun County, SC**
- **Chapel Hill, NC**
- **Clayton County, GA**
- **College Park, GA**
- **Dekalb County, GA**
- **Dinwiddie County, VA**
- **El Paso, TX**
- **Franklin, VA**
- **Frederick County, VA**
- **Galveston, TX**
- **Greenwood County, SC**
- **Greer, SC**
- **Horry County**
- **Lancaster, SC**
- **Manatee County Sheriffs Office**
- **Marion County, SC**
- **New Carrollton, MD**
- **Oakland County, MI**
- **Orangeburg County, SC**
- **Palm Beach Gardens, FL**
- **Riviera Beach, FL**
- **Rockville, MD**
- **Savannah, GA**
- **South Fulton, GA**
- **Spartanburg, SC**
- **St Petersburg, FL**
- **Tampa, FL**
- **Virginia Beach, VA**
- **Washtenaw County**
- **Wichita Falls, TX**
- **Wellington, FL**



### James Brittain, Vice President, MAG



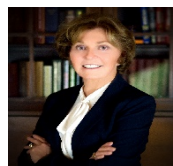
Mr. Brittain has over twenty years of extensive organizational expertise in support of MAG's client work. He has provided consulting assistance to many of MAG's clients including school districts, municipalities, counties and state agencies. His work has included job analysis, market review and analysis, and the development of compensation programs. He has served as both a Director of Faculty Development and as a Director of Distance Learning in which he gained extensive experience in management, human resource issues and concerns, strategic planning and compensation structure development. James has a Master's degree and has completed course work for his doctoral degree. He will conduct employee orientation sessions for you.

Examples of projects in which Mr. Brittain has served as project lead or has had substantial project responsibilities include:

- Bell County, TX
- Brownsville, TX
- Cameron County, TX
- Chapel Hill, NC
- Clayton County, GA
- Cleveland, TN
- Dawson County, GA
- Dekalb County, GA
- Dinwiddie County, VA
- Durham County, NC
- El Paso, TX
- Galveston County
- Harford County, MD
- Horry County
- Jacksonville, FL
- Kent County, DE
- Lancaster, SC
- Naples, FL
- Oakland County, MI
- Ocean City, MD
- Oldham Count, KY
- Osceola County, FL
- Pearland, TX
- Pharr, TX
- Polk County, TX
- Portland, TN
- Queens Anne's County, MD
- Richland County, SC
- Richmond, VA
- Rockville, MD
- Sanford, FL
- Savannah, GA
- Schertz, TX
- South Fulton, GA
- Spartanburg, SC
- St Petersburg, FL
- Sugarland, TX
- Takoma Park, MD
- Tampa, FL
- Washtenaw County



**Carolyn Long, CPC, Executive Vice President, MAG.**



Ms. Long has extensive experience in public management consulting and has served as project director for more than 400 human resources management studies; successfully directing over 75 studies in the last three years. Prior to joining MAG, Ms. Long was a Partner with MGT of America, Inc. as well as the Partner-in-Charge of the firm's Human Resources Management Consulting Division. Ms. Long is recognized by the courts as an expert witness in the area of pay

Examples of projects in which Ms. Long has served as project lead or has had substantial project responsibilities include:

- Americus, GA
- Athens-Clarke County
- Atlanta Public Schools
- Beaufort County Schools, SC
- Bibb County Schools
- Broward County, FL
- Cecil County, MD
- Chapel Hill, NC
- Cherokee County, GA
- College Park, GA
- Colleyville Fire, TX
- Collier County, FL
- Daytona Beach, FL
- Dawson County, GA
- Dekalb County, GA
- Deltona, FL
- Dinwiddie County, VA
- Done Fairfax County
- Durham County, NC
- Escambia County
- Fairfax, VA
- Falls Church, VA
- Fayette County, KY
- Galveston County
- Goose Creek, FL
- Greenwood County, SC
- Greer, SC
- Hammond, LA
- Hampton, VA
- Hollywood, FL
- Harford County, MD
- Horry County
- Indian River County Fire
- Jefferson County Public Schools, KY
- Jefferson Parish, LA
- Johnson City, TN
- Lakeland, FL
- Lake County, IL
- Lee County, FL
- Macon-bibb County, GA
- Manassas Park City Schools
- Manatee County Sheriffs Office
- Memphis, TN
- Naples, FL
- Oak Ridge, TN
- Oakland County, MI
- Ocean City, MD
- Osceola County, FL
- Sanford, FL
- Savannah, GA
- Schertz, TX
- South Fulton, GA
- St Charles Parish, LA
- St Cloud, FL
- St Louis, MO
- St Petersburg, FL
- Takoma Park, MD
- Tupelo Schools
- Virginia Beach, VA
- Washtenaw County



**Steve Foster, Senior Consultant, MAG**



Mr. Foster is a retired military veteran who brings years of detailed project management skills to public sector projects.

Extensive experience in market and benefits analysis as well as with on-site support. Mr. Foster has participated in on-site interviews and meeting with employees in focus group as well as orientation sessions. He has worked with scores of public sector clients in the area of overall project management as well as handling logistical support for client management.

Examples of projects in which Mr. Foster has served as project lead or has had substantial project responsibilities include:

- Athens-Clarke County
- Bloomington, IN
- Brownsville, TX
- Calhoun County, SC
- Cecil County, MD
- Chapel Hill, NC
- Chevy Chase Village, MD
- Clayton County, GA
- Cleveland, TN
- College Park, GA
- Colleyville Fire, TX
- Colleyville, TX
- Collier County, FL
- Dawson County, GA
- Dekalb County, GA
- Dinwiddie County, VA
- Durham County, NC
- El Paso, TX
- Galveston County
- Greer, SC
- Hammond, LA
- Jacksonville, FL
- John's Creek, GA
- Jones County, GA
- Kent County, DE
- Lancaster, SC
- Lee County, FL
- Macon-bibb County, GA
- Naples, FL
- New Orleans
- North Charleston, SC
- North Miami Beach, FL
- Ocean City, MD
- Oakland County, MI
- Orangeburg County, SC
- Osceola County, FL
- Oviedo, FL
- Palm Beach Gardens, FL
- Pearland, TX
- Pharr, TX
- Port Freeport, TX
- Portland, TN
- Prince William County, VA
- Pueblo West, CO
- Queens Annes County, MD
- Richland County, SC
- Riviera Beach, FL
- Sanford, FL
- Savannah, GA
- Schertz, TX
- South Fulton, GA
- St Charles Parish, LA
- St Cloud, FL
- St Petersburg, FL
- Sugarland, TX
- Takoma Park, MD
- Tupelo Schools
- Washtenaw County
- Wellington, FL



**Carly Phillips, Consultant, MAG**



Ms. Phillips provides over a decade of HR experience.

She has a thorough understanding of MAG's compensation and classification study process having developed and revised hundreds of job descriptions. Ms. Phillips studied Human Resource Management at University of South Carolina

Examples of projects in which Ms. Phillips has served as project lead or has had substantial project responsibilities include:

- **Beaufort County Schools, SC**
- **Bibb County Schools**
- **Calhoun County, SC**
- **Charlotte County, FL**
- **Dekalb County, GA**
- **Done Fairfax County**
- **Fairfax, VA**
- **Fayette County, KY**
- **Henry County Schools, GA**
- **Horry County**
- **Isle of Wight County Schools**
- **Jefferson County Public Schools, KY**
- **Jefferson Parish, LA**
- **Lancaster, SC**
- **Loudoun County Schools**
- **Manassas Park City Schools**
- **Oldham County, KY**
- **Poquoson City Public Schools, VA**
- **Prince Georges County Schools**
- **Queens Annes County, MD**
- **Richland County, SC**
- **Savannah, GA**
- **St Charles Parish, LA**
- **Virginia Beach, VA**
- **Washington County, PA**
- **Wicomico Schools, MD**
- **Wellington, FL**



**Frederick Dregishan, Director of Internet Services and Databank Administration for MAG.**



Mr. Dregishan brings over twenty years of experience in both the public and private sector. His broad IT background provides a wide range of support for MAG clients, including the ability to assist them in interfacing from their HRIS system to MAG's software. He also designed MAG's proprietary online performance system, Performance Manager©. His experience includes application software, SQL Server, Access, COGNOS, Delphi, FEA Apps, CAD/CAM Apps, Crystal Reports, Fast Report, various ERP and accounting applications as well as the development of custom programs and reports for MAG's clients. Mr. Dregishan has an undergraduate degree in engineering.

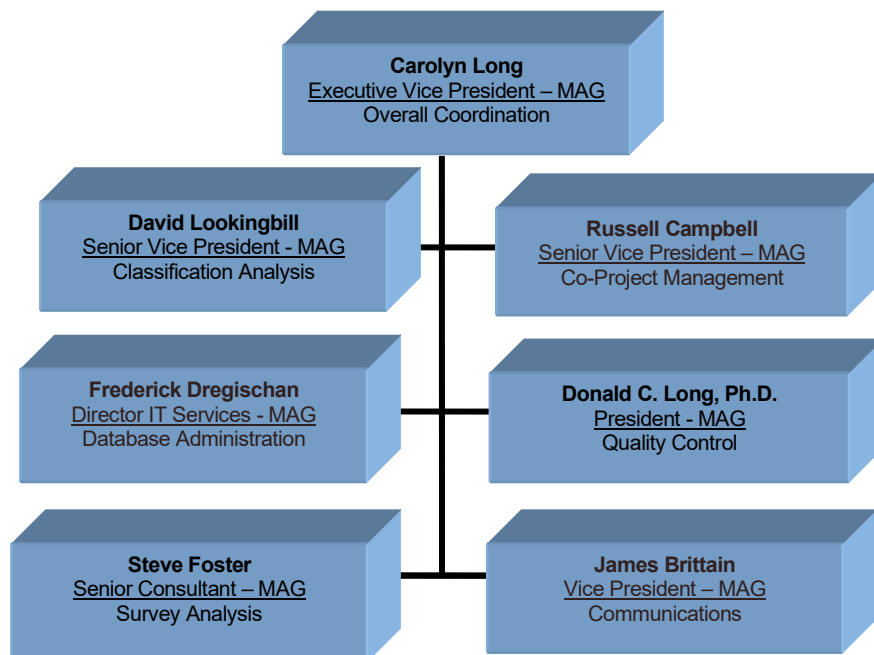
Examples of projects in which Mr. Dregishan has served as project lead or has had substantial project responsibilities include:

- **Durham County, NC**
- **El Paso, TX**
- **Fairfax, VA**
- **Falls Church, VA**
- **Fayette County, KY**
- **Fredrick, ML**
- **Greenwood County, SC**
- **Greer, SC**
- **Hammond, LA**
- **Hampton, VA**
- **Harford County, MD**
- **Horry County**
- **Jacksonville, FL**
- **Jones County, GA**
- **Kent County, DE**
- **Lakeland, FL**
- **Lee County, FL**
- **Maitland, FL**
- **Manassas Park City Schools**
- **Manatee County Sheriffs Office**
- **Naples, FL**
- **New Carrollton, MD**
- **Ocean City, MD**
- **Osceola County, FL**
- **Pearland, TX**
- **Pharr, TX**
- **Polk County, TX**
- **Queens Annes County, MD**
- **Sanford, FL**
- **Savannah, GA**
- **St Charles Parish, LA**
- **St Cloud, FL**
- **Sugarland, TX**
- **Takoma Park, MD**
- **Tupelo Schools**
- **Washtenaw County**
- **Wicomico Schools, MD**
  
- **Americus, GA**
- **Athens-Clarke County**
- **Atlanta Public Schools**
- **Beaufort County Schools, SC**
- **Bibb County Schools**
- **Brownsville, TX**
- **Brunswick County, VA**
- **Cameron County, TX**
- **Cecil County, MD**
- **College Park, GA**
- **Dawson County, GA**
- **Dinwiddie County, VA**





### MANAGEMENT ADVISORY GROUP PROPOSED PROJECT CONSULTANTS



#### ***Client Staff Responsibilities***

MAG, in all of its studies, expects to produce all products in a turnkey fashion, performing all necessary technical and professional work. Staff will be expected to assist MAG's team only in scheduling meetings, transferring data collected for the study, survey instruments, survey target lists, and reports, and providing input into philosophical issues pertaining to the development of a human resource classification and compensation system to meet the needs and preferences of the client.

MAG will request that the client provide at the outset of the study a database of current payroll information for positions to be included in the study. *It is easy to*

*do but important that these data are supplied in an Excel format.* This data will be necessary to determine costs to implement the newly developed pay plan(s). All records and databases are kept strictly confidential, and are returned to you or maintained upon project completion,

#### ***MAG Customer Focus***

MAG's focus is on delivering quality studies quickly and efficiently to our clients.

We want to continue to be name that you think of when you need Human Resources consulting.



## *Technical Approach and Work Plan*

***Parts of this section are considered confidential and not subject to public disclosure as they contain information, references and screen shots of MAG's exclusive, confidential and proprietary software.***

Another approximately 1,500 employees are considered “classified civil service employees.” This RFP is focused on only the classified civil service employees.

1. A complete review of all job classifications and job families for market competitive pay ranges considering both internal and external equity.

1.1. This review will include benchmarking of positions and appropriate slotting of positions where necessary and competitive benchmarking is not available taking into account both internal and external equity factors and recommending reallocations where appropriate.

1.2. MAG will provide recommendations for standards relative to maintaining competitive market positions of job classifications moving forward.

2. MAG will review the market position of salary offers and criteria pursuant to salary calculations methodology

3. MAG will provide a review and recommendations for job progression opportunities within job families and compensation growth.

4. MAG will review compensation policies and procedures to ensure they are consistent with equal employment opportunity principles.

5. Benchmarking for market pay will be included.

MAG has successfully completed similar studies with thousands of employees, such as:

- Broward County, FL – 5,500 employees
- City of Savannah, GA – 2,600 employees
- Oakland County, MI – 3,500 employees
- Lee County, FL – 2,500 employees
- Durham County, NC – 2,000 employees
- Clayton County, GA – 2,700 employees
- Houston ISD, TX – 27,000 employees



***Broadly, steps in the process to meet the City's stated goals include:***

***Step 1: Project Initiation and Data Requirements***

**Initial Meetings** Upon agreement to proceed, MAG's study team will discuss with our City project manager and formulate the approach with input from our management partner; typically this is HR and the key departmental staff. MAG can also meet with other appropriate personnel to request background information, review the objectives of the study, and discuss concerns and issues. We discuss compensation history, study goals, and all related project scope issues of importance.

**Step 2: Department Head Input** At the outset of the study MAG representatives and our HR partners will meet with Executive Leadership staff, and Department Heads to communicate goals and objectives. We will seek to identify problem areas or concerns and to identify positions in need of review.

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**Data Required**

- Current Employee & Payroll Data
  - Organization Charts
  - Pay and Classification Plan
  - Salary Schedules
  - Personnel Policies
- 

*MAG is willing and able to meet on-site or video conferencing attendance and meetings with City staff will be determined by the current status of the public health guidelines with respect to safety, travel, safety of overnight accommodations and other considerations to safeguard both MAG staff and those of the City.*

MAG has been successfully setting up schedules and conducting meetings using Zoom Professional since late March 2020. Additionally, MAG has prepared electronic templates of all communications documents for safe and secure electronic transmission.

Recent months have “opened up” and we are doing on-site meetings.

We are pleased to be responsive to the City’s interests to ensure a successful project.



We will discuss:

- An overview of the study goals and objectives, thereby ensuring staff are apprised of the City's intentions to maintain a competitive salary system;
- The study approach and critical aspects of the project so staff is made aware of and understands the project's important milestones and schedule, as well as their contribution to adhering to established timelines; and,
- An opportunity to ask general questions pertaining to the project so that concerns can be addressed at the outset of the study.

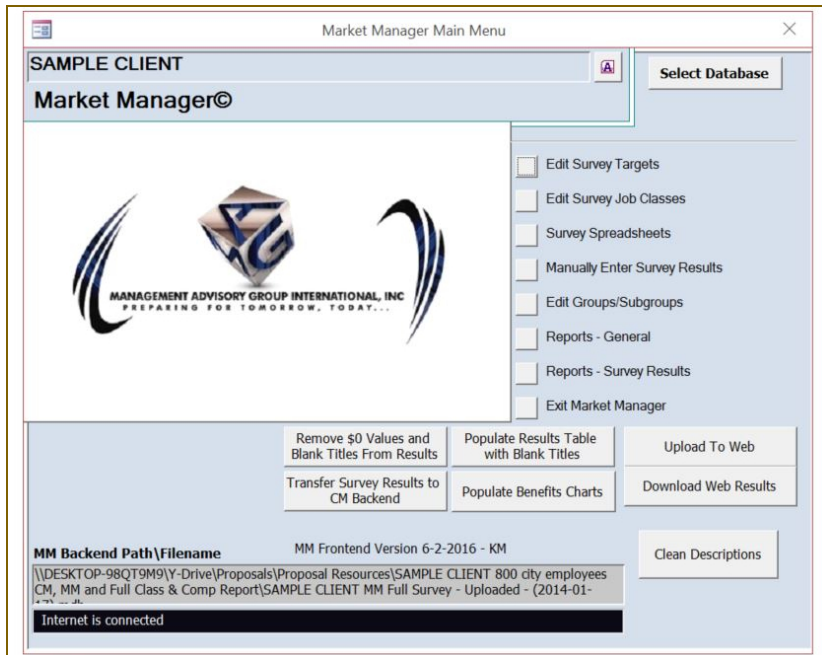
### ***Step 3: External Market Review of Position Classifications***

We cooperatively develop the market salary survey instrument, provide the survey instrument and target list to HR for review, comment, and suggestions, and contact target organizations to solicit survey participation. The survey instrument will be customized to meet your needs. MAG will work with our City partners to identify and fine tune both the survey targets as well as the list of represented benchmark positions for each of the occupational families.

Benchmarks are carefully chosen in concert with City HR staff, to represent the varying types of work being done in the City, and at various levels of the pay structure.

MAG prefers to conduct salary surveys on-line via our custom internet survey, but alternative formats (hard copy, email & facsimile) are also available. For your study, MAG will use the identified sources of data and manage the input directly into our *Market Manager*® software program.





### ***Survey Instrument Content***

Each survey instrument is pre-populated with the following information for review by the target organization:

- Job class title.
- A succinct description of the job class.
- Required qualifications of the job class.

We will then enter the following survey data into *Market Manager*®:

- The respondents matching title and degree of match;
- Minimum, mid-point and maximum pay ranges;
- Any notes from MAG staff or respondents regarding differences between the City's and respondent's job class.

An Excel survey document is produced and provided to the target agencies for completion.

At the close of the survey phase, we analyze the received survey response data and compile market study results for your review, evaluation, and comment. Once final results are calculated, we submit the completed market report and recommendations.



## SAMPLE SURVEY RESULTS

Salary Survey Results												
<b>Emergency Communications Officer</b>												
<b>Descrip</b>	Employees in this class receive and transfer messages by telephone or two-way radio on an assigned rotating shift. Serves as a police telephone operator. Calls are received for general information, police personnel and police, or other emergency equipment. The incumbent provides the general information, transfers calls to police personnel and transfers calls for police emergency equipment to shift Sergeant. Calls are received by two-way radio from police vehicles for general information and obtained from teletype or other source and requested information transmitted. Operator records all information concerning calls and complaints. Does related work as needed.											
<b>Quals</b>	Experience and training in radio communications. Completion of a standard high school course, or any equivalent combination of experience and training which provides the required knowledge, skills and abilities. Radio operator's license prescribed by the Federal Communications Commission.											
Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Entry	Avg Pay	Actual Pay	# Ees	Avg Yrs
Ormond Beach			\$17,932	\$22,432	\$28,061	56.5%	<input type="checkbox"/>					
South Daytona	Dispatcher/Records Clerk		\$19,935	\$24,919	\$29,903	50.0%	<input type="checkbox"/>					
Daytona Beach	Emergency Communications Officer I		\$20,217	\$26,018	\$31,819	57.4%	<input type="checkbox"/>					
Port Orange	Dispatcher		\$20,385	\$27,221	\$34,057	61.8%	<input type="checkbox"/>					
New Smyrna Beach	Police Dispatcher		\$20,700	\$25,572	\$30,444	47.1%	<input type="checkbox"/>					
Deltona	Telecommunicator		\$21,623	\$25,874	\$31,569	46.0%	<input type="checkbox"/>					
Lake Mary		Identical	\$22,235	\$27,000	\$33,322	49.9%	<input type="checkbox"/>					
Castleberry	Telecommunicator I		\$22,405	\$27,467	\$32,528	45.2%	<input type="checkbox"/>					
Longboat Key	Police Dispatcher		\$23,754	\$30,275	\$36,795	54.9%	<input type="checkbox"/>					
Apopka	Communications Technician		\$25,976	\$33,120	\$40,263	55.0%	<input type="checkbox"/>					
<b>Average</b>			<b>\$21,516</b>	<b>\$26,995</b>	<b>\$32,886</b>	<b>52.8%</b>						
<b>Town of Ponce Inlet</b>			<b>\$15,996</b>	<b>\$19,832</b>	<b>\$23,667</b>	<b>48.0%</b>						
		<b>\$ Difference</b>	(\$5,520)	(\$7,163)	(\$9,219)							
		<b>% Difference</b>	-34.5%	-36.1%	-39.0%							

Benchmark Classification

Survey Respondent(s)

Results Comparison

### Step 4: Job Questionnaires – Full Documentation in an Easy to Use Format

MAG has developed a highly efficient web based online job questionnaire process for employees and their supervisors. Supervisors access their employees' questionnaires for review and comment. Job questionnaires can be printed at any time following completion of the questionnaire.

This approach enables MAG to make distinctions at the employee level.

Additionally, all of the key information in the Job Analysis Questionnaires (JAQ's) are downloaded to MAG's **Classification Manager®** software so that the information is readily available for both use in identifying job profile values from the incumbents and their supervisors, as well as for future use by the City as a baseline or reference points to help calibrate job changes that might occur.

The use of the software is a technique to **complement the highly personalized and substantial client input and discussions**. But, the software achieves outcomes far beyond what can be achieved with Excel tables only.



CLASSIFICATION MANAGER - Job Class Editing and Evaluation

### Classification Manager© - Proposed Job Class Evaluation Large Client Sample

Administrative Assistant

Job Title: Administrative Assistant Code: P0045  
 Pay Plan: Unified Occ Category: Office Support

Copy Points From: [Dropdown]    Original Classes And Issues    Class Description    Employee In This Class    Avg JAQ Responses

Degree of Involvement	Emp	Sup	Copy Emp Avgs to Proposed
Org Responsibility	3.82	4.00	Data Responsibility
Data Responsibility	3.66	3.67	People Responsibility
People Responsibility	2.06	2.11	Asset Responsibility
Assets Responsibility	5.48	5.49	Experience
Experience	3.45	3.39	Education
Education	2.16	2.18	Math
Math	3.63	3.61	Communications
Communications	2.62	2.54	Judgment
Judgment	4.06	3.93	Complexity of Work
Complexity of Work	3.18	3.53	Impact of Errors
Impact of Errors	1.95	1.95	Physical Demands
Physical Demands	1.82	1.79	Equipment Usage
Equipment Usage	2.12	0.00	Unavoidable Hazards
Unavoidable Hazards	1.50	1.60	Safety Of Others
Safety Of Others			
<b>Total Points:</b>	472		
Prop. Grade:	111		
Delta:	472	EAC:	0
Min	Mkt	Max	
37,786	45,343	60,306	

Core evaluation profile values are based on ratings from employees and their supervisors.

Employees can see they had input into the evaluation profile values because it comes directly from their own input; thus validates and verifies the placement of the positions.

Your project will include the completion of job analysis questionnaires and use of the software to generate reports. ***You will see that MAG's online Job Questionnaire is comprehensive and easy to complete, and has been successfully completed by over 300,000 employees at all levels in local/state government agencies.***

*MAG's Job Profile Method of Classifying work is comprehensive and unique approach to collecting and verifying accuracy of core job functions. Our proprietary software© is licensed for use, at NO COST, only to MAG's clients. The software is supported by MAG's comprehensive, step-by-step training manual.*

**Classification Manager®** (CM) is a software tool designed by Management Advisory Group International, Inc. (MAG) to provide easy access to all of the information needed to equitably classify all job classes within an organization and can be used internally for a variety of compensation and classification purposes including running costing models for future years,.



## ***Step 5: Achieving Internal Equity***

As a tool in supporting MAG's comprehensive and professional approach, we will utilize a Windows™ based system, ***Classification Manager***®, an evaluation system that integrates current market data and job analysis by professional evaluators.

***When the City sees the efficiency and effectiveness of the software tool developed by MAG specifically to accomplish compensation projects and to support the goals and vision of our clients, you will see that there is no true comparison on the market by any of our competitors. The software will be licensed to HR at no additional cost for ongoing use to implement, update and maintain the system for many years.***

It is critical, when handling employee salary information that reports not be based on a series of loosely linked Excel cells, where if one cell becomes corrupted, the entire file accuracy fails. A substantial number of our clients use our CM© program not only for classification and compensation schedules, but also for budget forecasting.

MAG's proprietary quantitative job evaluation system is based on compensable factors. The system's flexibility will also fully accommodate a market rating approach to job classification as well as whole job ranking, making this the most flexible compensation and classification tool available to public sector entities today.

MAG's ***Classification Manager***® (CM©) software can develop pay plans based on regression equation analysis of either the internal midpoint value of the original pay plan or market compensation and quantitative point-factor analysis. MAG often uses the original value of the organizations own jobs to establish the internal market control point, using external market values to adjust the proposed pay line.

In addition to point factor analysis, classifications should also be reviewed for economic anomalies within the marketplace. Economic anomalies are those positions for which market values are inflated or otherwise inconsistent due to shifting supply and demand conditions. As both private and public-sector organizations compete to attract and retain incumbents in such positions, market indicators fluctuate in high and low extremes that make it difficult to secure reliable market data.

MAG's ***Job Profile Questionnaire***© (JPQ©) is an online tool that fully integrates into the desk top utility, CM©, putting all of the most relevant job profile information at your fingertips. MAG's intuitive JPQ© walks employees through a simple step by step process to guide them in identifying the key factors in their work.





### ***Step 6: Report of Study Conclusions and Implementation Options Prepared for You***

Because *we tailor plans to the specific needs of each organization*, several cost analyses for implementing proposed study recommendations can be considered. The cost by employee to bring staff up to the proposed pay range minimums is the most conservative option and is always provided. Other options, such as length of time in classification, can also be used as criteria to assign employees to the proposed plan.

Our program generates analysis reports for each scenario under consideration for implementation. This is so much more than Excel tables.

**Thus, you are provided with an in-depth budget review and forecasting tool to facilitate selection of the most viable and appropriate implementation strategy.**

All implementation recommendations and other reports such as the above sample can be exported into multiple software formats, including Microsoft Excel, Microsoft Word, Microsoft Access and PDF formats. All other project related reports/documentation are provided in the client's in-use formats, e.g., Microsoft Word or Excel. These files are provided electronically and in hard copy.

*Please consider that MAG views this project as one that requires **extensive personal communications and interactions with City staff**. That personal attention is supplemented by the best techniques in the industry to ensure accuracy.*

### ***Step 7: Salary Plan Administration, Maintenance, and Training***

We will provide and install a licensed version of the ***Classification Manager***<sup>®</sup> system. The system will contain the completed study data and pay plan, and HR staff will receive comprehensive training in the use, administration, and automated maintenance of the plan. The system includes comprehensive user-friendly documentation manuals with step-by-step procedures for the ongoing administration of the plan.



### ***Staff Responsibilities***

MAG, in all of its studies, expects to produce all products in a turnkey fashion, performing all necessary technical and professional work. Staff will be expected to assist MAG's team only in scheduling meetings, transferring data collected for the study, reviewing draft questionnaires, survey instruments, survey target lists, and reports, and providing input into philosophical issues pertaining to the development of a human resource classification and compensation system to meet your needs and preferences.

MAG will request a database of current payroll information for positions to be included in the study. *It is important that these data are supplied in the format required for use by MAG's analysts.* This data will be necessary to determine costs to implement the newly developed pay plan(s). All records and databases are kept strictly confidential, and are returned to or maintained upon project completion.

*We will work closely with management to establish an appropriate and highly functioning organizational structure. The effort will be integrated into the process.*

### ***Project Work Plan***

MAG has developed a proposed work-plan and project timeline in order to accomplish the scope of services described above.

Some of the proposed project activities and tasks indicated below will occur simultaneously. The amount of time needed for survey respondents to provide data is the most demanding dimension. We will work together with the City to ensure a timely and excellent project.



***Phase I: Project Initiation:  
Day 1- Day 20***

***Objective:*** To develop a project plan acceptable to all parties, gather pertinent project related data, finalize contractual negotiations, and establish a timeline for project activities and deliverables.

***Activities:***

- Execute Project Contract.
- Meet with our HR partners from the City and departmental staff to discuss the project's goals and objectives, and to coordinate activities.
- Gather required project data/information, such as current class descriptions, current pay plan, administration policies and procedures, and organization charts.
- Initiate the employee information data collection in required database/spreadsheet format in Excel. MAG provides detailed outlines of information needed and technical support in how and when the spreadsheet is to be provided.
- Establish a mutually agreed-upon project work plan, timelines, deliverables, and monitoring procedures that will lead to the successful accomplishment of all project objectives.

***Deliverable(s):***

- Finalized Project Work Plan through our unique Task Completion List process.
- Project Contract.
- Successful communication of the design/completion of the employee information needed in MAG's Excel template spreadsheet.



***Phase II: Development of Compensation Survey Instrument:  
Day 21 – Day 40***

***Objective:*** To develop a salary/compensation survey instrument to gather compensation data from survey targets, establish a list of classification titles for inclusion in the survey, and define target respondent organizations/published surveys.

***Activities:***

- Work together with our HR/Project partners and top management to confirm the appropriate market and survey target employers for selected benchmark positions that offer comparable employment opportunities.
- Develop draft market salary survey instrument to gather compensation data.
- Review Draft Survey and confirm with the Project Manager; revise as necessary and appropriate.
- Develop Final Salary Survey Instrument.
- Initiate survey via internet, telephone, published data, and e-mail for benchmarks. Survey can be conducted on-line, through a fillable form and from published information or pay schedules provided by survey targets.

***Deliverable(s):***

- Confirm Market Survey Targets and Benchmark Classifications.
- Survey Instrument.



