



**HUMAN RESOURCES CONSULTING SERVICES**

# **Proposal for an Employee Compensation System Study**

## **RFP # 23-2012**

**for**

### **LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT**

**August 7, 2012**

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**PROPOSAL FOR AN  
EMPLOYEE COMPENSATION  
SYSTEM STUDY**

**LEXINGTON-FAYETTE  
URBAN COUNTY GOVERNMENT**



**RFP #23-2012**

August 7, 2012

**MANAGEMENT ADVISORY GROUP, INC.**

4000 GENESEE PLACE, SUITE 205

LAKE RIDGE, VA 22192

(703) 590-7250

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August 7, 2012

Mr. Todd Slatin  
Acting Purchasing Director  
Lexington-Fayette Urban County Government  
Room 338, Government Center  
200 East Main Street  
Lexington, KY 40507

Dear Mr. Slatin:

Management Advisory Group, Inc. (MAG) is pleased to present this *Proposal for an Employee Compensation System Study to Lexington-Fayette Urban County Government, in reference to RFP #23-2012*. We have read the RFP, addendum #1 of questions and answers, and background information from the LFUCG web site and annual budget in preparation for completing the proposal.

MAG is a national, full-service human resources consulting firm with extensive experience in compensation projects, job analysis and evaluation, personnel policy development and evaluation, and human resources software. Principals of the firm have conducted several hundred similar studies in 30 years of municipal consulting in 23 states. Nearly all of these projects have been in the public sector.

MAG completes projects in all areas of the country, with current clients in Arkansas, Louisiana, Maryland, Connecticut, Georgia, and Florida.

We believe our software is the most progressive in the business for the purpose of conducting compensation studies. It is truly value-added (at no additional cost) and separates us from competitors. We are recommending its use in your study to achieve specific objectives that are at the core of your project.

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Mr. Todd Slatin  
Acting Purchasing Director  
Lexington-Fayette Urban County Government  
August 7, 2012  
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Our consultant services are supported by a full complement of personnel, office space, and technological equipment required to meet our clients' needs. Our FEID# is 88-0495510.

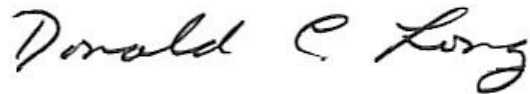
You will find that we have excellent experience and qualifications, a highly defensible methodology that is creative and effective, a solid management plan, an ability to meet the timeline, a high quality level of service, and a reasonable budget for the project.

MAG's proposal is valid for a period of 90 calendar days from date of opening.

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. Please feel free to contact me if you have any questions, or require clarification on any aspect of our proposal.

We appreciate the opportunity to be of service to LFUCG and look forward to working with you on this important project

Sincerely,



Donald C. Long, Ph.D.  
President  
Management Advisory Group, Inc.

Phone: 703.590.7250  
Fax: 703.590.0366

[www.maginc.info](http://www.maginc.info)



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**Lexington-Fayette  
Urban County Government**

**RFP # 23-2012**

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## ***Executive Summary***

### ***Extensive Specialized Local Government Experience...***

MAG principals and staff have successfully completed over 400 similar studies over a 30 year period, most for public sector agencies, and many counties, in all parts of the country.

### ***Technical Competence and Staffing...***

MAG personnel possess advanced degrees, technical HR knowledge based on many years of training and experience, and proven ability to prepare and implement studies. Our staff includes an expert witness in human resources, a Ph.D. in Public Finance, a software and programming engineer, a former HR Director, and experienced consultants.

### ***Capacity and Resources to Complete Your Study...***

MAG has the resources, staff and financial capacity to successfully complete your study. MAG has completed recent studies with as many as 13,000 employees.

### ***Excellent Past Record and Performance...***

Our references will tell you that MAG produces accurate and defensible recommendations and reports that can be implemented.

### ***Understanding and Familiarity with the Details of the Project...***

We have read the RFP very carefully, reviewed your system online, and are offering a very unique and specialized approach that will achieve your specific objectives.

### ***Tools to Complete Your Study...***

The software system we have developed 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 can be used with any existing system as well.

### ***Detailed and Logical Time Line...***

Our proposal includes a detailed work plan that logically portrays the sequencing of events required during the course of the study. A timeline done in Microsoft Project is included.

### ***Responsible Bid...***

Ours is a responsible bid that accounts for all aspects of the project.

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

Donald C. Long, Ph.D., MAG President  
(703) 590-7250



## ***SECTION 1.0***

### ***ORGANIZATIONAL OVERVIEW***

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## **Section 1.0 – Organizational Overview**

Management Advisory Group, Inc. (MAG) is a private corporation, incorporated in the state of Florida. MAG has an area office, with representatives, at 4000 Genesee Place, Suite 205, Lake Ridge, Virginia, 22192. Professional staff are also located in western North Carolina.

Principals of the company have provided consulting services to local governments for over twenty five years, and have completed over 400 management consulting projects during that period. This company was established as a corporation in 2001.

Donald C. Long, MAG President, is responsible for the development of this proposal, and serves as the primary contact for all project related activities and inquiries. He can be reached via telephone at (703) 590-7250 and facsimile at (703) 590-0366.

Management Advisory Group, Inc. is a national, full-service consulting firm with extensive experience in management and organizational reviews, compensation studies, manpower analysis, public safety studies, and human resources software.

MAG, through the substantial and varied experience of its staff, is dedicated to providing the most creative and tailored, yet practical solutions to the challenges organizations face in the public sector. Our organizational mission is supported by our capacity to deliver an extensive range of services to a variety of public sector institutions, municipalities, and nonprofit organizations.

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, documents your FLSA decisions ensuring compliance with due diligence requirements, 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.

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

- ✓ revised compensation structures;
- ✓ creation of management or executive pay structures;
- ✓ comprehensive job/class descriptions where none have existed;
- ✓ adjustment to internal relationships to recognize changes in duties and responsibilities;
- ✓ revisions to compensation policies to be fair and equitable;
- ✓ 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.



### ***Our Professional Consulting Staff***

MAG will provide total project management and administrative oversight and will be the primary consulting team.

There will be a team of professional consultants who have worked extensively together for the past 11 years to design, develop, and implement highly competitive, innovative, state-of-the-art 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 250 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, program evaluations and productivity studies, staffing and cost-benefit analysis, and strategic planning. He has substantial consulting experience with public safety agencies and all municipal functions. Dr. Long possesses a Ph.D. in Public Administration and Finance.

**David Lookingbill, Associate 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 100 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.

**Eric Nieves, Senior Project Consultant, MAG.** Mr. Nieves is a Human Resources leader with documented success in fast-paced multicultural environments. He has expertise in labor relations and conflict resolution, to include union avoidance and union negotiation experience. He is a seasoned recruiter with solid expertise in assessing staffing needs, and transforming them into long-term placements. Mr. Nieves, fluent in Spanish, has a Bachelor of Arts in Human Resource Administration and a Master of Arts in Organizational Management from the University of Phoenix.

**George E. Mullin, Senior Manager, MAG.** Mr. Mullin has over 40 years of experience providing technical management assistance to elected and appointed officials in the areas of human resources and other related management areas. He has provided public sector management and financial consulting assistance to many governmental and nonprofit agencies, as well as private sector organizations in a variety of service areas.

Mr. Mullin's work has included compensation program design from development of job descriptions to performance systems, structural and bonus programs, conduct of benefit, wage and salary surveys on a local, regional and national level affirmative action program development, creation of policy and procedures and employee handbooks, executive coaching, 360 assessment programs and employee climate surveys. These programs were conducted in light and heavy manufacturing, financial, educational, health care, government and public sector agencies, nationally.

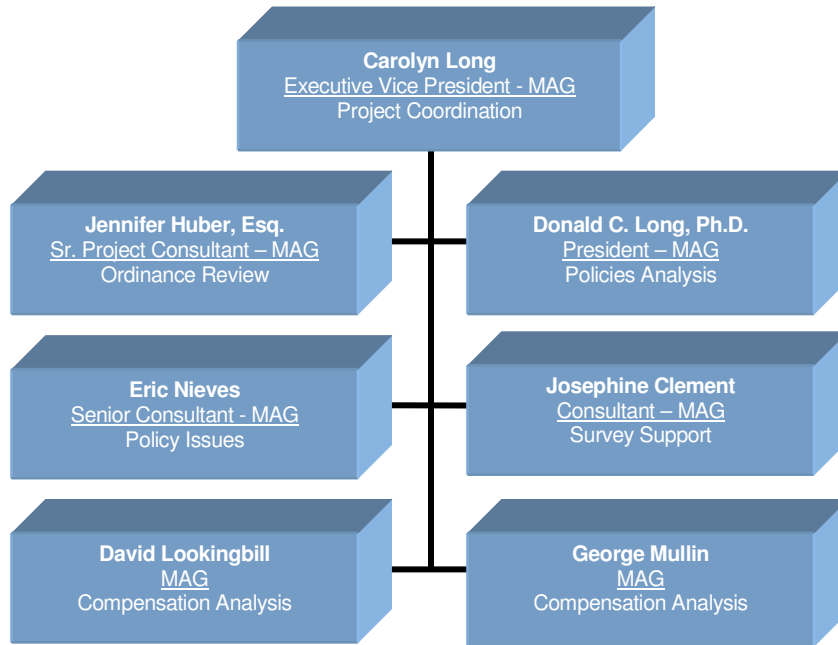
**Carolyn Long, CPC, Executive Vice President, Authorized Representative, MAG.** Ms. Long will serve in a critical consulting role for this project. Ms. Long has extensive experience in public management consulting and has served as project director for more than 300 human resources management studies; successfully directing over 50 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. In this role, she developed the company's human resources practice area, its forms, software, and processes, and directly managed all large human resources management projects. She was also vice president of David M. Griffith (DMG, now Maximus), a national management consulting firm, and served as the Vice-President of the Human Resources Management Consulting Division and directed scores of major compensation and classification and general management studies across the nation.

Ms. Long is recognized by the courts as an expert witness in the area of pay equity and comparable worth, and is a Certified Professional Consultant. Ms. Long served on the senior staff of the International City Management Association (ICMA) in Washington, D.C., and as national director of conferences and membership for ASPA, also in Washington, D.C. Ms. Long was an assistant professor in charge of Government Career Development Programs for Florida Atlantic University. Ms. Long holds a bachelor's degree from Florida Atlantic University, where she has also completed graduate studies in public administration.

**Josephine Clement, Consultant, MAG.** Ms. Clement assists in the development and management of the market survey and analysis process. Ms. Clement has also worked on scores of human resources consulting projects, Virginia Beach City Public Schools, Cherokee Nation Enterprises, DART, UNT, TWU, City of Memphis, Montgomery County, Va., Lake County, Fl, Monroe County Schools, FL., Collier County, Fl., among many others. Ms. Clement has a degree in Business Administration from Strayer University.

**Jennifer Huber, Esq., Senior Project Consultant, MAG.** Ms. Huber has provided direct services to numerous municipalities in a variety of functional areas. In addition to serving as MAG's General Counsel, she provides leadership in evaluating FLSA status of positions. She has expertise in legal compliance and contract management.

### MANAGEMENT ADVISORY GROUP PROPOSED PROJECT CONSULTANTS



Resumes are provided in the section marked appendices.

***SECTION 2.0***

***PAST EXPERIENCE***

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## ***Section 2.0 – Past Experience***

### ***Our Experience***

MAG's partners have successfully managed more than 400 client engagements in 23 states. Projects have included agencies with as many as 16,000 employees. One of our recent compensation studies is with DeKalb County, Georgia school district, with over 10,000 employees.

The proposed project team in MAG's human resources practice has worked together for over ten years and has provided human resources services nationwide, as a team, for such varied government agencies as:

- Washington Council of Governments (WASHCOG);
- City of Oklahoma City, Oklahoma;
- City of Baltimore, Maryland;
- City of Memphis, TN – 16,000 employees;
- Cherokee Nation Enterprises (OK);
- City of Chesapeake, Virginia – 2,500 employees;
- Travis County, Texas;
- City of Richmond, Virginia – 3,000 employees;
- City of Round Rock, Texas;
- Sedgwick County, Kansas;
- City of Daytona Beach, Florida;
- University of North Texas;
- Dallas Area Rapid Transit;
- Texas Woman's University;
- State of Connecticut;
- Charleston County, South Carolina;
- Jefferson Parish, New Orleans, Louisiana;
- State of Florida, Office of the State Courts Administrator - study of all Court positions – 3,300 employees;
- State of Louisiana, Community and Technical Colleges - state-wide study of 8 Community Colleges and 40 Technical Colleges – 2,000 employees;
- Nashville/Davidson County, Tennessee;
- City/Parish of Baton Rouge, Louisiana;
- Detroit/Wayne County Airport Authority.
- City of Virginia Beach Public Schools – 11,000 employees;
- Newport News, Virginia;
- Montgomery County, Virginia;

## **Partial Client List for MAG**

Alachua County, Florida  
Baltimore County Community College, Maryland  
Black Hawk College, Illinois  
Brevard County, Florida  
Broward County, Florida  
Carson Products, North Carolina  
Charleston Housing Authority, South Carolina  
Chatham County, North Carolina  
Chester County, Pennsylvania  
Citrus County, Florida, Sheriff's Department  
City of Grand Prairie, Texas  
City of Alexandria, Louisiana  
City of Asheville, North Carolina  
City of Bal Harbour, Florida  
City of Bay Harbor Islands, Florida  
City of Belleview, Florida  
City of Brooksville, Florida  
City of Cape Coral, Florida  
City of Cayce, South Carolina  
City of Cocoa Beach, Florida  
City of Columbia, Missouri  
City of Coral Springs, Florida  
City of Davie, Florida  
City of Destin, Florida  
City of Eustis, Florida  
City of Greenacres, Florida  
City of Hammond, Louisiana  
City of Holly Hill, Florida  
City of Indian River Shores, Florida  
City of Johnson City, Tennessee  
City of Kalispell, Montana  
City of Lake Park, Florida  
City of La Porte, Texas  
City of Oak Ridge, Tennessee  
City of Franklin, Tennessee  
City of Palm Bay, Florida  
City of Pascagoula, Mississippi  
City of Pointe Coupee, Louisiana  
City of Portsmouth, Virginia  
City of Riviera Beach, Florida  
City of San Francisco, California  
City of Sarasota, Florida  
City of Satellite Beach, Florida  
City of Sevierville, Tennessee  
City of Stuart, Florida  
City of Tamarac, Florida  
City of Wilton Manors, Florida  
Collier County, Florida, Sheriff's Office  
Dallas Independent School District, Texas  
Dougherty County, Georgia  
Fairfax County Public Schools, Virginia  
Florida Department of Citrus  
Haywood County, North Carolina  
Huntsville City Schools, Alabama  
Jacksonville, Florida, Transportation Authority  
Lake County, Florida, Sheriff's Office  
Lee County, Florida, Tax Collector  
Manatee County, Florida  
Marion County, Florida, Tax Collector  
New Hanover County, North Carolina  
Nez Perce Indian Tribe, Idaho  
Massachusetts Community Colleges, Mass.  
North Carolina Department of Juvenile Justice  
North Miami, Florida  
Okaloosa County, Florida  
Ouachita Parish, Louisiana  
Palm Beach County, Florida, Schools  
St. Johns County, Florida, Property Appraiser  
Town of Ponce Inlet, Florida  
Wayne County Airport Authority  
Baltimore County Public Schools, Maryland  
Bastrop County, Texas  
Brevard County Sheriff's Office, Florida  
Broward County, Florida, Sheriff's Office  
Charleston County, South Carolina  
Charlotte County, Florida  
Cherokee County, North Carolina  
Citrus County, Florida  
Citrus Hills Investment Corporation  
City of Acton, Massachusetts  
City of Altamonte Springs, Florida  
City of Atlanta, Georgia  
City of Baton Rouge, Louisiana  
City of Belle Glade, Florida  
City of Boynton Beach, Florida  
City of Bowling Green, Kentucky  
City of Brownsville, Texas  
City of Casselberry, Florida  
City of Chesapeake, Virginia  
City of Colonie, New York  
City of Cooper City, Florida  
City of Dania, Florida  
City of Daytona Beach, Florida  
City of Dover, Delaware  
City of Dunedin, Florida  
City of Fairborn, Ohio  
City of Gulfport, Florida  
City of Highland Beach, Florida  
City of Hollywood, Florida  
City of Jacksonville Beach, Florida  
City of Juno Beach, Florida  
City of Kenosha, Wisconsin  
City of Lake Worth, Florida  
City of Mount Dora, Florida  
City of Mount Pleasant, South Carolina  
City of Naples, Florida  
City of Ocala, Florida  
City of Ormond Beach, Florida  
City of Pantego, Texas  
City of Pembroke Pines, Florida  
City of Port Orange, Florida  
City of Richmond, Virginia  
City of Safety Harbor, Florida  
City of Sanibel, Florida  
City of South Daytona, Florida  
City of Tallahassee, Florida  
City of Wellington, Florida  
City of Williston, Florida  
City of Winter Park, Florida  
Corpus Christi Airport, Texas  
Davidson County, North Carolina  
Escambia County, Florida, Utilities  
Florida Community College at Jacksonville  
G.E.O. Services, Inc  
Hernando County, Florida  
Iberia Parish, Louisiana  
Lake County, Florida  
Lake Worth, Florida, Utilities  
Levy County, Florida, Property Appraiser  
Los Angeles Housing Authority, California  
Marion County, Florida, Sheriff's Office  
Nineteenth District Court, East Baton Rouge, Louisiana  
Northampton County, Virginia  
North Miami Beach, Florida  
Orange County, Florida, Public Schools  
Palm Beach County, Florida Clerk of the Circuit Court  
Palm Beach County, Florida, Sheriff's Department  
Tift County, Georgia  
Town of Lauderdale by the Sea, Florida

## References and Points of Contact

➤ **Manatee County Sheriff, Florida.** MAG consultants conducted a Comprehensive Personnel Study for employees of this large Sheriff's Office. The objectives of the 2009 study included developing a plan to help maintain externally equitable and competitive salaries for all classifications. An update of the structure was completed in August 2011. MAG just completed (June 2012) a follow-up and updating of the software.

**Contact:** Tom Salisbury  
Manatee County Sheriff's Office  
Comptroller  
[tom.salisbury@manateesheriff.com](mailto:tom.salisbury@manateesheriff.com)  
941-747-3011 Ext. 2033  
Fax 941-744-3757

➤ **Isle of Wight County.** MAG recently completed a compensation and classification study for all top staff administrative positions for Isle of Wight County Schools. The project included completion of online Job Analysis Questionnaires by employees, personal interviews, market survey of key benchmarks, production of new job/class descriptions, a draft and final report, and a presentation of findings and recommendations to the Board on June 14, 2012.

**Contact:** Superintendent Katrise Perera  
[akperera@iwcs.k12.va.us](mailto:akperera@iwcs.k12.va.us)  
or  
Anthony Hinds, Procurement Officer  
820 West Main Street  
Smithfield, VA 23430  
757-357-0824  
[ahinds@iwcs.k12.va.us](mailto:ahinds@iwcs.k12.va.us)

➤ **Washington Council of Governments.** MAG has conducted several Compensation and Classification projects for the Washington (D.C.) Council of Governments. The objectives of the 2006 study included developing a compensation plan to help maintain externally equitable and competitive salaries for all classifications. The labor market included local governments in the greater Washington area as well as Council of Government agencies in large metropolitan areas. Studies were also performed in 2009 and 2011. A current update was just completed in May 2012.

**Contact:** Imelda Roberts  
Human Resources Director  
777 North Capitol Street, N.E. Suite 300  
Washington, D.C. 20002-4239  
(202) 962-3240  
[iroberts@mwkog.org](mailto:iroberts@mwkog.org)

➤ **City of Jacksonville, Florida.** MAG concluded, in September 2009, a comprehensive personnel study of appointed officials and employees for the (consolidated) City of Jacksonville. These are the top positions in this major city. The study included a salary survey, job analysis, recommendations for a pay and classification plan that is both internally and externally equitable, the development of several implementation cost scenarios, and training for City human resources personnel on proposed plan administration and maintenance.

**Contact:** Mr. Archie Cullen  
Human Resources Manager  
117 W. Duval Street, Suite M150  
Jacksonville, FL 32202  
(904) 630-2076 (office)  
[acullen@coj.net](mailto:acullen@coj.net)

➤ **Virginia Beach City Public Schools, Virginia.** MAG conducted a Comprehensive Personnel Study for the Virginia Beach City Public Schools. 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 market competitive structure for the Schools' 5,000 instructional staff. This was a six month project.

**Contact:** Judith Wood  
Human Resources  
Virginia Beach City Public Schools  
Virginia Beach, VA  
757-263-1041  
[JudithR.Wood@vbschools.com](mailto:JudithR.Wood@vbschools.com)



**SECTION 3.0**

**SERVICES PROPOSED**

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## **Section 3.0 – Services Proposed**

### ***Project Understanding***

LFUCG is seeking proposals to evaluate the current state of LFUCG's overall employee compensation system including how it compares to those systems used by other governmental entities of similar size; provide a report on the state of employee compensation delineating all applicable rules, policies, and Ordinances (provided by LFUCG) and their impact on employee compensation; and make recommendations for possible changes in practices of the Division of Human Resources or Ordinance changes to streamline/simplify/improve the employee compensation system.

MAG understands that LFUCG's employee compensation system is governed by many Statutes, Ordinances, policies, and rules. The system has not been recently evaluated for efficiency, effectiveness, or appropriateness. MAG understands that the goal of the study is to answer the following questions:

- What is the current state of regulation when it comes to LFUCG's compensation system?
- Clearly articulate LFUCG's compensation system with respect to both external competitiveness and internal equity for base and supplemental pay where applicable as compared to best practices in governmental entities of similar size both regionally and nationally.
- In what ways is the system effective? In what ways is it ineffective?
- What are the potential difficulties/challenges with the system as it exists today?
- What about the compensation system could be altered internally (without legislative action) to limit or eliminate potential difficulties or challenges?
- What ordinance changes should be considered by the Urban County Council to provide a more efficient and fair compensation system?
- What are the appropriate long term goals for employee compensation?

### ***MAG further understands that LFUCG seeks to know:***

- How the gathering of information would be managed and what level of participation from LFUCG employees would be required.
- How communications would be managed and whether LFUCG would need to appoint liaison(s).
- Whether LFUCG's proposed timeline be met.
- How confidentiality of LFUCG information will be assured?

***These are services that MAG has provided for many years to many public sector clients.***

## ***Services Proposed***

### ***Project Initiation***

**Initial Meetings** Upon agreement to proceed, MAG's study team will meet with management, HR and departmental staff, and other appropriate personnel to request background information, review the objectives of the study, and ascertain concerns and issues relevant to local preference with respect to peer and competitive employers.

MAG's representatives will facilitate discussions of the strengths and limitations of current human resource management systems and the appropriate methodologies for developing and incorporating LFUCG's philosophies, vision, preferences, and needs into the audit process to encompass a review of the compensation system and expected deliverables.

***What is the current state of regulation when it comes to LFUCG's compensation system? What ordinances changes should be considered by the Urban County Council to provide a more efficient and fair compensation system?***

MAG can fully meet LFUCG's goal of a comprehensive review of the current state of the overall employee compensation system, including how it compares to other very targeted and selected peers of similar size and make up.

MAG will carefully review the Statutes, Ordinances, policies, rules and practices, provided to us by LFUCG, either through the appropriate HR Department input or through interviews with key LFUCG staff.

Phase I of this study would be to identify changes needed and the rationale for changes. This would provide LFUCG with a work plan that will assist in developing new policies, rules, regulations, practices and/or Ordinances, as appropriate to support excellence in employee compensation and the design of a new compensation architecture, which would be a part of Phase II, should the results of Phase I suggest that LFUCG has a need to undertake additional review and study.

MAG has extensive experience in both policy review and development, having recently done the same work for any number of large and complex clients such as DeKalb County Public Schools, Memphis and Atlanta.

MAG is suggesting that we would include an effort to also identify "practices", which may not be codified, but which may materially impact on the management of a large, complicated and diversified urban government.

The resultant reports would be sufficiently detailed, providing an exception report of possible changes, improvements and enhancement to the existing system.

***Clearly articulate LFUCG's compensation system with respect to both external competitiveness and internal equity for base and supplemental pay where applicable as compared to best practices in governmental entities of similar size both regionally and nationally.***

### **External Competitiveness:**

MAG will conduct a thorough and in-depth examination of the compensation program, including base pay and supplemental pay through comparison with specifically targeted peer jurisdictions, questionnaires from competing jurisdictions; and review of classifications and pay plans.

We have developed and will utilize an automated survey to accomplish the targeted external market analysis phase of the study using our proprietary software, ***Market Manager®***.

MAG would undertake a very specific review of approximately 15 job classes, three each from five different labor groups, representing different occupations and different levels in the pay plan. This very targeted survey will succinctly summarize the detailed results of this audit of structure, base pay and supplements, to allow LFUCG to determine if the results are suggestive of the need for a more comprehensive study and review of external competitiveness.

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

Each of the proposed 15 survey instrument will be pre-populated with the following information for review by the target organization:

- LFUCG's job class title.
- A brief description of the job class.
- Required qualifications of the job class.

Respondent's data is then entered into *Market Manager®*:

- The respondents matching title and degree of match;
- Minimum, mid-point and maximum pay ranges;
- Notes regarding any differences between the LFUCG's job class and the respondent's equivalent job class.

The screenshot shows a web browser window displaying a survey form. The form is titled "A Salary Survey for Valued Client" and includes several sections:

- Header:** Respondent information (Select Organizations, Regional and National Locations, U.S. Cities) and Contact information (Select Representatives, H.R. Officers).
- Job Class Title:** A dropdown menu currently showing "Appraiser II - Commercial".
- Description and Qualifications:** Two columns of text. The Description column contains details about residential dwellings and commercial structures. The Qualifications column lists requirements such as a HS Diploma and three years of experience.
- Pay Range:** A table with columns for Minimum, Mid-Point, and Maximum. The values are currently blank.
- Additional Fields:** Duty Days, Annual Hours, and CFE Bonus.
- Notes:** A section titled "NOTES : Please describe any differences below." with a text area for input.

Four callout boxes with red arrows point to specific elements:

- Benchmark Classification Title:** Points to the Job Class Title dropdown.
- Brief Class Description & Qualifications:** Points to the Description and Qualifications columns.
- Brief Class Description & Qualifications:** Points to the Pay Range table.
- Notes on Supplemental Pay:** Points to the Notes section.

The results of the survey will be provided in a structured format that will allow LFUCG to make comparisons and informed inferences to determine the need for additional review.

MAG will, in concert with LFUCG, determine the appropriate labor market for this targeted external competitiveness compensation audit using our unique **Market Manager®** software.

MAG will conduct this audit by comparing base salary for identified benchmark classifications. Included in the survey will be the supplemental pay structure for the selected entities.

## LFUGC Sample Audit of Selected Positions

Salary Survey Results												
Emergency Communications Officer												
<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 whereupon 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	\$27,271	\$34,157	67.6%	<input type="checkbox"/>					
New Smyrna Beach	Communications Dispatcher		\$20,700	\$25,572	\$30,444	49.4%	<input type="checkbox"/>					
Deltona	Telecommunicator I		\$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"/>					
Casselberry	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>	(\$5,500)	(\$7,163)	(\$9,219)							
		<b>% Difference</b>	-34.5%	-36.1%	-39.0%							

Benchmark Classification

Survey Respondent(s)

Results Comparison

MAG will provide, as illustrated above, a comparison of the base pay of the selected target jobs to the base pay provided by LFUGC.

In addition, MAG will provide a summary and comparison of selected supplemental pay, which will quantitatively ascertain if LFUGC should consider a wider market analysis and comparison of the current supplemental pay values to that of peers and competitors.

MAG will tabulate, summarize, and analyze comparative compensation information obtained through the targeted base salary audit. Based upon this data MAG will prepare a report which will documents LFUGC's presumptive position relative to the external market. This will allow both administrative staff and elected officials to make an informed decision as to the apparent external competitiveness of the selected benchmarks positions and the need for further review and study.

### **Internal Equity Audit:**

MAG will utilize our unique Windows™ based system, **Classification Manager**® to provide a detailed analysis of any internal inequity or compression that exists. Our **Classification Manager**® system can calculate the extent of internal equity and compression in the existing compensation system using Linear Regression Modeling.

<b>Internal Equity Analysis</b>	Data necessary to analyze internal equity will be gathered through	<b>Data Required</b>
MAG's Data Request Format, an Excel format that will allow us to gather detailed employee compensation information. This information will be imported into our <b>Classification Manager</b> ® software system and assessed through the linear modeling of LFUCG's current compensation plan and will provide detailed information, both in by individual, department, job class and overall, as to the extent of any compression or internal inequity.		<ul style="list-style-type: none"><li>➤ Current Employee &amp; Payroll Data</li><li>➤ Organization Charts</li><li>➤ Pay and Classification Plan</li><li>➤ Salary Schedules</li><li>➤ Personnel Policies</li><li>➤ Completed Questionnaires</li></ul>

Using the powerful computing capabilities of our software, **Classification Manager**® MAG will be able to regress the organization's own pay line against itself and precisely model any compression or internal inequity down to the individual level. This provides data that is not hypothetical or generic, but very specific information as to inequity that cannot otherwise be explained. MAG's system takes into consideration length of service in the position, length of service in the system, current job titles, current salary, current job title and can even be programmed to include additional supplemental pay, should LFUCG determine it should be used as a considering factor.

## Sample Linear Regression Line from ®

Edit Pay Line Regression Data

**Sample Data with 40,000 employees**

**Enter / Edit Pay Line Data**

Calculate Reports using What Percent Of Market:

Alpha	\$16,696.85	Estimated Error	\$22.98
Beta	\$33.08	Correlation	0.9999993
Degrees Of Freedom	41	Rquared	0.9999041

Enter Changes in Data Below:

Class Title	Points	Amount	Predicted:	Error:
Laborer	130	\$21,000	\$20,998	(\$2.16)
Maintenance Worker	148	\$21,613	\$21,593	(\$20.07)
Cook	154	\$21,794	\$21,792	(\$2.58)
Data Entry Operator II	218	\$23,925	\$23,909	(\$15.73)
Motor Equipment Operator II	254	\$25,092	\$25,100	\$8.41
Family Assistance Aide	312	\$27,009	\$27,019	\$10.55
Office Associate V	291	\$26,311	\$26,324	\$13.70
Clinician Assistant - Mental Retardation	349	\$28,231	\$28,243	\$12.14
Animal Control Officer	366	\$28,800	\$28,806	\$5.78
Sanitation Worker III	380	\$29,264	\$29,269	\$4.71
Motor Equipment Operator III	389	\$29,593	\$29,567	(\$26.39)
Deputy Sheriff	506	\$33,460	\$33,438	(\$22.73)
Crew Supervisor I	530	\$34,229	\$34,232	\$2.89
Police Officer	562	\$35,292	\$35,290	(\$1.16)
Firefighter/EMT	555	\$35,083	\$35,059	(\$24.35)
Mechanical Inspector I	623	\$37,306	\$37,308	\$2.12

MAG will recommend such changes in compensation design, policy and remedial action, as appear warranted by the audit of the current compensation system and develop recommendations for consideration by the administration that might allow LFUCG to move forward and make adjustments that do not warrant Council approval.

MAG will also supply information, which would enable LFUCG to phase in recommendations for the installation, implementation of changes and continuing administration of the current compensation plan providing several options. Should LFUCG deem it in the best interest of the employees and the overall governance of the organization, MAG can provided detailed information to support needed additional review and, if warranted, changes to the compensation plan, which could be a part of



**SAMPLE IMPLEMENTATION REPORT**

Sample Data with 40,000 employees Implementation Report															
Proposed Pay Plan 6 AGRICULTURE (Dept Code 83100)															
Original Proposed	Class		Grade			Step #	FTE Duty Day	Experience		Salary	Adjustment				Position # Employee Name
	Title	Code	Min	Mkt	Max			Hire Date Promo'd	Exper. Date Day All'd		Flat %	Mkt	Step	Bonus	
POLICE SERGEANT	00620		52,626	55,520	58,413	CG 20	1	03/02/1981	03/02/1981	58,413	1,168	0	0	17005430062000007-0	
POLICE SERGEANT	00620		13,914	16,697	20,871	5 0	0	03/02/1981	1825	59,581	0	0	0	0 UNTERHOFFLER, JAY	
SPECIAL SERVICES SUPERVISOR	00639		29,766	34,406	39,046	G 1	1	03/06/2000	03/06/2000	34,691	694	0	0	17005420063900001-0	
SPECIAL SERVICES SUPERVISOR	00639		13,914	16,697	20,871	5 0	0	03/06/2000	817	35,385	0	0	0	0 GERALD, TOMARCUS	
<b>Summary for Department: Police</b>															
<b>Current Payroll</b>				<b>\$56,378,706</b>				<b># Positions</b>						<b>1,287</b>	
<b>Flat% Adjustment</b>				<b>\$1,127,574</b>											
<b>Adjustment To Minimum</b>				<b>\$593,177</b>				<b># Adjusted To Minimum</b>						<b>66</b>	
<b>Adjustment To Market</b>				<b>\$55,125</b>				<b># Adjusted To Market</b>						<b>55</b>	
<b>Adjustment Above Market</b>				<b>\$0</b>				<b># Adjusted Above Market</b>						<b>0</b>	
<b>Adjustment To Step</b>				<b>\$0</b>				<b># Adjusted To Step</b>						<b>0</b>	
<b>Merit Adjustment</b>				<b>\$0</b>				<b># Merit Adjustments</b>						<b>0</b>	
<b>Bonus Adjustment</b>				<b>\$0</b>				<b># Bonus Adjustments</b>						<b>0</b>	
<b>Proposed Payroll</b>				<b>\$58,154,582</b>											
<b>Summary for Sample Data with 40,000 employees</b>															
<b>Current Payroll</b>				<b>\$1,242,152,146</b>				<b># Positions</b>						<b>40,029</b>	
<b>Flat% Adjustment</b>				<b>\$26,267,693</b>											
<b>Adjustment To Minimum</b>				<b>\$57,456,106</b>				<b># Adjusted To Minimum</b>						<b>15,983</b>	
<b>Adjustment To Market</b>				<b>\$63,903,944</b>				<b># Adjusted To Market</b>						<b>23,485</b>	
<b>Adjustment Above Market</b>				<b>\$0</b>				<b># Adjusted Above Market</b>						<b>0</b>	
<b>Adjustment To Step</b>				<b>\$0</b>				<b># Adjusted To Step</b>						<b>0</b>	
<b>Merit Adjustment</b>				<b>\$0</b>				<b># Merit Adjustments</b>						<b>0</b>	
<b>Bonus Adjustment</b>				<b>\$96,569</b>				<b># Bonus Adjustments</b>						<b>11</b>	
<b>Proposed Payroll</b>				<b>\$1,461,012,380</b>											
Sunday, April 28, 2002 11:13:20 PM Report ID 4 Page 2308 of 2308															

**What about the compensation system could be altered internally (without legislative action) to limit or eliminate potential difficulties or challenges?**

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. These reports provide information by employee, by job title and by Department and can also be summarized by pay structure/plan. In addition, a separate report provides the total inequity/compression analysis rolled up by job title. This allows LFUCG to make meaningful comparisons between and among the current job classes and to determine if further study is needed to take corrective action or if adjustments can be made without requiring further legislative action.

The specificity of MAG's reports will allow LFUCG to take decisive action, fully and completely supported by quantitative analysis, as to whether internal adjustments are sufficient or legislative action is needed. If further legislative action is needed, MAG will supply detailed information to support recommendations for steps in Phase II.

These reports can produce detailed cost analysis and can be phased for implementation depending on LFUCG's budgetary resources, or can be used as the basis for further study in Phase II.

**In what ways is the system effective? In what ways is it ineffective? What are the potential difficulties/challenges with the system as it exists today?**

MAG proposes to meet with and interview key LFUCG staff to solicit their input as to both the effectiveness of the current system and recommendation for positive change. Additionally, MAG will help to ascertain what challenges and difficulties are perceived to exist that might hamper the successful implementation of changes to the current system.

MAG's Compensation and Classification practice area is devoted solely to working with large and complex public agencies, all of whom perceive the need to address issues concerning the classification, compensation and equity of their existing systems. MAG fully understands that an undertaking of this nature involves much more than a sterile audit and numbers of a page. The success of this endeavor required the ability and the will to move forward and to possibly implement necessary changes. These changes may not all be received positively, and it is incumbent on both MAG and the key LFUCG staff to recognize, well in advance, potential impediments.

MAG has an enviable record of successful implementation of our work and a recommendation, which does not happen without the necessary groundwork of preparation. This requires a careful assessment of employee's perspectives, the perspective of finance and administration, and the careful calibration of the realities of the organizational environment. Recommendations by MAG are practical and implementable.

**How would communications be managed and whether LFUCG would need to appoint liaison(s)?**

MAG uses a variety of communications modalities, including on-site interviews and meetings; conference calls, email, electronic file transfer and video conferencing. Each avenue of communication has an appropriate place in an undertaking of this scope and will be discussed with the project manager appointed by LFUCG at the onset of the study. At that time, it could be determined if the appointment of a Steering Committee or Liaison Committee would be beneficial to the study outcome.

**Whether LFUCG's Proposed Timeline will be met?**

MAG has included a timeline as Section 4.0 which is consistent with the stated needs. MAG will meet the LFUCG's timeline unless there are delays necessitated by LFUCG. Any material delay, which might impact on the timely completion of the audit work will be quickly communicated to the Project Manager so that appropriate adjustments can be made to either change the timeline, or make up the lost time.

**What ordinance changes should be considered by the Urban County Council to provide a more efficient and fair compensation system?**

MAG will provide an overview of any impediments that might exist in the current enabling legislation and changes that might support excellence in compensation. MAG will work within the existing compensation philosophy that the County Council has adopted. MAG will also consider any recommendation that might be considered with respect to the compensation philosophy.

**What are the appropriate long-term goals for employee compensation?**

MAG will work with the LFUCG to frame appropriate responses to this question based on the audit of the current system; the desired outcome; any compensation philosophy that currently exists; and input from stake holders in the current system. MAG will work cooperatively with key staff in developing the parameters of a compensation architecture that will meet immediate as well as long-term needs.

MAG's success and strength has always been the close and cooperative relationship with our clients, assessing their needs and then providing support to them to meet these needs on both a short and long-term basis.

MAG is pleased to have continued to provide support to our clients for many mutually beneficial engagements to strengthen their systems over numerous years and multiple study undertakings.

***Review and Evaluation of Salary Structure***

In developing effective recommendations on salary and classification structure, the overriding goal is to establish recommendations for a system that is internally equitable and externally competitive.

Ultimately, to ensure internal equity, each position must be reviewed by evaluating effort, skill, responsibility, and working conditions in accordance with the Equal Pay Act of 1963. External competitiveness must be achieved through the analysis of current competing labor market data. The pay plan(s) should be evaluated for vertical and horizontal consistency according to these criteria. Equal pay for equal work and equal pay for comparable work must be established within the pay structure to ensure internal equity.

***Salary Plan Design Recommendations***

At the outset and during the course of the study, we discuss specific pay plan design with key LFUCG staff so as to ascertain goals and objectives. Consequently, the most appropriate plan model can be determined and considered for application to possible changes in LFUCG's proposed compensation plan(s). Although changes in the compensation plan may not be accomplished in Phase I; the following will be given consideration in recommendations of a sound approach to development of a architecture which will flexibly support a large, complex and diverse operation

1. The nature of work is identified and appropriately classified for each staff job, as well as minimum training and educational requirements.
2. Economic anomalies in the marketplace are identified and addressed.
3. Internal classification/jobs are evaluated, thereby establishing an internally equitable organizational hierarchy.
4. External market data is integrated into the pay structure, thereby establishing an externally competitive pay plan.
5. The feasibility of various pay plan designs are evaluated, and pay ranges are established for each job, to include minimum, midpoint, and maximum range values.
6. All study group employees are allocated to the recommended pay plan, to include pay range, job title, and (where applicable) any recommended salary adjustments.

### ***Study Conclusion***

A. MAG will prepare a written report of recommendations, including discussion of methods, techniques and data used to conduct the audit and to develop the recommendations.

B. MAG will provide instructional information for HR and key staff to allow LFUCG staff to both fully understand the study methodology and the results of the audit.

C. MAG will attend meetings, if requested, with key staff, or in conclusion to the County Council to document and explain methodology, results and recommendations.

### **MAG's Approach and Capabilities to Provide Services**

The services noted within the above scope of work are those that have been provided by MAG in scores of similar studies across the country.

We are able to balance the integration of peer comparison with internal analysis through the tools we have developed over the years.

You will find that MAG employs a perfect balance of 1) personal attention and involvement with management/employees and 2) the use of technology and a highly defensible system of job evaluation/classification.

The outcome is a system of reports and recommendations that is flexible, modern, understandable at all levels, defensible internally, and that can be used to make reliable decisions regarding the optimal compensation design to support the organizations goals and objectives.

### ***LFUCG 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 compensation plan for moving forward that fully meets all of the organization's needs.

MAG will request that LFUCG provide at the outset of the study 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 manipulation by MAG's analysts.* This data will be necessary to determine internal equity, costs and options in support of the organization's goals.

### ***Confidentiality of Information***

All records and databases are kept strictly confidential, and are returned to or maintained upon project completion. MAG will safe guard the information to the extent provided under applicable Public Records Acts in Kentucky.

## ***SECTION 4.0***

### ***TIMELINE***

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## **Section 4.0 – Timeline**

***MAG anticipates that the project will run from September through December 2012.***

### **During September:**

MAG will meet with appropriate administrators in the Department of Law and the Division of Human Resources to assess the current state of the compensation system and to determine what Ordinances and Policies presently govern employee compensation. A database of employees will be requested in MAG's format and downloaded into the compensation software for project use. This will enable MAG to engage evaluate the system for compression and other compensation issues.

### **During October:**

MAG will evaluate the current state of employee compensation system by reviewing records, evaluating policies and ordinances, and reviewing employee records/interviewing employees as necessary. Selected agencies, determined through mutual discussion, will be contacted to review their compensation plans. Selected positions will be reviewed for comparability.

### **During November:**

MAG will meet with appropriate administrators in the Department of Law and Division of Human Resources to present preliminary findings, highlight problem areas, and receive feedback from administrators. Potential recommendations will be discussed at this time.

### **During December:**

MAG will prepare a final report discussing findings of the study and present recommendations for improvement. An estimation of cost to provide those services will be included in the report. MAG will be prepared to present the final report to the Mayor, members of the Urban County Council, and other appropriate administrative staff.





***SECTION 5.0***

***FEE FOR SERVICE***

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## ***Section 5.0 – Fee for Service***

MAG has developed a project budget for Lexington Fayette Urban County Government based on the scope of services. *MAG is pleased to offer LFUCG the scope of services as described herein for the lump sum fee of \$34,050.* This includes anticipated travel and related operational expenses during the course of the project. Hourly rates for services beyond the scope would be \$150 for professional staff, and \$45 for support positions.