***Phase III: Conduct Custom Market Survey:  
Day 30 – Day 65***

***Objective:*** To administer a salary/compensation survey instrument to survey targets in a variety of user-friendly formats.

***Activities:***

- We work closely with you to identify specific target agencies to be included in the custom survey. We work with you to define the market.
- Provide survey options for participation, including online input through MAG's web site, completion of Excel format survey, and/or provision of current compensation plan.
- Review/clean collected compensation data and compare to current data.
- Develop market compensation summary by classification.
- Review compensation structure and develop recommendations.

***Deliverable(s):***

- Survey data for benchmark classes.
- Recommendations on compensation design based on updating or redesigning the salary schedules to be market relevant.



***Phase IV: Conduct Job Analysis and Classification Reviews of all Classes***  
***Day 45 – Day 95***

**Objective:** To conduct a review of included classifications for appropriate internal equity. These activities happen concurrently, following the successful completion of MAG’s Excel spreadsheet of required employee information. Once the spreadsheet is successfully completed, MAG can initiate the following:

Please note that MAG has developed complete information packages that successfully allow this process to move forward without requiring employee gatherings and “face to face” meetings. The approach that will ultimately be selected will be dependent on City, State, CDC and other relevant public health guidelines to ensure the safety and security of all parties with the concurrence of our City HR Partners.

**Activities:**

- Distribute information on the ***Job Profile Questionnaires***<sup>®</sup> (JPQ) and data gathering instrument. The JPQ is written in an understandable and easy-to-read format. Employees can list the job duties and responsibilities that they regularly perform and any recent changes in work routine.
- The questionnaire will capture job data for such factors as education levels, experience, decisions, guidelines, complexity, scope and effect, physical demands, and work environment.
- Monitor JPQ completion and provide updates on the status of employee questionnaire completion at key points.
- Review issues identified by administrators, managers, and supervisors to identify comments concerning position levels, recruitment, retention and other directly relevant issues impacting a successful outcome for the City.
- Summarize the concerns for sharing with our City HR Partners.
- Conduct top level interviews to confirm and allow for elaboration on classification/compensation concerns. An interview schedule will be established by MAG staff for review, input and confirmation.
- Download and review completed JPQ’s.
- Evaluate each job class according to key criteria.
- Make assignments and allocations for classes



***Deliverable(s):***

- Employee Guidelines for identifying participants in the JAQ process, which includes step by step instructions for completing the online Job Analysis Questionnaires
- Questionnaire monitoring and updates on a thrice weekly basis for our HR Partner.
- Key Senior Staff interviews using a selected on-line format
- Classification data capturing and review
- Recommended compensation structure(s) based on analysis of market data

***Phase V: Develop Recommendations to Classification Plan  
Day 100***

***Objective:*** To identify any needed changes to the City’s Compensation/Pay Schedules(s)

***Activities:***

- Conduct analysis and evaluate the current classification plan(s) in terms of:
  1. supporting the overall goals and objectives;
  2. its ability to provide compensation comparability between and among various groups and classes of positions;
  3. its ability to provide a meaningful salary level that recognizes required credentials, certifications and experience;
  4. developing an initial set of recommended changes in the structure of the current classification system and schedules(s).
- Review recommended changes with the Project Manager and appropriate management staff and make appropriate revisions.
- Develop revised pay plan(s).
- Develop guidelines for maintaining the classification system.
- Provide for internal review.



***Deliverable(s):***

- Revised Grade Order List and Pay Plan(s) for the various departments.
- Reclassification recommendations (if applicable).

***Phase VI: Submit Draft Project Report and Initiate Internal Review Process  
Day 120***

***Objective:*** To develop a draft report based on previous study activities and tasks.

***Activities:***

- Integrate project data and deliverables from previous project tasks into a draft report for internal review.
- Provide draft project findings to management for technical review.

***Deliverable(s):***

- Draft Report.
- Initial Costing Projections

***Phase VII: Develop & Submit Final Project Report  
Following Internal Review and Feedback***

***Objective:*** To develop a final report of project results, findings and recommendations.

***Activities:***

- Finalize the implementation approach and do costing projection for the first year;





- If a multi-year implementation is selected, MAG can do modeling based on the then current employee information updated by the City – out year modeling (if a multi-year implementation is chosen) will always be a general estimate as there are many exogenous variables that cannot be predicted. In addition, if a multi-year option is selected, MAG will also export all of the employee information in our CM© database to an Excel format to support the City’s own modeling efforts.
- Revise draft report as necessary and appropriate based on technical review; develop and deliver final report.
- Provide project findings and provide all study documentation (TBD).

***Deliverable(s):***

- Final Report with presentation format to be dependent on City preference at the time of the scheduled presentation
- All Study Documentation.

***Phase VIII: Conduct Software Training & Technology Transfer  
(Date to be Determined)***

***Objective:*** To install the software system, and training for our City HR Partners.

***Activities:***

- Provide for technology transfer of project related data and materials.
- MAG has been successfully proving on-line training and support for our clients meeting health safety and security guidelines.

***Deliverable(s):***

- MAG’s ***Classification Manager***® software (licensed for use internally – at no cost to the City).
- ***Classification Manager***® Training/User Manual.
- Training seminar for selected HR staff on ***Classification Manager***® software, plan polices, and guidelines for maintenance.



***SECTION D***

***CUSTOMER REFERENCES AND  
EXPERIENCES***

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### ***Section 3.0 – References and Previous Projects***

- **Oakland County, MI** MAG completed a Comprehensive Classification and Compensation Study for Oakland county. Thousands of employees completed Job Analysis Questionnaires. A comprehensive salary survey was conducted. There were over 2,000 employees in the study. Several implementation options were considered prior to implementation.

**Contact:** Lori Taylor, Deputy HR Director  
Oakland County Human Resources  
2100 Pontiac Lake Road,  
Waterford MI 48328  
248-858-0548  
[taylorlo@Oakgov.com](mailto:taylorlo@Oakgov.com)

- **Washtenaw County, MI** MAG completed a Comprehensive Classification and Compensation Study for this Michigan county. Hundreds of employees completed Job Analysis Questionnaires. A comprehensive salary survey was conducted. There were over 1,500 employees in the study. Several implementation options were considered prior to implementation.

**Contact:** Genavieve Cox  
Human Resources Manager  
220 N. Main Street  
Ann Arbor, MI 48107  
734.222.6882  
[coxg@washtenaw.org](mailto:coxg@washtenaw.org)

- **City of Savannah, Georgia.** MAG finalized in 2019 a Comprehensive Classification and Compensation Study for the City of Savannah. There are 1000 employees. Implementation scenarios were provided including police and fire.

**Contact:** Jeffery Grant  
Human Resources Director  
O: 912-651-6484  
132 E Broughton St., 5th Floor  
Savannah, GA 31402  
[jgrant01@SavannahGA.gov](mailto:jgrant01@SavannahGA.gov)



- **Cameron County, Texas.** MAG finalized a Comprehensive Classification and Compensation Study for Cameron County. MAG conducted orientation sessions, a comprehensive market survey, and 2,000 employees completed MAG's online Job Analysis Questionnaire. Implementation scenarios were provided and implemented.

Contact: Gilberto Elizondo, Jr.  
Director of Administrative Services  
Cameron County Dancy Courthouse  
1100 E. Monroe Street, Ste. 118  
Brownsville, TX 78520  
(956)544-0827  
[Gilberto.Elizondo@co.cameron.tx.us](mailto:Gilberto.Elizondo@co.cameron.tx.us)

- **Harford County, Maryland.** MAG conducted a Comprehensive Classification and Compensation Study for the Sheriff's Office, in 2016/17. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was fully implemented. Ongoing assistance on an ad hoc basis is continuing. The Sheriff requested a follow-up study for 2019, and was recently completed.

Contact: Tracey Martinelli  
HR Director  
Harford County Sheriff's Office  
[martinellit@harfordsheriff.org](mailto:martinellit@harfordsheriff.org)  
410-836-5485

- **Galveston County, Texas.** MAG completed a Comprehensive Classification and Compensation Study. MAG conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented in 2019.

Contact: **Katherine Branch, IPMA-CP**  
Assistant Human Resources Director  
County of Galveston  
722 Moody-3rd Floor  
Galveston, Texas 77550  
409-770-5352 (Direct)  
409-770-5418 (Main)



- **Durham County, North Carolina.** A comprehensive Classification and Compensation Study was done for Durham County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions. Class specifications were provided as well. Ongoing support is provided through a maintenance agreement.
- **Cameron County, Texas.** MAG performed a Classification and Compensation Study for the Cameron County. MAG has conducted orientation sessions, a comprehensive market survey, and over 1,000 employees completed MAG's online Job Analysis Questionnaire.
- **Charlotte County Sheriff's Office, Florida.** MAG conducted a Comprehensive Classification and Compensation Study for the Sheriff's Office. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was fully implemented.
- **Clayton County, Georgia.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the County's 2,594 employees. MAG conducted orientation sessions, initiated a market survey, and nearly all employees completed MAG's online Job Analysis Questionnaire. A final report and final employee data update was provided for import into MAG's CM software to produce a final report.
- **City of Atlanta, Georgia.** MAG conducted a Comprehensive Classification and Compensation Study for the Atlanta Public Schools. The study included analyzing individual jobs to develop an internal ranking and classification of several thousand employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a market competitive structure for the Schools' instructional staff. The Board approved the study and a \$10 million implementation plan.
- **Virginia Beach, Virginia.** MAG conducted a Comprehensive Personnel Study for Virginia Beach. The study included analyzing individual jobs to develop an internal ranking and classification of over 10,000 employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a competitive structure. This was a six-month project. A January 2015 project was completed on staffing and organization.



- **Memphis, Tennessee.** MAG assisted in a review of the organizational structure and opportunities for cost savings/reduction for this 16,000 employee organization. The City worked with MAG on a series of follow-up projects that spanned four additional years. MAG provided HR and organizational consulting assistance from 2006 to 2011.
- **El Paso (City and Emergency Health Network) Texas.** MAG is completing a Classification and Compensation Study for the City of El Paso (4,700 employees, at draft stage now) and the Emergency Health Network (600 plus employees). MAG conducted orientation sessions, a comprehensive market survey, and thousands of employees completed MAG's online Job Analysis Questionnaire. MAG is working closely to finalize an appropriate implementation approach.
- **Town of Chapel Hill, North Carolina.** A comprehensive Classification and Compensation Study was done for the Town of Chapel Hill. The study is at draft stage with implementation options being reviewed.
- **City of Lakeland, Florida.** MAG completed a Comprehensive Classification and Compensation Study for this 1,200 employee municipality, that included utilities (electric, water, wastewater). MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was fully implemented.
- **City of Rock Hill, South Carolina.** MAG completed a Comprehensive Classification and Compensation Study for the City of Rock Hill. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was fully implemented.
- **City of North Charleston, South Carolina.** MAG completed a Comprehensive Classification and Compensation Study for the City of North Charleston. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was fully implemented.
- **Water and Sewer Board of New Orleans, LA.** MAG recently completed a Comprehensive Classification and Compensation Study for this utility organization. Hundreds of employees completed Job Analysis Questionnaires. A comprehensive salary survey was conducted. A complete final report was provided in November 2017, and implementation is being completed.
- **Brownsville Public Utilities Board, Texas.** MAG completed a Comprehensive Classification and Compensation Study for the Brownsville Utilities Board. MAG conducted orientation sessions, a comprehensive market survey, and several hundred employees completed MAG's online Job Analysis Questionnaire. A report was issued and was presented in August 2015 for implementation by staff.



- **Beaufort County, South Carolina.** MAG conducted a Comprehensive Classification and Compensation Study for Beaufort County. MAG conducted orientation sessions, a market survey, and over one thousand employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2015.
- **Davidson County, North Carolina.** MAG project staff conducted a Comprehensive Classification and Compensation Study for Davidson County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions. Class specifications were provided as well.
- **Haywood County, North Carolina.** A comprehensive Classification and Compensation Study was done for Haywood County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions. Class specifications were provided as well.
- **Department of Juvenile Justice, North Carolina.** This project was a management and operational evaluation of all organizational functions and every site location within the Department of Juvenile Justice, resulting in numerous organizational and service delivery changes. The resulting recommendations brought about any number of changes in the service delivery system.
- **Onslow County, North Carolina.** This project was a management and operational evaluation of all organizational functions within Onslow County, resulting in numerous organizational and service delivery changes as well as recommendations resulting in substantial cost savings.
- **Cherokee County, North Carolina.** A comprehensive Classification and Compensation Study was done for Cherokee County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions
- **Charleston County, South Carolina.** MAG completed a Comprehensive Classification and Compensation Study for Charleston County. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was fully implemented.



- **City of Columbia, South Carolina.** MAG completed a Comprehensive Classification and Compensation Study for the City of Columbia. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was fully implemented.
- **Chatham County, North Carolina.** MAG completed a Comprehensive Classification and Compensation Study for Chatham County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions. Class specifications were provided as well.
- **Burke County, North Carolina.** This project was a management and operational evaluation of EMS services within Burke County, resulting in numerous organizational and service delivery changes.
- **Richland County School District One, South Carolina.** MAG completed a Comprehensive Classification and Compensation Study for Richland County School District One. MAG conducted orientation sessions, a market survey, and 2,000 employees completed MAG's online Job Analysis Questionnaire. The study was fully implemented.
- **City of Brownsville, Texas.** MAG completed a Comprehensive Classification and Compensation Study for the City of Brownsville. MAG has conducted orientation sessions, a comprehensive market survey, and 1,000 employees completed MAG's online Job Analysis Questionnaire. A report was issued was presented to Council in 2015 for implementation by staff. Class specifications have been finalized in addition to training in MAG's Classification Manager software.
- **Orangeburg County, South Carolina.** MAG is completing a Comprehensive Classification and Compensation Study for Orangeburg County. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. This study is at the draft stage at this time in November 2018.
- **Spartanburg County School District 7, South Carolina.** MAG completed a Comprehensive Classification and Compensation Study for the school district. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was fully implemented.





- **Jacksonville/Duval County, Florida.** MAG completed a 2017 Comprehensive Classification and Compensation Study for this major municipal government, following a MAG 2009 study of top level management positions. Several thousand employees completed MAG's online Job Analysis Questionnaire. There were 3,000 positions in the scope of the study. Several implementation scenarios were evaluated and considered.
- **Lee County, Florida.** MAG just completed a Compensation Study for Lee County, Florida. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was approved and it was implemented. There are 2,300 positions.
- **DeKalb County, Georgia.** MAG was requested (November 2017) to perform a classification and compensation study. We are at final stage review at this time. In a previous 2012 MAG project, all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed. Particularly, the Human Resources function received special consulting review and was reorganized for increased efficiency and effectiveness in support of human resources objectives. There are over 10,000 (5,700 non-instructional) employees.
- **Lexington Fayette Urban Consolidated Government, Kentucky.** MAG completed a Comprehensive Classification and Compensation Study for the consolidated government of Lexington. MAG conducted orientation sessions, a comprehensive market survey, and 2,300 employees completed MAG's online Job Analysis Questionnaire. Follow up training in description writing was completed. Additional classification determinations were completed in 2015.
- **Polk County, Texas.** MAG recently completed a Classification and Compensation Study for Polk County, Texas. The project was completed in a few months and was implemented in September 2018.
- **City of Americus, Georgia.** This is a 2018 MAG client for a classification and compensation study. There are approximately 175 employees and 72 class titles. The final report, tables, and implementation approach has been recently finalized.
- **City of Philadelphia.** The City completed a lengthy review process and checking of references. The focus in this project was on executive positions, ensuring their accurate and appropriate classification and placement within the pay structure. Recommendations were also developed to establish appropriate staffing levels.
- **City of Hampton, Virginia.** MAG conducted a Comprehensive Classification and Compensation Study for this substantial municipality. The study was completed in December 2015 and is being implemented in 2016.



- **City of Deltona, Florida.** MAG conducted a Comprehensive Classification and Compensation Study for the City of Deltona. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was fully implemented.
- **Queen Anne's County, Maryland.** MAG very recently completed a Comprehensive Classification and Compensation Study for this county government. Hundreds of employees completed Job Analysis Questionnaires. A comprehensive salary survey was conducted. A complete final report was provided in 2016.
- **Frederick, Maryland.** MAG conducted a Comprehensive Classification and Compensation Study for the City of Frederick. MAG conducted orientation sessions, a market survey, and employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2015.
- **Broward County, Florida.** MAG completed a Comprehensive Classification and Compensation Study for the County's 5,000 plus employees. MAG conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. A four-hour meeting with the County Administrator to confirm results was done to discuss findings. The Board recently approved the study and a \$10 million implementation.
- **Athens-Clarke County, Georgia.** MAG conducted a Comprehensive Classification and Compensation Study for this consolidated government's 1,839 employees. Jobs were evaluated and implementation options prepared. A draft report is being reviewed at the department level at this time. A Board presentation was also given in an update.
- **Jefferson Parish, Louisiana.** This is a MAG project, in which all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed and used as a model by the incoming manager, hired from the University of New Orleans during the project. This agency was experiencing budgetary challenges due to changing demographics. Reductions in staffing levels were recommended. This organization has over 8,000 employees.



***SECTION E***

***COST OF SERVICES***

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### ***Budget Information***

MAG has developed a project budget based on the scope of services as defined in the City's RFP and MAG's Approach.

MAG estimates a total budget of \$54,500. Ad hoc services as requested, would be provided at an hourly rate of \$200.

### ***Payment***

An initiation invoice of twenty percent (20%) will be requested. Monthly amounts will be invoiced as the work proceeds. Ten percent (10%) of the total contract amount shall be held back - payable upon successful completion of the project. Additional payments shall be due and payable in accordance with periodic invoices based upon work performed toward delivery of final reports and products as described herein. The fees to be provided do not include services provided by MAG following submission of its final report and recommendations.

In the event MAG is required to provide documents or testimony in response to claims, demands or actions by third parties, MAG shall bill for services rendered based on then-current professional fees and expenses incurred, including reasonable attorney's fees. No tasks shall be undertaken without prior notification to you. This provision is intended to apply only to third-party actions based on implementation of MAG's report and findings.

### ***Indemnification Language Suggested:***

Consultant agrees, to the fullest extent permitted by law, to indemnify and hold harmless the Client from any amounts (including reasonable attorney's fees) for which the City shall become legally obligated to pay as damages for negligent acts, errors, and/or omissions of the Consultant arising out of the Consultant's performance under this Agreement; however, the amount Consultant will pay for damages is limited to the amount of the contract for services.



***Proprietary Rights Suggested:***

The City acknowledges that certain report formats to be provided by the Consultant are copyrighted. However, in accordance with applicable “Public Records” laws, each file and all papers pertaining to any activities performed for or on behalf of the Client are public records available for inspection by any person even if the file or paper resides in the Consultant’s office or facility. The City shall agree, to the extent permitted by law, to protect any information deemed a trade secret as that term is used within applicable statutes. Consultant asserts that its ***Classification Manager®***, ***Performance Manager®*** ***and Market Manager®*** software, Job Analysis Questionnaire (JAQ), methodology section of the proposal, and software development manuals and related documentation for the software are trade secrets and as such are not subject to disclosure.



***SECTION F***

***APPENDICES and SAMPLE FORMATS***

***Sample Pay Plan Reports (not  
exhaustive)***

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**April Lynch, Deputy County Executive**

June 11, 2020

To: Harford County Public Schools  
Re: Management Advisory Group, International, Inc.  
Subject: Required Letter of Reference from MAG client(s) current or former

With respect to a request for reference for the above referenced firm, Oakland County Michigan is pleased to comment as to the following items:

Management Advisory Group, International, Inc. has conducted a compensation, classification and benefits study for all non-union employees.

The level of service was responsive, timely, sensitive to our organizational environment and included reasonable and fiscally responsible options for implementation. The work was comprehensive and flexible to meet our scheduling and timetable.

The staff assigned to our project are professional, courteous, knowledgeable, responsive and always available to answer questions.

If you have additional questions, please contact me at the number listed below.

Sincerely,



Lori Taylor, Deputy Director - Human Resources  
Oakland County Michigan  
Phone: 248-858-0548  
[taylorlo@Oakgov.com](mailto:taylorlo@Oakgov.com)



# HARFORD COUNTY SHERIFF'S OFFICE

JEFFREY R. GAHLER  
SHERIFF

45 S Main Street PO Box 150 Bel Air, MD 21014

[www.harfordsheriff.org](http://www.harfordsheriff.org)

June 11, 2020

Harford County Public Schools  
102 S. Hickory Avenue  
Bel Air, MD 21014

Re: Management Advisory Group, International, Inc.  
Subject: Letter of Reference from MAG client

The Harford County Sheriff's Office is pleased to provide a reference for Management Advisory Group (MAG). We first contracted with MAG in 2016 to provide the Sheriff's Office with a classification and benefit study that included market surveys and a complete redesign of our pay structures. This included over 600 employees in all of our employee classifications to include sworn and civilian. We were exceptionally pleased with the product provided in 2016, so when it was time to complete an updated salary and benefits review, we again contracted with MAG in 2019.

On both projects, the level of service provided to our work group was responsive, timely, sensitive to our organizational environment, and included reasonable and fiscally responsible options for implementation. The work was comprehensive and flexible to meet our scheduling demands and timetable for completion. MAG took the time to understand our agency and was never hesitant to assist with additional tasks within the project. Donald Long and the staff assigned to our project were professional, courteous, knowledgeable and responsive to all of our needs. Additionally, one of the things that we were very happy with is the Classification Manager software. This has been especially helpful even after the implementation of the new pay structures and salary increases.

If you have additional questions please feel free to contact me at [martinellit@harfordsheriff.org](mailto:martinellit@harfordsheriff.org) or 410-836-5485.

Sincerely,

Tracey Martinelli  
HR Director





June 11, 2020

Hartford Public Schools  
960 Main Street 8th Floor  
Hartford, CT 06103

To Whom It May Concern:

Management Advisory Group, International, Inc., recently conducted and completed a comprehensive salary study for Horry County Schools. This study included evaluating our current compensation, classification, and benefits for all our employee groups and job classes. Our district is the third largest school district in South Carolina with over 5,700 employees and 45,000 students.

MAG was very timely and sensitive to our organizational needs. The entire process included every employee in our organization which made them feel like they were a viable part of the study. The assigned staff was knowledgeable about compensation and classification and always responsive to any questions or concerns. We were especially impressed with their professional demeanor and presentation skills. The results of their study left us with flexibility and options for implementation.

If you have any additional questions, please contact me at [vmcneill@horrycountyschools.net](mailto:vmcneill@horrycountyschools.net) or 843-488-7225.

Sincerely,

*Valerie McNeill*

Valerie McNeill  
Human Resources Director

**LETTERS OF REFERENCE  
“QUOTES”**

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# MANAGEMENT ADVISORY GROUP, INC.

## Virginia

## Florida

## North Carolina

### ***The City of Hammond, Loretta Severan, Human Resources Director....***

“Thank you for a fantastic job.”

### ***The City of Kirkland, Jeff Blake, Director of Fire & Building....***

“Thanks so much for your great work... I really did appreciate the way in which you handled our process; it was a short timeframe to complete the project and you did a great job.”

### ***Virginia Department of Fire Programs, Brook M. Pittinger, MPA & CPM Director of Administration....***

“Thus far the work products developed by MAG have been very useful and have required very little modification. The modular study format has also proven to provide the committee with a better approach.”

### ***The City of Daytona Beach, Linda Pellicer, Employee Relations Administrator....***

“Thank you so much for your prompt attention and excellent customer service.”

### ***Columbia Daily Tribune, Thursday, Aug. 18, 2007 By Janese Heavin Publisher***

“Some board members said they needed more time to digest the data but indicated they liked the idea of the proposed pay plan.”

“I think teachers and staff are going to be excited about this,” said Michelle Gadbois, a former Hickman High School teacher.

***Okaloosa-Walton College, Nancy Murphy, Director of Human Resources....***

“MAG was in our local newspaper today! I see where you are working with the City of Fort Walton Beach... Gives OWC more creditability that we selected the right company to conduct our compensation study!

Thanks again for all you did...”

***City of Oviedo, Barbara Faulk, Employment Coordinator....***

“...It's really nice to know that we can pick up the phone and get answers to our questions. Please make sure Alan knows how grateful I am for his cooperation and assistance.”

***Newton County Board of Commissioners, John Middleton, Administrative Officer....***

“We appreciate the work MAG has done for us and look forward to working with you all in the near future once again.”

***City of Roswell, Diane Taylor, HR Programs Manager....***

“Your system is so easy to use.”

***Virginia Beach Public Schools, David Staley, ....***

“I have nothing but great things to say about MAG. Despite a challenging timetable, they provided a high quality product which exceeded my expectations.”

***City of Opelika, Honorable Mayor Gary Fuller....***

“I’m writing to express how pleased we are with the services your company recently provided to the City of Opelika.”

“This task could not have been accomplished without the diligent efforts of... Mr. Calvin Grissett. I was pleased with the professionalism that these individuals demonstrated throughout the process.”

“I appreciate the extra effort your company gave in ensuring the Opelika City Council was briefed and made comfortable with the new system.”

“The City of Opelika looks forward to future projects with your company.”

***City of Moultrie, Dale V. Williams, CHRM, Director of HR/Risk Management....***

“I found the MAG employees responsible for the City of Moultrie project, to be very professional and knowledgeable.”

“They were adapt at keeping us on task and meeting deadlines.”

“Because of their proactive approach, I would recommend the MAG Agency without question.”

***Louisiana Community & Technical College System, Laura A. Kamiya, SPHR, Director or Human Resources....***

“The review committee felt that Management Advisory Group, Inc. (MAG) proposal contained all the required elements, experience in conducting similar studies, an understanding of the scope of the project, sound design and methodology, and a responsible cost for effort to be expended.”

“MAG is the highest scorer out of the eleven proposers.”

***Daytona Beach Community College, Laurance R. Sandstorm, Associate Vice President of Human Resources....***

“...the study remained within appropriate scope and was completed on a timely basis.”

“The entire team was receptive and responsive to ideas and feedback from Human Resources staff, college employees, and senior administrators.”

“Our experience ....has proven that the original project was not only well designed but is also very cost effective.”

***Baltimore County Public Schools, Michael J. Goodhues....***

“Ms. Long and her project team worked with Baltimore County Public Schools to complete a demanding project in a short time. The recommendations of the project team were adopted by Baltimore County Public Schools. Software provided by the project team is still in use by the BCPS.”

“I would recommend Ms. Long and her staff be considered by any public school system interested in conducting an employee compensation and classification study.”

***Dover Post, Wednesday, Aug. 21, 2002  
By Jim Flood Sr.  
Publisher***

“Dover’s City Council did the right thing last March in hiring Management Advisory Group, Inc., to review the organization of Dover’s government. It showed foresight and a certain amount of courage. Who could tell what the recommendations of this outside body might be?”

“With that said, how well did the expert examiners do their job? Quite well, in this corner’s opinion. While it is a given that the report has no chance of being adopted in to, there is sound logic to many of the recommendations and city council should carefully examine all of them before making decisions. There is logic and reason in the approach of the Management Advisory Group staff.”

***The City of Oklahoma City, Dianna L. Berry, Personnel Director....***

“Thank you for the professional services you provided to us in conducting the comprehensive compensation, classification, and benefits study for the City of Oklahoma City.”

“Your interest in our organization was evident from the outset of the project to the end, and we wish to express our sincere appreciation.”

“... we were impressed with your enthusiasm, flexibility, and creativity in responding to our expectations and providing viable recommendations to us.”

“We believe that the study recommendations will result in better recruitment and retention of employees.”

***Columbia County Property Appraiser, J. Doyle Crews, CFA....***

“The Salary Survey has proved to be an excellent tool in requesting salary increases for my staff. I have been impressed with the whole process involved in the survey, from the initial meeting ... “

“I want to also tell you I was especially pleased with Calvin Grissett and the professionalism he has shown throughout the business relationship we have had with your company.”

“I am looking forward to future business with your company.”