Please note that the estimated cost is primarily for professional staff members, with very limited support staff requirements, due to the nature of work required in the project. The RFP indicates that there are 1,500 budgeted positions in the study within 500 job classifications.

### ***Fee Structure***

An initiation invoice of twenty percent (20%) will be requested, to cover substantial initial costs. 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 within 30 days of submission in accordance with monthly 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. This provision is intended to apply only to third-party actions based on implementation of MAG's report and findings.

### ***Further Services that Could be Provided to LFUCG Related to Implementation of Study Suggestions.***

Section 3.0 describes the services and outcomes that will be provided under this RFP and proposal. The various questions posed in the RFP will be addressed and answered through the approach described in Section 3.0. Should the study determine that there are broader compensation issues to be resolved in terms of internal and external equity, MAG is fully capable and prepared to assist. These services could include: confirmation and evaluation of existing job duties for incumbents in all classes through a comprehensive job analysis questionnaire and job evaluation process; provision and review of administrative issues and concerns noted by supervisors and managers; job audits to evaluate classifications where job duties may have changed substantially and may warrant internal adjustment; preparation of a more extensive market survey and review of benchmark positions; development of alternative implementation scenarios to reflect the broader market and time in position. MAG is able to prepare a comprehensive classification and compensation program that reflects extensive research and documentation.

### ***Can Cost Estimations of Implementation of Study Suggestions be Estimated?***

MAG, as described in Section 3.0 of the proposal, will be able to identify compression issues through the use of our advanced software. Assuming LFUCG is able to provide an accurate and comprehensive database for the 1,500 employees within the scope of the study, MAG would be able to provide a detailed estimate of possible cost implementation for several scenarios. This would be based on a limited market check for a limited number of positions, duplicating the current compensation structure, and running implementation scenarios against the current plan. The result would be the identification of compression issues and an estimate of possible impact from a more detailed and comprehensive evaluation of internal and external equity.

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

Consultant agrees, to the fullest extent permitted by law, to indemnify and hold harmless the County from any amounts (including reasonable attorney's fees) for which LFUCG 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 \$1,000,000, which number is intended to reflect the limits set forth in Consultant's liability insurance.

### ***Proprietary Rights Suggested:***

LFUCG 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 LFUCG are public records available for inspection by any person even if the file or paper resides in the Consultant's office or facility. LFUCG 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®*** 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.

## ***APPENDICES***

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**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.”

***Cherokee County Commission Board, Barbara P. Vicknair, Chairman....***

“We are finalizing our review of the draft documents at this time and have found both reports to be quality products that are responsive to the County’s needs.”

“We appreciate the timeliness of the work and your willingness to incorporate suggestions and recommendations from the Board into the report.”

“We look forward to completing this study and the opportunity to work together in the future.”

***Citrus County Board of County Commissioners, Dwight L. Small, Human Resources Director....***

“Mr. Grissett was unfailingly responsive and cooperative by going well beyond normal expectations in his willingness to help us. He was always pleasant and concerned and never displayed the slightest impatience with our demands.”

“Please convey our sincere appreciation to Calvin for his invaluable contributions.”

***Citrus County Florida Tax Collector, Norine S. Gilstrap, CFC....***

“The study itself was very thorough and extensive, the few times that changes were requested they were resolved quickly.”

“Based on my association with Carolyn Long over the past few years I have found her to be most professional, knowledgeable and competent in her approach to her work.”

***Dougherty County Georgia Board of Commissioners, Alice Goseer-Jenkins....***

“We have received the draft report of the Compensation and Classification for Dougherty County. Following our internal review, we find this to be a very comprehensive document, and on that specifically addresses to our local concerns and issues.”

“It is apparent the work done for us has not been just an “off the shelf” piece of work already done for someone else.”

“You have continued to be flexible, offering us several options on most issues instead of only one recommended outcome.”

## ***RESUMES***

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**CAROLYN LONG**  
**9L97I HJ9 J79 PF9G89BH**

Ms. Long has over 25 years' experience providing human resources and general management consulting for hundreds of local government agencies. She has directed numerous innovative and comprehensive management studies in a variety of functional areas, which have resulted in savings and efficiencies for local governments. Ms. Long has completed numerous benefits and classification studies using a variety of technical evaluation systems, including factor evaluation and point ranking classification systems, directed the development of comprehensive class specifications, innovative pay administration plans, personnel policy manuals and employee handbooks, and implemented numerous pay-for-performance and total quality management systems for local governments. She has also served as a human resources national director for national consulting firms, conducted national human resource training workshops, and has practice management responsibilities for Public Administration Service Human Resources consulting practice. The courts also recognize her as an expert witness in the area of compensation, classification and pay equity.

***PROFESSIONAL EXPERIENCE***

Management Advisory Group, President and CEO, June 2001–Present. Tallahassee, Florida.

Public Administration Service, Director of Human Resources Management Consulting, October, 2001–Present

MGT of America, Inc., Partner, April 1998–September 2001; Senior Associate, 1998.

David M. Griffith and Associates, Ltd., Vice President, 1994–1998.

Long Associates, Inc., Founding and Managing Partner, 1981–1994.

Management Improvement Corporation of America, Regional Manager, 1979–1981.

McClure—Lundberg Associates, Regional Manager, 1977–1979.

American Society for Public Administration, Director of Conferences, Membership and Chapter Development, 1976–1977.

International City Management Association, Senior Staff Associate, 1974–1976.

Florida Atlantic University, Boca Raton, Florida; Director and Assistant Professor, Government Career Development Programs, 1972–1975.

City of Delray Beach, Florida, Personnel Officer, 1969–1972.

**PROFESSIONAL BUSINESS EXPERIENCE**

***Human Resources Studies***

Partner-in-Charge of a classification and compensation study and organizational review for the City of Bowling Green, Kentucky.

Partner-in-Charge of a classification and compensation study and organizational review for the City of Sevierville, Tennessee.

Partner-in-Charge of a classification and compensation study and organizational review for the Detroit/Wayne County Airport Authority

Partner-in-Charge of a classification and compensation study and organizational review for the City of Dover, Delaware. She conducted a City-wide compensation and classification study and a organizational review for the City of Dover in 2002. This study for Delaware's capital city included three important areas of work: the Classification phase of the study, including the revision of job descriptions, and the Compensation phase of the study, and the Organizational Study. The Organizational Study reviewed staffing, duties, performance, and organization.

Partner-in-Charge on a classification, compensation, performance appraisal, and staffing study for the Town of Ponce Inlet. The classification and compensation reviews were conducted using **Classification Manager**© and **Market Manager**©. The performance appraisal system was implemented using **Performance Manager**© performance evaluation software and documentation.

Partner-in-Charge on a project for the St. Johns County (FL) Property Appraiser's office. The study included a salary survey and job analysis for all executive staff.

Partner-in-Charge for a comprehensive classification, compensation, and benefits study for the City of Oklahoma City, Oklahoma. The study provided detailed recommendations for approximately 4,200 employees distributed among 400 classifications. In constructing the compensation plan, the project team evaluated alternative systems proposals.

Partner-in-Charge for a comprehensive classification, compensation, and benefits study for the Huntsville City Schools (AL). The study included instructional and non-instructional staff. The number of employees covered in the study was more than 3,000.

Partner-in-Charge of a project for the Baltimore County Public Schools in developing a computer-based compensation structure for supervisory and technical employees. After developing a revised compensation and classification plan, provided training to the Compensation Committee and Human Resources.

Partner-in-Charge of a comprehensive and customized pay and classification study for the City of Chesapeake, Virginia. Analyzed the specific duties, responsibilities, and job requirements of each of the City's 4,000 positions as well as an assessment of the need to create new or revised class descriptions; an analysis of every job within the City to determine its relative worth within the organization (internal equity) and in comparison to like or similar jobs in the labor market in which the City competes for a labor supply (external equity); an analysis of the wage and salary information and the job evaluation data to determine an equitable and appropriate pay and classification plan for the City.

***Human Resources Studies (Continued)***

Partner-in-Charge of a comprehensive classification and compensation study of the federally recognized Cherokee Nation. The study included over 500 employees in a review of compensation, classification, and benefit levels.

Partner-in-Charge of a classification and compensation study of approximately 900 positions in approximately 212 classifications for the Daytona Beach Community College. Conducted meetings to discuss major issues and explain the compensation study process to the management team, Human Resources Committee, and other employees.

Project Director on a staffing study of training schools and detention centers for the North Carolina Office of Juvenile Justice. The project involved a review of staffing patterns, an analysis of legal issues impacting necessary staffing levels, and an evaluation of the effectiveness of current systems for staffing. The study also included an evaluation of classification and compensation levels for the over 1,100 positions within the agency. A key component of the analysis was the development of entry level competencies for every staffing level.

Partner-in-Charge of a study to provide guidance and planning for the Florida Division of Rehabilitation and Liquidation in filling position vacancies. Updated employee job specifications, developed job descriptions, reviewed screening and interview criteria, and facilitated the hiring process for a number of vacancies within the division.

Partner-in-Charge of a classification and pay study for the City of Apopka. The study involved an analysis of 330 city employees in 123 classifications.

Partner-in-Charge of a comprehensive classification of jobs for Southern Polytechnic State University. Completed an analysis of each non-instructional job within the University for the purpose of determining specific duties, responsibilities, job requirements, and the need to create new job descriptions. A comprehensive evaluation and analysis of jobs within the University was used to determine the relative worth within the organization and in comparison to like or similar jobs in comparable institutions and private employers in the general region in which the University competes for a labor supply. Also trained the University Human Resources staff in the use, maintenance, and administration of the recommended classification and compensation system and job-based performance evaluation instrument.

Partner-in-Charge of a classification and compensation study for the Columbia County Property Appraiser. The study included a market salary survey, development of a pay and classification plan, the development of class descriptions, and the customization of performance evaluation instruments.

Partner-in-Charge of a comprehensive pay and classification study for the Citrus County Mosquito Control District. Developed, distributed, and analyzed a market salary survey. Also developed a proposed pay plan and performance evaluation tool, a benchmark salary survey, ADA compliant class descriptions, and associated implementation costs.

Partner-in-Charge of a classification and compensation study for the Ounce of Prevention Fund of Florida. The study included completion of a Job Content Questionnaire and the development of a new compensation structure. New job descriptions were also developed based on the new classifications established for the organization.

***Human Resources Studies (Continued)***

Partner-in-Charge of a project to conduct a classification and compensation study for the Florida Residential Property and Casualty Joint Underwriting Association (JUA). The project involved the analysis of all JUA positions, a survey of the market, and preparation of compensation recommendations for all positions for the statewide agency.

Partner-in-Charge of a study to assist Dougherty County, Georgia in the preparation of a classification and compensation study. Responsibilities included a salary survey, job analysis, preparation of class descriptions, and the development of organizational charts for all County functions with over 650 employees.

Partner-in-Charge on a study for the Baltimore City Community College in standardizing their position descriptions for approximately 163 people assigned to 114 position classes and developed a salary program for administrative and professional employees.

Partner-in-Charge of a comprehensive Statewide Human Resources Strategic Plan for the Executive Branch of Florida Government. Collected best practice data and performed cost benefit analysis in order to produce a five-year plan for the State of Florida. The plan will govern workforce design, compensation, and training for state employees and serve as an implementation guide for preparing the State of Florida workforce for the 21<sup>st</sup> century. The document by design emphasized linkages between findings, recommendations, benchmarks, and evaluations.

Partner-in-Charge of a comprehensive salary survey for the State of Florida Department of Management Services. Over 100 benchmark positions were included in the survey of over 300 public and private employees across the southeastern United States to capture current salary practice data and to study various pay administration practices of state employees.

Project Director on a compensation and classification study for the Citrus County general government employees and several constitutional officers, including the Property Appraiser, Tax Collector, and the Clerk of the Court. The study included the completion of Job Content Questionnaires, job analysis and the preparation of fiscal implementation plans.

Partner-in-Charge of a project to design a salary study for the Newport News Public Schools in Virginia. Responsible for preparing a pay and classification architecture for all employee groups that included approximately 4,400 employees distributed among an estimated 350 classifications.

Partner-in-Charge for a classification and compensation study of the administrative and supervisory employees of the Dallas Independent School District. The study evaluated 250 professional positions, developed a classification and compensation plan and made recommendations regarding the school classification plan, administrative policies and procedures, merit pay, supplemental pay and stipends.

Partner-in-Charge of a classification and compensation study for the Haywood County Board of Commissioners in North Carolina. Completed an organizational assessment of the County's organizational structure, workflow processes, and staffing patterns.

***Human Resources Studies (Continued)***

Partner-in-Charge of a salary and benefits analysis for the Wake County Personnel Department in North Carolina. Completed a salary and benefit survey for 85 benchmark classes and was distributed to 50 public and private agencies in North Carolina. Also made recommendations and provided implementation guidelines based on the salary and benefits survey findings. The study required the collaboration of Wake County officials in all stages of the project implementation.

Project Director on a project to conduct a comprehensive job classification, pay review and staffing analysis for the Citrus County, Florida, Board of Commissioners. Evaluated the current classification plan, conducted a market survey, conducted a salary survey, and completed a staffing analysis. Approximately 230 class specifications were developed including the development of recommendations for revisions in the current classification and compensation plan. Provided Citrus County with implementation costs and guidelines for the plan.

Partner-in-Charge on a Classification and Compensation Study for all positions and levels in the Corpus Christi Department of Aviation. Developed a workload and performance measurement for all sections of the organization. Also developed new job descriptions for employees and surveyed local business and other city departments to determine appropriateness of compensation for airport employees. The project was based on analysis of the organization and staffing of the department.

Partner-in-Charge of a comprehensive classification and compensation study of the federally recognized Nez Perce Tribe in Lapwai, Idaho. The study included over 500 employees in a review of compensation, classification, and benefit levels.

Partner-in-Charge of a performance audit and compensation analysis for the City of Cayce, South Carolina. The audit included a review of operations for all departments in the city including a review of all job classifications and salary administration.

Project Director of a classification and compensation study for the Florida School for the Deaf and Blind. Developed a comprehensive classification program for all 385 employees. Collected and reviewed current job data, employee interviews, marketing surveys, a job analysis through a point factor evaluation system and the development of alternative and innovative reward structures.

Partner-in-Charge of an evaluation of all personnel policies supporting the personnel management system for the City of Winter Springs, Florida. All key policies of the City were developed, including those relating to classification, employment, promotions, grievances and leaves of absence.

Partner-in-Charge of a comprehensive salary survey for the State of Florida Department of Management Services. Over 100 benchmark positions were included in the survey of over 300 public and private employees across the southeastern United States to capture current salary and pay practice data. Also studied were various pay administration practices of state employees. The salary survey was a high profile study for the State of Florida, which was presented to the State of Florida Legislature for review.

Project Director of a Comprehensive Workload and Classification Study of office-based positions for Fairfax County Public Schools, the 12<sup>th</sup> largest school system in the nation in 1998. The primary goal of the evaluation was to identify the appropriate number and type of positions, as well as to identify their proper classification level within the compensation system.



***Human Resources Studies (Continued)***

Project Director of a Classification and Compensation study for Davidson County, North Carolina. The project involved a comprehensive review of all County positions, a market survey, preparation of class descriptions and development of a pay plan.

Project Director of a Classification and Compensation Study for all positions within the City of Belle Glade. Collected and reviewed current job data, employee interviews, market surveys, job analysis and the evaluation and classification of all municipal positions. Completed a report that stated recommended pay levels for all city positions, resulting in internal and external equity.

Project Director of a redesign of the Compensation and Classification Plan for the City of Richmond, Virginia. Applied broad banding, gainsharing, team-based pay and a range of other non-traditional approaches to public compensation for Richmond's 5,000 employees.

Project Director of a Personnel System Study for Charleston County, South Carolina. Served a major role in the 1991 implementation of a factor-point based classification system for this large county government. Handled a wide variety of critical issues facing the personnel department.

Project Director of a Classification and Compensation Study for Stetson University and Law School.

Project Director of a Classification and Compensation Study for Black Hawk College, Illinois.

Project Director of a Classification and Compensation Study for Broward County, Florida.

Project Director of a Classification and Compensation Study for the Broward County Sheriff's Office.

Project Director of a Classification and Compensation Study for the City of Los Angeles Housing Authority, California.

Project Director of a Classification and Compensation Study for Manatee County, Florida.

Project Director of a Classification and Compensation Study for New Hanover County, North Carolina.

Project Director of a Classification and Compensation Study for Sarasota County, Florida

Project Director of a Classification and Compensation Study for the State of North Carolina (as a WBE to Ernst & Young).

Project Director of a Classification and Compensation Study for Escambia County Utilities Authority, Florida.

Project Director of a Classification and Compensation Study for the Pinellas Sheriff's Office, Florida.

Project Director of a Classification and Compensation Study for the City of Tallahassee, Florida.

Project Director of a Management and Staffing Study for the City of Palm Bay, Florida.

***Human Resources Studies (Continued)***

Project Director of a Classification and Compensation Study for the City of East Baton Rouge, Louisiana.

***Other Consulting Projects***

Project Director of a compensation and classification study, which included the design and installation of performance evaluation instruments and software. This study also included a survey of relevant labor markets for the Brownsville area.

Partner-in-Charge of a pay and classification study for the managerial employees for the government of Pinellas County Florida. The study looked at the approximately 225 managerial employees in approximately 150 different classifications. The study looked at current rates of pay and benefits for these employees. The study conducted a salary review by using existing salary data and data obtained from selected employers. A new pay structure was established, and each classification was placed on the new structure according to the county's internal job hierarchy and the internal "worth" of the job as determined by the study.

Project Director of a Vehicle Utilization Audit for the Pinellas County Sheriff's Department. Reviewed the usage of vehicles in the department, focusing on the costs of operating a major vehicle program. Resulted in the reduction of maintenance costs and in the number of vehicles assigned by 20 percent.

Project Director of a Fire and Rescue Protection Study for the City of Lufkin, Texas. Prepared a complete Master Plan review of fire and emergency services for the community of Lufkin, Texas. The Fire Chief had requested an additional 30 personnel to continue to meet the requirements of providing fire and emergency services. Performed an extensive on-site review and analysis and provided alternatives and recommendations to the City that would allow them to close one station, and maintain the same high level of emergency response service, while adding only nine personnel.

Technical Advisor of an Organization and Management Audit for the City of Naples, Florida. Participated in a joint-venture study of all City departments, resulting in the implementation of a broad range of structural and operational adjustments. The process was very interactive and involved all management levels and significant Council input.

Project Director of a Management Audit for the South Florida Regional Water and Wastewater Authority. Directed a management, fiscal, operations, and efficiency review for this regional authority that serves a population of over 250,000 in a rapidly growing coastal region. The Board adopted the study intact.

Project Director of a Fire and Emergency Medical Services Study for the City of Albany, New York.

Vice President for the Human Resources Management Division of David M. Griffith & Associates, Ltd. National Coordinator for the standardization of the Human Resources product line including quality control and service delivery. Developed and implemented various software programs including the Archer Point Factor Matrix Job Evaluation Software, the Archer Job Evaluation Text, Performance Manager and Performance Appraiser Software, the Job Description Writing Manual.

Regional Manager for the Management Improvement Corporation of America. Project Manager on various management, personnel, operational, and local government studies.

**PROFESSIONAL ASSOCIATIONS AND ACTIVITIES**

American Society for Public Administration (ASPA), Gold Coast Chapter Board of Directors and National Staff Director, 1991–1992  
Florida Public Personnel Association, Annual Sponsor and Presenter  
Florida City and County Managers Association, Program Presenter  
International Personnel Management Association, Annual Sponsor  
National Association of State Personnel Executives, Sponsor and Presenter

**EDUCATION**

Graduate Studies, Public Administration, College of Business and Public Administration, Florida Atlantic University, 1972–1974.

B.A., Public Administration, Florida Atlantic University, 1972

**GEORGE E. MULLIN  
SENIOR PROJECT MANAGER  
MANAGEMENT ADVISORY GROUP, INC.**

**EDUCATION**

Suffolk University, Boston, Massachusetts, BSBA Industrial Management/Finance

Cornell University, New York, New York, Labor Relations Program Certificate

**RANGE OF EXPERIENCE**

Mr. Mullin has over 40 years of experience providing technical management assistance to elected and appointed officials in the areas of human resources and other related management areas. He has provided public sector management and financial consulting assistance to many governmental and nonprofit agencies, as well as private sector organizations in a variety of service areas.

Mr. Mullin's work has included compensation program design from development of job descriptions to performance systems, structural and bonus programs, conduct of benefit, wage and salary surveys on a local, regional and national level affirmative action program development, creation of policy and procedures and employee handbooks, executive coaching, 360 assessment programs and employee climate surveys. These programs were conducted in light and heavy manufacturing, financial, educational, health care, government and public sector agencies, nationally.

**PROFESSIONAL AND BUSINESS HISTORY**

Management Advisory Group, Inc., Senior Project Manager, September 2010 – Present

Cambridge Management Services, Principle September 2004 to Present

AIM, Vice President of Human Resources January 1993 to September 2004

The Employers Association, Vice President, February 1974 to January 1993

The St. Vincent Hospital, Compensation Manager, November 1972 to February 1974

The Kendall Company, Personnel Manager, July 1959 to November 1972

## **College Instructor**

Holliston Junior College, Evening Instructor February 1971 to June 1974

Bryant University, Evening Instructor September 1974 to June 1992

Taught degreed college management courses for 16 years on topics such as work simplification, principals of management, employee training, human relations for supervisors, wage and salary administration and related management courses

Currently working with a team of college professors and human resource experts to enhance the Masters in Human Resource Management offered at Framingham University.

Institute of Management Education February 1974 to September 2004

Conducted half and full day seminars on all Human Relations Topics  
Developed and taught Supervisory sessions in a seminar format and as full 6 to 12 week in-house programs throughout Eastern Massachusetts

## **ORGANIZATIONS AND AFFILIATIONS**

### **Current Affiliations**

Current SHRM national member

Metro-west Human Resource Management Association (local SHRM chapter)  
Framingham, Massachusetts  
Current Chapter President

SHRM Massachusetts State Council  
Current State Director

Current SHRM Regional Director's Board

Framingham State University  
Current Member of the MBA and Masters in Human Resource Review  
Committee  
Granted Business Person of the Year 2012

Bridgton Academy  
North Bridgton, Maine  
Past Executive Committee Member  
Past Secretary of the Board  
Current Board Member Committee on Marketing and Development and  
Campus Planning Student Life Committees

## **PAST AFFILIATIONS**

New York Stock Exchange  
Past Arbitrator

Independent Human Resource Consultant Association  
Waltham  
Past Executive Committee Member  
Director of Publicity

Worthen Industries  
Nashua, New Hampshire  
Past Member of Board of Advisors

Northeast Human Resource Association  
Past Charter member

## **COMPENSATION STUDIES (a sampling)**

Museum of Fine Arts  
Princess House  
City of Newton  
Westinghouse Savanna River  
Town of Natick  
Lawrence Pumps  
Cabot Safety  
Sage Rod  
Riverdale Mills  
Jet Spray Cooler  
Hardigg Industries  
Westinghouse Nuclear Pellet  
Stoneham Savings Bank  
Natick Savings Bank  
Quincy Savings Bank  
Mount Auburn Hospital  
Watts Fluid Air  
Kenny Vacuum  
Shawmut Mills  
Emerson Cummings  
Pioneer Valley Transit Authority  
New England Wire and Cable  
Chelmsford School System  
Town of Middleboro  
Artisan Industries-

## **DONALD C. LONG** PRESIDENT

Dr. Long has over 23 years of experience providing management assistance to elected and appointed officials in the areas of management and organizational reviews, program evaluations, public policy/productivity, strategic planning, human resources, public safety services, and other related management areas. He has provided public sector management and financial consulting assistance to over 200 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, program evaluations and productivity studies, staffing and cost-benefit analysis, and strategic planning.

### ***PROFESSIONAL EXPERIENCE***

~~Ph.D., Public Administration, Florida Atlantic University, 1994~~

M.P.A., Public Administration, The George Washington University, Washington, D.C., 1976

B.A., Education/Government/Political Science, University of Akron, cum laude, 1973

### ***PROFESSIONAL EXPERIENCE***

~~Management Advisory Group, Inc., Senior Vice-President, 2004 to Present~~

MGT of America, Inc., Senior Consultant, February 1998–2004.

David M. Griffith and Associates, Ltd., Manager, 1994–1998.

Long Associates, Inc., President and Managing Partner, 1983–1994.

Representative E. Clay Shaw, Member of Congress, Aide, Washington, D.C., and Fort Lauderdale, 1984–1985.

Broward County, Florida, Office of Budget and Management Services, Resource Management Director, 1979–1982.

City of Opa Locka, Florida, Acting City Manager and Assistant City Manager, 1979.

**PROFESSIONAL BUSINESS EXPERIENCE**

***Consulting Studies***

Project Director on a study to assess the Construction Services and Permitting Division for the City of St. Petersburg, Florida.

Project Director of a diagnostic review for a management study of Johnston County, North Carolina.

Team Member on a comprehensive management study of the California Commission on Teacher Credentialing's organizational structure and credential processing protocols.

Team Member of a performance audit of the North Carolina Department of Transportation, conducted for the Office of the State Auditor.

Project Manager on an organizational study for Florence County, South Carolina.

Project Manager on an organization and management study for Sumter County, South Carolina.

Team Member on a strategic planning assistance study for the Commonwealth of Puerto Rico. Assisted the government of Puerto Rico in a review of the tax collection and revenue distribution agency.

Project Director on an organizational evaluation in Palm Beach Gardens, Florida. Conducted an evaluation of all City departments regarding efficiency, organization structure, and staffing.

Project Director on a department evaluation for the Town of Highland Beach, Florida. Conducted a review of a department that provides services in the areas of permitting, plans review, code enforcement, and maintenance services.

Project Manager for an efficiency analysis of Hillsborough County Civil Service Board, Florida, as required under Florida statutes. The goals of the study were to ensure adherence to the requirements under the law, and to identify operational and efficiency improvements.

Project Manager of an efficiency analysis for Hillsborough County, Florida. Completed an efficiency study of the Hillsborough County (Tampa) Human Resources/Equal Opportunity Department.

Project Director of an operations and efficiency audit for the City of Palm Bay, Florida. Directed a comprehensive study of all City departments, which resulted in significant operational improvements.

Project Director of staffing and site location analysis for the Martin County Tax Collector. The report recommendations were accepted and implemented by the Florida Department of Revenue.



***Consulting Studies (Continued)***

Project Director of an incorporation feasibility study in Key Biscayne, Florida. Directed an analysis of the feasibility of the community establishing itself as an incorporated municipality.

Technical Advisor on an incorporation assistance study for the Village of Wellington, Florida. Assisted the municipality in establishing service agreements for critical services.

Project Manager of a tax analysis and revenue planning study for the Village of Wellington, Florida. Assisted the Village in the review of alternative tax strategies, resulting in a significant adjustment to the method of financing the government.

Project Director of a budgetary analysis for Palm Beach County, Florida. At the request of the Palm Beach County Council for Efficient Government, conducted an analysis of the County's proposed annual budget and public expenditures.

Project Director of a Public Safety Department audit for the City of Sikeston, Missouri. Developed a plan for improving and upgrading services.

Project Director of a reorganization for the City of East Providence, Rhode Island. Directed the implementation of a major reorganization of the city. All municipal departments were included in the analysis.

Technical Advisor of an organization and management audit for the City of Naples, Florida. Participated in a joint venture study of all City departments, resulting in the implementation of a broad range of structural and operational adjustments.

Project Director of a management audit for the South Florida Regional Water and Wastewater Authority. Directed a management, fiscal, operations, and efficiency review.

Technical Advisor of an organizational and management audit of Seminole County, Florida. Participated in the joint venture study to review all aspects of the County government organization, management, and structure.

Project Manager of an organizational and management audit for Charlotte County, Florida.

Project Director of a public safety review in Fairport Harbor, Ohio. Recommendations focused on reinforcing the management structure of the departments. A Public Safety Department was established to better coordinate the Police, Fire, and EMS services.

Project Director of an organizational audit for the City of Maitland, Florida. Directed a citywide review of all departments and functions within the city government.

Project Director of an organizational audit for the Town of Lake Park, Florida. Special attention was dedicated to reviewing the distribution of funds among departments to ensure that funding reflected community values.

***Consulting Studies (Continued)***

Project Director on an organizational evaluation for Delgado Community College in New Orleans, Louisiana. Completed an evaluation of the efficiency and effectiveness of the Human Resources Department.

Project Director on a comprehensive management and performance review of the Cherokee County Board of County Commissioners in Murphy, North Carolina.

Project Director of a Year 2000 Report for Lutheran Churches. Prepared a guiding document on the priorities that required consideration by the nonprofit organizations. The report focused on establishing a long-term set of goals and objectives within budgetary and funding constraints.

Project Director in charge of conducting a management study of all departments and operations for the City of Belle Glade, Florida.

Director on a project that conducted an organizational and operational review of two critical departments within Charleston County, South Carolina, including the Emergency Medical Services and Emergency Preparedness Departments.

Project Director of a consolidation evaluation in Auburn Hills and Rochester Hills, Michigan. Directed an evaluation of the potential for consolidating fire and EMS services for two upscale communities in the Detroit, Michigan, area.

Project Director of a fire consolidation study for the Miami Valley Regional Fire/EMS Study Committee in Dayton, Ohio.

Project Director of a master fire plan for the City of Eau Claire, Wisconsin. Directed an evaluation of the City's fire and emergency medical services.

Project Director of an EMS department analysis for Burke County, North Carolina. Evaluated all EMS service components and completed an analysis that focused on direct service delivery issues.

Project Director of an evaluation of alternative service delivery options for fire and EMS services for the Town of Lauderdale by the Sea, Florida.

Director of a project that conducted the Law Enforcement and Fire Rescue Fiscal Impact Study for the Village of Wellington, located in Florida.

Project Director on an evaluation of the expected community growth patterns for the next 20 years for the City of Tamarac. The data and analysis were used to support long-term recommendations for fire and emergency services provided by the city.

Project Director on an evaluation of the expected community growth patterns for the next 20 years for the Bonita Springs Fire Control and Rescue District. The data and analysis were used to support long-term recommendations for fire and emergency services provided by the Fire District.

***Consulting Studies (Continued)***

Project Director on a study for Georgetown County, South Carolina, to develop a master plan for Emergency Medical Services and Fire Services for the fast-growing Charleston area County government.

Team Member for the support services team on a performance review of the Lee County Sheriff's Office in Ft. Myers, Florida. Evaluated all aspects of the Sheriff's Office operations and administration.

Project Director for a comprehensive evaluation of the Fire and Emergency Medical Services for the Town of Lauderdale by the Sea in Florida.

Project Director on an Emergency Medical Services Master Plan in Florence, South Carolina. The purpose of the study was to establish a long-term master plan for services, with consideration for staffing, efficiency, service levels, and station locations using a critical path software program.

Project Director for a fire department services study in Jacksonville, North Carolina. Prepared departmental evaluation for the primary city adjacent to Camp LeJeune, North Carolina.

Project Manager of a police, fire, and EMS evaluation for the City of St. Cloud, Florida.

Project Manager for a fire department study for the City of Columbia, South Carolina.

Project Director on a consolidation evaluation in South Haven, Michigan. Directed an analysis of the feasibility of consolidation of the fire and EMS services for several communities in the state of Michigan.

Team Leader for an organizational evaluation for the Durham, North Carolina, Police Department. Participated in productivity and organizational evaluation of major police department, with a focus on staff services, internal affairs, and community policing.

Project Director of an EMS department analysis for Brunswick County, North Carolina.

Project Director of a vehicle utilization audit for the Pinellas County Sheriff's Department, Florida.

Project Director of a staffing and budget analysis for the Flagler County Sheriff's Department, Florida. Directed a review of the required level of staffing in patrol, investigations, detention, and administration.

Project Director of a Fire and Emergency Medical Service Master Plan for the City of Grand Junction, Colorado. Reviewed all areas, including long-term planning, service level indicators, and annexation policies.

Project Director of a fire and emergency medical services study for the Kennedy Space Center, Florida. Managed the project for the Center's emergency services provider, EG&G, in an evaluation of the Fire, EMS, and Astronaut Rescue services.

***Consulting Studies (Continued)***

Project Director of a Police Department study for the City of Eustis, Florida.

Project Manager of a Fire and Rescue Protection study for the City of Lufkin, Texas. Prepared a complete master plan review of fire and emergency services.

Project Director of a Police Department study for the City of Eastlake, Ohio. Directed an overall review of the City's police staffing, operations, facilities, management, community relations, and communications within the municipal government.

Project Director of a Fire and Rescue Services study for Peters Township, Pennsylvania. One of the critical issues was the independent provision of EMS services by a wholly volunteer organization.

Project Director of a Fire and Emergency Medical Services study of selected positions for the City of Milwaukee, Wisconsin, to establish whether there was substantial equivalency in the work being completed by key management/supervisory positions.

**ERIC A. NIEVES, PHR**  
**SENIOR PROJECT CONSULTANT**  
**MANAGEMENT ADVISORY GROUP, INC.**

Mr. Nieves is a Human resources leader with documented success in fast-paced multicultural environments. He has expertise in labor relations and conflict resolution, to include union avoidance and union negotiation experience. He is a seasoned recruiter with solid expertise in assessing staffing needs, and transforming them into long-term placements. He has documented success in developing and leading high performance cross-functional teams. Creative career coach with knowledge in managing employee mobility. He has proficiency in developing and managing benefits and pay / compensation plans. He is experienced in managing retirement benefit programs. Knowledgeable in risk management processes. Skilled trainer with solid oral and written communication skills. Strong analytical and organizational skills.

**PROFESSIONAL EXPERIENCE**

*Management Advisory Group, Inc.*, Senior Project Consultant, 2001-Present.

*Wal-Mart*, Market Human Resources Manager, July 2006-Present. Bradenton / Orlando, FL.

*City of St. Cloud*, Director, Human Resources & Risk Management, July 2001-July 2006. St. Cloud FL.

*Tollman-Hundley Hotels*, Human Resources Manager, August 1999-May 2001. Kissimmee, FL.

*American Red Cross*, Director, Hospital Services, November 1998-June 1999. San Juan, PR.

*United States Air Force*, Regional Logistics Manager, July 1996-November 1998. Dayton, OH.

**PROFESSIONAL BUSINESS EXPERIENCE**

Cultivated a high performance culture for 3,900 associates through development of professional relationships, effective communication, and by ensuring compliance with company guidelines.

Ensured fair and consistent management of human capital assigned to 10 stores which generated more than \$713 million in sales and over \$35 million in profit (2006).

Counseled managers regarding intent, application, and compliance of labor and regulatory laws.

Assessed and developed managerial talent to close current, and projected skill capabilities gap. Managed conflict and took action to resolve issues, minimizing liability to the company.

Managed 20 Human Resource professionals, ensuring HR protocols were met.

Communicated execution of policy changes, ensuring associates followed new guidelines.

Developed robust recruiting strategies that met staffing needs in difficult to hire disciplines such as engineering, planning, project management, and environmental disciplines.

Created an Equal Employment Opportunity Plan that attracted and retained a diverse workforce.

Reduced workers' compensation loss-cost ratio from 34 percent to 1.75 percent in just four years.

Wrote policies and trained staff on regulatory issues ensuring adherence to labor laws. Implemented cost containment initiatives that reduced the escalation of health insurance costs from a 24 percent increase in 2001 to no increases in 2004.

Analyzed pay and compensation practices, and developed strategies to resolve market gaps. Actions reduced employee turnover and reduced recruiting costs.

Facilitated organizational changes and led new corporate culture integration for all employees. Negotiated union contracts, protecting the organization's interests while concurrently maintaining excellent labor relations with the bargaining unit.

Developed strong relationships with employees, reducing turnover rate by 17 percent. Restructured personnel recruitment and talent management processes, achieving staffing objectives and reduction of recruitment costs by 12 percent.

Developed and implemented employee recognition programs which enhanced labor relations. Administered human resources regulatory laws and statutes including FMLA, COBRA, and other human resources management protocols, laws, and guidelines.

Streamlined logistics processes such as procurement, storage, and distribution for more than \$15 million dollars of pharmaceutical products regulated by the Food and Drug Administration.

Managed a call center that operated 24 hours a day, 7 days a week that received and dispatched requests of biomedical products to 60 hospitals supporting of a population of four million.

Revamped operational processes and ensured staff complied with new policies in a critical customer service operation. The transformation of the department contributed to the recognition of the region as "Best in the Nation" for customer service.

Developed organizational framework and recruitment processes to staff a division with worldwide responsibilities and a \$2.5 billion annual budget. The organization initiated full operations well ahead of the scheduled timeline and below projected costs.

Created performance-based corporate culture focused on a measurements and metrics driven environment. Actions provided correlation link between productivity and operating expenses.

Conducted a training needs analysis and identified competencies and skills, which exposed capabilities gap. Subsequently, selected employees to attend 400 training sessions to fill void.

Created, implemented, and managed a job description and grade classification program. Led and managed employees working in 13 separate locations dispersed in eight states.

***EDUCATION***

Master of Arts in Organizational Management, University of Phoenix - Orlando, FL

Bachelor of Arts in Human Resource Administration, St. Leo College - St. Leo, FL

***CERTIFICATIONS AND TRAINING***

Professional in Human Resources (PHR), Society for Human Resource Management

Labor Relations Professional, Florida Public Employers Labor Relations Association

Certificate in Human Resources and Law, Institute of Applied Management and Law

Fully bilingual - English and Spanish

**David Lookingbill**  
**Associate Vice President**  
**MANAGEMENT ADVISORY GROUP, INC.**

**EDUCATION**

B.A., Psychology, University of Iowa, 1971

**RANGE OF EXPERIENCE**

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 100 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.

**PROFESSIONAL AND BUSINESS HISTORY**

Management Advisory Group, Inc., Associate Vice-President, March 2011 – Present.

Human Resource Solutions Associates, Principal, April 1996 – March 2011.

Ak-Chin Indian Community, Human Resources Director, April 1997 – February 2000

Public Sector Personnel Consultants, Vice President, April 1993 – April 1997.

Progressively responsible Human Resource Management Position with the State of Iowa, State of Nebraska, City of Mesa, AZ and State of Arizona

**Professional Affiliations:**

Arizona Chapter, International Personnel Management Association (President two years)

Central Arizona Human Resources Management Association (SHRM)

International Personnel Management Association Assessment Council

Lincoln Personnel Management Association, Lincoln, NE

Missouri, Iowa, Nebraska, Kansas Selection Information Exchange (Chair - 2 years)

International Personnel Management Association, U.S.



## **PROFESSIONAL BUSINESS EXPERIENCE**

As a Human Resource Management professional, Mr. Lookingbill has implemented creative and innovative strategies and process improvements such as the following sample of his successful outcomes:

- ❖ Designed, developed, and implemented a selection device content validation process that attained national recognition and utilization.
- ❖ Designed and implemented a spreadsheet process for classification/compensation system cost projection.
- ❖ Designed, developed, and implemented an optically scanned process for evaluating the qualifications of applicants for public sector jobs.
- ❖ Customized and implemented the Resumix © resume evaluation system in the State of Arizona, including developing optically readable forms for obtaining applicant demographic information and writing a detailed help brochure to assist applicants in effectively utilizing the system.
- ❖ Developed ADA compliance policies/procedures and a plan for implementing these policies/procedures in the State of Arizona.

As an independent Human Resources Consultant, Mr. Lookingbill has successfully collaborated with over one hundred city, county, school districts, Tribal and other governmental jurisdictions. In his role, as change agent in these organizations, some of his significant accomplishments include:

- ❖ Designed and implemented comprehensive, innovative point factor and whole job evaluation based classification/compensation systems.
- ❖ Recommended organizational structure and system changes for improving service delivery.
- ❖ Developed and implemented systems for employee performance planning and evaluation.
- ❖ Designed innovative compensation systems that offer management flexibility in meeting ever changing market and organizational goals.
- ❖ Designed job analysis based content valid selection procedures for jobs in a variety of work areas and organizational levels.
- ❖ Identified staffing levels required to provide desired levels of service.

## JOSEPHINE CLEMENT CONSULTANT

Ms. Clement has over 15 years' experience providing management skills for various local, regional and national organizations. She is a creative problem solver with the ability to resolve conflict, improve morale and cultivate strategic business partnerships. She is a decisive team leader with extensive experience with recruiting, hiring and employee benefits. Ms. Clement is also a persuasive communicator with well-developed presentation and negotiation skills. Over the years she has been responsible for providing a range of Human Resources services, with emphasis on personnel recruitment, selection, training, compensation and benefits, negotiation, and personnel information systems.

### PROFESSIONAL EXPERIENCE

Management Advisory Group, Consultant, 2005 - Present. Woodbridge, VA.  
Global Service & Trade, Inc., Human Resources Manager, 2004 - 2005. Fredericksburg, VA.  
Falcon Information Security, Inc. Office Manager, 2003 - 2004. Alexandria, VA.  
Heritage Services, Inc., Benefits Manager, 1999 - 2003. Alexandria, VA.  
Lea Lumber & Plywood, LLC, Human Resources Manger, 1998 -1999. Windsor, NC.  
Hampton General District Court, Deputy Clerk, 1996 -1997. Hampton, VA.  
Ameribanc Savings Bank, Customer Service Manager, 1992 - 1996. Alexandria, VA.  
State Employee's Credit Union, Bank Teller, 1990 - 1992. Elizabeth City, NC.  
United States Army, Computer Operator, 1987 - 1990. Heidelberg, GE.

### PROFESSIONAL BUSINESS EXPERIENCE

**CONSULTANT:** Manages the market survey and analysis process for various projects. Select survey targets from comparable organizations. Establish benchmarks for the salary survey and conduct surveys via internet, telephone, mail and e-mail. Review and analyze market compensation data using MAG's Market Manager Software ©. Evaluate jobs utilizing the Point Factor Analysis with MAG's Classification Manager Software ©. Run implementation scenarios and other various reports using the current classification system. Prepare job descriptions.

**PAYROLL:** Managed and processed payroll for three states, functions included: 940, 941, withholding taxes, unemployment taxes and payroll reports; prepared annual W-2's and filed appropriate forms with the Social Security Administration; verified attendance, hours worked, and pay adjustments, and posted information into designated records; kept abreast with relevant changes in tax laws that applied to the payroll process to keep current with state and federal rules and regulations.

**PERSONNEL POLICIES AND COMPLIANCE:** Administered various human resources plans and procedures; assisted in the development and implementation of personnel policies and procedures primarily related to compensation, payroll, overtime, etc.; prepared employee handbooks and policies and procedures manual; ensured that practices and reporting maintained in compliance with state and federal regulations concerning employment.

**EMPLOYEE RELATIONS:** Participated in numerous employee relations counseling sessions, primarily related to job restructuring, and compensation and performance management issues; coached managers in regard to pay decisions, guided managers in policy interpretation, job evaluation and solutions to staffing problems.