# Salary Survey Results for CLAYTON COUNTY, GA

Job Class Title	Averages For Each Job Class					CLAYTON COUNTY								
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width			
CUSTODIAN	\$23,380	\$29,449	\$35,517				51.9%	\$22,049	-6.0%	\$28,482	-3.4%	\$34,914	-1.7%	58.3%
PARK RANGER	\$24,544	\$31,304	\$38,064				55.1%	\$14,269	-72.0%	\$17,216	-81.8%	\$20,162	-88.8%	41.3%
CREW WORKER I	\$25,710	\$32,615	\$39,521				53.7%	\$23,172	-11.0%	\$29,932	-9.0%	\$36,692	-7.7%	58.3%
REFERENCE LIBRARIAN	\$25,463	\$32,719	\$39,976				57.0%	\$25,809	1.3%	\$31,139	-5.1%	\$36,468	-9.6%	41.3%
FINANCE CLERK	\$25,992	\$32,790	\$39,587				52.3%	\$17,386	-49.5%	\$20,976	-56.3%	\$24,566	-61.1%	41.3%
COURIER	\$26,253	\$33,085	\$39,918				52.0%	\$22,049	-19.1%	\$28,482	-16.2%	\$34,914	-14.3%	58.3%
ADMINISTRATOR COORD/RECEPTIONIST	\$26,590	\$33,878	\$41,167				54.8%	\$28,267	5.9%	\$36,514	7.2%	\$44,761	8.0%	58.4%
LABORER	\$27,510	\$35,059	\$42,608				54.9%	\$15,751	-74.7%	\$19,003	-84.5%	\$22,255	-91.5%	41.3%
PARK MAINTENANCE WORKER II	\$27,815	\$35,354	\$42,893				54.2%	\$16,548	-68.1%	\$19,965	-77.1%	\$23,382	-83.4%	41.3%
EQUIPMENT OPERATOR/REFUSE	\$29,506	\$36,902	\$44,298				50.1%	\$25,593	-15.3%	\$33,060	-11.6%	\$40,526	-9.3%	58.3%
TAG/TITLE TECHNICIAN	\$29,203	\$37,314	\$45,426				55.6%	\$28,267	-3.3%	\$36,514	-2.2%	\$44,761	-1.5%	58.4%
DEPUTY COURT CLERK	\$29,939	\$37,809	\$45,679				52.6%	\$26,897	-11.3%	\$34,744	-8.8%	\$42,591	-7.2%	58.3%
SECRETARY	\$30,144	\$38,213	\$46,282				53.5%	\$26,897	-12.1%	\$34,744	-10.0%	\$42,591	-8.7%	58.3%
ANIMAL CONTROL OFFICER	\$30,807	\$39,546	\$48,285				56.7%	\$28,267	-9.0%	\$36,514	-8.3%	\$44,761	-7.9%	58.3%
CREW WORKER III	\$31,136	\$39,810	\$48,484				55.7%	\$24,352	-27.9%	\$31,457	-26.6%	\$38,562	-25.7%	58.3%
PROBATE COURT CLERK	\$32,214	\$41,509	\$50,803				57.7%	\$26,897	-19.8%	\$34,744	-19.5%	\$42,591	-19.3%	58.3%
MECHANIC SENIOR	\$32,788	\$41,724	\$50,661				54.5%	\$32,811	0.1%	\$42,384	1.6%	\$51,956	2.5%	58.3%
TAG/TITLE SPECIALIST	\$33,029	\$42,089	\$51,149				54.9%	\$29,707	-11.2%	\$38,374	-9.7%	\$47,041	-8.7%	58.3%
ACCOUNTING TECHNICIAN/FINANCE	\$34,241	\$42,286	\$50,331				47.0%	\$31,221	-9.7%	\$40,329	-4.9%	\$49,437	-1.8%	58.3%
HEAVY EQUIPMENT OPERATOR	\$33,445	\$42,652	\$51,860				55.1%	\$31,221	-7.1%	\$40,329	-5.8%	\$49,437	-4.9%	58.3%
COMMUNICATIONS DISPATCHER I	\$33,950	\$42,980	\$52,009				53.2%	\$34,483	1.5%	\$44,543	3.5%	\$54,603	4.8%	58.3%
DEPUTY COURT CLERK SENIOR	\$34,107	\$43,246	\$52,385			\$55,182	53.6%	\$32,811	-4.0%	\$42,384	-2.0%	\$51,956	-0.8%	58.3%
ADMINISTRATIVE SECRETARY	\$33,239	\$43,476	\$53,713				61.6%	\$31,221	-6.5%	\$40,329	-7.8%	\$49,437	-8.7%	58.3%
APPRAISER TECHNICIAN	\$34,190	\$43,824	\$53,458				56.4%	\$29,707	-15.1%	\$38,374	-14.2%	\$47,041	-13.6%	58.3%
PURCHASING SPECIALIST	\$35,408	\$43,867	\$52,326				47.8%	\$32,811	-7.9%	\$42,384	-3.5%	\$51,956	-0.7%	58.3%
PROPERTY TAX SPECIALIST	\$33,797	\$43,983	\$54,170			\$32,240	60.3%	\$29,707	-13.8%	\$38,374	-14.6%	\$47,041	-15.2%	58.3%
CODE ENFORCEMENT OFFICER I	\$34,279	\$44,025	\$53,770				56.9%	\$32,811	-4.5%	\$42,384	-3.9%	\$51,956	-3.5%	58.3%
LEGAL SECRETARY	\$33,989	\$44,031	\$54,073				59.1%	\$22,255	-52.7%	\$26,851	-64.0%	\$31,446	-72.0%	41.3%
CORRECTIONS OFFICER I	\$34,932	\$44,514	\$54,096				54.9%	\$38,086	8.3%	\$49,197	9.5%	\$60,308	10.3%	58.3%
HEAVY EQUIPMENT MECHANIC	\$35,051	\$44,725	\$54,399				55.2%	\$34,483	-1.6%	\$44,543	-0.4%	\$54,603	0.4%	58.3%
GIS TECHNICIAN/T&D	\$35,565	\$45,478	\$55,391				55.7%	\$46,460	23.5%	\$60,015	24.2%	\$73,569	24.7%	58.3%
DEPUTY SHERIFF SENIOR	\$36,320	\$45,929	\$55,539				52.9%	\$38,314	5.2%	\$38,314	-19.9%	\$38,314	-45.0%	0.0%
HUMAN RESOURCES TECHNICIAN	\$36,506	\$46,473	\$56,440				54.6%	\$29,707	-22.9%	\$38,374	-21.1%	\$47,041	-20.0%	58.3%
GROUND CREW LEADER	\$36,225	\$46,536	\$56,846				56.9%	\$34,483	-5.1%	\$44,543	-4.5%	\$54,603	-4.1%	58.3%
DESKTOP SUPPORT SPECIALIST	\$38,888	\$47,451	\$56,015			\$32,344	44.0%	\$32,811	-18.5%	\$42,384	-12.0%	\$51,956	-7.8%	58.3%
FIREFIGHTER EMT	\$38,724	\$47,720	\$56,716				46.5%	\$40,026	3.3%	\$51,703	7.7%	\$63,381	10.5%	58.3%
POLICE CRIME ANALYST	\$37,219	\$47,816	\$58,412				56.9%	\$36,239	-2.7%	\$46,812	-2.1%	\$57,385	-1.8%	58.4%

# Salary Survey Results for CLAYTON COUNTY, GA

Job Class Title	Averages For Each Job Class						CLAYTON COUNTY							
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width			
DEPUTY SHERIFF I	\$38,224	\$48,961	\$59,699				56.2%	\$38,086	-0.4%	\$49,197	0.5%	\$60,308	1.0%	58.3%
POLICE OFFICER	\$38,431	\$49,037	\$59,643				55.2%	\$40,026	4.0%	\$51,703	5.2%	\$63,381	5.9%	58.3%
ATHLETIC RECREATION LEADER	\$39,463	\$49,238	\$59,013			\$24,606	49.5%	\$29,707	-32.8%	\$38,374	-28.3%	\$47,041	-25.4%	58.3%
COMMUNICATIONS TECHNICIAN	\$39,331	\$50,205	\$61,080			\$54,579	55.3%	\$48,827	19.4%	\$63,072	20.4%	\$77,317	21.0%	58.3%
VICTIM ADVOCATE	\$39,480	\$50,984	\$62,489				58.3%	\$31,221	-26.5%	\$40,329	-26.4%	\$49,437	-26.4%	58.3%
JUVENILE COURT OFFICER	\$40,383	\$51,249	\$62,116				53.8%	\$36,239	-11.4%	\$46,812	-9.5%	\$57,385	-8.2%	58.4%
BUILDING INSPECTOR	\$40,550	\$51,549	\$62,548				54.2%	\$38,086	-6.5%	\$49,197	-4.8%	\$60,308	-3.7%	58.3%
SR ZONING CODE ENFORCEMENT OFFICER	\$40,283	\$51,556	\$62,829			\$46,218	56.0%	\$40,026	-0.6%	\$51,703	0.3%	\$63,381	0.9%	58.3%
COUNSELOR	\$40,648	\$51,851	\$63,053				55.1%	\$48,827	16.8%	\$63,072	17.8%	\$77,317	18.4%	58.3%
CONTRACT COMPLIANCE SPECIALIST	\$41,344	\$52,399	\$63,454				53.5%	\$29,707	-39.2%	\$38,374	-36.5%	\$47,041	-34.9%	58.3%
APPRAISER I	\$39,691	\$52,492	\$65,294				64.5%	\$32,811	-21.0%	\$42,384	-23.9%	\$51,956	-25.7%	58.3%
DEPUTY SHERIFF III	\$40,983	\$52,502	\$64,021				56.2%	\$42,065	2.6%	\$54,337	3.4%	\$66,610	3.9%	58.3%
PROBATION OFFICER	\$41,139	\$52,699	\$64,259			\$38,709	56.2%	\$36,239	-13.5%	\$46,812	-12.6%	\$57,385	-12.0%	58.3%
COURT REPORTER	\$41,409	\$52,799	\$64,189				55.0%	\$56,676	26.9%	\$73,212	27.9%	\$89,747	28.5%	58.4%
PAYROLL TECHNICIAN SENIOR	\$41,478	\$53,035	\$64,591				55.7%	\$36,239	-14.5%	\$46,812	-13.3%	\$57,385	-12.6%	58.3%
PLANNING & ZONING TECHNICIAN	\$41,648	\$53,343	\$65,038				56.2%	\$42,065	1.0%	\$54,338	1.8%	\$66,610	2.4%	58.4%
PROGRAM COORDINATOR	\$42,030	\$53,574	\$65,118			\$44,325	54.9%	\$36,239	-16.0%	\$46,812	-14.4%	\$57,385	-13.5%	58.4%
PURCHASING SPECIALIST SENIOR	\$41,956	\$53,786	\$65,616			\$56,742	56.4%	\$40,026	-4.8%	\$51,703	-4.0%	\$63,381	-3.5%	58.3%
GIS PROPERTY MAPPING TECHNICIAN	\$41,910	\$54,140	\$66,371				58.4%	\$36,238	-15.7%	\$46,812	-15.7%	\$57,385	-15.7%	58.4%
PAYROLL TECHNICIAN	\$42,763	\$55,332	\$67,901			\$36,816	58.8%	\$32,811	-30.3%	\$42,384	-30.6%	\$51,956	-30.7%	58.3%
WAREHOUSE SUPERVISOR	\$43,457	\$55,569	\$67,681			\$54,371	55.7%	\$36,239	-19.9%	\$46,812	-18.7%	\$57,385	-17.9%	58.3%
SECURITY OFFICER	\$43,450	\$55,983	\$68,516				57.7%							
PRINCIPAL ACCOUNTANT	\$42,868	\$56,268	\$69,668			\$60,694	62.5%	\$51,315	16.5%	\$66,286	15.1%	\$81,256	14.3%	58.3%
DEPUTY REGISTRAR	\$43,977	\$56,291	\$68,604				56.0%	\$18,266	140.8%	\$22,038	155.4%	\$25,809	165.8%	41.3%
HUMAN RESOURCES ANALYST	\$43,605	\$56,375	\$69,145				58.6%	\$32,811	-32.9%	\$42,384	-33.0%	\$51,956	-33.1%	58.3%
GIS ANALYST	\$46,732	\$60,631	\$74,529			\$54,538	59.5%	\$59,564	21.5%	\$76,941	21.2%	\$94,319	21.0%	58.3%
FINANCIAL MANAGEMENT ANALYST	\$48,585	\$60,633	\$72,682				49.6%	\$56,676	14.3%	\$73,212	17.2%	\$89,747	19.0%	58.4%
HUMAN RESOURCES ASSISTANT MGR	\$46,946	\$60,888	\$74,830				59.4%	\$44,208	-6.2%	\$57,106	-6.6%	\$70,003	-6.9%	58.3%
SYSTEMS ANALYST/FIRE	\$50,301	\$62,216	\$74,130				47.4%	\$51,315	2.0%	\$66,286	6.1%	\$81,256	8.8%	58.3%
POLICE SERGEANT	\$49,606	\$62,450	\$75,293				51.8%	\$48,827	-1.6%	\$63,072	1.0%	\$77,317	2.6%	58.3%
SUPERIOR COURT DEPUTY CLK ADMIN	\$48,635	\$63,002	\$77,368				59.1%	\$62,598	22.3%	\$80,861	22.1%	\$99,124	21.9%	58.4%
FIRE LIEUTENANT	\$50,880	\$63,789	\$76,698				50.7%	\$53,929	5.7%	\$69,662	8.4%	\$85,396	10.2%	58.3%
BRANCH LIBRARIAN	\$50,298	\$63,978	\$77,658				54.4%	\$48,827	-3.0%	\$63,072	-1.4%	\$77,317	-0.4%	58.3%
PROGRAMMER	\$51,016	\$66,020	\$81,024				58.8%	\$44,208	-15.4%	\$57,106	-15.6%	\$70,003	-15.7%	58.3%
FLEET MANAGER	\$50,954	\$66,248	\$81,541				60.0%	\$65,787	22.5%	\$84,981	22.0%	\$104,174	21.7%	58.4%
PUBLIC WORKS SUPERVISOR	\$52,094	\$67,231	\$82,369				58.1%	\$44,208	-17.8%	\$57,106	-17.7%	\$70,003	-17.7%	58.3%
LANDFILL MANAGER	\$52,334	\$68,070	\$83,806				60.1%	\$65,787	20.4%	\$84,980	19.9%	\$104,174	19.6%	58.3%



# Salary Survey Results for CLAYTON COUNTY, GA

Job Class Title	Averages For Each Job Class					CLAYTON COUNTY								
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width			
CHIEF PROBATION OFFICER	\$54,958	\$69,598	\$84,239				53.3%							
SYSTEMS ADMINISTRATOR/T&D	\$54,808	\$70,346	\$85,884			\$89,482	56.7%	\$48,827	-12.3%	\$63,072	-11.5%	\$77,317	-11.1%	58.3%
FIRE CAPTAIN	\$55,313	\$70,380	\$85,448				54.5%	\$59,564	7.1%	\$76,941	8.5%	\$94,319	9.4%	58.3%
POLICE LIEUTENANT	\$56,384	\$71,129	\$85,874				52.3%	\$53,929	-4.6%	\$69,662	-2.1%	\$85,396	-0.6%	58.3%
ELECTIONS & REG OFFICIAL SUPVR	\$56,504	\$72,828	\$89,152				57.8%	\$42,065	-34.3%	\$54,338	-34.0%	\$66,610	-33.8%	58.4%
BUDGET & FINANCE COORDINATOR	\$57,517	\$74,512	\$91,507				59.1%	\$59,564	3.4%	\$76,941	3.2%	\$94,319	3.0%	58.3%
PAYROLL MANAGER	\$61,372	\$79,938	\$98,505			\$53,435	60.5%	\$56,676	-8.3%	\$73,211	-9.2%	\$89,747	-9.8%	58.3%
PURCHASING ADMINISTRATOR	\$63,441	\$82,819	\$102,198				61.1%	\$53,929	-17.6%	\$69,662	-18.9%	\$85,396	-19.7%	58.3%
PUBLIC WORKS ENGINEER	\$64,135	\$83,107	\$102,080			\$86,923	59.2%	\$72,661	11.7%	\$93,860	11.5%	\$115,058	11.3%	58.3%
CLERK OF COMMISSION	\$64,594	\$83,473	\$102,352			\$70,000	58.5%	\$40,026	-61.4%	\$51,704	-61.4%	\$63,381	-61.5%	58.3%
RISK ADMINISTRATOR	\$65,527	\$85,292	\$105,057			\$63,211	60.3%	\$53,929	-21.5%	\$69,662	-22.4%	\$85,396	-23.0%	58.3%
SENIOR ENGINEER	\$69,187	\$86,520	\$103,853				50.1%	\$65,787	-5.2%	\$84,980	-1.8%	\$104,174	0.3%	58.3%
BATTALION CHIEF	\$69,677	\$89,185	\$108,694			\$79,539	56.0%	\$62,598	-11.3%	\$80,861	-10.3%	\$99,124	-9.7%	58.3%
PLANNING & ZONING ADMINISTRATOR	\$70,965	\$90,714	\$110,463				55.7%	\$84,342	15.9%	\$108,949	16.7%	\$133,555	17.3%	58.3%
DIRECTOR/SENIOR SERVICES	\$73,713	\$94,669	\$115,625				56.9%	\$80,253	8.1%	\$103,667	8.7%	\$127,080	9.0%	58.3%
SOLICITOR GENERAL	\$74,674	\$98,389	\$122,104			\$146,406	63.5%							
ASSISTANT DISTRICT ATTORNEY	\$77,233	\$100,281	\$123,328				59.7%	\$56,676	-36.3%	\$73,212	-37.0%	\$89,747	-37.4%	58.4%
CHIEF DEPUTY TAX COMMISSIONER	\$78,279	\$100,758	\$123,236				57.4%	\$69,139	-13.2%	\$89,310	-12.8%	\$109,481	-12.6%	58.3%
JUVENILE COURT JUDGE	\$80,000	\$108,200	\$136,400			\$163,760	70.5%							
DEPUTY CHIEF OF POLICE	\$89,336	\$111,118	\$132,901				48.8%	\$84,342	-5.9%	\$108,948	-2.0%	\$133,555	0.5%	58.3%
DIRECTOR/PARKS & RECREATION	\$87,667	\$112,588	\$137,509			\$121,514	56.9%	\$97,900	10.5%	\$126,462	11.0%	\$155,024	11.3%	58.3%
DIRECTOR/COMMUNITY DEV	\$89,863	\$115,379	\$140,894			\$102,211	56.8%	\$97,900	8.2%	\$126,462	8.8%	\$155,024	9.1%	58.3%
DIRECTOR/BLDGS & MAINT	\$94,093	\$121,159	\$148,225				57.5%	\$90,405	-4.1%	\$90,405	-34.0%	\$90,405	-64.0%	0.0%
CHIEF APPRAISER	\$94,730	\$121,501	\$148,273				56.5%	\$88,639	-6.9%	\$114,499	-6.1%	\$140,359	-5.6%	58.3%
CHIEF ASST DISTRICT ATTORNEY	\$94,152	\$121,755	\$149,357				58.6%							
CHIEF DEPUTY SHERIFF	\$96,298	\$124,068	\$151,838				57.7%	\$84,342	-14.2%	\$108,948	-13.9%	\$133,555	-13.7%	58.3%
DIRECTOR/HUMAN RESOURCES	\$97,449	\$124,958	\$152,468			\$98,363	56.5%	\$97,900	0.5%	\$126,462	1.2%	\$155,024	1.6%	58.3%
DIRECTOR/INFO TECHNOLOGY	\$101,157	\$130,489	\$159,820				58.0%							
DIRECTOR/LIBRARY SERVICES	\$105,247	\$133,490	\$161,733				53.7%	\$88,639	-18.7%	\$114,499	-16.6%	\$140,359	-15.2%	58.3%
DIRECTOR/CENTRAL SERVICES	\$110,685	\$144,587	\$178,488				61.3%							
CHIEF OF POLICE	\$113,227	\$145,726	\$178,224				57.4%							
CHIEF FINANCIAL OFFICER	\$121,162	\$155,363	\$189,565				56.5%							
FIRE CHIEF	\$124,439	\$158,899	\$193,358			\$111,030	55.4%	\$102,888	-20.9%	\$132,905	-19.6%	\$162,922	-18.7%	58.3%
DISTRICT ATTORNEY	\$153,386	\$201,046	\$248,705				62.1%							
CHIEF OPERATING OFFICER	\$161,970	\$207,645	\$253,320				56.4%							
<b>Survey Averages</b>	<b>\$53,157</b>	<b>\$68,169</b>	<b>\$83,182</b>			<b>\$71,090</b>	<b>55.94%</b>	<b>\$45,138</b>	<b>-17.77%</b>	<b>\$57,810</b>	<b>-17.92%</b>	<b>\$70,482</b>	<b>-18.02%</b>	<b>56.15%</b>

# Salary Survey Results for ST LOUIS, MO

## Account Clerk II

**Descrip** Incumbents in this classification are responsible for the performance of a variety of bookkeeping and clerical functions in support of fiscal management activities for various city departments. This is a journey-level clerical classification in the General Clerical Series – Accounting Clerk Group job family within the City of St. Louis. Incumbents within this classification perform moderately complex duties with a variety of related tasks. The distinguishing characteristics of this classification within the series include the performance of bookkeeping/accounting functions; may train, instruct, direct and review the work of others.

**Quals**

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
ST LOUIS COUNTY	Accounting Services Specialist	Good	\$26,790	\$34,050	\$41,309	54.2%	<input type="checkbox"/>		
INDIANAPOLIS	Accounting Coordinator	Good	\$27,821	\$35,684	\$43,547	56.5%	<input type="checkbox"/>		
KANSAS CITY	Senior Accounting Clerk	Good	\$31,325	\$40,945	\$50,565	61.4%	<input type="checkbox"/>		
WICHITA	Account Clerk II	Good	\$32,788	\$40,137	\$47,487	44.8%	<input type="checkbox"/>		
ST CHARLES COUNTY	Account Clerk III	Good	\$33,814	\$41,946	\$50,078	48.1%	<input type="checkbox"/>		
DETROIT	Accounting Technician II	Good	\$35,163	\$39,874	\$44,584	26.8%	<input type="checkbox"/>		
MILWAUKEE	Accounting Program Assistant II	Good	\$38,629	\$42,010	\$45,391	17.5%	<input type="checkbox"/>		
LINCOLN	Account Clerk II	Good	\$39,272	\$45,195	\$51,118	30.2%	<input type="checkbox"/>		
DES MOINES	Accounting Specialist II	Good	\$45,219	\$49,514	\$53,810	19.0%	<input type="checkbox"/>		
MADISON	Account Clerk 2	Good	\$47,147	\$50,079	\$53,011	12.4%	<input type="checkbox"/>		
OMAHA	Accounting Clerk	Good	\$47,466	\$52,530	\$57,595	21.3%	<input type="checkbox"/>		
MINNEAPOLIS	Account Clerk II	Good	\$48,456	\$53,678	\$58,899	21.6%	<input type="checkbox"/>		
CINCINNATI	Accounting Technician 2	Good	\$50,182	\$52,246	\$54,311	8.2%	<input type="checkbox"/>		

<b>Average</b>			<b>\$38,775</b>	<b>\$44,453</b>	<b>\$50,131</b>	<b>29.3%</b>			
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ST LOUIS	Account Clerk II		<b>\$31,304</b>	<b>\$39,403</b>	<b>\$47,502</b>	<b>51.7%</b>			
			<b>\$ Difference</b>	(\$7,471)	(\$5,050)	(\$2,629)			
			<b>% Difference</b>	-23.9%	-12.8%	-5.5%			

# Salary Survey Results for ST LOUIS, MO

## Accountant I

**Descrip** Incumbents in this classification assist in providing fiscal and financial control activities for various departments/agencies within the City of St. Louis. This is an entry-level professional classification in the Fiscal Series – Accounting Group job family within the City of St. Louis. Incumbents within this classification perform moderately complex duties with a variety of related tasks. The distinguishing characteristics of this classification include maintaining fiscal responsibility and financial accuracy.

**Quals**

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
ST LOUIS COUNTY	Accountant I	Good	\$28,850	\$38,158	\$47,466	64.5%	<input type="checkbox"/>		
LOUISVILLE	Business Accountant I	Good	\$36,920	\$47,653	\$58,386	58.1%	<input type="checkbox"/>		
KANSAS CITY	Accountant	Good	\$37,939	\$49,587	\$61,235	61.4%	<input type="checkbox"/>		
MILWAUKEE	Accountant I	Good	\$39,881	\$47,853	\$55,825	40.0%	<input type="checkbox"/>		
NASHVILLE	Accountant I	Good	\$40,543	\$46,624	\$52,705	30.0%	<input type="checkbox"/>		
WICHITA	Accountant	Good	\$41,319	\$57,393	\$73,466	77.8%	<input type="checkbox"/>		
AKRON	Accountant-Cash Management	Good	\$42,245	\$49,462	\$56,680	34.2%	<input type="checkbox"/>		
DETROIT	Accountant I	Good	\$42,355	\$46,021	\$49,686	17.3%	<input type="checkbox"/>		
COLUMBUS	Accountant I	Good	\$49,088	\$54,496	\$59,904	22.0%	<input type="checkbox"/>		
LINCOLN	Accountant	Good	\$53,527	\$62,460	\$71,394	33.4%	<input type="checkbox"/>		
MINNEAPOLIS	Accountant I	Good	\$54,700	\$64,985	\$75,271	37.6%	<input type="checkbox"/>		
DES MOINES	Accountant	Good	\$55,661	\$61,131	\$66,602	19.7%	<input type="checkbox"/>		
CINCINNATI	Accountant	Good	\$57,272	\$67,120	\$76,968	34.4%	<input type="checkbox"/>		
OMAHA	Accountant I	Good	\$57,304	\$63,617	\$69,930	22.0%	<input type="checkbox"/>		
MADISON	Accountant I	Good	\$60,836	\$66,233	\$71,631	17.7%	<input type="checkbox"/>		
<b>Average</b>			<b>\$46,563</b>	<b>\$54,853</b>	<b>\$63,143</b>	35.6%			

<b>ST LOUIS</b>	Accountant I		<b>\$36,400</b>	<b>\$46,644</b>	<b>\$56,888</b>	<b>56.3%</b>			
			<b>\$ Difference</b>	(\$10,163)	(\$8,209)	(\$6,255)			
			<b>% Difference</b>	-27.9%	-17.6%	-11.0%			

# Salary Survey Results for ST LOUIS, MO

## Assistant Fire Chief

**Descrip** Under administrative direction, performs work of considerable difficulty in the administration and supervision of City wide firefighting and fire prevention activities; performs related work as required. The distinguishing characteristic of this classification within the series include responsibility for directing all activities of the service in the absence of the Fire Chief. Acts as Fire Chief in the Fire Chief's absence; directs, through subordinate officers, the operations of the department in all areas of firefighting and fire prevention; directs activities at large fires by absence or delegation of the Fire Chief; supervises administrative matters of the department such as assigning and disciplining personnel, requisitioning materials, supplies, equipment and apparatus, and the alarm and signal system; directs, through subordinate officers, the training of firefighting personnel in methods of firefighting and equipment utilization; participates in civic programs, civilian defense activities, and fire prevention and safety campaigns; attends meetings and conferences; gives talks before large groups and over communications media; conducts regular conferences with subordinate officers and section heads; reviews requests and records to determine compliance with policies and rules.

**Quals**

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
MADISON	Fire Division Chief	Good					<input type="checkbox"/>		\$106,115
LOUISVILLE	Assistant Fire Chief Executive	Good	\$68,572	\$100,279	\$131,986	92.5%	<input type="checkbox"/>		
WICHITA	Fire Division Chief	Good	\$75,699	\$106,516	\$137,333	81.4%	<input type="checkbox"/>		
KANSAS CITY	Assistant Division Chief	Good	\$81,588	\$88,104	\$94,620	16.0%	<input type="checkbox"/>		
NASHVILLE	Fire Assistant Chief	Good	\$85,414	\$101,072	\$116,729	36.7%	<input type="checkbox"/>		
LINCOLN	Assistant Fire Chief	Good	\$86,280	\$115,378	\$144,475	67.4%	<input type="checkbox"/>		
AKRON	Fire District Chief	Good	\$87,485	\$92,570	\$97,656	11.6%	<input type="checkbox"/>		
GRAND RAPIDS	Assistant Fire Chief	Good	\$96,499	\$96,499	\$96,499	0.0%	<input type="checkbox"/>		
DES MOINES	Assistant Fire Chief	Good	\$97,469	\$118,165	\$138,861	42.5%	<input type="checkbox"/>		
MILWAUKEE	Assistant Fire Chief	Good	\$103,841	\$124,611	\$145,381	40.0%	<input type="checkbox"/>		
CINCINNATI	Assistant Fire Chief	Good	\$108,802	\$118,947	\$129,093	18.6%	<input type="checkbox"/>		
COLUMBUS	Fire Assistant Chief	Good	\$113,214	\$141,492	\$169,770	50.0%	<input type="checkbox"/>		
OMAHA	Assistant Fire Chief	Good	\$133,935	\$138,321	\$142,707	6.5%	<input type="checkbox"/>		
MINNEAPOLIS	Assistant Chief Fire Department	Good	\$135,356	\$147,906	\$160,455	18.5%	<input type="checkbox"/>		
<b>Average</b>			<b>\$98,012</b>	<b>\$114,605</b>	<b>\$131,197</b>	<b>33.9%</b>			<b>\$106,115</b>

<b>ST LOUIS</b>	Assistant Fire Chief		<b>\$98,645</b>	<b>\$101,525</b>	<b>\$104,592</b>	<b>6.0%</b>			
		<b>\$ Difference</b>	\$633	(\$13,079)	(\$26,605)				
		<b>% Difference</b>	0.6%	-12.9%	-25.4%				

# Salary Survey Results for ST LOUIS, MO

## Buyer

**Descrip** Incumbents in this classification make large-scale purchases for the city. This is a journey-level classification in the Purchasing and Stores Series - Buyer Staff and Management Group job family within the City of St. Louis. Incumbents in this classification are expected to exercise initiative, independent judgment, and professional skills in initiating and following through on the complete purchasing cycle of commodities and services for the City. The distinguishing characteristics of this classification within the series include responsibility for preparing, analyzing, evaluating and recommending award of bids for commodities and services for city agencies.

### Quals

Respondent	MatchingTitle	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
INDIANAPOLIS	Buyer	Good	\$31,009	\$41,057	\$51,104	64.8%	<input type="checkbox"/>		
WICHITA	Buyer	Good	\$41,319	\$57,393	\$73,466	77.8%	<input type="checkbox"/>		
ST CHARLES COUNTY	Purchasing Coordinator	Good	\$42,007	\$52,109	\$62,212	48.1%	<input type="checkbox"/>		
LOUISVILLE	Buyer III	Good	\$45,864	\$59,602	\$73,341	59.9%	<input type="checkbox"/>		
MILWAUKEE	Purchasing Agent - Senior	Good	\$48,670	\$58,143	\$67,616	38.9%	<input type="checkbox"/>		
AKRON	Buyer III	Good	\$48,797	\$56,670	\$64,542	32.3%	<input type="checkbox"/>		
NASHVILLE	Procurement Officer 2	Good	\$48,836	\$56,160	\$63,484	30.0%	<input type="checkbox"/>		
COLUMBUS	Senior Procurement Specialist	Good	\$49,338	\$61,662	\$73,986	50.0%	<input type="checkbox"/>		
DETROIT	Contract and Procurement Specialist II	Good	\$53,008	\$62,076	\$71,144	34.2%	<input type="checkbox"/>		
LINCOLN	Buyer	Good	\$53,527	\$62,460	\$71,394	33.4%	<input type="checkbox"/>		
GRAND RAPIDS	Buyer	Good	\$55,642	\$63,299	\$70,955	27.5%	<input type="checkbox"/>		
MINNEAPOLIS	Associate Buyer-C	Good	\$56,763	\$62,879	\$68,996	21.6%	<input type="checkbox"/>		
CINCINNATI	Buyer	Good	\$57,272	\$67,120	\$76,968	34.4%	<input type="checkbox"/>		
OMAHA	Buyer	Good	\$57,304	\$63,960	\$70,616	23.2%	<input type="checkbox"/>		
MADISON	Buyer 1	Good	\$59,108	\$62,993	\$66,877	13.1%	<input type="checkbox"/>		
DES MOINES	Buyer	Good	\$61,048	\$67,070	\$73,091	19.7%	<input type="checkbox"/>		

<b>Average</b>			<b>\$50,594</b>	<b>\$59,666</b>	<b>\$68,737</b>	<b>35.9%</b>			
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<b>ST LOUIS</b>	Buyer		<b>\$41,730</b>	<b>\$53,482</b>	<b>\$65,234</b>	<b>56.3%</b>			
			<b>\$ Difference</b>	(\$8,864)	(\$6,184)	(\$3,503)			
			<b>% Difference</b>	-21.2%	-11.6%	-5.4%			

# Salary Survey Results for ST LOUIS, MO

## Director of Information Technology

**Descrip** Incumbents in this classification are accountable for the overall planning, directing and operations of the Information Technology Services Agency. This is an advanced-level managerial classification in the Data Processing Series – Data Processing Management Group job family within the City of St. Louis. Incumbents within this classification perform complex duties with a variety of related tasks. The distinguishing characteristic of this classification within the series is the accountability for the overall operations of the Information Technology Services Agency.

**Quals**

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
ST LOUIS COUNTY	Information Technology (IT) Division Director	Good	\$75,795	\$99,570	\$123,344	62.7%	<input type="checkbox"/>		
LOUISVILLE	Director of Info Technology	Good	\$80,007	\$125,714	\$171,421	114.3%	<input type="checkbox"/>		
WICHITA	Department Director - Chief Information Officer	Good	\$93,365	\$136,839	\$180,312	93.1%	<input type="checkbox"/>		
MILWAUKEE	Chief Information Officer	Good	\$103,841	\$124,611	\$145,382	40.0%	<input type="checkbox"/>		
GRAND RAPIDS	Director of Information Technology	Good	\$104,307	\$118,677	\$133,046	27.6%	<input type="checkbox"/>		
MADISON	IT (Information Technology) Director	Good	\$119,252	\$140,121	\$160,990	35.0%	<input type="checkbox"/>		
DES MOINES	Chief Information Officer	Good	\$128,378	\$155,896	\$183,414	42.9%	<input type="checkbox"/>		
DETROIT	Director of Departmental Technology Services	Good	\$131,547	\$153,238	\$174,928	33.0%	<input type="checkbox"/>		
COLUMBUS	Technology Director/CIO	Good	\$131,934	\$175,937	\$219,939	66.7%	<input type="checkbox"/>		
NASHVILLE	Chief Information Officer	Good	\$133,900	\$200,850	\$267,800	100.0%	<input type="checkbox"/>		
ST CHARLES COUNTY	Director - Information Systems	Good	\$136,345	\$175,271	\$214,198	57.1%	<input type="checkbox"/>		
MINNEAPOLIS	Director Information Technology	Good	\$144,515	\$157,915	\$171,314	18.5%	<input type="checkbox"/>		

<b>Average</b>			<b>\$115,266</b>	<b>\$147,053</b>	<b>\$178,841</b>	<b>55.2%</b>			
<b>ST LOUIS</b>	Director of Information Technology		<b>\$102,726</b>	<b>\$132,041</b>	<b>\$161,356</b>	<b>57.1%</b>			
		<b>\$ Difference</b>	(\$12,540)	(\$15,012)	(\$17,485)				
		<b>% Difference</b>	-12.2%	-11.4%	-10.8%				

# Salary Survey Results for ST LOUIS, MO

## Environmental Health Supervisor

**Descrip** Incumbents in this classification supervise the operations of environmental sanitation programs. This is an advanced journey-level professional classification in the Public Health Series - Health Inspection Group job family within the City of St. Louis. Incumbents in this classification perform moderately complex duties with a limited variety of related tasks. The distinguishing characteristics of this classification within the series include responsibility for the supervision of environmental sanitation programs and staff.

**Quals**

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
KANSAS CITY	Senior Environmental Inspector	Good	\$34,620	\$45,246	\$55,872	61.4%	<input type="checkbox"/>		
ST LOUIS COUNTY	Environmental Supervisor	Good	\$45,635	\$57,470	\$69,306	51.9%	<input type="checkbox"/>		
LOUISVILLE	Environmental Health Supvrs	Good	\$45,864	\$59,602	\$73,341	59.9%	<input type="checkbox"/>		
DETROIT	Environmental Health Specialist II	Good	\$47,495	\$54,584	\$61,673	29.9%	<input type="checkbox"/>		
OMAHA	Environmental Inspector	Good	\$47,674	\$53,591	\$59,509	24.8%	<input type="checkbox"/>		
MILWAUKEE	Environmental Health Coordinator	Good	\$48,294	\$57,955	\$67,616	40.0%	<input type="checkbox"/>		
AKRON	Environmental Compliance Inspector III	Good	\$48,797	\$56,670	\$64,542	32.3%	<input type="checkbox"/>		
NASHVILLE	Environmental Compliance Officer 2	Good	\$48,836	\$56,160	\$63,484	30.0%	<input type="checkbox"/>		
INDIANAPOLIS	Administrator-Bureau of Environmental Services	Good	\$50,410	\$60,492	\$70,573	40.0%	<input type="checkbox"/>		
COLUMBUS	Public Health Sanitarian II	Good	\$51,189	\$60,798	\$70,408	37.5%	<input type="checkbox"/>		
LINCOLN	Environmental Specialist III	Good	\$54,866	\$62,467	\$70,067	27.7%	<input type="checkbox"/>		
MINNEAPOLIS	Health Inspector II	Good	\$58,762	\$69,337	\$79,912	36.0%	<input type="checkbox"/>		
GRAND RAPIDS	Environmental Assessment Supervisor	Good	\$78,272	\$89,088	\$99,903	27.6%	<input type="checkbox"/>		

<b>Average</b>			<b>\$50,824</b>	<b>\$60,266</b>	<b>\$69,708</b>	<b>37.2%</b>			
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ST LOUIS	Environmental Health Supervisor		<b>\$41,730</b>	<b>\$53,482</b>	<b>\$65,234</b>	<b>56.3%</b>			
			<b>\$ Difference</b>	(\$9,094)	(\$6,784)	(\$4,474)			
			<b>% Difference</b>	-21.8%	-12.7%	-6.9%			

# Salary Survey Results for ST LOUIS, MO

## Fire Commissioner

**Descrip** Under administrative direction; performs work of unusual difficulty in administrative and technical work, and in the direction of firefighting, fire prevention and emergency medical activities; performs related work as required. Formulates (subject to policy decisions of the Director of Public Safety) the operations and plans of the Fire Department, including the Fire Prevention Bureau and Bureau of Emergency Medical Services; directs, through subordinate officers, the operations of the department in all areas of firefighting, fire prevention and emergency medical services; directs activities at large fires; supervises all administrative matters of the department such as hiring, assigning, and disciplining personnel, requisitioning materials, supplies, equipment, and apparatus, preparing the budget, and maintaining adequate records; directs the maintenance, repair, replacement, and improvement of equipment, quarters, apparatus, and the alarm and signal system; confers with the Director of Public Safety on matters of major policy; directs, through subordinate officers, the training of personnel in technical methods and in the use of equipment; participates in civic programs, civilian defense activities, and fire prevention and safety campaigns; attends meetings and conferences and gives talks before large groups and over communication media; conducts regular conferences with subordinate officers and section heads; reviews requests and records to determine compliance with policies and rules.

**Quals**

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
INDIANAPOLIS	Chief of Fire	Good					<input type="checkbox"/>		\$117,000
LINCOLN	Fire Chief	Good	\$55,950	\$114,600	\$173,250	209.7%	<input type="checkbox"/>		
LOUISVILLE	Fire Chief	Good	\$80,007	\$125,714	\$171,421	114.3%	<input type="checkbox"/>		
KANSAS CITY	Fire Chief/Director	Good	\$90,804	\$131,934	\$173,064	90.6%	<input type="checkbox"/>		
WICHITA	Department Director - Fire Chief	Good	\$97,465	\$142,848	\$188,230	93.1%	<input type="checkbox"/>		
GRAND RAPIDS	Fire Chief	Good	\$109,507	\$124,624	\$139,740	27.6%	<input type="checkbox"/>		
MILWAUKEE	Fire Chief	Good	\$110,689	\$132,825	\$154,961	40.0%	<input type="checkbox"/>		
AKRON	Fire Chief	Good	\$117,666	\$124,561	\$131,456	11.7%	<input type="checkbox"/>		
CINCINNATI	Fire Chief	Good	\$127,069	\$150,234	\$173,400	36.5%	<input type="checkbox"/>		
DES MOINES	Fire Chief	Good	\$128,378	\$155,896	\$183,414	42.9%	<input type="checkbox"/>		
COLUMBUS	Fire Chief	Good	\$128,606	\$160,753	\$192,899	50.0%	<input type="checkbox"/>		
MADISON	Fire Chief	Good	\$130,255	\$153,050	\$175,844	35.0%	<input type="checkbox"/>		
NASHVILLE	Fire Chief	Good	\$133,900	\$200,850	\$267,800	100.0%	<input type="checkbox"/>		
MINNEAPOLIS	Chief of Fire Department	Good	\$146,330	\$159,897	\$173,464	18.5%	<input type="checkbox"/>		
OMAHA	Fire Chief	Good	\$159,849	\$162,998	\$166,146	3.9%	<input type="checkbox"/>		

<b>Average</b>			<b>\$115,462</b>	<b>\$145,770</b>	<b>\$176,078</b>	52.5%			<b>\$117,000</b>
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<b>ST LOUIS</b>	Fire Commissioner		<b>\$114,831</b>	<b>\$118,151</b>	<b>\$121,471</b>	<b>5.8%</b>			
		<b>\$ Difference</b>	(\$631)	(\$27,619)	(\$54,607)				
		<b>% Difference</b>	-0.5%	-23.4%	-45.0%				



# Salary Survey Results for ST LOUIS, MO

## Police Commissioner

**Descrip** Incumbents in this classification performs highly responsible and complex executive management duties for the planning, directing, managing and overseeing the activities and operations of the St. Louis Metropolitan Police Division; including field operations, investigations, support services, and general administration. Also, coordinates activities with other City departments and outside agencies. This is an advanced-level service classification in the Police Services Series – Executive Officer Group job family within the City of St. Louis. Incumbents within this classification perform complex duties with a variety of tasks. The distinguishing characteristics of this classification within the series include execution of the budget and assignment of personnel.

**Quals**

Respondent	MatchingTitle	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
LINCOLN	Chief of Police	Good	\$55,950	\$114,600	\$173,250	209.7%	<input type="checkbox"/>		
ST LOUIS COUNTY	Sheriff	Good	\$62,650	\$82,846	\$103,043	64.5%	<input type="checkbox"/>		
WICHITA	Department Director - Police Chief	Good	\$97,465	\$142,848	\$188,230	93.1%	<input type="checkbox"/>		
NASHVILLE	Police Deputy Chief	Good	\$110,012	\$145,202	\$180,391	64.0%	<input type="checkbox"/>		
MILWAUKEE	Chief of Police	Good	\$110,689	\$132,825	\$154,961	40.0%	<input type="checkbox"/>		
GRAND RAPIDS	Police Chief	Good	\$111,144	\$126,335	\$141,526	27.3%	<input type="checkbox"/>		
AKRON	Police Chief	Good	\$122,450	\$129,626	\$136,802	11.7%	<input type="checkbox"/>		
CINCINNATI	Police Chief	Good	\$127,069	\$150,234	\$173,400	36.5%	<input type="checkbox"/>		
DES MOINES	Police Chief	Good	\$128,378	\$155,896	\$183,414	42.9%	<input type="checkbox"/>		
MADISON	Police Chief	Good	\$130,255	\$153,050	\$175,844	35.0%	<input type="checkbox"/>		
COLUMBUS	Police Chief	Good	\$163,571	\$204,464	\$245,357	50.0%	<input type="checkbox"/>		
OMAHA	Police Chief	Good	\$171,475	\$187,970	\$204,464	19.2%	<input type="checkbox"/>		
MINNEAPOLIS	Chief of Police	Good	\$171,542	\$187,447	\$203,351	18.5%	<input type="checkbox"/>		

<b>Average</b>			<b>\$120,204</b>	<b>\$147,180</b>	<b>\$174,156</b>	<b>44.9%</b>
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<b>ST LOUIS</b>	Police Commissioner		<b>\$114,831</b>	<b>\$118,151</b>	<b>\$121,471</b>	<b>5.8%</b>
		<b>\$ Difference</b>	(\$5,372)	(\$29,029)	(\$52,685)	
		<b>% Difference</b>	-4.7%	-24.6%	-43.4%	

# Proposed Pay Plans

**DRAFT**

Proposed Pay Plans  
Macon-Bibb County, GA

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
<b>Public Safety</b>				
108		\$32,832	\$39,399	\$52,400
454A	Sheriff Deputy (Non Certified)			
109		\$34,474	\$41,369	\$55,020
415	Court Security Officer			
494	Firefighter Recruit			
110		\$36,198	\$43,437	\$57,771
868A	Park Ranger			
111		\$38,008	\$45,609	\$60,660
485	Firefighter			
571	Probation Officer			
596	Sheriff Deputy Civil Court			
113		\$41,903	\$50,284	\$66,878
592	Chief Deputy Sheriff - Civil Court			
481	Fire Sergeant			
419	Sheriff Deputy (Certified)			
116		\$48,508	\$58,210	\$77,419
471	Fire Inspector			
424	Sheriff Sergeant			
118		\$53,480	\$64,177	\$85,355
469	Fire Captain			
475	Fire Lieutenant			
475A	Fire Safety Training Officer			
119		\$56,154	\$67,385	\$89,623
429A	Sheriff Lieutenant			
120		\$58,962	\$70,755	\$94,104
462	Fire Battalion Chief			
473	Fire Capt Insp/Safety Coord			
482	Fire Capt. Lead Arson Investigator			
122		\$65,006	\$78,007	\$103,749
463	Chief Fire Prevention Director			
466	Chief Fire Training			
433	Sheriff Captain			
123		\$68,256	\$81,907	\$108,937
431	Sheriff Major			
128		\$87,114	\$104,537	\$139,034
50	Chief Deputy Sheriff			
130		\$96,043	\$115,252	\$153,285
460	Chief of Fire			

25 Active Proposed Classes in the Public Safety Pay Plan

**DRAFT**

**DRAFT**

Proposed Pay Plans  
Macon-Bibb County, GA

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
<b>Unified</b>				
<b>101</b>		<b>\$26,251</b>	<b>\$28,000</b>	<b>\$37,240</b>
866A	Center Leader Part Time			
100	Custodian			
857	Golf Monitor			
784A	Night Security Officer			
803	Program Assistant			
955	Recreation Attendant			
735	Tax Assessor			
<b>102</b>		<b>\$26,453</b>	<b>\$29,400</b>	<b>\$39,102</b>
873A	Athletic Field Maint Worker			
CSC	Court Support Clerk			
100C	Custodial Maintenance Worker			
866	Gate Operator			
460A	Lead Supply Clerk			
869	Lifeguard			
106	Maintenance Worker			
627A	Mental Health Court Coord Grant			
409	Parking Control Monitor			
959B	Recreation Leader			
959A	Recreation Parks Worker			
105	Service Worker			
128	Utility Clerk			
882	Visitor Service Representative			
<b>103</b>		<b>\$26,762</b>	<b>\$30,870</b>	<b>\$41,057</b>
459	Courthouse Receptionist			
103	Custodial Crew Leader			
535	Deputy Clerk I			
791	Deputy Registrar			
852	Golf Course Attendant			
955A	Golf Maintenance Worker			
126	Landfill Weighmaster			
835	Laundry Worker			
110	Light Equipment Operator			
169	Parts and Inventory Clerk			
670	Payroll Specialist			
108	Sanitation Worker			
12A	Warehouse Clerk			
<b>104</b>		<b>\$27,011</b>	<b>\$32,414</b>	<b>\$43,110</b>
581	Administrative Invest Support Tech			
834	Bilingual Clerk I			
300	Carpenter			
851	Golf Coordinator			
123	Instrument Technician			
301	Maintenance Technician			
350	Traffic Maintenance Tech I			
413	Warrant Entry Clerk			
<b>105</b>		<b>\$28,362</b>	<b>\$34,034</b>	<b>\$45,265</b>

**DRAFT**

**Proposed Pay Plans  
Macon-Bibb County, GA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
<b>Unified</b>				
<b>105</b>		<b>\$28,362</b>	<b>\$34,034</b>	<b>\$45,265</b>
401	Animal Shelter Attendant			
783	Building Security Officer			
407	Central Communications OPBSO			
864	Customer Service Representative			
537	Deputy Clerk II			
788A	Elections Utility Worker			
837	Fuel Delivery Driver			
114C	Lead Worker			
609	Legal Assistant I			
570	Municipal Court Aide			
174	Office Assistant I			
261	Property Research Clerk			
620	Real Estate Clerk I			
175	Records Clerk			
872	Recreation Leader - Senior Programs			
<b>106</b>		<b>\$29,780</b>	<b>\$35,736</b>	<b>\$47,529</b>
785I	4-H Program Assistant			
164	Administrative Assistant I			
713A	Cemetery Specialist			
462A	Intake Specialist			
501	Loan Specialist			
408	NCIC Operator			
496	NIBIN Coordinator			
621	Real Estate Clerk II			
740	Tax Office Clerk I			
351	Traffic Maintenance Tech II			
<b>107</b>		<b>\$31,269</b>	<b>\$37,523</b>	<b>\$49,905</b>
632	Archives & Record Mgt Specialist			
626A	Assistant Court Management Clerk II			
65	Assistant Golf Superintendent			
863	Athletic Crew Leader			
563	Civil Clerk II			
858	Community Center Coordinator I			
626	Court Clerk			
114	Crew Leader			
416	Custodial Inmate Supervisor			
538	Deputy Clerk III			
440	E-911 Communications Officer			
788	Elections Specialist			
965A	Golf Course Mechanic			
101	Heavy Equipment Operator			
171	Lead Central Records Clerk			
308	Light Equip. Certified Mechanic			
175A	Office Assistant II			
871	Recreation Programmer			
740B	Remittance Processor Specialist			
133A	Supervisor Parks/Beautification			

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**Proposed Pay Plans  
Macon-Bibb County, GA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
<b>Unified</b>				
<b>107</b>		<b>\$31,269</b>	<b>\$37,523</b>	<b>\$49,905</b>
741	Tax Office Clerk II			
<b>108</b>		<b>\$32,832</b>	<b>\$39,399</b>	<b>\$52,400</b>
180	Administrative Assistant II			
417	Correctional Officer			
627	Criminal Clerk			
789	Elections Officer			
316	Heavy Equipment Mechanic			
305	Maintenance Technician Plumber			
177	Office Records Specialist - SO			
569	Probation Aide			
622	Real Estate Clerk III			
615	Recording Clerk Prob Court			
564	Recording Clerk Superior Ct			
349	Sign Fabricator			
742	Tax Office Clerk III			
371	Traffic Signal Technician I			
<b>109</b>		<b>\$34,474</b>	<b>\$41,369</b>	<b>\$55,020</b>
953	Administrative Office Assistant			
447	AFIS Coordinator			
763	Application Specialist			
850	Aquatic Supervisor			
493	Assistant Director of E-911			
528	Board Of Equalization Secretary			
748	Business License Coordinator			
859	Community Center Coordinator II			
952	Computer Operator			
831	Court Specialist II			
664	Credit Union Administrator			
193	Customer Service Coordinator			
188	Human Resources Technician			
844	Legal Assistant II			
179	Legal Secretary			
796	Levy Officer			
830	Municipal Clerk II			
749	Sanitation Fee Administrator			
143	Solid Waste Specialist			
820A	Tag & Title Specialist			
743	Tax Office Clerk Senior			
878	Tennis Coordinator			
268	Utility & R/W Inspector			
577	Victim Advocate			
630	Victim Witness Assistant			
578	Victim Witness Coordinator Grant			
<b>110</b>		<b>\$36,198</b>	<b>\$43,437</b>	<b>\$57,771</b>
513	Abatement Officer I			
402	Animal Enforcement Officer			

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**Proposed Pay Plans  
Macon-Bibb County, GA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
<b>Unified</b>				
<b>110</b>		<b>\$36,198</b>	<b>\$43,437</b>	<b>\$57,771</b>
645	Business License Inspector			
323	Certified Road Technician			
555	Chief Criminal Clerk			
792	Chief Registrar			
724	Commercial Appraiser I			
684	Deputy Coroner			
442	E-911 Asst. Supervisor/Com. Off.			
443	E-911 TAC Trainer			
183	Executive Secretary			
314	HVAC Technician			
461A	Intake/Adoption Coordinator			
974	Intern			
714	Personal Property Appraiser			
304	Plumbing Technician II			
719	Residential Appraiser I			
181	Senior Administrative Assistant			
375A	Traffic Signal Technician II			
952B	Veteran Treatment Coord			
<b>111</b>		<b>\$38,008</b>	<b>\$45,609</b>	<b>\$60,660</b>
807	Animal Service Support Specialist			
980	Case Manager Grant Position			
687	Computer Operator Senior			
430	Coordinator of Crime Prevention			
816	Court Specialist III			
427	Criminal Intelligence & Stat Ana			
534B	Fiduciary Compliance Off/Ct Mgr			
893	Golf Pro			
404	Kennel Supervisor/Dispatch			
306	Master Plumber			
35	Municipal Court Clerk			
341	Parts Manager			
450	Web Media Specialist			
<b>112</b>		<b>\$39,908</b>	<b>\$47,890</b>	<b>\$63,693</b>
178	Accounting Technician			
182	Administrative Services Manager			
548	Assistant C.O.P. Receiver			
754	Assistant Deputy Tax Payer Services			
616	Civil Court Coordinator			
725	Commercial Appraiser II			
814	Communication Specialist			
861	Community Center Supervisor			
441	E-911 Supervisor/Com. Officer			
817	E-911 Training Lead			
309	Electrician			
679	Grounds Supervisor			
322	Heavy Equip/Light Equip Sup			
607	Investigator District Attorney			

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Proposed Pay Plans  
Macon-Bibb County, GA

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
<b>Unified</b>				
<b>112</b>		<b>\$39,908</b>	<b>\$47,890</b>	<b>\$63,693</b>
576	Investigator State Ct Solicitor			
131	Landfill Supervisor			
656	Procurement Officer I			
720	Residential Appraiser II			
132	Solid Waste Supervisor			
618	Supervising Probation Officer			
133	Supervisor Streets & Roads			
<b>113</b>		<b>\$41,903</b>	<b>\$50,284</b>	<b>\$66,878</b>
766	Building Inspector I			
534	Chief Deputy Clerk			
567	Chief Deputy Clerk Probation			
631	Chief Deputy Clerk/Court Admin			
505	Construction Specialist			
543	Court Reporter			
98	Deputy Municipal Court Clk			
819	Drug Court Administrator			
770	Electrical Inspector I			
267	Engineering Assistant			
693	Grants Administrator			
868	Law Enforcement Ranger			
194	Office Manager			
510	Program Specialist			
840	School Justice Partner Case Mgr			
<b>114</b>		<b>\$43,998</b>	<b>\$52,798</b>	<b>\$70,222</b>
542	Assistant ADR Director			
62	Assistant Director of Reception			
854	Athletics Coordinator			
586	Chief Investigator			
959	General Manager			
952A	Law Clerk			
657	Procurement Officer I			
801	Property Maintenance Coordinator			
721	Residential Appraiser III			
259	Survey Party Chief			
<b>115</b>		<b>\$46,198</b>	<b>\$55,438</b>	<b>\$73,733</b>
644A	Accountant I			
765	Building Inspector II			
820	Business Analyst			
624	Chief Civil Clerk			
575	Chief Clerk Solicitor			
557	Chief Court Management Clerk SCC			
553	Chief Real Estate Clerk			
595	Citizens Rev Panel Coordinator			
601	Dependency Coordinator			
67	Deputy Director Emergency Mgt			
772	Electrical Inspector II			

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**Proposed Pay Plans  
Macon-Bibb County, GA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
<b>Unified</b>				
<b>115</b>		<b>\$46,198</b>	<b>\$55,438</b>	<b>\$73,733</b>
365	Electrical Services Manager			
671	Employment Officer			
752	Financial Assistant Tax Comm.			
332	HVAC Mechanic			
777	Mechanical Inspector			
776	Plumbing Inspector II			
614	Program Coordinator			
723	Residential Appraisal Supervisor			
696	System / Network Analyst II			
381	Telecommunications Analyst			
375	Traffic Signal Technician III			
667	Training and Wellness Officer			
<b>116</b>		<b>\$48,508</b>	<b>\$58,210</b>	<b>\$77,419</b>
200	Administrative Asst to the Mayor			
2	Assistant Clerk of the Board of Comm			
551	COP Receiver			
755	Deputy Comm. Levy Operations			
760	Deputy Comm. Taxpayer Services			
757	Deputy Commissioner Collection			
662	Human Resources Generalist			
651	Staff Auditor			
257	Traffic Engineering Technician			
<b>117</b>		<b>\$50,934</b>	<b>\$61,120</b>	<b>\$81,290</b>
635	Accountant II			
426A	Animal Welfare Shelter Manager			
64A	Assistant Mgr of Economic Development			
676	Assistant Risk Manager			
888	Athletic Maintenance Manager			
769	Chief Building Inspector			
773	Chief Electrical Inspector			
825	Chief Mechanical Inspector			
983	Data Base Programmer			
354	General Maintenance Manager			
357	HVAC Plumbing Manager			
610	Magistrate			
809	Project Coordinator - Economic Development			
58	Public Works Manager			
591	SCC Accountant			
333	Senior Mechanic			
750	Staff Accountant Tax Comm.			
387	Traffic Maintenance Operations Mgr.			
828	Victim Compensation Advocate			
<b>118</b>		<b>\$53,480</b>	<b>\$64,177</b>	<b>\$85,355</b>
95	Animal Enforcement Asst. Manager			
733	Assistant Chief Appraiser Res			
673	Benefits & Compensation Officer			

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**Proposed Pay Plans  
Macon-Bibb County, GA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
<b>Unified</b>				
<b>118</b>		<b>\$53,480</b>	<b>\$64,177</b>	<b>\$85,355</b>
965	Compensation Analyst			
410	Maintenance Services Coordinator			
717	Personal Property Supervisor			
764	Property Maintenance Mgr			
889	Recreation Operations Manager			
675	Risk Manager			
832	School Justice Partner Coor			
730	Tax AuditorTax Assessors			
<b>119</b>		<b>\$56,154</b>	<b>\$67,385</b>	<b>\$89,623</b>
648	Accountant Analyst			
507	Accounting Manager			
368	Administrative Support Manager			
978	Database Administrator			
367	Help Desk Administrator			
546	Law Librarian/Superior Ct Mana			
698	Network Administrator			
972	Project & Compliance Specialist			
46	Supervisor Board of Elections			
697	System Administrator			
705	Systems/Network Manager			
703	Web Programmer			
<b>120</b>		<b>\$58,962</b>	<b>\$70,755</b>	<b>\$94,104</b>
43	Animal Enforcement Manager			
883	Assistant Director of Parks & Beautification			
823	Community Outreach Coordinator			
646	Revenue Manager			
<b>121</b>		<b>\$61,910</b>	<b>\$74,292</b>	<b>\$98,809</b>
732	Assistant Chief Appr Commercial			
734	Assistant Chief Appr Pers Prop			
582	Assistant D.A. I			
573	Assistant Solicitor I			
142	Certified Landfill Manager			
594	Chief Judge Juvenile Court MJC			
11	Chief Judge of State Court			
17	Clerk of Superior Court			
14	Coroner			
97	Deputy Chief Appraiser			
545	Director of Macon Judicial ADR			
186	Executive Assistant			
69	General Manager of Golf			
802	Mapping Director			
4B	Sr. Superior Ct Judge w/Benefits			
540	Staff Attorney			
540C	Staff Attorney Superior Court			
8	Tax Commissioner			
<b>122</b>		<b>\$65,006</b>	<b>\$78,007</b>	<b>\$103,749</b>

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**Proposed Pay Plans  
Macon-Bibb County, GA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
<b>Unified</b>				
<b>122</b>		<b>\$65,006</b>	<b>\$78,007</b>	<b>\$103,749</b>
583	Assistant D.A. II			
59	Assistant Director of Solid Waste			
64	Assistant Mgr of Community Development			
568	Chief Probation Officer			
47	Clerk of Board of Commissioners			
598	Clerk of Civil Court			
599	Clerk of Juvenile Court			
600	Clerk of Probate Court			
566	Clerk of State Court			
756	Deputy Commissioner Acct. Op.			
841	Director of Accountability Court			
253	Engineer			
958A	Information Specialist			
640	Internal Auditor			
611	Magistrate/ Asso. Judge			
985	Probate Court Administrator			
369	Radio Systems Manager			
758	Tax Office Administrator			
<b>123</b>		<b>\$68,256</b>	<b>\$81,907</b>	<b>\$108,937</b>
680	Assistant County Attorney			
ACALP	Assistant County Attorney - Litigation and Procurement			
573C	Assistant Solicitor II			
34	Chief Tax Appraiser			
685	Enterprise Appl Mgr			
68	First Assistant DA			
456	Fiscal Services Director			
704	GIS Manager			
HRMGR	Human Resources Manager			
884	Lake Tobesofkee Director			
706	Legacy System Manager			
445	Support Operations Director			
383	Telecommunications Manager			
<b>124</b>		<b>\$71,669</b>	<b>\$86,003</b>	<b>\$114,384</b>
584	Assistant D.A. III			
54	Assistant Director of Facilities Mgmt			
649	Budget / Grants Manager			
196	Chief Accounting Officer			
40	Community Development Manager			
818	Financial Operations Officer			
255	Traffic Engineer			
<b>125</b>		<b>\$75,252</b>	<b>\$90,303</b>	<b>\$120,103</b>
585	Assistant D.A. IV			
51	Assistant Director of Finance			
81	Assistant to Co Mgr Public Affairs			
458	Director of E-911			
39	Director of Emergency Management			

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Proposed Pay Plans  
Macon-Bibb County, GA