**RECRUITMENT AND STAFFING:** Conducted recruitment effort for a variety of exempt and nonexempt personnel; recommended appropriate recruiting sources depending on nature of job and level of position; wrote and placed advertisements; conducted employee orientations to foster positive attitudes toward organizational objectives; provided current and prospective employees with information about policies, job duties, working conditions, wages, and other opportunities.

**HR INFORMATION SYSTEMS:** Maintained Human Resources Information System records; compiled and analyzed reports from database; ensured company organization charts were maintained; recorded employee information, such as exemptions, transfers, and resignations, in order to maintain and update employee and payroll records.

**COMPENSATION AND BENEFITS MANAGEMENT:** Developed and administered compensation, incentive and rewards programs; evaluated the effectiveness of performance evaluation programs and revised as necessary; conducted salary surveys; monitored eligibility and payment for various benefit programs such as vacation, sick leave, medical/life insurance, 401K, COBRA, etc.; analyzed benefits policies of the organization, and prevailing practices among similar organizations, to establish competitive benefits programs.

## **EDUCATION**

1994-1994      *Strayer University, Alexandria, VA*  
Bachelors of Science in Business Administration, 3.52 GPA

1991-1992      *Elizabeth City State University, Elizabeth City, NC*  
Major in Sociology and Social Work, Completed 34 semester hours.

## **CERTIFICATIONS AND TRAINING**

2001- Professional in Human Resources-expired  
*Certified by the Human Resources Certification Institute*

2001- Human Resources Concepts  
*Brainbench Skills Certification*

2001- Benefits Administration  
*Brainbench Skills Certification*

2000- COBRA Law  
*A.E Roberts Company, Certificate*

2000- HIPPA Law  
*A.E Roberts Company, Certificate*

1998- Understanding Sexual Harassment  
*Martin Community College, Certificate*

1998- Supervisory Training  
*Martin Community College, Certificate*

1998- Wage and Hour Law

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# **Salary Survey Results Summary**

# Salary Survey Results for City of Jacksonville Appointed Officials

Job Class Title	Averages For Each Job Class				Medians For Each Job Class			City of Jacksonville						
	Min	Mid	Max	Actual	Min	Mid	Max	Min	Mid	Max	Min	Mid	Max	Range Width
ASST INFO TECH OFFICER II	\$67,966	\$85,002	\$102,038	\$90,480	66,061	81,951	100,421							
CHIEF OF FIRE TRAINING	\$74,835	\$90,632	\$106,428	\$112,428	72,260	90,977	105,821	\$70,664	-5.6%	\$91,863	1.4%	\$113,062	6.2%	60.0%
CHIEF OF FLEET MANAGEMENT	\$76,090	\$95,572	\$115,055	\$107,243	72,647	94,206	111,875	\$76,317	0.3%	\$99,212	3.8%	\$122,107	6.1%	60.0%
CHIEF OF COMMUNITY PLANNING	\$75,953	\$96,645	\$117,338		73,920	92,623	111,788	\$70,664	-7.0%	\$91,863	-4.9%	\$113,062	-3.6%	60.0%
ASSISTANT CHIEF	\$81,394	\$99,456	\$117,518		80,083	94,958	117,312	\$70,664	-13.2%	\$91,863	-7.6%	\$113,062	-3.8%	60.0%
RISK MANAGER	\$79,550	\$100,561	\$121,572		72,634	93,106	110,469	\$82,422	3.6%	\$107,149	6.6%	\$131,876	8.5%	60.0%
CHIEF OF FIRE OPERATIONS	\$81,308	\$101,302	\$121,296	\$122,787	77,313	98,127	121,971	\$76,317	-6.1%	\$99,212	-2.1%	\$122,107	0.7%	60.0%
CHIEF OF PROCUREMENT DIVISION	\$81,121	\$103,040	\$124,959	\$99,917	77,376	107,801	122,304	\$65,430	-19.3%	\$85,059	-17.5%	\$104,687	-16.2%	60.0%
CITY COMPTROLLER	\$86,113	\$109,136	\$132,160	\$119,092	85,999	110,377	129,137	\$82,422	-4.3%	\$107,149	-1.8%	\$131,876	-0.2%	60.0%
DEPUTY DIRECTOR OF PUBLIC WORKS	\$90,044	\$114,172	\$138,300	\$119,128	87,370	113,403	136,191	\$82,422	-8.5%	\$107,149	-6.2%	\$131,876	-4.6%	60.0%
CHIEF OF SOLID WASTE DIVISION	\$92,487	\$114,964	\$137,441	\$95,492	89,769	110,807	131,846	\$82,422	-10.9%	\$107,149	-6.8%	\$131,876	-4.0%	60.0%
CHIEF OF HUMAN RESOURCES	\$93,920	\$117,475	\$141,030	\$126,110	91,327	116,091	139,836	\$82,422	-12.2%	\$107,149	-8.8%	\$131,876	-6.5%	60.0%
CHIEF OF JAILS	\$99,282	\$121,997	\$144,712		96,781	122,677	143,700	\$82,422	-17.0%	\$107,149	-12.2%	\$131,876	-8.9%	60.0%
DIRECTOR OF PATROL & ENFORCEMENT	\$99,487	\$123,884	\$148,281		99,487	123,884	148,281	\$96,138	-3.4%	\$124,979	0.9%	\$153,820	3.7%	60.0%
LIBRARY DIRECTOR	\$100,621	\$128,891	\$157,161		100,732	131,330	151,589	\$96,138	-4.5%	\$124,979	-3.0%	\$153,820	-2.1%	60.0%
DIRECTOR OF INFORMATION TECHNOLOGIES	\$106,344	\$133,603	\$160,862	\$147,668	100,275	131,304	154,727	\$103,828	-2.4%	\$134,977	1.0%	\$166,126	3.3%	60.0%
DIRECTOR OF PLANNING AND DEVELOPMENT	\$108,347	\$134,914	\$161,481	\$137,682	102,615	136,495	161,231	\$103,828	-4.2%	\$134,977	0.0%	\$166,126	2.9%	60.0%
DIRECTOR OF ENVIRONMENTAL AND COMPLIANCE	\$109,922	\$135,691	\$161,459	\$165,048	100,460	136,424	165,369	\$103,828	-5.5%	\$134,977	-0.5%	\$166,126	2.9%	60.0%
DIRECTOR OF PUBLIC WORKS	\$120,150	\$147,416	\$174,682	\$130,826	113,693	143,240	170,612	\$112,135	-6.7%	\$145,776	-1.1%	\$179,416	2.7%	60.0%
DIRECTOR OF FINANCE/CHIEF FINANCIAL OFFICER	\$117,044	\$149,991	\$182,938	\$151,437	110,506	144,271	165,075	\$112,135	-4.2%	\$145,776	-2.8%	\$179,416	-1.9%	60.0%
GENERAL COUNSEL	\$139,343	\$178,673	\$218,002	\$189,710	141,428	182,978	219,170	\$152,558	9.5%	\$198,326	11.0%	\$244,093	12.0%	60.0%
DISTRICT CHIEF MEDICAL EXAMINER	\$168,597	\$198,844	\$229,091		161,310	209,011	246,564	\$130,794	-22.4%	\$170,032	-14.5%	\$209,270	-8.7%	60.0%
<b>Survey Averages</b>	<b>\$97,724</b>	<b>\$121,903</b>	<b>\$146,082</b>			<b>\$127,670</b>	<b>49.84%</b>	\$92,189	-6.00%	\$119,846	-1.72%	\$147,503	0.96%	60.00%

# **Salary Survey Detail Results**

# Salary Survey Results for City of Jacksonville Appointed Officials

## ASST INFO TECH OFFICER II

**Descrip** This position is a mid level management position that supervises a group of Information Technology professionals which may include: Systems Administrators, Network Analyst, developers, Desktop Analyst, etc.

**Quals** Eight - ten years of education, experience and training in the technology field.

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
Charlotte County Government	Manager, Information Technology Operations	Good	\$59,675	\$74,599	\$89,523	50.0%	<input checked="" type="checkbox"/>		
Metropolitan Government of Nashville & Davidson County	Information Systems Manager	Good	\$67,801	\$75,902	\$84,002	23.9%	<input type="checkbox"/>		
Broward County	INFORM SYSTEMS AN IV	Good	\$60,310	\$78,359	\$96,408	59.9%	<input checked="" type="checkbox"/>		
City of Clearwater	Systems & Programming Manager	Good	\$62,821	\$78,470	\$94,119	49.8%	<input checked="" type="checkbox"/>		
City of Atlanta	Systems & Programming Manager	Good	\$64,321	\$79,114	\$93,907	46.0%	<input type="checkbox"/>		
Florida League of Cities	Manager of Systems and Programming	Good	\$61,392	\$79,707	\$98,022	59.7%	<input type="checkbox"/>		
City of Dallas	Information Technology Manager	Good	\$62,378	\$84,194	\$106,011	70.0%	<input checked="" type="checkbox"/>		
City of St. Petersburg	Mgr, Systems Development	Good	\$69,221	\$86,020	\$102,819	48.5%	<input checked="" type="checkbox"/>		
City of Columbus	IT TECHNICAL SUPPORT MANAGER	Good	\$70,346	\$87,953	\$105,560	50.1%	<input type="checkbox"/>		\$90,480
City of Ft. Lauderdale	Manager of Technical Services	Good	\$76,294	\$93,382	\$110,469	44.8%	<input type="checkbox"/>		
City of Tampa	MIS Project Leader	Good	\$80,434	\$100,537	\$120,640	50.0%	<input type="checkbox"/>		
Orange County	Information Systems & Service Unit Supervisor	Good	\$80,600	\$101,785	\$122,970	52.6%	<input type="checkbox"/>		
<b>Average</b>			<b>\$67,966</b>	<b>\$85,002</b>	<b>\$102,038</b>	<b>50.1%</b>			<b>\$90,480</b>

# Salary Survey Results for City of Jacksonville Appointed Officials

## CHIEF OF HUMAN RESOURCES

**Descrip** This position is responsible for Labor Relations, Employee Benefits, Classification and Compensation, Organizational Development (Examination Development and Administration), Talent Acquisition and Data Records Management. This position is responsible for several layers of managers and reports to Manager of Central Operations.

**Quals** Bachelor's degree, (5) five years full time experience in an administrative or executive position in Human Resources Management.

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
City of Clearwater	Human Resources Director	Good	\$76,332	\$95,358	\$114,385	49.9%	<input type="checkbox"/>		
Charlotte County Government	Director, Human Resources	Good	\$72,550	\$96,138	\$119,725	65.0%	<input checked="" type="checkbox"/>		
Orange County	Director, Human Resources	Good	\$78,062	\$101,036	\$124,010	58.9%	<input type="checkbox"/>		
City of St. Petersburg	HR Director	Good	\$84,484	\$102,724	\$120,963	43.2%	<input type="checkbox"/>		
City of Atlanta	Human Resources, Assistant Commissioner	Good	\$84,137	\$107,801	\$131,464	56.2%	<input checked="" type="checkbox"/>		
City of Tampa	Director of Human Resources	Good	\$84,261	\$108,212	\$132,163	56.9%	<input type="checkbox"/>		
City of Denver	Executive Manager	Good	\$87,446	\$113,492	\$139,538	59.6%	<input checked="" type="checkbox"/>		
City of Chattanooga	Administrator, Personnel	Good	\$104,189	\$115,910	\$127,631	22.5%	<input type="checkbox"/>		
Palm Beach County	ASSISTANT DIRECTOR HUMAN RESOURCES	Good	\$81,655	\$116,091	\$150,528	84.3%	<input checked="" type="checkbox"/>		
San Diego County	Director of HR	Good	\$96,096	\$121,680	\$147,264	53.2%	<input type="checkbox"/>		
Broward County	DIR HUMAN RESOURCES	Good	\$92,508	\$122,110	\$151,712	64.0%	<input checked="" type="checkbox"/>		
City of Dallas	Director I (Human Resources)	Good	\$91,327	\$124,022	\$156,717	71.6%	<input checked="" type="checkbox"/>		
City of Ft. Lauderdale	Director of Human Resources	Good	\$100,090	\$126,184	\$152,277	52.1%	<input type="checkbox"/>		
Hillsborough County	HR Director	Good	\$101,005	\$126,236	\$151,466	50.0%	<input checked="" type="checkbox"/>		
City of Columbus	CHIEF OF HUMAN RESOURCES	Good	\$95,680	\$127,577	\$159,474	66.7%	<input type="checkbox"/>		\$126,110
Metropolitan Government of Nashville & Davidson County	Human Resources Director	Good	\$118,178	\$129,007	\$139,836	18.3%	<input type="checkbox"/>		
Pinellas County	Dir of Human Resources	Good	\$148,635	\$163,499	\$178,362	20.0%	<input checked="" type="checkbox"/>		

<b>Average</b>			<b>\$93,920</b>	<b>\$117,475</b>	<b>\$141,030</b>	<b>50.2%</b>			<b>\$126,110</b>
<b>City of Jacksonville</b>			<b>\$82,422</b>	<b>\$107,149</b>	<b>\$131,876</b>	<b>60.0%</b>			
	<b>\$ Difference</b>		(\$11,498)	(\$10,326)	(\$9,154)				
	<b>% Difference</b>		-12.2%	-8.8%	-6.5%				



# Salary Survey Results for City of Jacksonville Appointed Officials

## DIRECTOR OF INFORMATION TECHNOLOGIES

**Descrip** This position currently manages all technology operations for the city including application development and support, network infrastructure and administration, telecommunications, radio communications, 911, GIS, security, video surveillance, City's web site and Intranet, e-commerce, 24x7 data center, desktop support and help desk, database administration, various strategic initiatives and city-wide projects.

**Quals** Bachelor's degree from an accredited institution; (5) five or more years progressively related experience in information technology systems, strategic planning, project management, or any equivalent combination of education, experience and training that provides required knowledge, skills, and ability.

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
City of St. Petersburg	Chief Information Officer	Good					<input checked="" type="checkbox"/>		\$137,659
Orange County	CIO	Good	\$82,722	\$107,630	\$132,538	60.2%	<input type="checkbox"/>		
City of Denver	Information Technology Division Director	Good	\$88,985	\$115,504	\$142,022	59.6%	<input checked="" type="checkbox"/>		
San Diego County	Chief Information Officer	Good	\$96,096	\$121,680	\$147,264	53.2%	<input type="checkbox"/>		
City of Chattanooga	Chief Information Officer	Good	\$109,398	\$121,706	\$134,013	22.5%	<input type="checkbox"/>		
Broward County	CHIEF INFORMATION OFFICER	Good	\$92,508	\$122,110	\$151,712	64.0%	<input checked="" type="checkbox"/>		
Hillsborough County	Dir. Information Services	Good	\$91,345	\$123,319	\$155,293	70.0%	<input checked="" type="checkbox"/>		
City of Ft. Lauderdale	Information Technology Services Director/Chief Technology Officer	Good	\$100,090	\$126,184	\$152,277	52.1%	<input type="checkbox"/>		
City of Dallas	Chief Information Officer	Good	\$100,460	\$136,424	\$172,389	71.6%	<input checked="" type="checkbox"/>		
Palm Beach County	DEPUTY DIRECTOR ISS	Good	\$100,029	\$142,209	\$184,388	84.3%	<input checked="" type="checkbox"/>		
Las Vegas	Director, Information Technologies	Good	\$131,155	\$144,271	\$157,386	20.0%	<input type="checkbox"/>		\$162,430
Metropolitan Government of Nashville & Davidson County	Chief Information Officer	Good	\$134,576	\$144,368	\$154,160	14.6%	<input type="checkbox"/>		
City of Columbus	TECHN DIRECTOR/CIO	Good	\$108,326	\$144,435	\$180,544	66.7%	<input type="checkbox"/>		\$142,916
Pinellas County	Dir of Information Technology	Good	\$118,908	\$148,635	\$178,362	50.0%	<input checked="" type="checkbox"/>		
City of Atlanta	Chief Information Officer	Good	\$134,224	\$171,975	\$209,726	56.3%	<input checked="" type="checkbox"/>		

<b>Average</b>		<b>\$106,344</b>	<b>\$133,603</b>	<b>\$160,862</b>	<b>51.3%</b>	<b>\$147,668</b>
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<b>City of Jacksonville</b>		<b>\$103,828</b>	<b>\$134,977</b>	<b>\$166,126</b>	<b>60.0%</b>	
	<b>\$ Difference</b>	(\$2,516)	\$1,374	\$5,264		
	<b>% Difference</b>	-2.4%	1.0%	3.3%		

# **CLASS COMPARISON LIST BY PAY PLAN**

## Class Comparison List By Pay Plan City of Jacksonville

**Proposed Pay Plan: 29**

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
<b>4</b>				<b>\$28,915</b>	<b>\$37,590</b>	<b>\$46,612</b>
	AMIO - COURTHOUSE DOCUMENTS CONTROL CLERK	AMIO - COURTHOUSE DOCUMENTS CONTROL		28,369	37,589	46,810
	DOCUMENT SPECIALIST- HOUSING AND NEIGHBORHOODS DEPT.	DOCUMENT SPECIALIST- HOUSING AND NEIGHBORHOODS DEPT.		0	240,000	480,000
<b>6</b>				<b>\$32,489</b>	<b>\$42,236</b>	<b>\$52,373</b>
	ADMINISTRATIVE ASSISTANT - HOUSING AND NEIGHBORHOODS DEPT	ADMINISTRATIVE ASSISTANT- HOUSING AND NEIGHBORHOODS DEPT		0	240,000	480,000
	ADMINISTRATIVE SUPPORT ASSISTANT- JEDC	ADMINISTRATIVE SUPPORT ASSISTANT- JEDC		0	240,000	480,000
	AMIO - ADMINISTRATIVE SUPPORT	AMIO - ADMINISTRATIVE SUPPORT		31,876	42,236	52,595
	AMIO - EXECUTIVE ASSISTANT TO THE DIRECTOR	AMIO - EXECUTIVE ASSISTANT TO THE DIRECTOR		31,876	42,236	52,595
	AMIO - PROJECT CONTROLS	AMIO - PROJECT CONTROLS		31,876	42,236	52,595
	EXECUTIVE ASSISTANT TO JCC DIRECTOR	EXECUTIVE ASSISTANT TO JCC DIRECTOR		31,876	42,236	52,595
<b>7</b>				<b>\$34,439</b>	<b>\$44,770</b>	<b>\$55,515</b>
	AMIO - ASH CLEAN-UP PROGRAM	AMIO - ASH CLEAN-UP PROGRAM		33,788	44,770	55,751
	JCC-NUTRITION PROGRAM ASSISTANT	JCC-NUTRITION PROGRAM ASSISTANT		33,788	44,770	55,751
	TENNIS PROFESSIONAL	TENNIS PROFESSIONAL		33,788	44,770	55,751
<b>8</b>				<b>\$36,505</b>	<b>\$47,456</b>	<b>\$58,846</b>
	AMIO - ASSISTANT GRANTS ADMINISTRATOR	AMIO - ASSISTANT GRANTS ADMINISTRATOR		35,816	47,456	59,096
	AMIO - PROJECT ASSISTANT	AMIO - PROJECT ASSISTANT		35,816	47,456	59,096
	AMIO - PW INFRASTRUCTURE	AMIO - PW INFRASTRUCTURE		35,816	47,456	59,096
	FINANCIAL ASSISTANT I	FINANCIAL ASSISTANT- HOUSING AND NEIGHBORHOODS DEPT.		35,816	47,456	59,096
	JCC - COMMUNITY RELATIONS COORDINATOR	JCC - COMMUNITY RELATIONS COORDINATOR		35,816	47,456	59,096
<b>9</b>				<b>\$38,695</b>	<b>\$50,304</b>	<b>\$62,377</b>
	AMIO - BANKING SERVICES	AMIO - BANKING SERVICES		37,965	50,303	62,642
	AMIO - BOARD LIAISON	AMIO - BOARD LIAISON		37,965	50,303	62,642
	AMIO - EVENT SUPPORT	AMIO - EVENT SUPPORT		37,965	50,303	62,642
	AMIO - SPECIAL INITIATIVES	ASSISTANT MANAGEMENT IMPROVEMENT OFFICER		0	240,000	480,000