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
<b>Unified</b>				
<b>125</b>		<b>\$75,252</b>	<b>\$90,303</b>	<b>\$120,103</b>
90	Director of Small Business Affairs			
612	Magistrate/ Chief Asso. Judge			
574	Municipal Court Judge			
795	Sr. Asst. County Attorney			
540A	Superior Court Staff Attorney			
<b>126</b>		<b>\$79,015</b>	<b>\$94,818</b>	<b>\$126,108</b>
85	Assistant to Co Mgr Budget/Strategic			
66	Chief Deputy Clerk III			
457	Colonel			
DPROC	Director of Procurement			
44	Director of Recreation			
37	Director of Vehicle Maintenance			
<b>127</b>		<b>\$82,966</b>	<b>\$99,559</b>	<b>\$132,413</b>
41	Director of Facilities Management			
91	Director of Solid Waste			
<b>128</b>		<b>\$87,114</b>	<b>\$104,537</b>	<b>\$139,034</b>
461	Assistant Chief of Fire			
ACM	Assistant County Manager			
29	Chief Information Officer			
30	Director of Human Resources			
86	Director of Parks & Beautification			
<b>130</b>		<b>\$96,043</b>	<b>\$115,252</b>	<b>\$153,285</b>
32	County Engineer			
28	Director of Finance			
<b>136</b>		<b>\$128,707</b>	<b>\$154,448</b>	<b>\$205,416</b>
82	County Manager			

367 Active Proposed Classes in the Unified Pay Plan

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Proposed Pay Plans  
Macon-Bibb County, GA

*Code*    *Proposed Class Title*    *Ann Min*    *Mkt*    *Ann Max*

392 Active Proposed Classes in Macon-Bibb County, GA

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## Report Settings

Report Name:

Print As Plan Type <input type="text" value="Open Range"/>	Increment Current Step by <input type="text" value="0"/>	<input type="checkbox"/> Summary Only <input checked="" type="checkbox"/> Show Department Summary <input checked="" type="checkbox"/> Show Pay Plan Summary <input checked="" type="checkbox"/> Show Grand Totals Summary
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### Calculation Parameters

Set Years to Reach Grade Market to	<input type="text" value="15"/>	# Adjustments
Set Years to Reach Grade Maximum to	<input type="text" value="40"/>	<input type="text" value="1"/>
Set Maximum Adjustment to the Range	<input type="text" value="Maximum"/>	
Set Allowable Experience Days Using	<input type="text" value="Promotion Date"/>	
Set Maximum Years of Service Cap to	<input type="text" value="100"/>	year(s) of service
Calculate Adj. Above Min after the first	<input type="text" value="1"/>	year(s) of service
Include Organizational Experience adj	<input type="checkbox"/>	Include Stipends <input type="checkbox"/>
Allow 1 additional day adjustment for	<input type="text" value="0"/>	Day(s) Organization Experience

Implementation:   
**Flat Percent Adjustment Management**

Calculate a Flat % Adjustment of  %  
Calculate % Using Current Salary

Apply Flat % Adjustment

- Before Min Adj    After Step  
 After Min Adj    After OrgExp  
 After Market    After Assignment  
 After Max

Standard Annual Work Days 260

Standard Annual Work Hours 2080

Standard Hours / Day 8

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City of El Paso, TX Implementation Report

Proposed Pay Plan Executive

Dep't Name: Airport Dep't Code: 62

Unit Name: FINANCE AND ADMIN Unit Code: 62030

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
Proposed	Title	Code	Min	Mkt	Max	#	Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn	Employee Name		
	Chief Ops and Transport Officer	U1047	117,861	164,416	210,971	1		1.000	03/21/1994	10/28/2019	189,805	0	0	0	0.00%	115.44%	00013101
	Chief Ops and Transport Officer	U1047	115,370	136,137	171,532	304	0		10/28/2019	125	189,805	0	0	0	0		Lombrana, Monica

Summary for FINANCE AND ADMIN

Current Payroll	\$189,805	# Positions	1
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	0 # Not Adj 1
Adjustment To Minimum	\$0	# Adjusted To Minimum	0
Adjustment To Market	\$0	# Adjusted To Market	0
Adjustment Toward Maximum	\$0	# Adjusted Toward Maximum	0
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
Total Applied Adjustments	\$0		
Proposed Payroll	\$189,805	% Change	0.00%

**DRAFT**

City of El Paso, TX Implementation Report

Proposed Pay Plan Executive

Dep't Name: Airport Dep't Code: 62

Unit Name: FINANCE AND ADMIN Unit Code: 62030

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
Proposed	Title	Code	Min	Mkt	Max	#	Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn	Employee Name		

Summary for Airport

Current Payroll	\$189,805	# Positions	1
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	0 # Not Adj 1
Adjustment To Minimum	\$0	# Adjusted To Minimum	0
Adjustment To Market	\$0	# Adjusted To Market	0
Adjustment Toward Maximum	\$0	# Adjusted Toward Maximum	0
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
Total Applied Adjustments	\$0		
Proposed Payroll	\$189,805	% Change	0.00%



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City of El Paso, TX Implementation Report

Proposed Pay Plan Executive

Dep't Name: Animal Services Dep't Code: 25

Unit Name: Animal Services Administration Unit Code: 25100

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
Proposed	Title	Code	Min	Mkt	Max	#	Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn	Employee Name		
Animal Services Director		U0600	103,025	142,175	181,325	2		1.000	08/28/1995	04/03/2018	126,875	0	0	0	0.00%	89.24%	00012091
Director - Animal Services		U0600	109,876	129,654	163,364	303	0		04/03/2018	698	126,875	0	0	0	0		Powell, Paula

Summary for Animal Services Administration

Current Payroll	\$126,875	# Positions	1
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	0 # Not Adj 1
Adjustment To Minimum	\$0	# Adjusted To Minimum	0
Adjustment To Market	\$0	# Adjusted To Market	0
Adjustment Toward Maximum	\$0	# Adjusted Toward Maximum	0
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
Total Applied Adjustments	\$0		
Proposed Payroll	\$126,875	% Change	0.00%

**DRAFT**

City of El Paso, TX Implementation Report

Proposed Pay Plan Executive

Dep't Name: Animal Services Dep't Code: 25

Unit Name: Animal Services Administration Unit Code: 25100

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
Proposed	Title	Code	Min	Mkt	Max	#	Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn	Employee Name		

Summary for Animal Services

Current Payroll	\$126,875	# Positions	1
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	0 # Not Adj 1
Adjustment To Minimum	\$0	# Adjusted To Minimum	0
Adjustment To Market	\$0	# Adjusted To Market	0
Adjustment Toward Maximum	\$0	# Adjusted Toward Maximum	0
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
 Total Applied Adjustments	 \$0		
Proposed Payroll	\$126,875	% Change	0.00%

City of El Paso, TX Implementation Report

**DRAFT**

Summary for City of El Paso, TX

Current Payroll	\$179,174,138	# Positions	4,856	
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	2,378	# Not Adj 2,478
Adjustment To Minimum	\$2,698,957	# Adjusted To Minimum	1,411	
Adjustment Toward Mkt	\$0	# Adjusted Toward Market	0	
Adjustment Toward Maximum	\$2,253,459	# Adjusted Toward Maximum	1,634	
Adjustment To Step	\$0	# Adjusted To Step	0	
OrgExp Adjustment	\$0	# OrgExp Adjustments	0	
Stipends / Supplements	\$0	# Assignment	0	
Total Applied Adjustments	\$4,952,416			
Proposed Payroll	\$184,126,554	% Change in Total Payroll	2.76%	
FICA Rate: 0				
Proposed Payroll plus FICA	\$184,126,554			

## Report Settings

Report Name:

<input type="checkbox"/> Summary Only
<input type="checkbox"/> Show Department Summary
<input type="checkbox"/> Show Pay Plan Summary
<input checked="" type="checkbox"/> Show Grand Totals Summary

Print As Plan Type:  Increment Current Step by:

### Calculation Parameters

Set Years to Reach Grade Market to:  # Adjustments

Set Years to Reach Grade Maximum to:

Set Maximum Adjustment to the Range:

Set Allowable Experience Days Using:

Set Maximum Years of Service Cap to:  year(s) of service

Calculate Adj. Above Min after the first:  year(s) of service

Include Organizational Experience adj:  Include Stipends:

Allow 1 additional day adjustment for:  Day(s) Organization Experience

Implementation:

**Flat Percent Adjustment Management**

Calculate a Flat % Adjustment of:  %

Calculate % Using Current Salary:

Apply Flat % Adjustment

Before Min Adj    After Step

After Min Adj    After Merit

After Market    After Bonus

After Max

Standard Annual Work Days 2080

Standard Annual Work Hours 2080

Standard Hours / Day 8

## Implementation Cost By Proposed Classification Galveston County, TX

Proposed Pay Plan      Managerial

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments													Prop Avg	Avg \$ Inc	%			
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#				Total Adjust		
<b>Proposed Pay Plan</b>	<b>Managerial</b>																					
ASSISTANT COUNTY ENGINEER	A042			1	2,894	1	0	0	0	0	0	0	0	0	0	0	0	0	2,894	2.8%		
ASSISTANT COUNTY TREASURER	A043			1	2,558	1	0	0	0	0	0	0	0	0	0	0	0	0	2,558	2.8%		
ASSISTANT DIR. PARKS & CULTURAL PR	A056			1	1,723	1	14,195	1	0	0	0	0	0	0	0	0	0	0	15,918	25.9%		
ASSISTANT FACILITIES DIRECTOR	A045			1	2,206	1	4,416	1	0	0	0	0	0	0	0	0	0	0	6,622	8.4%		
ASSISTANT HR DIRECTOR	A046			1	2,099	1	4,252	1	0	0	0	0	0	0	0	0	0	0	6,351	8.5%		
ASSISTANT PURCHASING AGENT	A048			1	2,317	1	0	0	0	0	0	0	0	0	0	0	0	0	2,317	2.8%		
CHIEF ADA	C019		97,189	10	27,213	10	0	0	0	0	0	0	0	0	0	0	0	0	27,213	99,910	2,721	2.8%
CHIEF DEP CO CLERK-COURTS	C021			1	2,152	1	0	0	0	0	0	0	0	0	0	0	0	0	2,152	2.8%		
CHIEF DEP CO CLERK-RECORDS	C023			1	2,152	1	0	0	0	0	0	0	0	0	0	0	0	0	2,152	2.8%		
CHIEF DEPUTY COUNTY CLERK-AD	C026			1	1,414	1	3,125	1	0	0	0	0	0	0	0	0	0	0	4,540	9.0%		
CHIEF DEPUTY OF BUSINESS SERV	C030			1	2,622	1	0	0	0	0	0	0	0	0	0	0	0	0	2,622	2.8%		
CHIEF DEPUTY OF PROPERTY TAX	C031			1	1,766	1	5,413	1	0	0	0	0	0	0	0	0	0	0	7,179	11.4%		
CHIEF DISTRICT DEPUTY	C024		70,537	2	3,950	2	427	1	0	0	0	0	0	0	0	0	0	0	4,377	72,726	2,188	3.1%
CHIEF EXECUTIVE ADMINISTRATOR - DA	C033			1	2,048	1	0	0	0	0	0	0	0	0	0	0	0	0	2,048	2.8%		
CHIEF FINANCIAL OFFICER	C034			1	4,514	1	0	0	0	0	0	0	0	0	0	0	0	0	4,514	2.8%		
CHIEF INFORMATION OFFICER	C035			1	4,191	1	0	0	0	0	0	0	0	0	0	0	0	0	4,191	2.8%		
CHIEF OF STAFF	C037			1	2,755	1	2,667	1	0	0	0	0	0	0	0	0	0	0	5,421	5.5%		
COMMUNICATIONS DIRECTOR	C045			1	1,723	1	3,648	1	0	0	0	0	0	0	0	0	0	0	5,371	8.7%		
COUNTY ENGINEER	C061			1	4,191	1	0	0	0	0	0	0	0	0	0	0	0	0	4,191	2.8%		
COURT ADMINISTRATOR	C063		67,098	2	3,757	2	0	0	0	0	0	0	0	0	0	0	0	0	3,757	68,976	1,879	2.8%
DATABASE ADMINISTRATOR	D002			1	2,687	1	190	1	0	0	0	0	0	0	0	0	0	0	2,878	3.0%		
DEPUTY EMERGENCY MANAGEMENT C	D019			1	1,810	1	446	1	0	0	0	0	0	0	0	0	0	0	2,256	3.5%		
DIR. OF PERSONAL BOND/COLLECT.	D028			1	3,440	1	0	0	0	0	0	0	0	0	0	0	0	0	3,440	2.8%		
DIRECTOR OF COUNTY PARKS	D031			1	2,894	1	0	0	0	0	0	0	0	0	0	0	0	0	2,894	2.8%		
DIRECTOR OF GRANTS ADMINISTRATIO	D032			1	2,755	1	0	0	0	0	0	0	0	0	0	0	0	0	2,755	2.8%		
DIVISION CHIEF - DA OFFICE	D038		109,018	3	9,158	3	0	0	0	0	0	0	0	0	0	0	0	0	9,158	112,070	3,053	2.8%
ECONOMIC DEVELOPMENT DIRECTOR	E002			1	3,194	1	8,886	1	0	0	0	0	0	0	0	0	0	0	12,080	10.6%		
EMERGENCY MGMT. COORDINATOR	E005			1	2,558	1	4,945	1	0	0	0	0	0	0	0	0	0	0	7,502	8.2%		
FACILITIES DIRECTOR	F001			1	2,558	1	20,527	1	0	0	0	0	0	0	0	0	0	0	23,085	25.3%		
FIRST ASSISTANT COUNTY AUDITOR	A054			1	3,221	1	0	0	0	0	0	0	0	0	0	0	0	0	3,221	2.8%		
FIRST ASSISTANT DISTRICT ATTORNEY	S070			1	3,797	1	0	0	0	0	0	0	0	0	0	0	0	0	3,797	2.8%		
HUMAN RESOURCES DIRECTOR	H007			1	3,356	1	2,948	1	0	0	0	0	0	0	0	0	0	0	6,304	5.3%		
IT APPLICATIONS DEVELOPMENT MANA	A036			1	3,117	1	5,739	1	0	0	0	0	0	0	0	0	0	0	8,855	8.0%		
IT INFRASTRUCTURE MANAGER	I006			1	3,194	1	2,878	1	0	0	0	0	0	0	0	0	0	0	6,072	5.3%		
IT LEAD SECURITY ENGINEER	L004			1	2,687	1	190	1	0	0	0	0	0	0	0	0	0	0	2,878	3.0%		
MANAGER - ACCOUNTING	M008			1	2,337	1	0	0	0	0	0	0	0	0	0	0	0	0	2,337	2.8%		
MANAGER-INTERNAL AUDIT	M009			1	2,329	1	0	0	0	0	0	0	0	0	0	0	0	0	2,329	2.8%		
MOSQUITO CONTROL MANAGER	M019			1	2,228	1	0	0	0	0	0	0	0	0	0	0	0	0	2,228	2.8%		
ROAD ADMINISTRATOR	R011			1	2,966	1	0	0	0	0	0	0	0	0	0	0	0	0	2,966	2.8%		

## Implementation Cost By Proposed Classification Galveston County, TX

Proposed Pay Plan    Managerial

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments														Prop Avg	Avg \$ Inc	%
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#	Total Adjust			
<b>Proposed Pay Plan</b>	<b>Managerial</b>																			
SENIOR APPLICATION DEVELOPER	S007		1	2,622	1	2,597	1	0	0	0	0	0	0	0	0	0	5,219		5.6%	
VETERANS SERVICE OFFICER	V002		1	1,250	1	9,156	1	0	0	0	0	0	0	0	0	10,406		23.3%		

## Implementation Cost By Proposed Classification Galveston County, TX

Proposed Pay Plan    Public Safety

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments													Prop Avg	Avg \$ Inc	%	
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#				Total Adjust
<b>Proposed Pay Plan</b>	<b>Public Safety</b>																			
CHIEF INVESTIGATOR - DISTRICT ATTOR	C036			1	2,687	1	0	0	0	0	0	0	0	0	0	0	2,687			2.8%
DEPUTY CONSTABLE I	C106			1	1,219	1	799	1	0	0	0	0	0	0	0	0	2,018			4.6%
DEPUTY CONSTABLE II	C107			1	1,380	1	0	0	0	0	0	0	0	0	0	0	1,380			2.8%
DEPUTY CONSTABLE III	C108		53,064	3	4,457	3	2,523	3	0	0	0	0	0	0	0	0	6,980	55,390	2,327	4.4%
DEPUTY CONSTABLE IV	C109		57,197	4	6,406	4	2,547	3	0	0	0	0	0	0	0	0	8,953	59,435	2,238	3.9%
DEPUTY CONSTABLE V	C110		61,538	13	22,400	13	0	0	0	0	0	0	0	0	0	0	22,400	63,261	1,723	2.8%
DEPUTY DIR OF DETENTION SERV	D014			1	1,792	1	1,529	1	0	0	0	0	0	0	0	0	3,321			5.2%
GAMEROOM/NUIS. ABATE. MGR.	G001			1	2,435	1	840	1	0	0	0	0	0	0	0	0	3,274			3.8%
INVESTIGATOR - DA OFFICE	I008		69,624	3	5,848	3	0	0	0	0	0	0	0	0	0	0	5,848	71,573	1,949	2.8%
INVESTIGATOR I	I009		70,212	12	23,591	12	0	0	0	0	0	0	0	0	0	0	23,591	72,177	1,966	2.8%
INVESTIGATOR II	I010		73,149	4	8,193	4	0	0	0	0	0	0	0	0	0	0	8,193	75,197	2,048	2.8%
JUDICIAL COMPLIANCE OFFICER	J011			1	1,346	1	822	1	0	0	0	0	0	0	0	0	2,168			4.5%
JUV DET SUPERINTENDENT	J016			1	1,483	1	0	0	0	0	0	0	0	0	0	0	1,483			2.8%
JUV JUSTICE CENTRAL CONTROL OPER	C018		35,469	4	3,973	4	0	0	0	0	0	0	0	0	0	0	3,973	36,462	993	2.8%
JUVENILE JUSTICE DIRECTOR	D029			1	2,627	1	13,221	1	0	0	0	0	0	0	0	0	15,848			16.9%
JUVENILE PLACEMENT OFFICER	J019			1	1,289	1	0	0	0	0	0	0	0	0	0	0	1,289			2.8%
JUVENILE PROBATION OFFICER	J020		45,809	15	19,240	15	0	0	0	0	0	0	0	0	0	0	19,240	47,092	1,283	2.8%
JUVENILE RESOURCE OFFICER	J022			1	1,230	1	0	0	0	0	0	0	0	0	0	0	1,230			2.8%
JUVENILE RESOURCES-SUPV	J023			1	1,350	1	0	0	0	0	0	0	0	0	0	0	1,350			2.8%
JUVENILE SUPERVISION OFFICER	J024		35,730	29	29,013	29	1,460	2	0	0	0	0	0	0	0	0	30,473	36,781	1,051	2.9%
SERGEANT CONSTABLE I	C103		70,963	4	7,948	4	0	0	0	0	0	0	0	0	0	0	7,948	72,949	1,987	2.8%
SERGEANT CONSTABLE II	C104			1	2,048	1	0	0	0	0	0	0	0	0	0	0	2,048			2.8%

## Implementation Cost By Proposed Classification Galveston County, TX

Proposed Pay Plan    Public Safety - Sheriff Operations

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments													Prop Avg	Avg \$ Inc	%	
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#				Total Adjust
<b>Proposed Pay Plan</b>	<b>Public Safety - Sheriff Op</b>																			
CAPTAIN SHERIFF		C001		1	2,435	1	840	1	0	0	0	0	0	0	0	0	3,274		3.8%	
CAPTAIN SHERIFF - CID		C002		1	2,435	1	840	1	0	0	0	0	0	0	0	0	3,274		3.8%	
CAPTAIN SHERIFF - CORRECTIONS		C009		1	2,435	1	840	1	0	0	0	0	0	0	0	0	3,274		3.8%	
CAPTAIN SHERIFF - ID		C003		1	2,435	1	840	1	0	0	0	0	0	0	0	0	3,274		3.8%	
CAPTAIN SHERIFF - PATROL		C004		1	2,435	1	840	1	0	0	0	0	0	0	0	0	3,274		3.8%	
CAPTAIN SHERIFF - SCHOOL LIASON OF		C010		1	2,435	1	840	1	0	0	0	0	0	0	0	0	3,274		3.8%	
CAPTAIN SHERIFF - WARRANTS		C005		1	2,435	1	840	1	0	0	0	0	0	0	0	0	3,274		3.8%	
CHIEF DEPUTY SHERIFF		C025		1	3,117	1	732	1	0	0	0	0	0	0	0	0	3,848		3.5%	
CHIEF DEPUTY SHERIFF - CORRECTION		C032		1	3,117	1	732	1	0	0	0	0	0	0	0	0	3,848		3.5%	
DEPUTY SHERIFF I		D020	44,852	23	28,884	23	20,851	18	0	0	0	0	0	0	0	0	49,735	47,014	2,162	4.8%
DEPUTY SHERIFF I - CORRECTIONS		D042	39,425	112	123,637	112	596,328	104	0	0	0	0	0	0	0	0	719,965	45,853	6,428	16.3%
DEPUTY SHERIFF I - SCHOOL LIASON OF		S037	53,669	27	40,574	27	6,389	8	0	0	0	0	0	0	0	0	46,963	55,408	1,739	3.2%
DEPUTY SHERIFF II		D021	49,390	16	22,127	16	4,350	1	0	0	0	0	0	0	0	0	26,477	51,045	1,655	3.4%
DEPUTY SHERIFF II - CORRECTIONS		D044	49,357	46	63,572	46	0	0	0	0	0	0	0	0	0	0	63,572	50,739	1,382	2.8%
DEPUTY SHERIFF II - SCHOOL LIASON O		D049	50,222	4	5,625	4	0	0	0	0	0	0	0	0	0	0	5,625	51,628	1,406	2.8%
DEPUTY SHERIFF III		D022	50,764	5	7,107	5	18,467	3	0	0	0	0	0	0	0	0	25,574	55,879	5,115	10.1%
DEPUTY SHERIFF III - CORRECTIONS		D045	47,536	20	26,620	20	132,399	19	0	0	0	0	0	0	0	0	159,019	55,486	7,951	16.7%
DEPUTY SHERIFF III - SCHOOL LIASON O		D050	53,063	3	4,457	3	2,524	3	0	0	0	0	0	0	0	0	6,981	55,390	2,327	4.4%
DEPUTY SHERIFF IV		D024	54,532	17	25,957	17	40,819	16	0	0	0	0	0	0	0	0	66,776	58,460	3,928	7.2%
DEPUTY SHERIFF IV - CORRECTIONS		D046	50,340	33	46,514	33	211,535	33	0	0	0	0	0	0	0	0	258,050	58,160	7,820	15.5%
DEPUTY SHERIFF V		D025	61,538	36	62,030	36	0	0	0	0	0	0	0	0	0	0	62,030	63,261	1,723	2.8%
DEPUTY SHERIFF V - CORRECTIONS		D047	61,538	18	31,015	18	0	0	0	0	0	0	0	0	0	0	31,015	63,261	1,723	2.8%
DEPUTY SHERIFF V - SCHOOL LIASON O		D048	61,538	25	43,076	25	0	0	0	0	0	0	0	0	0	0	43,076	63,261	1,723	2.8%
LIEUTENANT SHERIFF		L007		1	2,206	1	858	1	0	0	0	0	0	0	0	0	3,064		3.9%	
LIEUTENANT SHERIFF - CID		L008	78,773	2	4,411	2	1,716	2	0	0	0	0	0	0	0	0	6,127	81,837	3,064	3.9%
LIEUTENANT SHERIFF - COMMUNICATIO		L009		1	2,206	1	858	1	0	0	0	0	0	0	0	0	3,064		3.9%	
LIEUTENANT SHERIFF - CORRECTIONS		L010	78,773	5	11,028	5	4,289	5	0	0	0	0	0	0	0	0	15,318	81,837	3,064	3.9%
LIEUTENANT SHERIFF - MENTAL HEALT		L011		1	2,206	1	858	1	0	0	0	0	0	0	0	0	3,064		3.9%	
LIEUTENANT SHERIFF - PATROL		L012		1	1,723	1	18,576	1	0	0	0	0	0	0	0	0	20,299		33.0%	
LIEUTENANT SHERIFF - PS		L013		1	2,206	1	858	1	0	0	0	0	0	0	0	0	3,064		3.9%	
LIEUTENANT SHERIFF - SCHOOL LIASON		T006	78,773	2	4,411	2	1,716	2	0	0	0	0	0	0	0	0	6,127	81,837	3,064	3.9%
MAJOR SHERIFF - CID		M004		1	2,966	1	0	0	0	0	0	0	0	0	0	0	2,966		2.8%	
MAJOR SHERIFF - CORRECTIONS		M005		1	2,966	1	0	0	0	0	0	0	0	0	0	0	2,966		2.8%	
MAJOR SHERIFF - SUPPORT SERVICES		M007		1	2,966	1	0	0	0	0	0	0	0	0	0	0	2,966		2.8%	
MAJOR-RESERVES		M006		1	1,052	1	13,617	1	0	0	0	0	0	0	0	0	14,669		39.1%	
SERGEANT SHERIFF I		S027	68,469	7	13,420	7	7,433	1	0	0	0	0	0	0	0	0	20,853	71,448	2,979	4.4%
SERGEANT SHERIFF I - CORRECTIONS		G005	69,624	15	29,242	15	0	0	0	0	0	0	0	0	0	0	29,242	71,574	1,949	2.8%
SERGEANT SHERIFF I - SCHOOL LIASON		S071	69,624	6	11,697	6	0	0	0	0	0	0	0	0	0	0	11,697	71,574	1,949	2.8%
SERGEANT SHERIFF II		S028	69,449	8	15,557	8	29,458	1	0	0	0	0	0	0	0	0	45,015	75,076	5,627	8.1%



## Implementation Cost By Proposed Classification Galveston County, TX

Proposed Pay Plan    Public Safety - Sheriff Operations

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments														Prop Avg	Avg \$ Inc	%	
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#	Total Adjust				
<b>Proposed Pay Plan</b>	<b>Public Safety - Sheriff Op</b>																				
SERGEANT SHERIFF II - CORRECTIONS	S072		71,974	3	6,046	3	2,655	1	0	0	0	0	0	0	0	0	0	8,701	74,874	2,900	4.0%
SERGEANT SHERIFF II - SCHOOL LIASON	C017		73,149	3	6,145	3	0	0	0	0	0	0	0	0	0	0	0	6,145	75,197	2,048	2.8%

## Implementation Cost By Proposed Classification Galveston County, TX

Proposed Pay Plan    Unified

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments													Prop Avg	Avg \$ Inc	%	
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#				Total Adjust
<b>Proposed Pay Plan</b>	<b>Unified</b>																			
ACCOUNTANT I	A002		44,130	5	6,178	5	9,965	2	0	0	0	0	0	0	0	0	16,144	47,359	3,229	7.3%
ACCOUNTANT II	A003		50,865	2	2,848	2	0	0	0	0	0	0	0	0	0	0	2,848	52,289	1,424	2.8%
ACCOUNTANT III	A004		67,490	2	3,779	2	0	0	0	0	0	0	0	0	0	0	3,779	69,379	1,890	2.8%
ACCOUNTING TECHNICIAN I	A009		38,993	4	4,367	4	0	0	0	0	0	0	0	0	0	0	4,367	40,084	1,092	2.8%
ACCOUNTING TECHNICIAN II	A006		35,745	3	3,003	3	3,974	3	0	0	0	0	0	0	0	0	6,977	38,071	2,326	6.5%
ACCOUNTING TECHNICIAN III	A007		47,023	4	5,267	4	1,368	1	0	0	0	0	0	0	0	0	6,635	48,682	1,659	3.5%
ACCOUNTING TECHNICIAN IV	A008		45,794	3	3,847	3	1,504	1	0	0	0	0	0	0	0	0	5,350	47,577	1,783	3.9%
ACCOUNTS PAYABLE SUPERVISOR	A014			1	1,776	1	0	0	0	0	0	0	0	0	0	0	1,776			2.8%
ACTIVITY ASSISTANT	A059		10,907	4	1,222	4	14,809	4	0	0	0	0	0	0	0	0	16,030	14,915	4,008	36.7%
ADMINISTRATIVE ASSISTANT I	A023		36,202	39	39,533	39	7,743	3	0	0	0	0	0	0	0	0	47,276	37,414	1,212	3.3%
ADMINISTRATIVE ASSISTANT II	A028		42,328	18	20,997	18	34,824	11	0	0	0	0	0	0	0	0	55,821	45,429	3,101	7.3%
ADMINISTRATIVE CLERK	A026		31,039	5	4,345	5	0	0	0	0	0	0	0	0	0	0	4,345	31,908	869	2.8%
ADMINISTRATIVE MANAGER	A033			1	1,346	1	0	0	0	0	0	0	0	0	0	0	1,346			2.8%
APPLICATIONS SUPPORT SPEC I	A037		43,047	2	2,411	2	4,045	2	0	0	0	0	0	0	0	0	6,456	46,275	3,228	7.5%
APPLICATIONS SUPPORT SPEC II	A038		45,757	3	3,844	3	4,653	3	0	0	0	0	0	0	0	0	8,496	48,589	2,832	6.2%
ARCHIVE SUPERVISOR	A040			1	1,414	1	0	0	0	0	0	0	0	0	0	0	1,414			2.8%
ASSISTANT COLLECTIONS MANAGER	A051			1	1,219	1	0	0	0	0	0	0	0	0	0	0	1,219			2.8%
ASSISTANT ELECTIONS ADMINISTRATO	A050			1	1,380	1	0	0	0	0	0	0	0	0	0	0	1,380			2.8%
ASSISTANT VETERANS SERVICE OFFICE	A049			1	1,105	1	0	0	0	0	0	0	0	0	0	0	1,105			2.8%
ATTORNEY I	S056		59,884	7	11,737	7	9,404	2	0	0	0	0	0	0	0	0	21,141	62,904	3,020	5.0%
ATTORNEY II	F011		67,608	8	15,144	8	10,217	2	0	0	0	0	0	0	0	0	25,361	70,778	3,170	4.7%
ATTORNEY III	S003		76,371	16	34,214	16	11,367	3	0	0	0	0	0	0	0	0	45,581	79,219	2,849	3.7%
AUDIO VISUAL ENGINEER	A053			1	1,523	1	0	0	0	0	0	0	0	0	0	0	1,523			2.8%
BEACH PARKING STICKER SUPERVISOR	B006			1	1,414	1	0	0	0	0	0	0	0	0	0	0	1,414			2.8%
BEACH STICKER ASSISTANT SUPERVIS	B004			1	391	1	556	1	0	0	0	0	0	0	0	0	947			6.8%
BUDGET ANALYST	B009			1	1,486	1	0	0	0	0	0	0	0	0	0	0	1,486			2.8%
BUYER	B011			1	1,105	1	3,511	1	0	0	0	0	0	0	0	0	4,616			11.7%
CASE MANAGEMENT SPECIALIST	C006			1	1,105	1	5,714	1	0	0	0	0	0	0	0	0	6,819			17.3%
CASE MANAGEMENT TECHNICIAN	C007			1	1,105	1	0	0	0	0	0	0	0	0	0	0	1,105			2.8%
CASEWORK SERVICES SUPERVISOR	C008			1	1,350	1	0	0	0	0	0	0	0	0	0	0	1,350			2.8%
CHIEF ACCOUNTANT	S060			1	1,600	1	0	0	0	0	0	0	0	0	0	0	1,600			2.8%
CHIEF CON. CLERK/CONST. ADV.	C020			1	1,105	1	1,412	1	0	0	0	0	0	0	0	0	2,517			6.4%
CHIEF DEP CO CLERK-ELECTIONS	C022			1	1,723	1	1,853	1	0	0	0	0	0	0	0	0	3,576			5.8%
CHIEF DEPUTY COURT CLERK	C027		45,757	4	5,125	4	0	0	0	0	0	0	0	0	0	0	5,125	47,038	1,281	2.8%
CHIEF TECHNOLOGY ADMIN	C038			1	1,414	1	4,327	1	0	0	0	0	0	0	0	0	5,741			11.4%
CHIEF VICTIM ASSISTANCE OFFICER	C039			1	1,380	1	364	1	0	0	0	0	0	0	0	0	1,743			3.5%
COLLECTIONS CLERK	C041		34,035	5	4,765	5	1,241	1	0	0	0	0	0	0	0	0	6,006	35,236	1,201	3.5%
COLLECTIONS MANAGER	C042			1	1,450	1	3,029	1	0	0	0	0	0	0	0	0	4,478			8.7%
COMMISSARY FINANCIAL COORD	C043			1	1,281	1	0	0	0	0	0	0	0	0	0	0	1,281			2.8%

## Implementation Cost By Proposed Classification Galveston County, TX

Proposed Pay Plan    Unified

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	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#				Total Adjust
<b>Proposed Pay Plan</b>	<b>Unified</b>																			
COMPENSATION SPECIALIST		C046		1	1,450	1	0	0	0	0	0	0	0	0	0	0	1,450		2.8%	
COMPLIANCE OFFICER		C047		1	1,105	1	3,511	1	0	0	0	0	0	0	0	0	4,616		11.7%	
COMPLIANCE/PROC. ANALYST		C048		1	1,052	1	0	0	0	0	0	0	0	0	0	0	1,052		2.8%	
CONTRACT ADMINISTRATOR		C053		1	1,486	1	0	0	0	0	0	0	0	0	0	0	1,486		2.8%	
COOPERATIVE EXTENSION SPECIALIST		C057		1	1,052	1	0	0	0	0	0	0	0	0	0	0	1,052		2.8%	
COURT CLERK COORDINATOR		C066	40,079	10	11,222	10	0	0	0	0	0	0	0	0	0	0	11,222	41,201	1,122	2.8%
COURT COORDINATOR		C070	54,293	10	15,202	10	0	0	0	0	0	0	0	0	0	0	15,202	55,813	1,520	2.8%
COURT REPORTER		C080	84,817	12	28,498	12	0	0	0	0	0	0	0	0	0	0	28,498	87,192	2,375	2.8%
CRIME ANALYST II		C093		1	1,523	1	0	0	0	0	0	0	0	0	0	0	1,523		2.8%	
CRISIS INTERVENTION LIAISON		C095		1	1,161	1	1,457	1	0	0	0	0	0	0	0	0	2,618		6.3%	
CUSTOMER SERVICE REP I		C098	29,430	16	13,185	16	17,425	15	0	0	0	0	0	0	0	0	30,610	31,344	1,913	6.5%
CUSTOMER SERVICE REP II		C099	31,218	6	5,245	6	6,005	5	0	0	0	0	0	0	0	0	11,249	33,093	1,875	6.0%
CUSTOMER SUPPORT LEAD		C102		1	1,281	1	0	0	0	0	0	0	0	0	0	0	1,281		2.8%	
DEPUTY COUNTY CLERK I		D005	31,613	13	10,644	12	0	0	0	0	0	0	0	0	0	0	10,644	32,432	819	2.6%
DEPUTY COUNTY CLERK II		D006	34,178	14	13,398	14	0	0	0	0	0	0	0	0	0	0	13,398	35,135	957	2.8%
DEPUTY COUNTY CLERK III		D007	35,875	11	11,050	11	0	0	0	0	0	0	0	0	0	0	11,050	36,880	1,005	2.8%
DEPUTY DIR/CASEWORK SERV		D015		1	1,925	1	0	0	0	0	0	0	0	0	0	0	1,925		2.8%	
DEPUTY DIR/SPECIAL PROGRAMS		D016		1	1,792	1	0	0	0	0	0	0	0	0	0	0	1,792		2.8%	
DEPUTY DISTRICT CLERK		D017	31,184	11	9,605	11	0	0	0	0	0	0	0	0	0	0	9,605	32,057	873	2.8%
DIGITAL SUPPORT ANALYST		D027	35,745	2	2,002	2	0	0	0	0	0	0	0	0	0	0	2,002	36,746	1,001	2.8%
DISTRICT CLERK OFFICE SUPERVISOR		S057	52,775	4	5,911	4	3,661	1	0	0	0	0	0	0	0	0	9,572	55,168	2,393	4.5%
DRAINAGE AND BEACH MANAGER		D039		1	1,561	1	0	0	0	0	0	0	0	0	0	0	1,561		2.8%	
DRAINAGE MANAGER		D040	55,750	2	3,122	2	0	0	0	0	0	0	0	0	0	0	3,122	57,311	1,561	2.8%
DRIVER		D041	27,120	5	3,797	5	0	0	0	0	0	0	0	0	0	0	3,797	27,879	759	2.8%
ECONOMIC DEVELOPMENT SPECIALIST		E012		1	1,161	1	0	0	0	0	0	0	0	0	0	0	1,161		2.8%	
ELECTION TECH SPEC.		E003		1	1,219	1	1,504	1	0	0	0	0	0	0	0	0	2,723		6.3%	
ELECTIONS TECH		B001		1	1,026	1	0	0	0	0	0	0	0	0	0	0	1,026		2.8%	
EMERGENCY MGMT SPECIALIST		E004		1	1,414	1	0	0	0	0	0	0	0	0	0	0	1,414		2.8%	
ENGINEERING SPECIALIST		E006		1	1,902	1	0	0	0	0	0	0	0	0	0	0	1,902		2.8%	
ENGINEERING TECHNICIAN		E007		1	1,723	1	0	0	0	0	0	0	0	0	0	0	1,723		2.8%	
EVIDENCE ANALYST		E009		1	1,078	1	0	0	0	0	0	0	0	0	0	0	1,078		2.8%	
FACILITIES TECHNICIAN I		F002	34,023	4	3,811	4	5,129	4	0	0	0	0	0	0	0	0	8,940	36,258	2,235	6.6%
FACILITIES TECHNICIAN II		F004	38,957	4	4,363	4	3,095	1	0	0	0	0	0	0	0	0	7,458	40,821	1,865	4.8%
FACILITIES TECHNICIAN III		F006	45,388	7	8,896	7	9,760	4	0	0	0	0	0	0	0	0	18,656	48,053	2,665	5.9%
FAMILY/AG DATA CLERK		F008		1	1,105	1	0	0	0	0	0	0	0	0	0	0	1,105		2.8%	
FEDERAL REIMBURSEMENT CLERK		F009		1	953	1	0	0	0	0	0	0	0	0	0	0	953		2.8%	
FELONY JAIL DOCKET COORDINATOR		F013		1	1,161	1	0	0	0	0	0	0	0	0	0	0	1,161		2.8%	
FINANCE & ADMIN SUPERVISOR		F016		1	1,561	1	0	0	0	0	0	0	0	0	0	0	1,561		2.8%	
FINANCIAL ANALYST		F017		1	1,450	1	3,029	1	0	0	0	0	0	0	0	0	4,479		8.7%	

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<b>Proposed Pay Plan</b>	<b>Unified</b>																				
FINANCIAL SYS & REP SPECIALIST	F019			1	2,410	1	0	0	0	0	0	0	0	0	0	0	0	2,410		2.8%	
FLEET ADMINISTRATION MANAGER	F024			1	2,099	1	0	0	0	0	0	0	0	0	0	0	0	2,099		2.8%	
FLEET SHOP MANAGER	F025			1	1,561	1	4,702	1	0	0	0	0	0	0	0	0	0	6,263		11.2%	
FRAUD EXAMINER	F026			1	1,561	1	0	0	0	0	0	0	0	0	0	0	0	1,561		2.8%	
GRAND JURY BAILIFF	P027			1	372	1	0	0	0	0	0	0	0	0	0	0	0	372		2.8%	
GRANT ACCOUNTANT	G007			1	1,250	1	0	0	0	0	0	0	0	0	0	0	0	1,250		2.8%	
GRANTS ADMINISTRATOR	G009			1	1,600	1	0	0	0	0	0	0	0	0	0	0	0	1,600		2.8%	
GRAPHICS SPECIALIST	G011			1	1,132	1	0	0	0	0	0	0	0	0	0	0	0	1,132		2.8%	
GUARDIANSHIP INVESTIGATOR - PROBA	G013			1	1,450	1	3,029	1	0	0	0	0	0	0	0	0	0	4,478		8.7%	
HEAVY EQUIPMENT OPERATOR I	H001		29,338	15	12,322	15	40,916	15	0	0	0	0	0	0	0	0	0	53,238	32,887	3,549	12.1%
HEAVY EQUIPMENT OPERATOR II	H002		30,823	17	14,672	17	48,370	17	0	0	0	0	0	0	0	0	0	63,042	34,531	3,708	12.0%
HEAVY EQUIPMENT OPERATOR III	H003		35,848	15	15,056	15	12,823	10	0	0	0	0	0	0	0	0	0	27,880	37,707	1,859	5.2%
HOMELAND SECURITY PLANNER	H004			1	1,346	1	0	0	0	0	0	0	0	0	0	0	0	1,346		2.8%	
HR RECRUITER	H006			1	1,219	1	1,504	1	0	0	0	0	0	0	0	0	0	2,723		6.3%	
IMAGING SYSTEM ADMINISTRATOR	I001			1	2,048	1	0	0	0	0	0	0	0	0	0	0	0	2,048		2.8%	
IMAGING SYSTEMS ASSIST ADMINISTRA	A047			1	1,219	1	0	0	0	0	0	0	0	0	0	0	0	1,219		2.8%	
INDEXING SUPERVISOR	I002			1	1,105	1	5,714	1	0	0	0	0	0	0	0	0	0	6,819		17.3%	
INDIGENT COORDINATOR	I003			1	1,380	1	0	0	0	0	0	0	0	0	0	0	0	1,380		2.8%	
INDIGENT DEFENSE SERVICES COOR	I004			1	1,052	1	1,368	1	0	0	0	0	0	0	0	0	0	2,419		6.4%	
INTERNAL AUDITOR I	I007		51,454	2	2,881	2	1,349	2	0	0	0	0	0	0	0	0	0	4,231	53,569	2,115	4.1%
IT BUSINESS ASSET TECHNICIAN	B010			1	953	1	0	0	0	0	0	0	0	0	0	0	0	953		2.8%	
IT CUSTOMER SERVICE SYSTEM TRAIN	C096			1	2,558	1	0	0	0	0	0	0	0	0	0	0	0	2,558		2.8%	
IT DATA CTR& DISASTER REC COORD	D001			1	1,949	1	0	0	0	0	0	0	0	0	0	0	0	1,949		2.8%	
IT ECM/BPR ANALYST	E001			1	1,219	1	0	0	0	0	0	0	0	0	0	0	0	1,219		2.8%	
IT FINANCIAL APPLICATION SUPPORT T	F018			1	1,161	1	1,457	1	0	0	0	0	0	0	0	0	0	2,618		6.3%	
IT LAW ENFORCEMENT SYSTEM LEAD T	L003			1	1,523	1	0	0	0	0	0	0	0	0	0	0	0	1,523		2.8%	
IT PROCUREMENT SUPERVISOR	A021			1	1,723	1	0	0	0	0	0	0	0	0	0	0	0	1,723		2.8%	
IT SENIOR ENTERPRISE SERVER LEAD	S018			1	2,435	1	0	0	0	0	0	0	0	0	0	0	0	2,435		2.8%	
IT SERVICE MANAGER	S032			1	1,902	1	0	0	0	0	0	0	0	0	0	0	0	1,902		2.8%	
IT SHAREPOINT DEVELOPER	S033			1	1,161	1	1,457	1	0	0	0	0	0	0	0	0	0	2,618		6.3%	
IT SHAREPOINT TEAM LEAD	S034			1	1,600	1	0	0	0	0	0	0	0	0	0	0	0	1,600		2.8%	
IT SYSTEMS & CONTROL AUDITOR II	I005			1	1,414	1	0	0	0	0	0	0	0	0	0	0	0	1,414		2.8%	
IT SYSTEMS & DATA AUDITOR I	I011			1	1,530	1	0	0	0	0	0	0	0	0	0	0	0	1,530		2.8%	
IT SYSTEMS ADMINISTRATOR LEAD-IFA	S069			1	2,206	1	0	0	0	0	0	0	0	0	0	0	0	2,206		2.8%	
IT TECHNICAL SUPPORT SPEC LEAD	T010			1	1,640	1	0	0	0	0	0	0	0	0	0	0	0	1,640		2.8%	
IT TECHNICAL SUPPORT SPECIALIST	T011		41,453	4	4,643	4	5,830	4	0	0	0	0	0	0	0	0	0	10,473	44,071	2,618	6.3%
IT TECHNICAL SUPPORT TECH	T009		40,948	2	2,293	2	3,954	2	0	0	0	0	0	0	0	0	0	6,247	44,071	3,124	7.6%
IT VOICE/DATA INFRA. SPEC. I	V005			1	1,346	1	0	0	0	0	0	0	0	0	0	0	0	1,346		2.8%	
LAN/WAN COORDINATOR	L001			1	1,132	1	9,444	1	0	0	0	0	0	0	0	0	0	10,576		26.2%	

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<b>Proposed Pay Plan</b>	<b>Unified</b>																				
LAUNDRY MANAGER	L002		1	987	1	0	0	0	0	0	0	0	0	0	0	0	0	987		2.8%	
LEGAL DATA ANALYST	L005		1	1,380	1	0	0	0	0	0	0	0	0	0	0	0	0	1,380		2.8%	
LEGAL SERVICES COORDINATOR	L014		1	1,313	1	375	1	0	0	0	0	0	0	0	0	0	0	1,688		3.6%	
MAGISTRATE CLERK	M001	37,555	3	3,155	3	0	0	0	0	0	0	0	0	0	0	0	0	3,155	38,606	1,052	2.8%
MAGISTRATE CLERK MANAGER	M002		1	1,281	1	9,210	1	0	0	0	0	0	0	0	0	0	0	10,491		22.9%	
MAIL SERVICES CLERK	M003	27,924	2	1,564	2	0	0	0	0	0	0	0	0	0	0	0	0	1,564	28,706	782	2.8%
MECHANIC HELPER	M010		1	821	1	1,162	1	0	0	0	0	0	0	0	0	0	0	1,983		6.8%	
MECHANIC I	M011	34,023	3	2,858	3	3,847	3	0	0	0	0	0	0	0	0	0	0	6,705	36,258	2,235	6.6%
MECHANIC II	M012	37,555	4	4,206	4	0	0	0	0	0	0	0	0	0	0	0	0	4,206	38,606	1,052	2.8%
MECHANIC III	M013	42,606	2	2,386	2	0	0	0	0	0	0	0	0	0	0	0	0	2,386	43,799	1,193	2.8%
MISDEMEANOR DIVISION SUPERVISOR	M017		1	1,161	1	1,457	1	0	0	0	0	0	0	0	0	0	0	2,618		6.3%	
MISDEMEANOR JAIL DOCKET COORD	M018		1	1,052	1	0	0	0	0	0	0	0	0	0	0	0	0	1,052		2.8%	
MOSQUITO CONTROL PROGRAM COOR	B005		1	1,250	1	384	1	0	0	0	0	0	0	0	0	0	0	1,634		3.7%	
MOSQUITO CONTROL SUPERVISOR	M020		1	1,161	1	3,661	1	0	0	0	0	0	0	0	0	0	0	4,822		11.6%	
MOSQUITO CONTROL SURVEILLANCE IN	S066	30,823	2	1,726	2	0	0	0	0	0	0	0	0	0	0	0	0	1,726	31,686	863	2.8%
MOSQUITO CONTROL SURVEILLANCE S	S067		1	1,026	1	8,610	1	0	0	0	0	0	0	0	0	0	0	9,636		26.3%	
MOSQUITO SPRAY EQUIPMENT OPERAT	S041	30,823	4	3,452	4	0	0	0	0	0	0	0	0	0	0	0	0	3,452	31,686	863	2.8%
MUSEUM MANAGER	M022		1	1,723	1	0	0	0	0	0	0	0	0	0	0	0	0	1,723		2.8%	
NUI. ABATE. OFCR/G. ROOM ADMIN	N001		1	1,856	1	0	0	0	0	0	0	0	0	0	0	0	0	1,856		2.8%	
ODYSSEY SYSTEM LEAD TECH	O001		1	1,561	1	0	0	0	0	0	0	0	0	0	0	0	0	1,561		2.8%	
OEM SPECIALIST-TEMP	O002	37,364	2	2,092	2	0	0	0	0	0	0	0	0	0	0	0	0	2,092	38,410	1,046	2.8%
OPERATIONS MANAGER	O010		1	1,523	1	0	0	0	0	0	0	0	0	0	0	0	0	1,523		2.8%	
OUTREACH VICTIM ASST COORDINAT	O012		1	1,161	1	1,457	1	0	0	0	0	0	0	0	0	0	0	2,618		6.3%	
PARALEGAL	P001	41,528	4	4,651	4	6,922	2	0	0	0	0	0	0	0	0	0	0	11,573	44,421	2,893	7.0%
PARK AIDE	P002	12,550	6	2,108	6	4,395	6	0	0	0	0	0	0	0	0	0	0	6,504	13,634	1,084	8.6%
PARKS FAC. MAINT. TECH. I	P004	34,023	4	3,811	4	0	0	0	0	0	0	0	0	0	0	0	0	3,811	34,975	953	2.8%
PARKS FAC. MAINT. TECH. II	P005		1	1,001	1	0	0	0	0	0	0	0	0	0	0	0	0	1,001		2.8%	
PARKS MAINTENANCE WORKER	P006	27,924	15	11,728	15	0	0	0	0	0	0	0	0	0	0	0	0	11,728	28,706	782	2.8%
PARKS SUPERVISOR	P007		1	1,346	1	0	0	0	0	0	0	0	0	0	0	0	0	1,346		2.8%	
PAVING MANAGER	P008		1	1,723	1	0	0	0	0	0	0	0	0	0	0	0	0	1,723		2.8%	
PAYROLL MANAGER	P010		1	1,766	1	0	0	0	0	0	0	0	0	0	0	0	0	1,766		2.8%	
PAYROLL SPECIALIST	P011		1	1,190	1	0	0	0	0	0	0	0	0	0	0	0	0	1,190		2.8%	
PERMIT MANAGER	P012		1	1,810	1	0	0	0	0	0	0	0	0	0	0	0	0	1,810		2.8%	
PERMIT TECHNICIAN	P013		1	953	1	0	0	0	0	0	0	0	0	0	0	0	0	953		2.8%	
PERSONAL BOND MANAGER	A058		1	1,723	1	0	0	0	0	0	0	0	0	0	0	0	0	1,723		2.8%	
PERSONAL BOND OFFICER	P014	37,555	5	5,258	5	0	0	0	0	0	0	0	0	0	0	0	0	5,258	38,606	1,052	2.8%
PERSONAL BOND SUPERVISOR	P015		1	1,219	1	0	0	0	0	0	0	0	0	0	0	0	0	1,219		2.8%	
PLATTING & RIGHT-OF-WAY AGENT	P016		1	2,099	1	0	0	0	0	0	0	0	0	0	0	0	0	2,099		2.8%	
POLICY & CONSTITUENT ADVISOR	P017	49,898	4	5,589	4	0	0	0	0	0	0	0	0	0	0	0	0	5,589	51,296	1,397	2.8%

## Implementation Cost By Proposed Classification Galveston County, TX

Proposed Pay Plan    Unified

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments													Prop Avg	Avg \$ Inc	%	
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#				Total Adjust
<b>Proposed Pay Plan</b>	<b>Unified</b>																			
PRINT SHOP SPECIALIST	P019			1	1,105	1	0	0	0	0	0	0	0	0	0	0	1,105		2.8%	
PROBATE COURT ADMINISTRATOR	P020			1	1,450	1	3,029	1	0	0	0	0	0	0	0	0	4,478		8.7%	
PROBATE COURT AUDITOR	P021			1	1,313	1	2,804	1	0	0	0	0	0	0	0	0	4,118		8.8%	
PROBATE COURT SUPERVISOR	P022			1	1,161	1	1,457	1	0	0	0	0	0	0	0	0	2,618		6.3%	
PROJECT MANAGER	P023			1	2,317	1	0	0	0	0	0	0	0	0	0	0	2,317		2.8%	
PROPERTY TAX APP. SPECIALIST	P024		35,745	2	2,002	2	0	0	0	0	0	0	0	0	0	0	2,002	36,746	1,001	2.8%
PROPERTY TAX SPECIALIST	P025		32,383	4	3,627	4	4,965	4	0	0	0	0	0	0	0	0	8,592	34,531	2,148	6.6%
PUBLIC WORKS SUPERVISOR	P028		41,877	7	8,208	7	26,957	6	0	0	0	0	0	0	0	0	35,165	46,901	5,024	12.0%
PURCHASING ASSET COORDINATOR	P030			1	1,346	1	0	0	0	0	0	0	0	0	0	0	1,346		2.8%	
PURCHASING ASSISTANT	A022			1	1,161	1	3,661	1	0	0	0	0	0	0	0	0	4,822		11.6%	
RECORDING SUPERVISOR	R001			1	1,001	1	9,529	1	0	0	0	0	0	0	0	0	10,530		29.5%	
RECORDS MANAGER	R003			1	1,281	1	0	0	0	0	0	0	0	0	0	0	1,281		2.8%	
RECORDS TECHNICIAN	R004		32,765	5	4,587	5	2,323	2	0	0	0	0	0	0	0	0	6,910	34,147	1,382	4.2%
RECREATION SPECIALIST	R005			1	863	1	2,845	1	0	0	0	0	0	0	0	0	3,708		12.0%	
RECREATION SPECIALIST-SENIOR	R006		45,323	3	3,807	3	0	0	0	0	0	0	0	0	0	0	3,807	46,592	1,269	2.8%
REGIONAL OPERATIONS MANAGER	R007			1	1,902	1	17,430	1	0	0	0	0	0	0	0	0	19,332		28.5%	
REGIONAL SERVICES COORDINATOR	R008			1	2,261	1	0	0	0	0	0	0	0	0	0	0	2,261		2.8%	
RENTAL PERMIT SUPERVISOR	R009			1	1,313	1	0	0	0	0	0	0	0	0	0	0	1,313		2.8%	
SEAWALL MAINTENANCE MGR	S001			1	1,723	1	1,853	1	0	0	0	0	0	0	0	0	3,576		5.8%	
SEAWALL MAINTENANCE OPER	S002		31,015	4	3,474	4	4,011	4	0	0	0	0	0	0	0	0	7,485	32,887	1,871	6.0%
SENIOR ACCOUNTANT	S005			1	1,414	1	0	0	0	0	0	0	0	0	0	0	1,414		2.8%	
SENIOR APPLICATIONS SUPPORT SPEC	A039			1	1,723	1	0	0	0	0	0	0	0	0	0	0	1,723		2.8%	
SENIOR BENEFITS ADMINISTRATOR	S008			1	1,486	1	0	0	0	0	0	0	0	0	0	0	1,486		2.8%	
SENIOR BUYER	S009			1	1,414	1	0	0	0	0	0	0	0	0	0	0	1,414		2.8%	
SENIOR COLLECTIONS CLERK	S010			1	1,281	1	0	0	0	0	0	0	0	0	0	0	1,281		2.8%	
SENIOR COURT CLERK COORDINATOR	C067		43,403	5	6,076	5	10,984	3	0	0	0	0	0	0	0	0	17,060	46,815	3,412	7.9%
SENIOR CUSTOMER SERVICE SPECIALI	C101		35,745	4	4,003	4	20,908	4	0	0	0	0	0	0	0	0	24,911	41,973	6,228	17.4%
SENIOR DEPUTY COUNTY CLERK	S011		36,614	25	25,630	25	15,797	13	0	0	0	0	0	0	0	0	41,427	38,271	1,657	4.5%
SENIOR EXECUTIVE ASSISTANT	E011			1	1,219	1	3,817	1	0	0	0	0	0	0	0	0	5,037		11.6%	
SENIOR FINANCIAL COORDINATOR	S019			1	1,561	1	0	0	0	0	0	0	0	0	0	0	1,561		2.8%	
SENIOR FINANCIAL ANALYST	S020			1	1,998	1	0	0	0	0	0	0	0	0	0	0	1,998		2.8%	
SENIOR INVESTIGATOR - DA OFFICE	S050		69,645	2	3,900	2	0	0	0	0	0	0	0	0	0	0	3,900	71,595	1,950	2.8%
SENIOR MICROFILMING TECHNICIAN	S051			1	907	1	0	0	0	0	0	0	0	0	0	0	907		2.8%	
SENIOR PARK AIDE	S021			1	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%	
SENIOR PARKS MAINTENANCE WORKE	S022		29,422	11	9,062	11	0	0	0	0	0	0	0	0	0	0	9,062	30,246	824	2.8%
SENIOR PERSONAL BOND OFFICER	S023			1	1,105	1	1,412	1	0	0	0	0	0	0	0	0	2,517		6.4%	
SENIOR POLICY & CONSTITUENT ADVIS	S073			1	1,414	1	0	0	0	0	0	0	0	0	0	0	1,414		2.8%	
SENIOR PROPERTY TAX SPECIALIST	S052			1	1,105	1	1,412	1	0	0	0	0	0	0	0	0	2,517		6.4%	
SENIOR SERVER ANALYST	S024			1	1,902	1	0	0	0	0	0	0	0	0	0	0	1,902		2.8%	

## Implementation Cost By Proposed Classification Galveston County, TX

Proposed Pay Plan    Unified

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments														Prop Avg	Avg \$ Inc	%
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#	Total Adjust			
<b>Proposed Pay Plan</b>	<b>Unified</b>																			
SENIOR SERVICES SUPERVISOR	S025		1	1,346	1	0	0	0	0	0	0	0	0	0	0	0	1,346			2.8%
SENIOR VICTIM ADVOCATE	S053		1	1,161	1	1,457	1	0	0	0	0	0	0	0	0	0	2,618			6.3%
SENIOR VOTER REGISTRATION SPEC	S054		1	1,161	1	0	0	0	0	0	0	0	0	0	0	0	1,161			2.8%
SERVER SUPPORT ANALYST	S030	49,507	2	2,772	2	0	0	0	0	0	0	0	0	0	0	0	2,772	50,894	1,386	2.8%
SHOP FOREMAN	S036		1	1,219	1	0	0	0	0	0	0	0	0	0	0	0	1,219			2.8%
SPECIAL PROGRAMS MANAGER	S074		1	1,350	1	0	0	0	0	0	0	0	0	0	0	0	1,350			2.8%
SPECIAL PROJECTS MANAGER	S040		1	1,190	1	2,596	1	0	0	0	0	0	0	0	0	0	3,785			8.9%
SUPERVISOR - COMPLIANCE AUDIT	S058		1	1,826	1	0	0	0	0	0	0	0	0	0	0	0	1,826			2.8%
SUPERVISOR - FINANCIAL REPORTING &	S063		1	1,747	1	0	0	0	0	0	0	0	0	0	0	0	1,747			2.8%
SUPERVISOR - GENERAL ACCOUNTING	S062		1	1,894	1	0	0	0	0	0	0	0	0	0	0	0	1,894			2.8%
SUPERVISOR - GRANT ACCOUNTING	S059		1	1,575	1	0	0	0	0	0	0	0	0	0	0	0	1,575			2.8%
SYSTEM SUPPORT TECHNICIAN	S068		1	1,052	1	3,367	1	0	0	0	0	0	0	0	0	0	4,418			11.8%
TAX ASSESSOR BRANCH COORDINATOR	B007		1	1,346	1	0	0	0	0	0	0	0	0	0	0	0	1,346			2.8%
TAX ASSESSOR BRANCH MANAGER	B008	43,552	3	3,658	3	0	0	0	0	0	0	0	0	0	0	0	3,658	44,771	1,219	2.8%
TAX CLERK COORDINATOR	T002		1	1,346	1	0	0	0	0	0	0	0	0	0	0	0	1,346			2.8%
TOLL COLLECTOR	T014	36,639	4	4,104	4	0	0	0	0	0	0	0	0	0	0	0	4,104	37,665	1,026	2.8%
VETERANS TREATMENT COURT COMPLI	V007		1	1,105	1	0	0	0	0	0	0	0	0	0	0	0	1,105			2.8%
VETERANS TREATMENT COURT COORD	V003		1	1,380	1	0	0	0	0	0	0	0	0	0	0	0	1,380			2.8%
VICTIM WITNESS ADVOCATE	V001		1	1,052	1	1,368	1	0	0	0	0	0	0	0	0	0	2,419			6.4%
VITAL RECORDS AND BBM MANAGER	V004		1	1,190	1	2,596	1	0	0	0	0	0	0	0	0	0	3,785			8.9%
VOTER REGISTRATION SPECIALIST	V006		1	907	1	1,241	1	0	0	0	0	0	0	0	0	0	2,148			6.6%
WARRANT CLERK	W001	32,930	3	2,766	3	0	0	0	0	0	0	0	0	0	0	0	2,766	33,852	922	2.8%
ZIKA GRANT SPRAY OPERATOR	ZGSO		1	863	1	0	0	0	0	0	0	0	0	0	0	0	863			2.8%