## Class Comparison List By Pay Plan City of Jacksonville

Proposed Pay Plan: 29

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
<b>9</b>				<b>\$38,695</b>	<b>\$50,304</b>	<b>\$62,377</b>
	CHIEF ADMININSTRATIVE OFFICER/CIVIL SERVICE BOARD	CHIEF ADMININSTRATIVE OFFICER/CIVIL SERVICE BOARD		0	240,000	480,000
	CONTRACT MANAGER II JCC	CONTRACT MANAGER II JCC		37,965	50,303	62,642
	CONTRACT SPECIALIST/NE-JCC PARENT EDUCATION	CONTRACT SPECIALIST/NE-JCC PARENT EDUCATION		37,965	50,303	62,642
	FINANCIAL ASSISTANT II	INTERNAL AUDITOR/NE-AF		37,965	50,303	62,642
	FINANCIAL ASSISTANT II	INTERNAL AUDITOR-AF		42,657	56,521	70,385
	JCC - DEVELOPMENTAL SCREENER	JCC - DEVELOPMENTAL SCREENER		37,965	50,303	62,642
	JCC - INCLUSION SPECIALIST	JCC - INCLUSION SPECIALIST		37,965	50,303	62,642
	JCC - INFANT TODDLER COACH	JCC - INFANT TODDLER COACH		37,965	50,303	62,642
	JCC - PROGRAM ASSOCIATE	JCC - PROGRAM ASSOCIATE		37,965	50,303	62,642
	JCC - TEACHER MENTOR	JCC - TEACHER MENTOR		37,965	50,303	62,642
	SPECIALIST - JEDC	SPECIALIST - JEDC		37,965	50,303	62,642
	TENNIS PROFESSIONAL - LEAD	TENNIS PROFESSIONAL - LEAD		37,965	50,303	62,642
<b>10</b>				<b>\$41,017</b>	<b>\$53,322</b>	<b>\$66,119</b>
	AMIO - ART IN PUBLIC PLACES	AMIO - ART IN PUBLIC PLACES		40,243	53,322	66,401
	AMIO - ENGINEERING LEGISLATION	AMIO - ENGINEERING LEGISLATION		40,243	53,322	66,401
	AMIO - PARTS MANAGER	AMIO - PARTS MANAGER		40,243	53,322	66,401
	AMIO - PROCUREMENT CONTRACTS	AMIO - PROCUREMENT CONTRACTS		40,243	53,322	66,401
	AMIO - WELLNESS COORDINATOR	AMIO - WELLNESS COORDINATOR		40,243	53,322	66,401
	JCC - PROGRAM ASSOCIATE SENIOR	JCC - PROGRAM ASSOCIATE SENIOR		40,243	53,322	66,401
	JCC - SAMIS COORDINATOR	JCC - SAMIS COORDINATOR		40,243	53,322	66,401
	SPECIALIST SENIOR - JEDC	SPECIALIST SENIOR - JEDC		40,243	53,322	66,401
<b>11</b>				<b>\$43,478</b>	<b>\$56,521</b>	<b>\$70,087</b>
	ADMINISTRATIVE SCVS MANAGER I JCC	ADMINISTRATIVE SCVS MANAGER I JCC		42,657	56,521	70,385
	AMIO - ACCOUNTING PROJECTS	AMIO - ACCOUNTING PROJECTS		42,657	56,521	70,385
	AMIO - CONTRACT AND COMPLIANCE REPRESENTATIVE I	AMIO - OMBUDSMAN I		45,217	59,912	74,608
	AMIO - GRANT ADMINISTRATOR	AMIO - GRANT ADMINISTRATOR		40,243	53,322	66,401
	AMIO - MAIG REGIONAL COORDINATOR	AMIO - MAIG REGIONAL COORDINATOR		42,657	56,521	70,385
	AMIO - MANAGEMENT ANALYSIS	AMIO - MANAGEMENT ANALYSIS		37,965	50,303	62,642
	AMIO - MANAGEMENT AND BUDGET ANALYST	AMIO - MANAGEMENT AND BUDGET ANALYST		42,657	56,521	70,385

## Class Comparison List By Pay Plan City of Jacksonville

**Proposed Pay Plan: 29**

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
<b>11</b>				<b>\$43,478</b>	<b>\$56,521</b>	<b>\$70,087</b>
	AMIO - OFFICE MANAGER	AMIO - PLANNING BUSINESS MANAGER		53,854	71,356	88,859
	AMIO - PW PROJECTS	AMIO - PW PROJECTS		42,657	56,521	70,385
	AMIO - SECURITY MANAGER	ASSISTANT MANAGEMENT IMPROVEMENT OFFICER		0	240,000	480,000
	CONTRACT MGR-EARLY LITERACY COACH JCC	CONTRACT MGR-EARLY LITERACY COACH JCC		42,657	56,521	70,385
	COORDINATOR I - JEDC	COORDINATOR I - JEDC		42,657	56,521	70,385
	EXECUTIVE DIRECTOR COUNCIL ON ELDER AFFAIRS	EXECUTIVE DIRECTOR COUNCIL ON ELDER AFFAIRS		42,657	56,521	70,385
	JCC - EARLY LEARNING COACH	JCC - EARLY LEARNING COACH		42,657	56,521	70,385
	JCC - INFANT TODDLER COACH SENIOR	JCC - INFANT TODDLER COACH SENIOR		42,657	56,521	70,385
	JCC - REIMBURSEMENT SUPERVISOR	JCC - REIMBURSEMENT SUPERVISOR		42,657	56,521	70,385
	TECHNICAL ASST AND COMPLIANCE OFFICER- HOUSING SERVICES	TECHNICAL ASST AND COMPLIANCE OFFICER- HOUSING SERVICES		42,657	56,521	70,385
<b>12</b>				<b>\$46,087</b>	<b>\$59,913</b>	<b>\$74,292</b>
	ADMINISTRATIVE SCVS MANAGER II JCC	ADMINISTRATIVE SCVS MANAGER II JCC		45,217	59,912	74,608
	AMIO - ADM SVC SAFETY MANAGER	AMIO - ADM SVC SAFETY MANAGER		45,217	59,912	74,608
	AMIO - BJP ADMINISTRATION	AMIO - BJP ADMINISTRATION		45,217	59,912	74,608
	AMIO - LIABILITY CLAIMS ADJUSTER	AMIO - LIABILITY CLAIMS ADJUSTER		45,217	59,912	74,608
	AMIO - PI COMMUNICATIONS	AMIO - PI COMMUNICATIONS		42,657	56,521	70,385
	AMIO - WORKERS COMP	AMIO - WORKERS COMP		45,217	59,912	74,608
	CONTRACT MGR-III JCC	CONTRACT MGR-III JCC		45,217	59,912	74,608
	COORDINATOR II - JEDC	COORDINATOR II - JEDC		45,217	59,912	74,608
	INTERNAL AUDITOR	INTERNAL AUDITOR-AF		42,657	56,521	70,385
	MANAGER OF PURCHASING SERVICES - ASSISTANT MANAGER	MANAGER OF PURCHASING SERVICES - ASSISTANT MANAGER		45,217	59,912	74,608
	PROJECT MANAGER - NEW TOWN SZ			0	0	0
<b>13</b>				<b>\$48,852</b>	<b>\$63,507</b>	<b>\$78,749</b>
	AMIO - ADM SVC OPERATIONS SUPPORT MANAGER	AMIO - ADM SVC OPERATIONS SUPPORT MANAGER		47,930	63,507	79,084
	AMIO - ADM SVC PAYROLL MANAGER	AMIO - ADM SVC PAYROLL MANAGER		47,930	63,507	79,084
	AMIO - ANIMAL CONTROL	AMIO - ANIMAL CONTROL		47,930	63,507	79,084

## Class Comparison List By Pay Plan City of Jacksonville

Proposed Pay Plan: 29

Grade	Proposed Class Title	Original Title	Working Title	Annual Range		
				Min	Mkt	Max
<b>13</b>				<b>\$48,852</b>	<b>\$63,507</b>	<b>\$78,749</b>
	AMIO - BOARD AND COMMISSIONS APPOINTMENTS COORDINATOR			0	0	0
	AMIO - BUDGET SYSTEMS ADMINISTRATOR	AMIO - BUDGET SYSTEMS ADMINISTRATOR		47,930	63,507	79,084
	AMIO - CODE ENFORCEMENT ADMINISTRATOR	AMIO - CODE ENFORCEMENT ADMINISTRATOR		47,930	63,507	79,084
	AMIO - DISABLED SERVICES	AMIO - DISABLED SERVICES		47,930	63,507	79,084
	AMIO - EDUCATION & COMMUNITY OUTREACH	AMIO - EDUCATION & COMMUNITY OUTREACH		47,930	63,507	79,084
	AMIO - EVENT PRODUCTIONS	AMIO - EVENT PRODUCTIONS		47,930	63,507	79,084
	AMIO - FIRE & RESCUE PUBLIC INFORMATION OFFICER	AMIO - FIRE & RESCUE PUBLIC INFORMATION OFFICER		47,930	63,507	79,084
	AMIO - FIRE FINANCE	AMIO - FIRE FINANCE		47,930	63,507	79,084
	AMIO - FUND RAISING COORDINATOR			0	0	0
	AMIO - JUVENILE SCVS	AMIO - JUVENILE SCVS		47,930	63,507	79,084
	AMIO - MUSEUM ADMINISTRATION	AMIO - MUSEUM ADMINISTRATION		47,930	63,507	79,084
	AMIO - OCEANFRONT PARK	AMIO - OCEANFRONT PARK		47,930	63,507	79,084
	AMIO - PARKS MARKETING MANAGER	AMIO - PARKS MARKETING MANAGER		47,930	63,507	79,084
	AMIO - PARKS PLANNING	AMIO - PARKS PLANNING		47,930	63,507	79,084
	AMIO - PENSIONS	AMIO - PENSIONS		47,930	63,507	79,084
	AMIO - PROCUREMENT ACCOUNTING	AMIO - PROCUREMENT ACCOUNTING		47,930	63,507	79,084
	AMIO - PROJECTS AUDITOR			0	0	0
	AMIO - PUBLIC INFORMATION AND IMAGE MANAGER	AMIO - PI COMMUNICATIONS		42,657	56,521	70,385
	AMIO - PUBLIC INFORMATION AND IMAGE MANAGER	AMIO - PREC PUBLIC RELATIONS		47,930	63,507	79,084
	AMIO - PUBLIC INFORMATION AND IMAGE MANAGER	ASSISTANT MANAGEMENT IMPROVEMENT OFFICER		0	240,000	480,000
	AMIO - PUBLIC INFORMATION AND IMAGE MANAGER	ASSISTANT MANAGEMENT IMPROVEMENT OFFICER		0	240,000	480,000
	AMIO - PW CONTRACT INSPECTION	AMIO - PW CONTRACT INSPECTION		47,930	63,507	79,084
	AMIO - PW FLEET	AMIO - PW FLEET		47,930	63,507	79,084
	AMIO - VETERANS SERVICES	AMIO - VETERANS SERVICES		47,930	63,507	79,084
	CONTRACT MGR-ACCOUNTING MGR SR	CONTRACT MGR-ACCOUNTING MGR SR		47,930	63,507	79,084
	MANAGER ELECTRICAL MAINTENANCE	MANAGER ELECTRICAL MAINTENANCE		47,930	63,507	79,084

## Class Comparison List By Pay Plan City of Jacksonville

**Proposed Pay Plan: 29**

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
<b>13</b>				<b>\$48,852</b>	<b>\$63,507</b>	<b>\$78,749</b>
	MANAGER OF ACCOUNTING SERVICES - PAYROLL	MANAGER OF ACCOUNTING SERVICES- PAYROLL		47,930	63,507	79,084
	MANAGER OF ACCOUNTING SERVICES - TREASURY	MANAGER OF ACCOUNTING SERVICES - TREASURY		47,930	63,507	79,084
	MANAGER OF PURCHASING SVCS- INTERNAL SCVS	MANAGER OF PURCHASING SVCS-INTERNAL SCVS		47,930	63,507	79,084
	MINORITY BUSINESS COORDINATOR	MINORITY BUSINESS COORDINATOR		47,930	63,507	79,084
	SENIOR ACCOUNTANT, HOUSING COMMISSION	SENIOR ACCOUNTANT, HOUSING COMMISSION		47,930	63,507	79,084
<b>14</b>				<b>\$51,783</b>	<b>\$67,318</b>	<b>\$83,474</b>
	AMIO - ACC FIELD OPERATIONS MANAGER	AMIO - ACC FIELD OPERATIONS MANAGER		50,805	67,317	83,829
	AMIO - ACC FIELD OPERATIONS MANAGER	ASSISTANT MANAGEMENT IMPROVEMENT OFFICER		0	240,000	480,000
	AMIO - ADULT SERVICES	AMIO - ADULT SERVICES		50,805	67,317	83,829
	AMIO - ATHLETIC PROGRAMS	AMIO - ATHLETIC PROGRAMS		50,805	67,317	83,829
	AMIO - BJP PROJECT COORDINATOR	AMIO - BJP PROJECT COORDINATOR		50,805	67,317	83,829
	AMIO - CENTRAL OPERATIONS LIAISON	AMIO - CENTRAL OPERATIONS LIAISON		50,805	67,317	83,829
	AMIO - CODE ENFORCEMENT MANAGER	AMIO - CODE ENFORCEMENT MANAGER		50,805	67,317	83,829
	AMIO - CONTRACT AND COMPLIANCE REPRESENTATIVE II	AMIO - OMBUDSMAN II		53,854	71,356	88,859
	AMIO - CONTRACT COMPLIANCE MANAGER	AMIO - CONTRACT COMPLIANCE MANAGER		50,805	67,317	83,829
	AMIO - CS GRANTS ADMINISTRATION	AMIO - CS GRANTS ADMINISTRATION		50,805	67,317	83,829
	AMIO - CUSTOMER SCVS ADMINISTRATION	AMIO - CUSTOMER SCVS ADMINISTRATION		50,805	67,317	83,829
	AMIO - FAMILY OUTREACH	AMIO - FAMILY OUTREACH		50,805	67,317	83,829
	AMIO - FIRE COMMUNICATIONS CENTER ASSISTANT MANAGER	AMIO - FIRE COMMUNICATIONS CENTER ASSISTANT MANAGER		50,805	67,317	83,829
	AMIO - FIRE FACILITIES	AMIO - FIRE FACILITIES		50,805	67,317	83,829
	AMIO - PARKS SPECIALTY	AMIO - PARKS SPECIALTY		50,805	67,317	83,829
	AMIO - RECREATION PROGRAMS	AMIO - RECREATION PROGRAMS		50,805	67,317	83,829
	AMIO - VICTIM SERVICES	AMIO - VICTIM SERVICES		50,805	67,317	83,829
	DIRECTOR JCC-SUPPORT SCVS	DIRECTOR JCC-SUPPORT SCVS		50,805	67,317	83,829
	EARLY LITERACY CONSULTANT (JC)	EARLY LITERACY CONSULTANT (JC)		50,805	67,317	83,829

## Class Comparison List By Pay Plan City of Jacksonville

**Proposed Pay Plan: 29**

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
<b>14</b>				<b>\$51,783</b>	<b>\$67,318</b>	<b>\$83,474</b>
	EXECUTIVE ASSISTANT I-LIBRARY SERVICES	EXECUTIVE ASSISTANT I-LIBRARY SERVICES		0	240,000	480,000
	MANAGER OF ACCOUNTING SERVICES-GRANTS	MANAGER OF ACCOUNTING SERVICES-GRANTS		50,805	67,317	83,829
	MANAGER OF PURCHASING SERVICES	MANAGER OF PURCHASING SERVICES		50,805	67,317	83,829
<b>15</b>				<b>\$54,890</b>	<b>\$71,357</b>	<b>\$88,483</b>
	ADMINISTRATIVE SCVS MANAGER III JCC	ADMINISTRATIVE SCVS MANAGER III JCC		53,854	71,356	88,859
	AMIO - ADM SVC BUDGET MANAGER	AMIO - ADM SVC BUDGET MANAGER		53,854	71,356	88,859
	AMIO - FIRE FLEET	AMIO - FIRE FLEET		53,854	71,356	88,859
	AMIO - FIRE RESCUE TECHNOLOGY	AMIO - FIRE RESCUE TECHNOLOGY		53,854	71,356	88,859
	AMIO - PW COMMUNICATIONS	AMIO - PW COMMUNICATIONS		53,854	71,356	88,859
	AMIO - REAL ESTATE	AMIO - REAL ESTATE		53,854	71,356	88,859
	AMIO - WORKERS COMP ADMIN	AMIO - WORKERS COMP ADMIN		53,854	71,356	88,859
	ASST INFO TECH OFFICER I	ASST INFO TECH OFFICER I		53,854	71,356	88,859
	CONTRACT MANAGER V JCC	CONTRACT MANAGER V JCC		53,854	71,356	88,859
	INFO TECH ANALYST I	INFO TECH ANALYST I		53,854	71,356	88,859
	MANAGER, JEDC	MANAGER, JEDC		53,854	71,356	88,859
<b>16</b>				<b>\$58,183</b>	<b>\$75,638</b>	<b>\$93,792</b>
	AMIO - ADM SVC FINANCE MGR	AMIO - ADM SVC FINANCE MGR		57,085	75,638	94,191
	AMIO - CONCURRENCY MANAGEMENT	AMIO - CONCURRENCY MANAGEMENT		57,085	75,638	94,191
	AMIO - EMPLOYEE BENEFITS	AMIO - EMPLOYEE BENEFITS		57,085	75,638	94,191
	AMIO - FINANCIAL MGMT	AMIO - FINANCIAL MGMT		57,085	75,638	94,191
	AMIO - FIRE COMMUNICATIONS CENTER MANAGER	AMIO - FIRE COMMUNICATIONS CENTER MANAGER		57,085	75,638	94,191
	AMIO - FLEET ADMINISTRATION	AMIO - FLEET ADMINISTRATION		57,085	75,638	94,191
	AMIO - FORENSIC INVESTIGATIONS	AMIO - FORENSIC INVESTIGATIONS		57,085	75,638	94,191
	AMIO - PARKS & HISTORIC PRESERVATION	AMIO - PARKS & HISTORIC PRESERVATION		57,085	75,638	94,191
	AMIO - PENSIONS ADMINISTRATOR	AMIO - PENSIONS ADMINISTRATOR		57,085	75,638	94,191
	AMIO - PW SPECIAL INITIATIVES	AMIO - PW SPECIAL INITIATIVES		57,085	75,638	94,191
	AMIO - SENIOR CENTERS	AMIO - SENIOR CENTERS		57,085	75,638	94,191
	AMIO - TRANSPORTATION SPECIALIST	AMIO - TRANSPORTATION SPECIALIST		57,085	75,638	94,191
	DEPUTY DIRECTOR JCC	DEPUTY DIRECTOR JCC		57,085	75,638	94,191



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				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
<b>16</b>				<b>\$58,183</b>	<b>\$75,638</b>	<b>\$93,792</b>
	EXECUTIVE ASSISTANT II-LIBRARY SCVS	EXECUTIVE ASSISTANT II-LIBRARY SCVS		60,510	80,176	99,842
	HOUSING FINANCE SPECIALIST	HOUSING FINANCE SPECIALIST		57,085	75,638	94,191
	HOUSING SERVICES MANAGER	HOUSING SERVICES MANAGER		57,085	75,638	94,191
	INFO TECH ANALYST- DBA/IIS	INFO TECH ANALYST- DBA/IIS		57,085	75,638	94,191
	MANAGER OF ACCOUNTING SERVICES - PAYROLL & PENSION	MANAGER OF ACCOUNTING SERVICES- PAYROLL AND PENSION		57,085	75,638	94,191
	MANAGER OF ACCOUNTING SERVICES- AR/AP	MANAGER OF ACCOUNTING SERVICES-AR/AP		57,085	75,638	94,191
	MANAGER OF ACCOUNTING SERVICES- FUND ACCTG	MANAGER OF ACCOUNTING SERVICES-FUND ACCTG		57,085	75,638	94,191
	MANAGER OF PERSONNEL SERVICES - DATA MANAGEMENT	MANAGER OF PERSONNEL SERVICES - DATA MANAGEMENT		57,085	75,638	94,191
	MANAGER OF PERSONNEL SVCS - ORG DEV	MANAGER OF PERSONNEL SVCS - ORG DEV		57,085	75,638	94,191
	MEDICAL EXAMINER OPERATIONS MANAGER	MEDICAL EXAMINER OPERATIONS MANAGER		57,085	75,638	94,191
<b>17</b>				<b>\$61,674</b>	<b>\$80,177</b>	<b>\$99,419</b>
	AMIO - ADM SVC GENERAL MGR	AMIO - ADM SVC GENERAL MGR		60,510	80,176	99,842
	AMIO - EVENTS	AMIO - EVENTS		60,510	80,176	99,842
	AMIO - HOUSING MANAGEMENT	AMIO - HOUSING MANAGEMENT		60,510	80,176	99,842
	AMIO - HUMAN RIGHTS JHRC	AMIO - HUMAN RIGHTS JHRC		60,510	80,176	99,842
	AMIO - INDUSTRIAL PSYCHOLOGIST	AMIO - INDUSTRIAL PSYCHOLOGIST		60,510	80,176	99,842
	AMIO - INVESTMENTS	AMIO - INVESTMENTS		60,510	80,176	99,842
	AMIO - JFRD EEO/DIVERSITY OFFICER			0	0	0
	AMIO - SAFETY AND LOSS PREVENTION	AMIO - SAFETY AND LOSS PREVENTION		60,510	80,176	99,842
	AMIO - STREETS AND DRAINAGE	AMIO - STREETS AND DRAINAGE		60,510	80,176	99,842
	ASST INFO TECH OFFICER II	ASST INFO TECH OFFICER II		60,510	80,176	99,842
	DIRECTOR JCC-ADMINISTRATION	DIRECTOR JCC-ADMINISTRATION		60,510	80,176	99,842
	INFO TECH ANALYST II	ASST INFO TECH OFFICER- SR PROJ MGR		64,141	84,993	105,844
	INFO TECH ANALYST II	INFO TECH ANALYST II		60,510	80,176	99,842
	MANAGER OF PERSONNEL SERVICES	MANAGER OF PERSONNEL SERVICES		60,510	80,176	99,842
	MANAGER OF PERSONNEL SERVICES - TALENT ACQUISITION	MANAGER OF PERSONNEL SERVICES - TALENT ACQUISITION		60,510	80,176	99,842