## Implementation Cost By Proposed Classification Galveston County, TX

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### Summary for Galveston County, TX

Current Payroll	\$60,593,996	# Employees	1,224
Flat 2.8% Adjustment	\$1,694,570		
Adjustment To Minimum	\$1,765,949	# Adjusted To Minimum	474
Adjustment To Market	\$0	# Adjusted To Market	0
Adjustment To Maximum	\$0	# Adjusted To Maximum	0
Adjustment To Step	\$0	# Adjusted To Step	0
Merit Adjustment	\$0	# Merit Adjustments	0
Stipends / Supplements	\$0	# Stipends / Supplements	0
 Total Applied Adjustments	 \$3,460,519		
Proposed Payroll	\$64,054,514		

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**SECTION 10.0**  
***Implementation Cost Detail***

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# IMPLEMENTATION REPORT EXPLANATION

**DRAFT**

SAMPLE CLIENT IMPLEMENTATION REPORT

Proposed Pay Plan Unified

Dep't Name: MIDDLE SCHOOL Dept Code: 60

Unit Name: Unit Code:

Original Data

Original Proposed	Class		Grade				Step	FTE	Experience			Adjustments				Compa Ratio	Position #
	Title	Code	Min	Max	#	Hire Date			Promotion	Salary	Flat %	Mkt	Step	% Chg	Employee Name		
	PRINCIPAL-MIDDLE SCHOOL	071	107,262	112,762	118,262	MSP	13	1.000	07/28/2008	06/13/2013	107,262	0	0	0.00%	95.12%	07160	
	PRINCIPAL - MIDDLE SCHOOL	071	87,755	96,530	120,663	136	0	244	06/13/2013	748	107,262	0	0	0	0	WILEY, GABRIEL	
	ASST PRINCIPAL-MIDDLE SCHOOL	014	54,492	79,000	103,508	SRS-	8	0.820	01/24/2011	07/21/2014	54,492	0	0	14.03%	84.15%	014602	
	ASST PRINCIPAL-MIDDLE SCHOOL 6	014	75,806	83,386	104,233	133	0	200	07/21/2014	0	62,136	7,644	0	0	0	RICHARDS, DWAYNE	
	ASST PRINCIPAL-MIDDLE SCHOOL	014	54,492	79,000	103,508	SRS-	13	0.820	07/26/2010	07/26/2010	66,652	0	0	0.00%	102.93%	014601	
	ASST PRINCIPAL-MIDDLE SCHOOL 6	014	75,806	83,386	104,233	133	0	200	07/26/2010	1801	66,652	0	0	0	0	WIGGINS, LARITA	
	COUNSELOR -MIDDLE SCHOOL (6-8)	215	31,586	40,936	50,285	NCE	0	0.902	07/14/2014	07/14/2014	46,007	0	0	11.34%	124.65%	2156001	
	COUNSELOR -MIDDLE SCHOOL	215	56,813	65,335	81,669	128	0	220	07/14/2014	0	51,225	5,218	0	0	0	BERKELEY, TAKESHIA	
	COUNSELOR -MIDDLE SCHOOL (6-8)	215	31,586	40,936	50,285	NCE	14	0.902	09/25/2000	09/25/2000	71,461	0	0	0.00%	193.61%	2156002	
	COUNSELOR -MIDDLE SCHOOL	215	56,813	65,335	81,669	128	0	220	09/25/2000	5392	71,461	0	0	0	0	SCOTT, KIMBERLY	
	GRAD SPECIALIST-MIDDLE SCHOOL	046	40,674	40,674	40,674	GRA	0	0.779	07/28/2014	07/28/2014	31,673	0	0	26.69%	100.00%	04660	
	GRAD SPECIALIST-MIDDLE SCHOOL	046	51,531	59,261	74,077	126	0	190	07/28/2014	0	40,127	8,454	0	0	0	MOSS, RAQUEL	
	LIBRARIAN/MEDIA SPECIALIST	310	31,586	40,936	50,285	NCE	19	0.779	07/30/2007	07/30/2007	58,613	0	0	0.00%	183.88%	31060	
	LIBRARIAN/MEDIA SPECIALIST	310	33,425	40,110	50,138	118	0	190	07/30/2007	2893	58,613	0	0	0	0	WILLIAMS, MARGARET	
	BOOKKEEPER-MIDDLE SCHOOL	021c	18,413	29,657	40,900	PAY3	14	0.902	08/17/1992	08/17/1992	25,112	0	0	23.71%	93.91%	02160	
	SCHOOL BOOKKEEPER	018a	24,942	29,931	37,414	112	0	220	08/17/1992	8353	31,067	0	5,955	0	0	WELLS, SHIRLEY	
	SCHOOL NUTRITION MANAGER 1	478	23,285	37,504	51,723	SNM	12	0.681	12/07/1998	12/07/1998	22,620	0	0	0.00%	88.52%	47860	
	SCHOOL NUTRITION MANAGER 1	478	24,942	29,931	37,414	112	0	190	12/07/1998	6050	22,620	0	0	0	0	WYATT, JANICE	
	SECRETARY - MIDDLE SCHOOL	079b	18,413	29,657	40,900	PAY3	9	0.820	07/30/2012	07/30/2012	19,693	0	0	8.87%	81.01%	079601	
	SCHOOL SECRETARY	076b	24,942	29,931	37,414	112	0	200	07/30/2012	1066	21,440	752	995	0	0	COLLINS, HELENE	
	SECRETARY - MIDDLE SCHOOL	079a	18,413	29,657	40,900	PAY3	6	0.779	07/28/2008	07/28/2008	17,121	0	0	26.55%	74.14%	079602	
	SCHOOL SECRETARY	076b	24,942	29,931	37,414	112	0	190	07/28/2008	2529	21,665	2,302	2,243	0	0	FUENTES-MOURE, LIS	

Proposed Data

Every employee who is part of the study will have a two line listing in the Detailed Implementation Report. The top line of data is the **ORIGINAL INFORMATION** provided by the client. It consists of the Original Job Title, Job Code, Salary Ranges, Pay Grade, Step, FTE, Hire Date, Promotion Date, Current Annualized Salary. In the Adjustments are the top line displays any Flat Percentage change, Cost to Market, Cost to Step and Percentage of Proposed Change. The next section contains the Compa Ratio and Position Control Number.

The second line of data are **PROPOSED RECOMMENDATIONS** for New Job Title, Job Code, Salary Ranges, Pay Grade, and Step. Next are the current Duty Days and the Experience Date provided by the client. The next piece of data is the number of days calculated from the Promotion Date to the Implementation Date and the Proposed Salary. Any proposed adjustment to bring the employee to the new pay grade minimum and adjustment to alleviate wage compression (Max) are listed next. If there was any Original Experience or Assignment Pay reported by the client they would appear next. Lastly, the report lists the employee's name.

DRAFT

## Report Settings

Report Name:

<input type="checkbox"/> Summary Only
<input checked="" type="checkbox"/> Show Department Summary
<input type="checkbox"/> Show Pay Plan Summary
<input checked="" type="checkbox"/> Show Grand Totals Summary

Print As Plan Type:  Increment Current Step by:

### Calculation Parameters

Set Years to Reach Grade Market to:  # Adjustments

Set Years to Reach Grade Maximum to:

Set Maximum Adjustment to the Range:

Set Allowable Experience Days Using:

Set Maximum Years of Service Cap to:  year(s) of service

Calculate Adj. Above Min after the first:  year(s) of service

Include Organizational Experience adj:  Include Stipends:

Allow 1 additional day adjustment for:  Day(s) Organization Experienc

Implementation:

### Flat Percent Adjustment Management

Calculate a Flat % Adjustment of  %

Calculate % Using Current Salary

Apply Flat % Adjustment

- Before Min Adj    After Step  
 After Min Adj    After OrgExp  
 After Market    After Assignmen  
 After Max

Standard Annual Work Days 260

Standard Annual Work Hours 2080

Standard Hours / Day 8

DRAFT

St. Louis, MO Implementation Report

Proposed Pay Plan Unified

Dep't Name: DEPT OF PERSONNEL Dep't Code: 123

Unit Name: Unit Code: B

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
Proposed	Title	Code	Min	Mkt	Max	#	Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn	Employee Name		
HUMAN RESOURCES MANAGER	1523		72,202	88,946	113,282	M18	20	1.000	06/23/1997	06/25/2017	95,810	0	0	0	0.00%	107.72%	1231523005
HUMAN RESOURCES MANAGER	1523		74,936	86,176	109,012	148	0		06/25/2017	1286	95,810	0	0	0			GREEN, MONICA
HUMAN RESOURCES SPECIALIST IV	1516		54,860	67,574	85,904	G16	19	1.000	03/20/2017	03/20/2017	71,708	0	0	0	0.00%	106.12%	1231516001
HUMAN RESOURCES SPECIALIST IV	1516		61,503	70,729	89,472	140	0		03/20/2017	1383	71,708	0	0	0			HAVERLY, BRENDA
HUMAN RESOURCES SPECIALIST I	1513		36,400	44,824	56,888	G13	03	1.000	07/08/2019	07/07/2019	37,492	0	0	0	10.24%	83.64%	1231513001
HUMAN RESOURCES SPECIALIST I	1513		40,420	46,482	58,800	123	0		07/07/2019	544	41,333	2,928	913	0	0		BLECKMAN, ANDREW
BENEFITS SPECIALIST	1545		33,020	40,664	51,610	G12	30	1.000	01/20/1975	08/27/2000	51,610	0	0	0	0.00%	126.92%	1231545001
BENEFITS SPECIALIST	1545		39,434	45,349	57,366	122	0		08/27/2000	7432	51,610	0	0	0			CASTALDI, MARY
BENEFITS CLERK	1541		27,924	34,398	43,654	G10	17	1.000	08/19/2019	08/19/2019	35,438	0	0	0	8.12%	103.02%	1231541001
BENEFITS CLERK	1541		37,534	43,164	54,602	120	0		08/19/2019	501	38,314	2,096	781	0	0		ELLISON, JULIE
BENEFITS CLERK	1541		27,924	34,398	43,654	G10	30	1.000	08/24/1992	08/06/2017	43,654	0	0	0	0.00%	126.91%	1231541002
BENEFITS CLERK	1541		37,534	43,164	54,602	120	0		08/06/2017	1244	43,654	0	0	0			MARSHALL, GWYNN
ACCOUNT CLERK II	1142		30,394	37,440	47,502	G11	05	1.000	09/06/2016	08/19/2018	32,266	0	0	0	14.70%	86.18%	1231142001
ACCOUNT CLERK II	1142		35,725	41,084	51,971	118	0		08/19/2018	866	37,010	3,459	1,285	0	0		HAENCHEN, CYNTHIA

Summary for

Current Payroll

\$367,978

# Positions

7

Flat 0% Adjustment

\$0

# Positions Adjusted (any type)

3

# Not Adj 4

Adjustment To Minimum

\$8,482

# Adjusted To Minimum

3

Adjustment To Market

\$0

# Adjusted To Market

0

Adjustment Toward Maximum

\$2,979

# Adjusted Toward Maximum

3

Adjustment To Step

\$0

# Adjusted To Step

0

OrgExp Adjustment

\$0

# OrgExp Adjustments

0

Stipends / Supplements

\$0

# Assignment

0

Total Applied Adjustments

\$11,461

Proposed Payroll

\$379,439

% Change

3.11%

Proposed Pay Plan Unified

Dep't Name: DEPT OF PERSONNEL Dep't Code: 123

Unit Name: CITY JUSTICE CENTER Unit Code:

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
Proposed	Title	Code	Min	Mkt	Max	#	Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn	Employee Name		
DIRECTOR OF PERSONNEL		1529	110,838	136,526	174,174	M22	21	1.000	06/01/2004	06/01/2004	149,292	0	0	0	2.94%	109.35%	1231529001
DIRECTOR OF PERSONNEL		1529	122,791	141,209	178,630	168	0		06/01/2004	6058	153,683	0	4,391	0	0		FRANK, RICHARD
DEPUTY DIRECTOR OF PERSONNEL		1528	95,212	117,286	149,474	M20	19	1.000	09/19/1983	11/15/2015	124,462	0	0	0	0.00%	106.12%	1231528001
DEPUTY DIRECTOR OF PERSONNEL		1528	95,924	110,312	139,545	158	0		11/15/2015	1874	124,462	0	0	0	0		TANNER, KATHLEEN
HUMAN RESOURCES MANAGER		1523	72,202	88,946	113,282	M18	11	1.000	11/01/2005	01/11/2015	83,798	0	0	0	0.00%	94.21%	1231523003
HUMAN RESOURCES MANAGER		1523	74,936	86,176	109,012	148	0		01/11/2015	2182	83,798	0	0	0	0		BOECKELMANN, BRYA
HUMAN RESOURCES MANAGER		1523	72,202	88,946	113,282	M18	19	1.000	09/15/1985	10/11/2009	94,380	0	0	0	0.00%	106.11%	1231523004
HUMAN RESOURCES MANAGER		1523	74,936	86,176	109,012	148	0		10/11/2009	4100	94,380	0	0	0	0		DONALDSON, SYLVIA
HUMAN RESOURCES MANAGER		1523	72,202	88,946	113,282	M18	05	1.000	01/07/2008	05/29/2016	76,622	0	0	0	4.61%	86.14%	1231523001
HUMAN RESOURCES MANAGER		1523	74,936	86,176	109,012	148	0		05/29/2016	1678	80,158	0	3,536	0	0		JONES, DELL
HUMAN RESOURCES MANAGER		1523	72,202	88,946	113,282	M18	14	1.000	01/22/2007	10/05/2014	87,620	0	0	0	0.00%	98.51%	1231523002
HUMAN RESOURCES MANAGER		1523	74,936	86,176	109,012	148	0		10/05/2014	2280	87,620	0	0	0	0		UNNERSTALL, JOHN
HUMAN RESOURCES SPECIALIST IV		1516	54,860	67,574	85,904	G16	15	1.000	08/11/2003	03/17/2019	67,574	0	0	0	0.00%	100.00%	1231516003
HUMAN RESOURCES SPECIALIST IV		1516	61,503	70,729	89,472	140	0		03/17/2019	656	67,574	0	0	0	0		KOZIACKI, SARA
HUMAN RESOURCES SPECIALIST IV		1516	54,860	67,574	85,904	G16	24	1.000	02/15/1976	08/21/2016	77,272	0	0	0	0.00%	114.35%	1231516002
HUMAN RESOURCES SPECIALIST IV		1516	61,503	70,729	89,472	140	0		08/21/2016	1594	77,272	0	0	0	0		LANDRUM, JOYCE
HUMAN RESOURCES SPECIALIST III		1515	47,814	58,890	74,906	G15	02	1.000	06/02/2014	03/03/2019	48,542	0	0	0	15.10%	82.43%	1231515001
HUMAN RESOURCES SPECIALIST III		1515	54,360	62,514	79,080	135	0		03/03/2019	670	55,872	5,818	1,513	0	0		BAKER, JARED
HUMAN RESOURCES SPECIALIST II		1514	41,730	51,402	65,234	G14	06	1.000	05/10/2011	03/03/2019	44,954	0	0	0	7.17%	87.46%	1231514003
HUMAN RESOURCES SPECIALIST II		1514	46,874	53,905	68,190	129	0		03/03/2019	670	48,179	1,920	1,304	0	0		BATES, ERIK
HUMAN RESOURCES SPECIALIST II		1514	41,730	51,402	65,234	G14	11	1.000	04/11/2011	04/06/2014	48,438	0	0	0	6.67%	94.23%	1231514004
HUMAN RESOURCES SPECIALIST II		1514	46,874	53,905	68,190	129	0		04/06/2014	2462	51,667	0	3,229	0	0		COOPER, RAQUEL
HUMAN RESOURCES SPECIALIST II		1514	41,730	51,402	65,234	G14	03	1.000	10/22/2012	03/04/2018	43,004	0	0	0	13.68%	83.66%	1231514001
HUMAN RESOURCES SPECIALIST II		1514	46,874	53,905	68,190	129	0		03/04/2018	1034	48,887	3,870	2,013	0	0		MAY, AMBER
HUMAN RESOURCES SPECIALIST II		1514	41,730	51,402	65,234	G14	04	1.000	10/12/2015	03/05/2017	43,628	0	0	0	13.68%	84.88%	1231514002
HUMAN RESOURCES SPECIALIST II		1514	46,874	53,905	68,190	129	0		03/05/2017	1398	49,596	3,246	2,721	0	0		MAZZOLA, ALEXANDRI
HUMAN RESOURCES SPECIALIST II		1514	41,730	51,402	65,234	G14	06	1.000	03/18/2013	06/14/2015	44,954	0	0	0	13.05%	87.46%	1231514006
HUMAN RESOURCES SPECIALIST II		1514	46,874	53,905	68,190	129	0		06/14/2015	2028	50,822	1,920	3,948	0	0		SWEARINGIN, AARON
HUMAN RESOURCES SPECIALIST II		1514	41,730	51,402	65,234	G14	02	1.000	07/10/2017	03/03/2019	42,354	0	0	0	13.75%	82.40%	1231514005
HUMAN RESOURCES SPECIALIST II		1514	46,874	53,905	68,190	129	0		03/03/2019	670	48,179	4,520	1,304	0	0		WOLFE, JAMES
ADMINISTRATIVE ASSISTANT II		1622	41,730	51,402	65,234	G14	02	1.000	11/13/2017	05/12/2019	42,354	0	0	0	0.00%	82.40%	1231622002
ADMINISTRATIVE ASSISTANT II		1622	40,420	46,482	58,800	123	0		05/12/2019	600	42,354	0	0	0	0		LAMBERT, BIANNCA
ADMINISTRATIVE ASSISTANT II		1622	41,730	51,402	65,234	G14	17	1.000	08/16/2016	12/10/2017	52,962	0	0	0	0.00%	103.03%	1231622001
ADMINISTRATIVE ASSISTANT II		1622	40,420	46,482	58,800	123	0		12/10/2017	1118	52,962	0	0	0	0		MCCLAIN, ASHLEY
EXECUTIVE SECRETARY II		1135	41,730	51,402	65,234	G14	27	1.000	11/18/1974	01/30/2000	61,464	0	0	0	0.00%	119.58%	1231135001
EXECUTIVE SECRETARY II		1135	40,420	46,482	58,800	123	0		01/30/2000	7642	61,464	0	0	0	0		DUSSOLD, CHRISTINE

Proposed Pay Plan Unified

Dep't Name: DEPT OF PERSONNEL Dep't Code: 123

Unit Name: CITY JUSTICE CENTER Unit Code:

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
Proposed	Title	Code	Min	Mkt	Max	#	Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn	Employee Name		
HUMAN RESOURCES SPECIALIST I	1513		36,400	44,824	56,888	G13	03	1.000	04/30/2018	04/30/2018	37,492	0	0	0	12.18%	83.64%	1231513002
HUMAN RESOURCES SPECIALIST I	1513		40,420	46,482	58,800	123	0		04/30/2018	977	42,060	2,928	1,640	0	0		ADAMS, DEVON
HUMAN RESOURCES SPECIALIST I	1513		36,400	44,824	56,888	G13	05	1.000	08/25/2014	07/23/2017	38,636	0	0	0	10.08%	86.19%	1231513003
HUMAN RESOURCES SPECIALIST I	1513		40,420	46,482	58,800	123	0		07/23/2017	1258	42,531	1,784	2,112	0	0		BOCK, KATIE
HUMAN RESOURCES SPECIALIST I	1513		36,400	44,824	56,888	G13	01	1.000	10/21/2019	10/21/2019	36,400	0	0	0	13.06%	81.21%	1231513004
HUMAN RESOURCES SPECIALIST I	1513		40,420	46,482	58,800	123	0		10/21/2019	438	41,155	4,020	735	0	0		WILLIFORD, TAMITRA
PAYROLL SPECIALIST III	1174		33,020	40,664	51,610	G12	04	1.000	12/18/2017	09/13/2020	34,528	0	0	0	17.06%	84.91%	1231174002
PAYROLL SPECIALIST III	1174		40,420	46,482	58,800	123	0		09/13/2020	110	40,420	5,892	0	0	0		BECKMAN, RICHARD
PAYROLL SPECIALIST III	1174		33,020	40,664	51,610	G12	04	1.000	09/08/2014	07/05/2020	34,528	0	0	0	17.06%	84.91%	1231174003
PAYROLL SPECIALIST III	1174		40,420	46,482	58,800	123	0		07/05/2020	180	40,420	5,892	0	0	0		CHEATHAM, LEANNDR
PAYROLL SPECIALIST III	1174		33,020	40,664	51,610	G12	02	1.000	09/21/2015	03/17/2019	33,514	0	0	0	23.89%	82.42%	1231174001
PAYROLL SPECIALIST III	1174		40,420	46,482	58,800	123	0		03/17/2019	656	41,521	6,906	1,101	0	0		CLIFFORD, AMY
BENEFITS SPECIALIST	1545		33,020	40,664	51,610	G12	21	1.000	04/08/2013	02/23/2014	44,486	0	0	0	0.00%	109.40%	1231545002
BENEFITS SPECIALIST	1545		39,434	45,349	57,366	122	0		02/23/2014	2504	44,486	0	0	0	0		SCHNEIDER, LISA
PROGRAM SPECIALIST I	1696		30,394	37,440	47,502	G11	05	1.000	01/03/2012	05/26/2019	32,266	0	0	0	22.14%	86.18%	1231696001
PROGRAM SPECIALIST I	1696		38,472	44,243	55,967	121	0		05/26/2019	586	39,408	6,206	936	0	0		GONTAR-PUDLOWSKI,
CLERICAL SUPERVISOR	1115		36,400	44,824	56,888	G13	02	1.000	09/09/1996	12/08/2019	36,946	0	0	0	0.72%	82.42%	1231115001
CLERICAL SUPERVISOR	1115		36,618	42,111	53,270	119	0		12/08/2019	390	37,211	0	265	0	0		BURNETT, VALERIE
ADMINISTRATIVE ASSISTANT I	1621		36,400	44,824	56,888	G13	19	1.000	11/13/1978	04/15/2018	47,580	0	0	0	0.00%	106.15%	1231621001
ADMINISTRATIVE ASSISTANT I	1621		34,854	40,082	50,703	117	0		04/15/2018	992	47,580	0	0	0	0		HARVEY, VON
ADMINISTRATIVE ASSISTANT I	1621		36,400	44,824	56,888	G13	26	1.000	07/21/1975	03/24/2013	52,806	0	0	0	0.00%	117.81%	1231621002
ADMINISTRATIVE ASSISTANT I	1621		34,854	40,082	50,703	117	0		03/24/2013	2840	52,806	0	0	0	0		RAPPE, LINDA
SECRETARY II	1132		27,924	34,398	43,654	G10	09	1.000	02/03/2020	02/03/2020	31,460	0	0	0	8.08%	91.46%	1231132002
SECRETARY II	1132		34,004	39,104	49,467	116	0		02/03/2020	333	34,004	2,544	0	0	0		DEEKEN, MARY
SECRETARY II	1132		27,924	34,398	43,654	G10	13	1.000	09/04/2019	03/29/2020	33,384	0	0	0	1.86%	97.05%	1231132001
SECRETARY II	1132		34,004	39,104	49,467	116	0		03/29/2020	278	34,004	620	0	0	0		HAYES, MELODY
CLERK TYPIST II	1122		25,714	31,668	40,196	G09	14	1.000	09/28/2020	09/28/2020	31,200	0	0	0	1.97%	98.52%	1231122004
CLERK TYPIST II	1122		31,815	32,897	41,615	109	0		09/28/2020	95	31,815	615	0	0	0		HULSEY, LATASHA
CLERK TYPIST II	1122		25,714	31,668	40,196	G09	16	1.000	07/08/2019	07/21/2019	32,136	0	0	0	0.48%	101.48%	1231122001
CLERK TYPIST II	1122		31,815	32,897	41,615	109	0		07/21/2019	530	32,289	0	153	0	0		JONES, DAMETRA
CLERK TYPIST II	1122		25,714	31,668	40,196	G09	25	1.000	10/20/2008	02/23/2014	36,764	0	0	0	0.00%	116.09%	1231122002
CLERK TYPIST II	1122		31,815	32,897	41,615	109	0		02/23/2014	2504	36,764	0	0	0	0		SILVER, ZENOBIA
CLERK TYPIST II	1122		25,714	31,668	40,196	G09	17	1.000	03/02/2010	02/23/2014	32,630	0	0	0	4.37%	103.04%	1231122003
CLERK TYPIST II	1122		31,815	32,897	41,615	109	0		02/23/2014	2504	34,056	0	1,426	0	0		STARKEY, REBECCA
CLERK TYPIST I	1121		23,712	29,198	37,050	G08		1.000	01/01/2025	01/01/2025	31,267	0	0	0	0.00%	107.09%	1231121002
CLERK TYPIST I	1121		31,267	30,548	38,643	106	0		01/01/2025	0	31,267	0	0	0	0		Vacant056, Vacant

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St. Louis, MO Implementation Report

Proposed Pay Plan Unified

Dep't Name: DEPT OF PERSONNEL Dep't Code: 123

Unit Name: CITY JUSTICE CENTER Unit Code:

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
Proposed	Title	Code	Min	Mkt	Max	#	Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn	Employee Name		

Summary for DEPT OF PERSONNEL

Current Payroll	\$2,259,675	# Positions	43
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	25 # Not Adj 18
Adjustment To Minimum	\$67,180	# Adjusted To Minimum	19
Adjustment To Market	\$0	# Adjusted To Market	0
Adjustment Toward Maximum	\$35,307	# Adjusted Toward Maximum	20
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
 Total Applied Adjustments	 \$102,487		
Proposed Payroll	\$2,362,162	% Change	4.54%

# St. Louis, MO Implementation Report

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## Summary for St. Louis, MO

<b>Current Payroll</b>	<b>\$292,434,493</b>	<b># Positions</b>	<b>5,609</b>	
<b>Flat 0% Adjustment</b>	<b>\$0</b>	<b># Positions Adjusted (any type)</b>	<b>2,504</b>	<b># Not Adj 3,105</b>
<b>Adjustment To Minimum</b>	<b>\$4,512,935</b>	<b># Adjusted To Minimum</b>	<b>1,562</b>	
<b>Adjustment Toward Mkt</b>	<b>\$0</b>	<b># Adjusted Toward Market</b>	<b>0</b>	
<b>Adjustment Toward Maximum</b>	<b>\$6,005,819</b>	<b># Adjusted Toward Maximum</b>	<b>2,135</b>	
<b>Adjustment To Step</b>	<b>\$0</b>	<b># Adjusted To Step</b>	<b>0</b>	
<b>OrgExp Adjustment</b>	<b>\$0</b>	<b># OrgExp Adjustments</b>	<b>0</b>	
<b>Stipends / Supplements</b>	<b>\$0</b>	<b># Assignment</b>	<b>0</b>	
<b>Total Applied Adjustments</b>	<b>\$10,518,754</b>			
<b>Proposed Payroll</b>	<b>\$302,953,246</b>	<b>% Change in Total Payroll</b>	<b>3.60%</b>	
FICA Rate: 0				
<b>Proposed Payroll plus FICA</b>	<b>\$302,953,246</b>			

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**AGREEMENT TO PROVIDE  
PROFESSIONAL MANAGEMENT CONSULTING SERVICES**

**THIS AGREEMENT**, entered into this \_\_\_\_ day of December 2021 (“effective date”) by and between **Management Advisory Group International, Inc.** (hereinafter called the "Consultant") and **Lexington, KY** (hereinafter called the "Client") (together referred to as the “parties”).

**WITNESSETH:**

**WHEREAS**, the Client is interested in obtaining professional human resource and management consulting services to assist in developing plans and programs that conform to Federal, State, and local requirements and that will be approved by their representatives; and

**WHEREAS**, the Consultant is staffed with personnel knowledgeable and experienced in the development of human resource and management systems.

**NOW, THEREFORE**, for and in consideration of the services hereinafter contained, the parties hereby agree as follows:

1. **Employment of Consultant.** The Client agrees to engage the Consultant and the Consultant hereby agrees to perform the services described in the "Scope of Services" listed below.
  
2. **Scope of Services.** The Consultant shall do, perform and carry out in a good and professional manner human resource and management consulting services as may be requested by the Client, and included by reference herein is the Consultant’s Proposal to the Client dated December 6, 2021 which details the proposed study timeline, work plan, and deliverables. (Exhibit “A”)
  
3. **Time of Performance.** The services to be performed hereunder by the Consultant shall be undertaken and completed in such sequence so as to ensure their expeditious completion and best carry out the purposes of the agreement. The project will commence within ten (10) days of notification to proceed and will be completed within a 180-day time period or as agreed to by the Consultant and the Client.
  
4. **Method of Payment.** Total cost of the proposed scope of services is \$ . Ten percent (10%) of the total agreement amount shall be held back by Client - payable to Consultant upon successful completion of the services. Twenty percent (20%) of the total agreement amount will be paid to Consultant within (7) days from the effective date of this agreement and upon Consultant providing Client an invoice for said amount. Additional payments shall be due and payable in accordance with periodic invoices based upon work performed toward delivery of final reports and products as described herein.

5. **Changes and Additional Services.** The Client may, from time to time, require changes in the “Scope of Services” of the Consultant to be performed hereunder. Such changes, which are mutually agreed upon by and between the Client and the Consultant, shall be incorporated in written amendment to this agreement. The written amendment shall identify whether said change(s) alter the total agreement amount. For services not included in the “Scope of Services”, a rate of \$ 200 per professional hour expended and \$ 55 per clerical hour expended, plus expenses will be charged. Any expenses for work done beyond the scope of services anticipated under this agreement will be approved prior to undertaking.

6. **Services and Materials to be Furnished by the Client.** The Client shall furnish the Consultant with all available necessary information pertinent to the execution of this agreement. The Client shall cooperate with the Consultant in scheduling and carrying out the work herein.

7. **Rights to Terminate Agreement.** The terms of this agreement shall be in effect through and including December 2022. Either party shall have the right to terminate this agreement with or without cause, by giving written notice to the other party of such termination at least thirty (30) days before the effective date of such termination. Consultant shall be entitled to compensation for services rendered and expenses incurred through the effective date of termination.