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<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
<b>17</b>				<b>\$61,674</b>	<b>\$80,177</b>	<b>\$99,419</b>
	PRINCIPAL INTERNAL AUDITOR	PRINCIPAL INTERNAL AUDITOR		60,510	80,176	99,842
<b>18</b>				<b>\$65,379</b>	<b>\$84,993</b>	<b>\$105,391</b>
	AMIO - AFFORDABLE HOUSING COORDINATOR	AMIO - AFFORDABLE HOUSING COORDINATOR		64,141	84,993	105,844
	AMIO - ASSISTANT BUDGET OFFICER	AMIO - ASSISTANT BUDGET OFFICER		64,141	84,993	105,844
	AMIO - BEHAVIORAL AND HUMAN SERVICES MANAGER	ASSISTANT MANAGEMENT IMPROVEMENT OFFICER		0	240,000	480,000
	AMIO - CULTURAL ARTS	AMIO - RITZ AND LAVILLA		64,141	84,993	105,844
	AMIO - DEP. DIR. EMERGENCY PREPAREDNESS	ASSISTANT MANAGEMENT IMPROVEMENT OFFICER		0	240,000	480,000
	AMIO - LIABILITY CLAIMS MANAGER	AMIO - LIABILITY CLAIMS MANAGER		64,141	84,993	105,844
	ASST INFO TECH OFFICER- DBA/ IIS MANAGER	ASST INFO TECH OFFICER- DBA/ IIS MANAGER		64,141	84,993	105,844
	ASST INFO TECH OFFICER- SR PROJ MGR	ASST INFO TECH OFFICER II		60,510	80,176	99,842
	ASST INFO TECH OFFICER- SR PROJ MGR	ASST INFO TECH OFFICER- SR PROJ MGR		64,141	84,993	105,844
	ASST INFO TECH OFFICER- SR PROJ MGR	INFO TECH ANALYST II		60,510	80,176	99,842
	CHIEF, JEDC	CHIEF, JEDC		64,141	84,993	105,844
	DIRECTOR FINANCE-HOUSING AND NEIGHBORHOODS DEPT	DIRECTOR FINANCE-HOUSING AND NEIGHBORHOODS DEPT		64,141	84,993	105,844
	EXECUTIVE ASSISTANT III-LIBRARY SCVS			0	0	0
	LEAD EARLY LITERACY CONSULTANT	LEAD EARLY LITERACY CONSULTANT		67,989	90,086	112,183
<b>19</b>				<b>\$69,297</b>	<b>\$90,087</b>	<b>\$111,707</b>
	AMIO - CHIEF INVESTMENT OFFICER	AMIO - CHIEF INVESTMENT OFFICER		67,989	90,086	112,183
	AMIO - CONTRACT ADMINISTRATION	AMIO - CONTRACT ADMINISTRATION		64,141	84,993	105,844
	AMIO - ENVIRONMENTAL ENGINEER	AMIO - ENVIRONMENTAL ENGINEER		67,989	90,086	112,183
	AMIO - JFRD SPECIAL OPERATIONS	AMIO - JFRD SPECIAL OPERATIONS		67,989	90,086	112,183
	AMIO - VETERINARIAN	AMIO - VETERINARIAN		67,989	90,086	112,183
	DIRECTOR JCC-COMMUNICATIONS	DIRECTOR JCC-COMMUNICATIONS		67,989	90,086	112,183
	DIRECTOR TRAINING, RESEARCH & EVALUATION (CC)	DIRECTOR TRAINING, RESEARCH & EVALUATION (CC)		67,989	90,086	112,183
	FINANCIAL & ADMINISTRATIVE MANAGER	FINANCIAL & ADMINISTRATIVE MANAGER		67,989	90,086	112,183

## Class Comparison List By Pay Plan City of Jacksonville

**Proposed Pay Plan: 29**

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
<b>20</b>				<b>\$73,455</b>	<b>\$95,492</b>	<b>\$118,410</b>
	AMIO - DEPUTY COMPTROLLER	AMIO - DEPUTY COMPTROLLER		72,069	95,491	118,914
	AMIO - PW PROJECT MANAGER	AMIO - PW PROJECT MANAGER		72,069	95,491	118,914
	AMIO - PW PROJECT MANAGER	AMIO - PW PROJECTS ADMINISTRATION		72,069	95,491	118,914
	ASST INFO TECH OFFICER III	ASST INFO TECH OFFICER III		72,069	95,491	118,914
	DIRECTOR JCC - SCHOOL READINESS	DIRECTOR JCC - SCHOOL READINESS		72,069	95,491	118,914
	DIRECTOR JCC-FINANCE	DIRECTOR JCC-FINANCE		72,069	95,491	118,914
<b>21</b>				<b>\$77,862</b>	<b>\$101,221</b>	<b>\$125,514</b>
	AMIO - SPECIAL EVENTS MANAGER	AMIO - SPECIAL EVENTS MANAGER		76,393	101,221	126,049
	ASST INFO TECH OFFICER IV	ASST INFO TECH OFFICER III		72,069	95,491	118,914
	EXECUTIVE ASSISTANT IV - LIBRARY DEPUTY DIRECTOR	EXECUTIVE ASSISTANT IV - LIBRARY DEPUTY DIRECTOR		76,393	101,221	126,049
	MANAGER OF PERSONNEL SERVICES SENIOR	MANAGER OF PERSONNEL SERVICES SENIOR		76,393	101,221	126,049
<b>22</b>				<b>\$82,534</b>	<b>\$107,294</b>	<b>\$133,045</b>
	DEPUTY DIRECTOR, JEDC	DEPUTY DIRECTOR, JEDC		0	240,000	480,000
<b>23</b>				<b>\$87,486</b>	<b>\$113,732</b>	<b>\$141,028</b>
	AMIO - INSPECTOR GENERAL	AMIO - INSPECTOR GENERAL		0	240,000	480,000

# Implementation Report - Introduction

Implementation reports provide detailed and summarized information about implementation costs.

The results provided in the implementation reports are dependent upon the settings that are established and stored for each report, allowing numerous implementation costs. There is no limit to the number of implementation scenarios that can be stored.

In the detail section of each implementation report, two rows are used to display data for each employee. The top row displays the employee's current Class, Grade and Salary information, while the second row displays the proposed Class, Grade and Salary. In addition, the details of important dates, seven different adjustments to current salary, the employee's FTE, Position # and Name are also displayed. For privacy, each of the items that can be shown in the report, can also be hidden.

When step plans are being considered, the implementation report can show the cost difference between using open range calculations and step calculations in the same plan.

Implementation reports can also display or hide all detail, and print only the summary data desired. Available summaries include a summary for each department, each pay plan, and for the total organization.

The report settings used to prepare each implementation report are shown at the beginning of each implementation report, to allow verification of the assumptions used when the report was prepared.

**SAMPLE Implementation Report Settings Screen (example only - not live settings)**

## 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="10"/>	# Adjustments	
Set Years to Reach Grade Maximum to	<input type="text" value="25"/>	<input type="text" value="1"/>	
Set Maximum Adjustment to the Range	<input type="text" value="Normal Progression"/>		
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="7"/>	Day(s) Organization Experience	

Implementation:	<input type="text" value="1/1/2012"/>
<b>Flat Percent Adjustment Management</b>	
Calculate a Flat % Adjustment of	<input type="text" value="0"/> %
Calculate % Using Current Salary	<input checked="" type="checkbox"/>
Apply Flat % Adjustment	
<input checked="" type="radio"/> Before Min Adj	<input type="radio"/> After Step
<input type="radio"/> After Min Adj	<input type="radio"/> After OrgExp
<input type="radio"/> After Market	<input type="radio"/> After Assignment
<input type="radio"/> After Max	

Standard Annual Work Days 260  
 Standard Annual Work Hours 2080  
 Standard Hours / Day 8

## City of Jacksonville Implementation Report

Proposed Pay Plan 19

ADMINISTRATION & FINANCE (Dept Code AF)

Original Proposed	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
	Title	Code	Min	Mkt	Max	#			Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
								Exper.Date	Days All'd		Min	Max	OrgExp	Asgn		Employee Name	
	DIRECTOR OF FINANCE/ CHIEF FINANCI	4675	112,135	145,775	179,416	13		1.00	04/11/2005	11/25/2008	159,908	0	0	0	0.00%	109.70%	4675AF-000
	DIRECTOR OF FINANCE/ CHIEF FINANCI	4675	112,135	145,775	173,472	13	0		11/25/2008	1132	159,908	0	0	0	0	0	Miller, George
	TREASURER	4035	82,422	107,149	131,876	9		1.00	12/13/2004	02/18/2006	118,821	0	3,296	0	2.77%	110.89%	4035AF-000
	TREASURER	4035	103,828	134,977	160,623	12	0		02/18/2006	2143	122,117	0	0	0	0	0	Givens, Michael
	AMIO - INSPECTOR GENERAL	4292	0	240,000	480,000	6		1.00	10/10/1983	10/02/2008	140,075	0	0	0	0.00%	58.36%	4292AF-000
	AMIO - INSPECTOR GENERAL	4292	96,138	124,979	148,725	11	0		10/02/2008	1186	140,075	0	0	0	0	0	Markham, Pamela
	BUDGET OFFICER	4003	82,422	107,149	131,876	9		1.00	01/08/2007	02/24/2007	117,189	0	0	0	0.00%	109.37%	4003AF-000
	BUDGET OFFICER	4003	82,422	107,149	127,508	9	0		02/24/2007	1772	117,189	0	0	0	0	0	Olson, Kent
	CITY COMPTROLLER	4004	82,422	107,149	131,876	9		1.00	12/08/1998	08/01/1999	119,398	0	0	0	0.00%	111.43%	4004AF-000
	CITY COMPTROLLER	4004	82,422	107,149	127,508	9	0		12/08/1998	4536	119,398	0	0	0	0	0	Stork, Kevin
	RISK MANAGER	4019	82,422	107,149	131,876	9		1.00	09/12/2005	09/12/2005	118,332	0	0	0	0.00%	110.44%	4019AF-000
	RISK MANAGER	4019	82,422	107,149	127,508	9	0		09/12/2005	2302	118,332	0	0	0	0	0	Spencer, Charles

### Summary for ADMINISTRATION & FINANCE

<b>Current Payroll</b>	<b>\$773,724</b>	<b># Positions</b>	<b>6</b>
<b>Flat 0% Adjustment</b>	<b>\$0</b>	<b># Positions Adjusted (any type)</b>	<b>1 # Not Adj 5</b>
<b>Adjustment To Minimum</b>	<b>\$0</b>	<b># Adjusted To Minimum</b>	<b>0</b>
<b>Adjustment To Market</b>	<b>\$3,296</b>	<b># Adjusted To Market</b>	<b>1</b>
<b>Adjustment Toward Maximum</b>	<b>\$0</b>	<b># Adjusted Toward Maximum</b>	<b>0</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>\$3,296</b>		
<b>Proposed Payroll</b>	<b>\$777,019</b>	<b>% Change</b>	<b>0.43%</b>

## City of Jacksonville Implementation Report

Proposed Pay Plan 29

ADMINISTRATION & FINANCE (Dept Code AF)

Original Proposed	Class		Grade				Step	FTE Duty	Experience		Salary	Adjustments				Compa Ratio	Position # Employee Name
	Title	Code	Min	Mkt	Max	#			Hire Date Exper.Date	Promotion Days All'd		Flat %	Mkt	Step	% Chg Asgn		
	MANAGER OF ACCOUNTING SERVICES-	4606	76,393	101,221	126,049	21		1.00	11/24/1997	08/02/2008	61,000	0	8,482	0	39.14%	60.26%	4606AF-000
	MANAGER OF ACCOUNTING SERVICES-	4606	76,393	101,221	121,465	21	0		08/02/2008	1247	84,876	15,393	0	0	0		Piner, Sherri
	AMIO - DEPUTY COMPTROLLER	4617	72,069	95,492	118,914	20		1.00	06/25/2007	06/25/2007	94,266	0	0	0	0.00%	98.72%	4617AF-000
	AMIO - DEPUTY COMPTROLLER	4617	72,069	95,492	114,590	20	0		06/25/2007	1651	94,266	0	0	0	0		McKeown, Kenneth
	AMIO - CHIEF INVESTMENT OFFICER	4618	67,990	90,087	112,183	19		1.00	01/16/2007	07/21/2007	106,605	0	0	0	0.00%	118.34%	4618AF-000
	AMIO - CHIEF INVESTMENT OFFICER	4618	67,990	90,087	108,104	19	0		07/21/2007	1625	106,605	0	0	0	0		Hogue, Michael
	FINANCIAL & ADMINISTRATIVE MANAGE	4498	67,990	90,087	112,183	19		1.00	04/09/2007	04/09/2007	78,280	0	171	0	0.22%	86.89%	4498AF-002
	FINANCIAL & ADMINISTRATIVE MANAGE	4498	67,990	90,087	108,104	19	0		04/09/2007	1728	78,451	0	0	0	0		Garard, Judith
	FINANCIAL & ADMINISTRATIVE MANAGE	4498	67,990	90,087	112,183	19		1.00	05/11/1981	04/28/2007	86,327	0	0	0	0.00%	95.83%	4498AF-001
	FINANCIAL & ADMINISTRATIVE MANAGE	4498	67,990	90,087	108,104	19	0		04/28/2007	1709	86,327	0	0	0	0		Perin, Mitchell
	FINANCIAL & ADMINISTRATIVE MANAGE	4498	67,990	90,087	112,183	19		1.00	07/25/2005	07/25/2005	86,327	0	0	0	0.00%	95.83%	4498AF-000
	FINANCIAL & ADMINISTRATIVE MANAGE	4498	67,990	90,087	108,104	19	0		07/25/2005	2351	86,327	0	0	0	0		Provenza, Joel
	AMIO - ASSISTANT BUDGET OFFICER	4604	64,141	84,993	105,845	18		1.00	01/10/2005	02/24/2007	86,730	0	0	0	0.00%	102.04%	4604AF-001
	AMIO - ASSISTANT BUDGET OFFICER	4604	64,141	84,993	101,992	18	0		02/24/2007	1772	86,730	0	0	0	0		Beach, Heathcliff
	AMIO - ASSISTANT BUDGET OFFICER	4604	64,141	84,993	105,845	18		1.00	04/12/1993	02/24/2007	92,409	0	0	0	0.00%	108.72%	4604AF-000
	AMIO - ASSISTANT BUDGET OFFICER	4604	64,141	84,993	101,992	18	0		02/24/2007	1772	92,409	0	0	0	0		Castriota, Francisco
	AMIO - LIABILITY CLAIMS MANAGER	4232	64,141	84,993	105,845	18		1.00	09/24/2007	11/03/2007	92,400	0	0	0	0.00%	108.71%	4232AF-000
	AMIO - LIABILITY CLAIMS MANAGER	4232	64,141	84,993	101,992	18	0		11/03/2007	1520	92,400	0	0	0	0		Krahn, James
	AMIO - INVESTMENTS	4477	60,511	80,177	99,843	17		1.00	04/04/2005	04/28/2007	81,157	0	0	0	0.00%	101.22%	4477AF-000
	AMIO - INVESTMENTS	4477	60,511	80,177	96,212	17	0		04/28/2007	1709	81,157	0	0	0	0		Stickney, Marc
	AMIO - SAFETY AND LOSS PREVENTION	4475	60,511	80,177	99,843	17		1.00	12/10/2007	03/15/2008	60,511	0	7,473	0	12.35%	75.47%	4475AF-000
	AMIO - SAFETY AND LOSS PREVENTION	4475	60,511	80,177	96,212	17	0		03/15/2008	1387	67,984	0	0	0	0		Jones, Mark
	PRINCIPAL INTERNAL AUDITOR	4341	60,511	80,177	99,843	17		1.00	01/06/2003	04/05/2008	75,000	0	0	0	0.00%	93.54%	4341AF-004
	PRINCIPAL INTERNAL AUDITOR	4341	60,511	80,177	96,212	17	0		04/05/2008	1366	75,000	0	0	0	0		Mathews, Adam
	PRINCIPAL INTERNAL AUDITOR	4341	60,511	80,177	99,843	17		1.00	02/13/1992	10/27/2007	90,000	0	0	0	0.00%	112.25%	4341AF-003
	PRINCIPAL INTERNAL AUDITOR	4341	60,511	80,177	96,212	17	0		10/27/2007	1527	90,000	0	0	0	0		Riddle, Dina
	PRINCIPAL INTERNAL AUDITOR	4341	60,511	80,177	99,843	17		1.00	05/17/2004	08/04/2007	92,000	0	0	0	0.00%	114.75%	4341AF-000
	PRINCIPAL INTERNAL AUDITOR	4341	60,511	80,177	96,212	17	0		08/04/2007	1611	92,000	0	0	0	0		Schlager, Linda
	PRINCIPAL INTERNAL AUDITOR	4341	60,511	80,177	99,843	17		1.00	04/23/2007	04/23/2007	77,438	0	0	0	0.00%	96.58%	4341AF-001
	PRINCIPAL INTERNAL AUDITOR	4341	60,511	80,177	96,212	17	0		04/23/2007	1714	77,438	0	0	0	0		Smith, Jin May Chen
	PRINCIPAL INTERNAL AUDITOR	4341	60,511	80,177	99,843	17		1.00	07/14/2008	07/14/2008	70,000	0	0	0	0.00%	87.31%	4341AF-002
	PRINCIPAL INTERNAL AUDITOR	4341	60,511	80,177	96,212	17	0		07/14/2008	1266	70,000	0	0	0	0		Sullivan, Rhonda
	MANAGER OF ACCOUNTING SERVICES-	4607	57,086	75,638	94,191	16		1.00	02/06/2006	12/14/2006	77,634	0	0	0	0.00%	102.64%	4607AF-000
	MANAGER OF ACCOUNTING SERVICES-	4607	57,086	75,638	90,766	16	0		12/14/2006	1844	77,634	0	0	0	0		Chau, Rothavy
	MANAGER OF ACCOUNTING SERVICES-	4642	57,086	75,638	94,191	16		1.00	12/18/1978	08/25/2007	72,899	0	0	0	0.00%	96.38%	4642AF-000
	MANAGER OF ACCOUNTING SERVICES-	4642	57,086	75,638	90,766	16	0		08/25/2007	1590	72,899	0	0	0	0		Striglers, Wisteria
	MANAGER OF ACCOUNTING SERVICES-	4159	57,086	75,638	94,191	16		1.00	01/29/2001	04/29/2006	81,079	0	0	0	0.00%	107.19%	4159AF-000
	MANAGER OF ACCOUNTING SERVICES-	4159	57,086	75,638	90,766	16	0		04/29/2006	2073	81,079	0	0	0	0		Coleman, Patricia
	AMIO - WORKERS COMP ADMIN	4455	53,854	71,357	88,860	15		1.00	01/26/2004	04/29/2006	71,386	0	0	0	0.00%	100.04%	4455AF-000
	AMIO - WORKERS COMP ADMIN	4455	53,854	71,357	85,628	15	0		04/29/2006	2073	71,386	0	0	0	0		Baldwin, Christy

## City of Jacksonville Implementation Report

Proposed Pay Plan 29

ADMINISTRATION & FINANCE (Dept Code AF)