8. **Indemnification.** Subject to Section 10, Limitation of Liability, set forth herein, Consultant agrees, to the fullest extent permitted by law, to indemnify and hold harmless Client for any amounts (including reasonable attorney’s fees) for which the Client shall become legally obligated to pay as damages for negligent acts, errors and/or omissions of the Consultant arising out of the Consultant's performance under this agreement.

9. **Limitation of Liability.** The Client agrees that the Consultant's total aggregate of liability hereunder (whether contractual, statutory, tortious or otherwise) for damages on any one or more or all claims (regardless of the number of different or other claims, claimants or occurrences) shall not exceed the total of professional fees actually paid under this agreement. The Client further agrees that the Consultant shall not be liable to the Client for any indirect, incidental, special or consequential damages, any lost profits or any claim or demand against the Client by any other party, arising out of or in connection with the performance of services hereunder.

10. **Information and Reports.** The Consultant shall, at such time and in such form as the Client may require, furnish such periodic reports concerning the status of the project as may be requested by the Client. The Consultant shall furnish the Client, upon request, with copies of all documents and other materials prepared or developed in relation with or as a part of the services herein.
11. **Matters to be Disregarded.** The titles of the several sections, subsections, and paragraphs set forth in this agreement are inserted for convenience of reference only and shall be disregarded in construing or interpreting any of the provisions of this agreement.
12. **Completeness of Agreement.** This agreement and any additional or supplementary document or documents incorporated herein by specific reference contain all of the terms and conditions agreed upon by the parties hereto, and no other agreements, oral or otherwise, regarding the subject matter of this agreement or any part thereof shall have any validity or bind any of the parties hereto.
13. **Personnel.** The Consultant represents that it has, or will secure at its own expense, all personnel required in performing the services under this agreement. Such personnel shall not be employees of or have any contractual relationship with the Client. All of the personnel engaged in the services herein shall be fully qualified to perform such services.
14. **Signatures.** The Parties, may execute this agreement in counterparts. Each executed counterpart shall be deemed an original and all of them, together, shall constitute one and the same agreement.

15. **Notices.** Any notices, bills, invoices, or reports required by this agreement shall be sufficient if sent by the parties hereto in the United States mail, postage paid, to the address noted below.

As to Client:	As to Consultant:  Management Advisory Group International, Inc. 2992 Reidville Road Spartanburg, SC 29301 (703) 590-7250
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**[Signature page and exhibits to follow]**

**IN WITNESS WHEREOF,** All of the above occurred as of the date first written below; this agreement shall be binding on Consultant beginning on the date it is accepted and executed by Client.

Consultant:

Client:

\_\_\_\_\_  
Donald C. Long  
President  
Management Advisory Group International, Inc.  
2992 Reidville Road  
Spartanburg, SC 29301

MAYOR LINDA GORTON



**LEXINGTON**

TODD SLATIN  
DIRECTOR  
CENTRAL PURCHASING

**ADDENDUM #1**

RFP Number: #36-2021

Date: November 29, 2021

Subject: Compensation Study

Address inquiries to:  
Sondra Stone  
sstone@lexingtonky.gov

**TO ALL PROSPECTIVE SUBMITTERS:**

**Please be advised of the following clarifications to the above referenced RFP:**

See attached previous Compensation and Classification Report.

All other terms and conditions of the RFP and specifications are unchanged. This letter should be signed, attached to and become a part of your submittal.

COMPANY NAME: Management Advisory Group International, Inc.

ADDRESS: 2992 Reidville Road, Spartanburg, SC 29301

SIGNATURE OF BIDDER: Donald C. Long



# Online Questions & Answers

## Event Information

Number: RFP 36-2021 Addendum 2  
Title: Compensation Study  
Type: Request For Proposal  
Issue Date: 11/16/2021  
Question Deadline: 11/29/2021 12:00 PM (ET)  
Response Deadline: 12/7/2021 02:00 PM (ET)  
Notes: Only Online submittals will be accepted through IonWave.

## Published Questions

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Question: Are job descriptions current and up to date, and do they exist for all employee classifications to be included in compensation study?

Answer: Yes

Asked: 11/22/2021 10:56 AM (ET)

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Question: Proposal states only 'classified and unclassified civil service employees in unified pay plan are to be evaluated'. The details note that there are 1,500 classified civil service employees but it doesn't speak to how many unclassified employees. Can you please share that number?

Answer:

We currently have 1,433 classified and unclassified civil service employees in the unified pay plan and who are subject to this study. Those employees are each in one of approximately 374 active job classifications.

Asked: 11/22/2021 10:56 AM (ET)

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Question: Is there any flexibility in the requirement for MWDBE goals and Veteran goals?

Answer:

No. There is not any flexibility for the MWDBE and veteran goals. The respondent will need to complete the Statement of Good Faith Efforts (GFE) showing they made the effort to meet the goals on the project.

Asked: 11/22/2021 10:56 AM (ET)

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*Donald C. Long*

Management Advisory Group International, Inc.

**AFFIDAVIT**

Comes the Affiant, Donald C. Long, and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Donald C. Long and he/she is the individual submitting the proposal or is the authorized representative of Management Advisory Group International, Inc., the entity submitting the proposal (hereinafter referred to as "Proposer").

2. Proposer will pay all taxes and fees, which are owed to the Lexington-Fayette Urban County Government at the time the proposal is submitted, prior to award of the contract and will maintain a "current" status in regard to those taxes and fees during the life of the contract.

3. Proposer will obtain a Lexington-Fayette Urban County Government business license, if applicable, prior to award of the contract.

4. Proposer has authorized the Division of Central Purchasing to verify the above-mentioned information with the Division of Revenue and to disclose to the Urban County Council that taxes and/or fees are delinquent or that a business license has not been obtained.

5. Proposer has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky within the past five (5) years and the award of a contract to the Proposer will not violate any provision of the campaign finance laws of the Commonwealth.

6. Proposer has not knowingly violated any provision of Chapter 25 of the Lexington-Fayette Urban County Government Code of Ordinances, known as "Ethics Act."

**Continued on next page**

7. Proposer acknowledges that "knowingly" for purposes of this Affidavit means, with respect to conduct or to circumstances described by a statute or ordinance defining an offense, that a person is aware or should have been aware that his conduct is of that nature or that the circumstance exists.

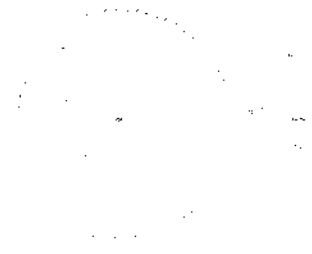
Further, Affiant sayeth naught.

\_\_\_\_\_  
STATE OF South Carolina  
COUNTY OF Spartanburg

The foregoing instrument was subscribed, sworn to and acknowledged before me  
by Donald C. Long on this the 7 day  
of December, 2021.

My Commission expires: 01-30-28

Samantha Haynes *Samantha Haynes*  
NOTARY PUBLIC, STATE AT LARGE





## EQUAL OPPORTUNITY AGREEMENT

### Standard Title VI Assurance

The Lexington Fayette-Urban County Government, (hereinafter referred to as the "Recipient") hereby agrees that as a condition to receiving any Federal financial assistance from the U.S. Department of Transportation, it will comply with Title VI of the Civil Rights Act of 1964, 78Stat.252, 42 U.S.C. 2000d-4 (hereinafter referred to as the "Act"), and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, (49 CFR, Part 21) Nondiscrimination in Federally Assisted Program of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the "Regulations") and other pertinent directives, no person in the United States shall, on the grounds of race, color, national origin, sex, age (over 40), religion, sexual orientation, gender identity, veteran status, or disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives Federal financial assistance from the U.S. Department of Transportation, including the Federal Highway Administration, and hereby gives assurance that will promptly take any necessary measures to effectuate this agreement. This assurance is required by subsection 21.7(a) (1) of the Regulations.

### The Law

- Title VII of the Civil Rights Act of 1964 (amended 1972) states that it is unlawful for an employer to discriminate in employment because of race, color, religion, sex, age (40-70 years) or national origin.
- Executive Order No. 11246 on Nondiscrimination under Federal contract prohibits employment discrimination by contractor and sub-contractor doing business with the Federal Government or recipients of Federal funds. This order was later amended by Executive Order No. 11375 to prohibit discrimination on the basis of sex.
- Section 503 of the Rehabilitation Act of 1973 states:

*The Contractor will not discriminate against any employee or applicant for employment because of physical or mental handicap.*

- Section 2012 of the Vietnam Era Veterans Readjustment Act of 1973 requires Affirmative Action on behalf of disabled veterans and veterans of the Vietnam Era by contractors having Federal contracts.
- Section 206(A) of Executive Order 12086, Consolidation of Contract Compliance Functions for Equal Employment Opportunity, states:

*The Secretary of Labor may investigate the employment practices of any Government contractor or sub-contractor to determine whether or not the contractual provisions specified in Section 202 of this order have been violated.*

\*\*\*\*\*

The Lexington-Fayette Urban County Government practices Equal Opportunity in recruiting, hiring and promoting. It is the Government's intent to affirmatively provide employment opportunities for those individuals who have previously not been allowed to enter into the mainstream of society. Because of its importance to the local Government, this policy carries the full endorsement of the Mayor, Commissioners, Directors and all supervisory personnel. In following this commitment to Equal Employment Opportunity and because the Government is the benefactor of the Federal funds, it is both against the Urban County Government policy and illegal for the Government to let contracts to companies which knowingly or unknowingly practice discrimination in their employment practices. Violation of the above mentioned ordinances may cause a contract to be canceled and the contractors may be declared ineligible for future consideration.

Please sign this statement in the appropriate space acknowledging that you have read and understand the provisions contained herein. Return this document as part of your application packet.

Bidders

*I/We agree to comply with the Civil Rights Laws listed above that govern employment rights of minorities, women, Vietnam veterans, handicapped and aged persons.*

*Donald C. Long*

\_\_\_\_\_  
Signature

Management Advisory Group International, Inc.

\_\_\_\_\_  
Name of Business

---

**WORKFORCE ANALYSIS FORM**

Name of Organization: Management Advisory Group International, Inc.

Categories	Total	White (Not Hispanic or Latino)		Hispanic or Latino		Black or African- American (Not Hispanic or Latino)		Native Hawaiian and Other Pacific Islander (Not Hispanic or Latino)		Asian (Not Hispanic or Latino)		American Indian or Alaskan Native (not Hispanic or Latino)		Two or more races (Not Hispanic or Latino)		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Administrators		1	1													1	1
Professionals		3	2			1	3									4	5
Superintendents																	
Supervisors																	
Foremen																	
Technicians																	
Protective																	
Para-																	
Office/Clerical			2														2
Skilled Craft																	
Service/Maintena																	
<b>Total:</b>		4	5			1	3									5	8

Prepared by: Donald C. Long, President Date: 12 / 6 / 21

*(Name and Title)*

*Revised 2015-Dec-15*

**DIRECTOR, DIVISION OF CENTRAL PURCHASING  
LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT  
200 EAST MAIN STREET  
LEXINGTON, KENTUCKY 40507**

**NOTICE OF REQUIREMENT FOR AFFIRMATIVE ACTION TO ENSURE EQUAL EMPLOYMENT OPPORTUNITIES AND DBE CONTRACT PARTICIPATION**

Notice of requirement for Affirmative Action to ensure Equal Employment Opportunities and Disadvantaged Business Enterprises (DBE) Contract participation. Disadvantaged Business Enterprises (DBE) consists of Minority-Owned Business Enterprises (MBE) and Woman-Owned Business Enterprises (WBE).

The Lexington-Fayette Urban County Government has set a goal that not less than ten percent (10%) of the total value of this Contract be subcontracted to Disadvantaged Business Enterprises, which is made up of MBEs and WBEs. The Lexington Fayette Urban County Government also has set a goal that not less than three percent (3%) of the total value of this Contract be subcontracted to Veteran-owned Small Businesses. The goal for the utilization of Disadvantaged Business Enterprises as well Veteran –owned Small Businesses as subcontractors is a recommended goal. Contractor(s) who fail to meet such goal will be expected to provide written explanations to the Director of the Division of Purchasing of efforts they have made to accomplish the recommended goal, and the extent to which they are successful in accomplishing the recommended goal will be a consideration in the procurement process. Depending on the funding source, other DBE goals may apply.

For assistance in locating Disadvantaged Business Enterprises Subcontractors contact:

Sherita Miller, MPA, Division of Central Purchasing  
Lexington-Fayette Urban County Government  
200 East Main Street, 3rd Floor, Room 338  
Lexington, Kentucky 40507  
[smiller@lexingtonky.gov](mailto:smiller@lexingtonky.gov)

MAG is a woman-owned (51%) firm.

Firm Submitting Proposal: Management Advisory Group International, Inc.

Complete Address: 2992 Reidville Road Spartanburg SC 29301  
Street City Zip

Contact Name: Donald C. Long Title: President

Telephone Number: 703-590-7250 Fax Number: 703-590-0366

Email address: don@maginc.org



Bid/RFP/Quote Reference # RFP #36-2021

The MWDBE and/or veteran subcontractors listed have agreed to participate on this Bid/RFP/Quote. If any substitution is made or the total value of the work is changed prior to or after the job is in progress, it is understood that those substitutions must be submitted to Central Purchasing for approval immediately. **Failure to submit a completed form may cause rejection of the bid.**

MWDBE Company, Name, Address, Phone, Email	MBE WBE or DBE	Work to be Performed	Total Dollar Value of the Work	% Value of Total Contract
1. MAG is a woman-owned firm. 51% and will complete all phases of the study/project.		Compensation Study	\$54,500	100
2.				
3.				
4.				

The undersigned company representative submits the above list of MWDBE firms to be used in accomplishing the work contained in this Bid/RFP/Quote. Any misrepresentation may result in the termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

MAG International, Inc.

Donald Long

\_\_\_\_\_  
Company

\_\_\_\_\_  
Company Representative

12/7/21

President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title



RFP #36-2021

**Bid/RFP/Quote Reference #** \_\_\_\_\_

The substituted MWDBE and/or veteran subcontractors listed below have agreed to participate on this Bid/RFP/Quote. These substitutions were made prior to or after the job was in progress. These substitutions were made for reasons stated below and are now being submitted to Central Purchasing for approval. By the authorized signature of a representative of our company, we understand that this information will be entered into our file for this project.

SUBSTITUTED MWDBE Company Name, Address, Phone, Email	MWDBE Formally Contracted/ Name, Address, Phone, Email	Work to Be Performed	Reason for the Substitution	Total Dollar Value of the Work	% Value of Total Contract
1. MAG is a woman-owned firm. 51% and will complete all phases of					
2. the study/ project.					
3.					
4.					

The undersigned acknowledges that any misrepresentation may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

MAG International, Inc.

Donald Long

\_\_\_\_\_  
Company

\_\_\_\_\_  
Company Representative

12/7/21

\_\_\_\_\_  
President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title



Bid/RFP/Quote Reference # \_\_\_\_\_ RFP #36-2021

The undersigned acknowledges that the minority and/or veteran subcontractors listed on this form did submit a quote to participate on this project. Failure to submit this form may cause rejection of the bid.

MAG is a woman-owned (51%) firm and will complete all phases of the project.

Company Name	Contact Person
Address/Phone/Email	Bid Package / Bid Date

MWDBE Company Address	Contact Person	Contact Information (work phone, Email, cell)	Date Contacted	Services to be performed	Method of Communication (email, phone meeting, ad, event etc)	Total dollars \$\$ Do Not Leave Blank (Attach Documentation)	MBE * AA HA AS NA Female	Veteran

(MBE designation / AA=African American / HA= Hispanic American/AS = Asian American/Pacific Islander/ NA= Native American)

The undersigned acknowledges that all information is accurate. Any misrepresentation may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

MAG International, Inc.

Donald Long

Company

Company Representative

12/7/21

President

Date

Title





The LFUCG has a 10% goal plan adopted by city council to increase the participation of minority and women owned businesses in the procurement process. The LFUCG also has a 3% goal plan adopted by cited council to increase the participation of veteran owned businesses in the procurement process. In order to measure that goal LFUCG will track spending with MWDBE and Veteran contractors on a monthly basis. By the signature below of an authorized company representative, you certify that the information is correct, and that each of the representations set forth below is true. Any misrepresentation may result in termination of the contract and/or prosecution under applicable Federal and State laws concerning false statements and false claims. Please submit this form monthly to the Division of Central Purchasing/ 200 East Main Street / Room 338 / Lexington, KY 40507.

**Bid/RFP/Quote #** REP #36-2021 **\$54,500**

**Total Contract Amount Awarded to Prime Contractor for this Project** \_\_\_\_\_

MAG is a woman-owned (51%) firm and will complete all phases of the project.

<b>Project Name/ Contract #</b> Compensation Study	<b>Work Period/ From:</b> 12/21	<b>To:</b> 12/22
<b>Company Name:</b> MAG International, Inc.	<b>Address:</b> 2992 Reidville Road	
<b>Federal Tax ID:</b> 88-0495510	<b>Contact Person:</b> Donald Long	

Subcontractor Vendor ID (name, address, phone, email)	Description of Work	Total Subcontract Amount	% of Total Contract Awarded to Prime for this Project	Total Amount Paid for this Period	Purchase Order number for subcontractor work (please attach PO)	Scheduled Project Start Date	Scheduled Project End Date
	MAG is a woman-owned (51%) firm and will complete all phases of the project.						

By the signature below of an authorized company representative, you certify that the information is correct, and that each of the representations set forth below is true. Any misrepresentations may result in the termination of the contract and/or prosecution under applicable Federal and State laws concerning false statements and false claims.

MAG International, Inc.  
\_\_\_\_\_  
**Company**  
12/7/21  
\_\_\_\_\_  
**Date**

Donald Long  
\_\_\_\_\_  
**Company Representative**  
President  
\_\_\_\_\_  
**Title**

**LFUCG STATEMENT OF GOOD FAITH EFFORTS**

Bid/RFP/Quote # \_\_\_\_\_ RFP #36-2021

MAG is a woman-owned (51%) firm and will complete all phases of the

By the signature below ~~project~~ authorized company representative, we certify that we have utilized the following Good Faith Efforts to obtain the maximum participation by MWDBE and Veteran-Owned business enterprises on the project and can supply the appropriate documentation.

\_\_\_\_\_ Advertised opportunities to participate in the contract in at least two (2) publications of general circulation media; trade and professional association publications; small and minority business or trade publications; and publications or trades targeting minority, women and disadvantaged businesses not less than fifteen (15) days prior to the deadline for submission of bids to allow MWDBE firms and Veteran-Owned businesses to participate.

\_\_\_\_\_ Included documentation of advertising in the above publications with the bidders good faith efforts package

\_\_\_\_\_ Attended LFUCG Central Purchasing Economic Inclusion Outreach event

\_\_\_\_\_ Attended pre-bid meetings that were scheduled by LFUCG to inform MWDBEs and/or Veteran-Owned Businesses of subcontracting opportunities

\_\_\_\_\_ Sponsored Economic Inclusion event to provide networking opportunities for prime contractors and MWDBE firms and Veteran-Owned businesses

<sup>Reviewed</sup> Requested a list of MWDBE and/or Veteran subcontractors or suppliers from LFUCG and showed evidence of contacting the companies on the list(s).

\_\_\_\_\_ Contacted organizations that work with MWDBE companies for assistance in finding certified MWBDE firms and Veteran-Owned businesses to work on this project. Those contacted and their responses should be a part of the bidder's good faith efforts documentation.

\_\_\_\_\_ Sent written notices, by certified mail, email or facsimile, to qualified, certified MWDBEs soliciting their participation in the contract not less than seven (7) days prior to the deadline for submission of bids to allow them to participate effectively.

\_\_\_\_\_ Followed up initial solicitations by contacting MWDBEs and Veteran-Owned businesses to determine their level of interest.

\_\_\_\_\_ Provided the interested MWBDE firm and/or Veteran-Owned business with adequate and timely information about the plans, specifications, and requirements of the contract.

MAG is a woman-owned (51%) firm and will complete all phases of the

\_\_\_\_\_ Selected ~~portions~~ <sup>project</sup> of the work to be performed by MWDBE firms and/or Veteran-Owned businesses in order to increase the likelihood of meeting the contract goals. This includes, where appropriate, breaking out contract work items

into economically feasible units to facilitate MWDBE and Veteran participation, even when the prime contractor may otherwise perform these work items with its own workforce

\_\_\_\_\_ Negotiated in good faith with interested MWDBE firms and Veteran-Owned businesses not rejecting them as unqualified without sound reasons based on a thorough investigation of their capabilities. Any rejection should be so noted in writing with a description as to why an agreement could not be reached.

\_\_\_\_\_ Included documentation of quotations received from interested MWDBE firms and Veteran-Owned businesses which were not used due to uncompetitive pricing or were rejected as unacceptable and/or copies of responses from firms indicating that they would not be submitting a bid.

\_\_\_\_\_ Bidder has to submit sound reasons why the quotations were considered unacceptable. The fact that the bidder has the ability and/or desire to perform the contract work with its own forces will not be considered a sound reason for rejecting a MWDBE and/or Veteran-Owned business's quote. Nothing in this provision shall be construed to require the bidder to accept unreasonable quotes in order to satisfy MWDBE and Veteran goals.

\_\_\_\_\_ Made an effort to offer assistance to or refer interested MWDBE firms and Veteran-Owned businesses to obtain the necessary equipment, supplies, materials, insurance and/or bonding to satisfy the work requirements of the bid proposal

\_\_\_\_\_ Made efforts to expand the search for MWBE firms and Veteran-Owned businesses beyond the usual geographic boundaries.

MAG is a woman-owned (51%) firm and will complete all phases of the project.

\_\_\_\_\_ Other--any other evidence that the bidder submits which may show that the bidder has made reasonable good faith efforts to include MWDBE **and Veteran participation.**

**NOTE: Failure to submit any of the documentation requested in this section may be cause for rejection of bid. Bidders may include any other documentation deemed relevant to this requirement which is subject to approval by the MBE Liaison. Documentation of Good Faith Efforts must be submitted with the Bid, if the participation Goal is not met.**

The undersigned acknowledges that all information is accurate. Any misrepresentations may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

MAG International, Inc.  
\_\_\_\_\_  
**Company**  
12/7/21  
\_\_\_\_\_  
**Date**

Donald Long  
\_\_\_\_\_  
**Company Representative**  
President  
\_\_\_\_\_  
**Title**

## GENERAL PROVISIONS

1. Each Respondent shall comply with all Federal, State & Local regulations concerning this type of service or good.

The Respondent agrees to comply with all statutes, rules, and regulations governing safe and healthful working conditions, including the Occupational Health and Safety Act of 1970, *29 U.S.C. 650 et. seq.*, as amended, and KRS Chapter 338. The Respondent also agrees to notify the LFUCG in writing immediately upon detection of any unsafe and/or unhealthful working conditions at the job site. The Respondent agrees to indemnify, defend and hold the LFUCG harmless from all penalties, fines or other expenses arising out of the alleged violation of said laws.

2. Failure to submit ALL forms and information required in this RFP may be grounds for disqualification.
3. Addenda: All addenda and IonWave Q&A, if any, shall be considered in making the proposal, and such addenda shall be made a part of this RFP. Before submitting a proposal, it is incumbent upon each proposer to be informed as to whether any addenda have been issued, and the failure to cover in the bid any such addenda may result in disqualification of that proposal.
4. Proposal Reservations: LFUCG reserves the right to reject any or all proposals, to award in whole or part, and to waive minor immaterial defects in proposals. LFUCG may consider any alternative proposal that meets its basic needs.
5. Liability: LFUCG is not responsible for any cost incurred by a Respondent in the preparation of proposals.
6. Changes/Alterations: Respondent may change or withdraw a proposal at any time prior to the opening; however, no oral modifications will be allowed. Only letters, or other formal written requests for modifications or corrections of a previously submitted proposal which is addressed in the same manner as the proposal, and received by LFUCG prior to the scheduled closing time for receipt of proposals, will be accepted. The proposal, when opened, will then be corrected in accordance with such written request(s), provided that the written request is contained in a sealed envelope which is plainly marked "modifications of proposal".
7. Clarification of Submittal: LFUCG reserves the right to obtain clarification of any point in a bid or to obtain additional information from a Respondent.
8. Bribery Clause: By his/her signature on the bid, Respondent certifies that no employee of his/hers, any affiliate or Subcontractor, has bribed or attempted to bribe an officer or employee of the LFUCG.

9. Additional Information: While not necessary, the Respondent may include any product brochures, software documentation, sample reports, or other documentation that may assist LFUCG in better understanding and evaluating the Respondent's response. Additional documentation shall not serve as a substitute for other documentation which is required by this RFP to be submitted with the proposal,
10. Ambiguity, Conflict or other Errors in RFP: If a Respondent discovers any ambiguity, conflict, discrepancy, omission or other error in the RFP, it shall immediately notify LFUCG of such error in writing and request modification or clarification of the document if allowable by the LFUCG.
11. Agreement to Bid Terms: In submitting this proposal, the Respondent agrees that it has carefully examined the specifications and all provisions relating to the work to be done attached hereto and made part of this proposal. By acceptance of a Contract under this RFP, proposer states that it understands the meaning, intent and requirements of the RFP and agrees to the same. The successful Respondent shall warrant that it is familiar with and understands all provisions herein and shall warrant that it can comply with them. No additional compensation to Respondent shall be authorized for services or expenses reasonably covered under these provisions that the proposer omits from its Proposal.
12. Cancellation: If the services to be performed hereunder by the Respondent are not performed in an acceptable manner to the LFUCG, the LFUCG may cancel this contract for cause by providing written notice to the proposer, giving at least thirty (30) days notice of the proposed cancellation and the reasons for same. During that time period, the proposer may seek to bring the performance of services hereunder to a level that is acceptable to the LFUCG, and the LFUCG may rescind the cancellation if such action is in its best interest.

#### A. Termination for Cause

- (1) LFUCG may terminate a contract because of the contractor's failure to perform its contractual duties
- (2) If a contractor is determined to be in default, LFUCG shall notify the contractor of the determination in writing, and may include a specified date by which the contractor shall cure the identified deficiencies. LFUCG may proceed with termination if the contractor fails to cure the deficiencies within the specified time.
- (3) A default in performance by a contractor for which a contract may be terminated shall include, but shall not necessarily be limited to:
  - (a) Failure to perform the contract according to its terms, conditions and specifications;
  - (b) Failure to make delivery within the time specified or according

- to a delivery schedule fixed by the contract;
- (c) Late payment or nonpayment of bills for labor, materials, supplies, or equipment furnished in connection with a contract for construction services as evidenced by mechanics' liens filed pursuant to the provisions of KRS Chapter 376, or letters of indebtedness received from creditors by the purchasing agency;
- (d) Failure to diligently advance the work under a contract for construction services;
- (e) The filing of a bankruptcy petition by or against the contractor; or
- (f) Actions that endanger the health, safety or welfare of the LFUCG or its citizens.

#### B. At Will Termination

Notwithstanding the above provisions, the LFUCG may terminate this contract at will in accordance with the law upon providing thirty (30) days written notice of that intent, Payment for services or goods received prior to termination shall be made by the LFUCG provided these goods or services were provided in a manner acceptable to the LFUCG. Payment for those goods and services shall not be unreasonably withheld.

13. **Assignment of Contract:** The contractor shall not assign or subcontract any portion of the Contract without the express written consent of LFUCG. Any purported assignment or subcontract in violation hereof shall be void. It is expressly acknowledged that LFUCG shall never be required or obligated to consent to any request for assignment or subcontract; and further that such refusal to consent can be for any or no reason, fully within the sole discretion of LFUCG.
14. **No Waiver:** No failure or delay by LFUCG in exercising any right, remedy, power or privilege hereunder, nor any single or partial exercise thereof, nor the exercise of any other right, remedy, power or privilege shall operate as a waiver hereof or thereof. No failure or delay by LFUCG in exercising any right, remedy, power or privilege under or in respect of this Contract shall affect the rights, remedies, powers or privileges of LFUCG hereunder or shall operate as a waiver thereof.
15. **Authority to do Business:** The Respondent must be a duly organized and authorized to do business under the laws of Kentucky. Respondent must be in good standing and have full legal capacity to provide the services specified under this Contract. The Respondent must have all necessary right and lawful authority to enter into this Contract for the full term hereof and that proper corporate or other action has been duly taken authorizing the Respondent to enter into this Contract. The Respondent will provide LFUCG with a copy of a corporate resolution authorizing this action and a letter from an attorney confirming that the proposer is authorized to do business in the State of Kentucky if requested. All proposals must

be signed by a duly authorized officer, agent or employee of the Respondent.

16. **Governing Law:** This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Kentucky. In the event of any proceedings regarding this Contract, the Parties agree that the venue shall be the Fayette County Circuit Court or the U.S. District Court for the Eastern District of Kentucky, Lexington Division. All parties expressly consent to personal jurisdiction and venue in such Court for the limited and sole purpose of proceedings relating to this Contract or any rights or obligations arising thereunder. Service of process may be accomplished by following the procedures prescribed by law.
17. **Ability to Meet Obligations:** Respondent affirmatively states that there are no actions, suits or proceedings of any kind pending against Respondent or, to the knowledge of the Respondent, threatened against the Respondent before or by any court, governmental body or agency or other tribunal or authority which would, if adversely determined, have a materially adverse effect on the authority or ability of Respondent to perform its obligations under this Contract, or which question the legality, validity or enforceability hereof or thereof.
18. Contractor understands and agrees that its employees, agents, or subcontractors are not employees of LFUCG for any purpose whatsoever. Contractor is an independent contractor at all times during the performance of the services specified.
19. If any term or provision of this Contract shall be found to be illegal or unenforceable, the remainder of the contract shall remain in full force and such term or provision shall be deemed stricken.
20. Contractor [or Vendor or Vendor's Employees] will not appropriate or make use of the Lexington-Fayette Urban County Government (LFUCG) name or any of its trade or service marks or property (including but not limited to any logo or seal), in any promotion, endorsement, advertisement, testimonial or similar use without the prior written consent of the government. If such consent is granted LFUCG reserves the unilateral right, in its sole discretion, to immediately terminate and revoke such use for any reason whatsoever. Contractor agrees that it shall cease and desist from any unauthorized use immediately upon being notified by LFUCG.

*Donald C. Long*

\_\_\_\_\_  
Signature

12/7/21

\_\_\_\_\_  
Date