Original Proposed	Class		Grade				Step	FTE Duty	Experience		Salary	Adjustments				Compa Ratio	Position # Employee Name
	Title	Code	Min	Mkt	Max	#			Hire Date Exper.Date	Promotion Days All'd		Flat %	Mkt	Step	% Chg		
	MANAGER OF ACCOUNTING SERVICES-	4152	50,806	67,318	83,830	14		1.00	05/02/1989	05/02/1989	73,571	0	0	0	6.97%	109.29%	4152AF-000
	MANAGER OF ACCOUNTING SERVICES-	4152	50,806	67,318	80,781	14	0		05/02/1989	8279	78,701	0	5,130	0	0		Manansala, Isagani
	AMIO - BUDGET SYSTEMS ADMINISTRAT	4412	47,930	63,507	79,085	13		1.00	11/26/2001	04/29/2006	75,000	0	0	0	0.00%	118.10%	4412AF-000
	AMIO - BUDGET SYSTEMS ADMINISTRAT	4412	47,930	63,507	76,209	13	0		04/29/2006	2073	75,000	0	0	0	0		Moyer, Angela
	AMIO - PENSIONS	4433	47,930	63,507	79,085	13		1.00	02/01/2003	01/14/2008	59,913	0	0	0	0.00%	94.34%	4433AF-000
	AMIO - PENSIONS	4433	47,930	63,507	76,209	13	0		01/14/2008	1448	59,913	0	0	0	0		Connare, Judith
	AMIO - PENSIONS ADMINISTRATOR	4457	57,086	75,638	94,191	16		1.00	08/27/1986	07/21/2007	92,409	0	0	0	0.00%	122.17%	4457AF-000
	AMIO - PENSIONS ADMINISTRATOR	4457	47,930	63,507	76,209	13	0		07/21/2007	1625	92,409	0	0	0	0		Mangold, Elizabeth
	MANAGER OF ACCOUNTING SERVICES -	4151	47,930	63,507	79,085	13		1.00	12/17/2003	04/29/2006	65,017	0	0	0	0.00%	102.38%	4151AF-000
	MANAGER OF ACCOUNTING SERVICES -	4151	47,930	63,507	76,209	13	0		04/29/2006	2073	65,017	0	0	0	0		Tukes, Alea
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	74,608	12		1.00	12/31/2007	12/31/2007	55,000	0	0	0	0.00%	91.80%	4233AF-000
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	71,895	12	0		12/31/2007	1462	55,000	0	0	0	0		Baker, Walter
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	74,608	12		1.00	11/05/2007	11/05/2007	60,000	0	0	0	0.00%	100.15%	4233AF-005
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	71,895	12	0		11/05/2007	1518	60,000	0	0	0	0		Bello-Miles, Ederlinda
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	74,608	12		1.00	05/05/2008	05/05/2008	55,000	0	0	0	0.00%	91.80%	4233AF-007
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	71,895	12	0		05/05/2008	1336	55,000	0	0	0	0		Collins, Kelly
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	74,608	12		1.00	12/17/2007	12/17/2007	62,000	0	0	0	0.00%	103.48%	4233AF-003
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	71,895	12	0		12/17/2007	1476	62,000	0	0	0	0		Conard, Fatima
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	74,608	12		1.00	12/17/2007	12/17/2007	55,000	0	0	0	0.00%	91.80%	4233AF-004
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	71,895	12	0		12/17/2007	1476	55,000	0	0	0	0		Cunard, Mark
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	74,608	12		1.00	03/31/2008	03/31/2008	55,000	0	0	0	0.00%	91.80%	4233AF-002
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	71,895	12	0		03/31/2008	1371	55,000	0	0	0	0		DiMaio, Brian
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	74,608	12		1.00	11/05/2007	11/05/2007	55,008	0	0	0	0.00%	91.81%	4233AF-006
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	71,895	12	0		11/05/2007	1518	55,008	0	0	0	0		Phillips, Cory
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	74,608	12		1.00	05/05/2008	05/05/2008	55,000	0	0	0	0.00%	91.80%	4233AF-001
	AMIO - LIABILITY CLAIMS ADJUSTER	4233	45,217	59,913	71,895	12	0		05/05/2008	1336	55,000	0	0	0	0		Shephard, Richard
	AMIO - WORKERS COMP	4419	45,217	59,913	74,608	12		1.00	02/24/1997	04/29/2006	56,961	0	0	0	0.00%	95.07%	4419AF-000
	AMIO - WORKERS COMP	4419	45,217	59,913	71,895	12	0		04/29/2006	2073	56,961	0	0	0	0		Holton, Barbara
	AMIO - ACCOUNTING PROJECTS	4615	42,658	56,521	70,385	11		1.00	04/17/2006	01/11/2007	47,741	0	1,815	0	3.80%	84.46%	4615AF-000
	AMIO - ACCOUNTING PROJECTS	4615	42,658	56,521	67,826	11	0		01/11/2007	1816	49,555	0	0	0	0		Jackson, Lillie
	AMIO - MANAGEMENT AND BUDGET ANA	4620	42,658	56,521	70,385	11		1.00	01/07/2008	01/07/2008	49,000	0	0	0	0.00%	86.69%	4620AF-001
	AMIO - MANAGEMENT AND BUDGET ANA	4620	42,658	56,521	67,826	11	0		01/07/2008	1455	49,000	0	0	0	0		McNeil, Charlie
	AMIO - MANAGEMENT AND BUDGET ANA	4620	42,658	56,521	70,385	11		1.00	02/04/2008	02/04/2008	45,000	0	3,078	0	6.84%	79.62%	4620AF-000
	AMIO - MANAGEMENT AND BUDGET ANA	4620	42,658	56,521	67,826	11	0		02/04/2008	1427	48,078	0	0	0	0		Medley, Stephanie
	AMIO - MANAGEMENT AND BUDGET ANA	4620	42,658	56,521	70,385	11		1.00	02/18/1997	05/10/2008	64,704	0	0	0	0.00%	114.48%	4620AF-003
	AMIO - MANAGEMENT AND BUDGET ANA	4620	42,658	56,521	67,826	11	0		05/10/2008	1331	64,704	0	0	0	0		Proctor, John
	AMIO - MANAGEMENT AND BUDGET ANA	4620	42,658	56,521	70,385	11		1.00	01/08/2007	02/07/2009	45,000	0	1,676	0	3.72%	79.62%	4620AF-002
	AMIO - MANAGEMENT AND BUDGET ANA	4620	42,658	56,521	67,826	11	0		02/07/2009	1058	46,676	0	0	0	0		Zelaya, Nicholas
	AMIO - BANKING SERVICES	4621	37,965	50,304	62,643	9		1.00	11/29/2004	05/05/2007	39,685	0	4,033	0	10.16%	78.89%	4621AF-000
	AMIO - BANKING SERVICES	4621	37,965	50,304	60,365	9	0		05/05/2007	1702	43,719	0	0	0	0		Koonce, Sharon



## City of Jacksonville Implementation Report

Proposed Pay Plan 29

ADMINISTRATION & FINANCE (Dept Code AF)

Original Proposed	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
	Title	Code	Min	Mkt	Max	#			Hire Date	Promotion		Flat %	Mkt	Step	% Chg		
							Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn			
AMIO - MANAGEMENT ANALYSIS	4189		37,965	50,304	62,643	9		1.00	10/02/2000	10/30/2008	61,831	0	0	0	0.00%	122.92%	4189AF-000
AMIO - MANAGEMENT ANALYSIS	4189		37,965	50,304	60,365	9	0		10/30/2008	1158	61,831	0	0	0	0		Braun, John
AMIO - MANAGEMENT ANALYSIS	4189		37,965	50,304	62,643	9		1.00	12/01/2003	01/20/2007	51,625	0	0	0	0.00%	102.63%	4189AF-001
AMIO - MANAGEMENT ANALYSIS	4189		37,965	50,304	60,365	9	0		01/20/2007	1807	51,625	0	0	0	0		Dixon, Angelia
AMIO - MANAGEMENT ANALYSIS	4189		37,965	50,304	62,643	9		1.00	03/03/2008	03/03/2008	37,965	0	4,729	0	12.46%	75.47%	4189AF-002
AMIO - MANAGEMENT ANALYSIS	4189		37,965	50,304	60,365	9	0		03/03/2008	1399	42,694	0	0	0	0		Wiseman, Lauren
INTERNAL AUDITOR-AF	4313		42,658	56,521	70,385	11		1.00	10/22/2001	12/11/2006	58,633	0	0	0	0.00%	103.74%	4313AF-001
FINANCIAL ASSISTANT II	4314		37,965	50,304	60,365	9	0		12/11/2006	1847	58,633	0	0	0	0		Centeno, Bibinia
INTERNAL AUDITOR-AF	4313		42,658	56,521	70,385	11		1.00	02/07/2000	05/15/2006	50,305	0	0	0	0.00%	89.00%	4313AF-000
FINANCIAL ASSISTANT II	4314		37,965	50,304	60,365	9	0		05/15/2006	2057	50,305	0	0	0	0		Chaney-Cooper, Estdella
INTERNAL AUDITOR/NE-AF	4314		37,965	50,304	62,643	9		1.00	07/06/1992	04/29/2006	53,447	0	0	0	0.00%	106.25%	4314AF-000
FINANCIAL ASSISTANT II	4314		37,965	50,304	60,365	9	0		04/29/2006	2073	53,447	0	0	0	0		Kelly, Harold
AMIO - ADMINISTRATIVE SUPPORT	4182		31,876	42,236	52,596	6		1.00	11/08/2004	10/28/2006	37,402	0	0	0	0.00%	88.56%	4182AF-000
AMIO - ADMINISTRATIVE SUPPORT	4182		31,876	42,236	50,683	6	0		10/28/2006	1891	37,402	0	0	0	0		Robinson, Kathryn
AMIO - EXECUTIVE ASSISTANT TO THE	4619		31,876	42,236	52,596	6		1.00	03/14/1989	07/21/2007	46,958	0	0	0	0.00%	111.18%	4619AF-000
AMIO - EXECUTIVE ASSISTANT TO THE	4619		31,876	42,236	50,683	6	0		07/21/2007	1625	46,958	0	0	0	0		Anderson, Janice

**Summary for ADMINISTRATION & FINANCE**

<b>Current Payroll</b>	<b>\$3,197,622</b>	<b># Positions</b>	<b>48</b>
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	9 # Not Adj 39
Adjustment To Minimum	\$15,393	# Adjusted To Minimum	2
Adjustment To Market	\$31,458	# Adjusted To Market	8
Adjustment Toward Maximum	\$5,130	# Adjusted Toward Maximum	1
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
 <b>Total Applied Adjustments</b>	 <b>\$51,981</b>		
<b>Proposed Payroll</b>	<b>\$3,249,603</b>	<b>% Change</b>	<b>1.63%</b>

## City of Jacksonville Implementation Report

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### Summary for City of Jacksonville

Current Payroll	\$34,899,348	# Positions	460
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	123 # Not Adj 337
Adjustment To Minimum	\$91,019	# Adjusted To Minimum	25
Adjustment Toward Mkt	\$600,929	# Adjusted Toward Market	120
Adjustment Toward Maximum	\$45,644	# Adjusted Toward Maximum	10
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
Total Applied Adjustments	\$737,592		
Proposed Payroll	\$35,636,940	% Change in Total Payroll	2.11%
FICA Rate: 7.65			
Proposed Payroll plus FICA	\$38,363,166		

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# Implementation Cost By Proposed Classification

## City of Jacksonville

Proposed Pay Plan 19

100 % Of Market

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 19</b>																				
AMIO - INSPECTOR GENERAL	4292		140,075	1	0	0	0	0	0	0	0	0	0	0	0	0	0	140,075	0	####
ASSISTANT CHIEF	4390		109,275	18	0	0	0	0	0	0	95	1	0	0	0	0	95	109,280	5	####
ASSOCIATE MEDICAL EXAMINER	4257		163,364	4	0	0	0	0	26,038	2	0	0	0	0	0	0	26,038	169,873	6,509	####
BUDGET OFFICER	4003		117,189	1	0	0	0	0	0	0	0	0	0	0	0	0	0	117,189	0	####
CHIEF OF ADMIN SERVICES - FIRE AND	4361		113,062	1	0	0	0	0	0	0	0	0	0	0	0	0	0	113,062	0	####
CHIEF OF ADMINISTRATIVE SERVICES	4166		112,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	112,000	0	####
CHIEF OF ADULT SERVICES	4309		85,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	85,000	0	####
CHIEF OF ANIMAL CARE & CONTROL	4088		90,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	90,000	0	####
CHIEF OF BEHAVIORAL AND HUMAN SE	4072		111,978	1	0	0	0	0	0	0	0	0	0	0	0	0	0	111,978	0	####
CHIEF OF BUDGET & MANAGEMENT - JS	4094		118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
CHIEF OF BUILDING INSPECTION	4037		104,859	1	0	0	0	0	2,290	1	5,440	1	0	0	0	0	7,730	112,589	7,730	####
CHIEF OF COMMUNITY AFFAIRS JSO	4097		118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
CHIEF OF COMMUNITY DEVELOPMENT	4086		71,370	1	0	0	0	0	5,404	1	0	0	0	0	0	0	5,404	76,774	5,404	####
CHIEF OF COMMUNITY PLANNING	4638		97,500	1	0	0	0	0	0	0	0	0	0	0	0	0	0	97,500	0	####
CHIEF OF CONTINUOUS IMPROVEMENT	4398		118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
CHIEF OF CURRENT PLANNING	4630		92,500	1	0	0	0	0	0	0	0	0	0	0	0	0	0	92,500	0	####
CHIEF OF DETECTIVES	4098		118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
CHIEF OF DEVELOPMENT SERVICES	4633		100,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	100,000	0	####
CHIEF OF EBO & CONTRACT COMPLIAN	4167		85,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	85,000	0	####
CHIEF OF ENGINEERING CONSTRUCTIO	4059		102,500	1	0	0	0	0	0	0	0	0	0	0	0	0	0	102,500	0	####
CHIEF OF ENVIRONMENTAL QUALITY	4056		90,860	1	0	0	0	0	0	0	0	0	0	0	0	0	0	90,860	0	####
CHIEF OF FIRE OPERATIONS	4366		118,737	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,737	0	####
CHIEF OF FIRE PREVENTION	4362		108,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	108,000	0	####
CHIEF OF FIRE TRAINING	4364		112,200	1	0	0	0	0	0	0	0	0	0	0	0	0	0	112,200	0	####
CHIEF OF FLEET MANAGEMENT	4374		106,645	1	0	0	0	0	0	0	0	0	0	0	0	0	0	106,645	0	####
CHIEF OF HOMELAND SECURITY JSO	4218		118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
CHIEF OF HUMAN RESOURCES	4144		115,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	115,000	0	####
CHIEF OF JAILS	4101		118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
CHIEF OF MOSQUITO CONTROL	4042		75,690	1	0	0	0	0	5,777	1	0	0	0	0	0	0	5,777	81,467	5,777	####
CHIEF OF MUNICIPAL CODE COMPLIANC	4084		75,000	1	0	0	0	0	4,353	1	0	0	0	0	0	0	4,353	79,353	4,353	####
CHIEF OF PARKING FACILITIES & ENFO	4041		73,138	1	0	0	0	0	15,386	1	0	0	0	0	0	0	15,386	88,524	15,386	####
CHIEF OF PATROL WEST	4105		118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
CHIEF OF POLICE COMMUNITY AFFAIRS	4100		113,854	2	0	0	0	0	0	0	0	0	0	0	0	0	0	113,854	0	####
CHIEF OF PRISONS	4107		118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
CHIEF OF PROCUREMENT DIVISION	4045		90,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	90,000	0	####
CHIEF OF PROFESSIONAL STANDARDS	4220		118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
CHIEF OF PUBLIC BUILDINGS	4063		85,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	85,000	0	####
CHIEF OF PUBLIC INFORMATION	4014		98,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	98,000	0	####
CHIEF OF RECREATION & COMMUNITY P	4081		85,000	1	0	0	0	0	7,090	1	0	0	0	0	0	0	7,090	92,090	7,090	####

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# Implementation Cost By Proposed Classification

## City of Jacksonville

Proposed Pay Plan 19

100 % Of Market

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 19</b>																				
CHIEF OF RESCUE		4367	118,737	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,737	0	####
CHIEF OF RIGHT-OF-WAY GROUNDS MAI		4087	120,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	120,000	0	####
CHIEF OF SOLID WASTE DIVISION		4082	101,275	1	0	0	0	0	0	0	0	0	0	0	0	0	0	101,275	0	####
CHIEF OF WATERFRONT MANAGEMENT		4055	85,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	85,000	0	####
CHIEF SUPPORT SERVICES JSO		4219	118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
CITY COMPTROLLER		4004	119,398	1	0	0	0	0	0	0	0	0	0	0	0	0	0	119,398	0	####
DEPUTY DIR OF RECREATION & COMMU		4080	104,192	1	0	0	0	0	0	0	0	0	0	0	0	0	0	104,192	0	####
DEPUTY DIRECTOR OF CENTRAL OPER		4046	100,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	100,000	0	####
DEPUTY DIRECTOR OF ENVIRONMENTA		4083	100,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	100,000	0	####
DEPUTY DIRECTOR OF PLANNING AND		4628	99,046	1	0	0	0	0	8,103	1	3,179	1	0	0	0	0	11,282	110,328	11,282	####
DEPUTY DIRECTOR OF PUBLIC WORKS		4060	124,856	2	0	0	0	0	0	0	0	0	0	0	0	0	0	124,856	0	####
DEPUTY DIRECTOR, JEDC		4702	118,571	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,571	0	####
DEPUTY DIRECTOR/ASST FIRE CHIEF		4360	129,063	1	0	0	0	0	0	0	0	0	0	0	0	0	0	129,063	0	####
DIR INV & HOMELAND SECURITY		4103	134,160	1	0	0	0	0	0	0	0	0	0	0	0	0	0	134,160	0	####
DIRECTOR OF CENTRAL OPERATIONS		4043	125,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	125,000	0	####
DIRECTOR OF CORRECTIONS		4106	134,160	1	0	0	0	0	0	0	0	0	0	0	0	0	0	134,160	0	####
DIRECTOR OF ENVIRONMENTAL AND C		4058	120,000	1	0	0	0	0	743	1	0	0	0	0	0	0	743	120,743	743	####
DIRECTOR OF FINANCE/ CHIEF FINANCI		4675	159,908	1	0	0	0	0	0	0	0	0	0	0	0	0	0	159,908	0	####
DIRECTOR OF FIRE AND RESCUE		4365	154,875	1	0	0	0	0	0	0	0	0	0	0	0	0	0	154,875	0	####
DIRECTOR OF HOUSING AND NEIGHBOR		4332	109,602	1	0	0	0	0	0	0	0	0	0	0	0	0	0	109,602	0	####
DIRECTOR OF INFORMATION TECHNOL		4614	120,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	120,000	0	####
DIRECTOR OF PATROL & ENFORCEMEN		4099	134,160	1	0	0	0	0	0	0	0	0	0	0	0	0	0	134,160	0	####
DIRECTOR OF PLANNING AND DEVELOP		4629	120,000	1	0	0	0	0	14,977	1	5,982	1	0	0	0	0	20,959	140,959	20,959	####
DIRECTOR OF PUBLIC WORKS		4057	149,392	1	0	0	0	0	0	0	0	0	0	0	0	0	0	149,392	0	####
DIRECTOR OF RECREATION & COMMUNI		4077	135,915	1	0	0	0	0	0	0	0	0	0	0	0	0	0	135,915	0	####
DIRECTOR PERSONNEL & PROF STAND		4104	134,160	1	0	0	0	0	0	0	0	0	0	0	0	0	0	134,160	0	####
DIRECTOR POLICE SERVICES		4102	134,160	1	0	0	0	0	0	0	0	0	0	0	0	0	0	134,160	0	####
DISTRICT CHIEF MEDICAL EXAMINER		4115	208,119	1	0	0	0	0	0	0	0	0	0	0	0	0	0	208,119	0	####
DIVISION CHIEF HUMAN RESOURCES - J		4384	118,487	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,487	0	####
EMERGENCY PREPAREDNESS DIRECTO		4039	114,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	114,000	0	####
ETHICS OFFICER		4740	75,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	75,000	0	####
EXECUTIVE DIRECTOR CONSTRUCTION		4294	63,008	1	0	0	0	0	15,750	1	3,750	1	0	0	0	0	19,500	82,508	19,500	####
EXECUTIVE DIRECTOR HUMAN RIGHTS		4118	92,235	1	0	0	0	0	6,977	1	7,840	1	0	0	0	0	14,817	107,052	14,817	####
EXECUTIVE DIRECTOR JACKSONVILLE		4560	125,351	1	0	0	0	0	4,514	1	0	0	0	0	0	0	4,514	129,865	4,514	####
EXECUTIVE DIRECTOR JEDC		4700	155,174	1	0	0	0	0	0	0	0	0	0	0	0	0	0	155,174	0	####
GENERAL COUNSEL		4012	202,980	1	0	0	0	0	0	0	0	0	0	0	0	0	0	202,980	0	####
LIBRARY DIRECTOR		4006	138,923	1	0	0	0	0	0	0	0	0	0	0	0	0	0	138,923	0	####
REAL ESTATE OFFICER		4307	95,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	95,000	0	####
RISK MANAGER		4019	118,332	1	0	0	0	0	0	0	0	0	0	0	0	0	0	118,332	0	####

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# Implementation Cost By Proposed Classification

## City of Jacksonville

Proposed Pay Plan 19

100 % Of Market

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 19</b>																				
TREASURER	4035		118,821	1	0	0	0	0	3,296	1	0	0	0	0	0	0	3,296	122,117	3,296	####
UNDERSHERIFF - JSO	4095		148,625	1	0	0	0	0	0	0	0	0	0	0	0	0	0	148,625	0	####

**Summary for Pay Plan: 19**

Pay Plan Totals	# Job Classes	# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#	Total
		80	102	0	0	0	0	120,696	15	26,286	6	0	0	0	0

# Implementation Cost By Proposed Classification

## City of Jacksonville

Proposed Pay Plan 29

100 % Of Market

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 29</b>																				
ADMINISTRATIVE ASSISTANT - HOUSING	4355	47,856	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	47,856	0	####
ADMINISTRATIVE SCVS MANAGER I JCC	4568	47,495	1	0	0	0	0	1,726	1	0	0	0	0	0	0	0	1,726	49,221	1,726	####
ADMINISTRATIVE SCVS MANAGER II JCC	4569	45,217	1	0	0	0	1	8,346	1	0	0	0	0	0	0	0	8,346	53,563	8,346	####
ADMINISTRATIVE SCVS MANAGER III JC	4570	57,048	2	0	0	0	0	13,494	2	0	0	0	0	0	0	0	13,494	63,795	6,747	####
ADMINISTRATIVE SUPPORT ASSISTANT-	4707	37,023	4	0	0	0	0	15,182	3	1,473	1	0	0	0	0	0	16,655	41,187	4,164	####
AMIO - ACC FIELD OPERATIONS MANAG	4448	66,961	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	66,961	0	####
AMIO - ACCOUNTING PROJECTS	4615	47,741	1	0	0	0	0	1,815	1	0	0	0	0	0	0	0	1,815	49,555	1,815	####
AMIO - ADM SVC BUDGET MANAGER	4239	67,318	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	67,318	0	####
AMIO - ADM SVC FINANCE MGR	4240	76,408	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	76,408	0	####
AMIO - ADM SVC GENERAL MGR	4236	90,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	90,000	0	####
AMIO - ADM SVC OPERATIONS SUPPOR	4237	67,500	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	67,500	0	####
AMIO - ADM SVC PAYROLL MANAGER	4238	67,102	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	67,102	0	####
AMIO - ADM SVC SAFETY MANAGER	4241	52,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52,000	0	####
AMIO - ADMINISTRATIVE ASSISTANT II	4017	37,508	21	0	0	10,666	3	13,177	6	0	0	0	0	0	0	0	23,843	38,643	1,135	####
AMIO - ADMINISTRATIVE SUPPORT	4182	37,402	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	37,402	0	####
AMIO - ADULT SERVICES	4444	66,679	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	66,679	0	####
AMIO - AFFORDABLE HOUSING COORDI	4681	93,730	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	93,730	0	####
AMIO - ANIMAL CONTROL	4430	50,615	1	0	0	0	0	3,598	1	0	0	0	0	0	0	0	3,598	54,212	3,598	####
AMIO - ART IN PUBLIC PLACES	4161	48,645	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	48,645	0	####
AMIO - ASH CLEAN-UP PROGRAM	4216	54,106	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	54,106	0	####
AMIO - ASSISTANT BUDGET OFFICER	4604	89,569	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	89,569	0	####
AMIO - ASSISTANT GRANTS ADMINISTR	4616	38,867	1	0	0	0	0	1,969	1	0	0	0	0	0	0	0	1,969	40,836	1,969	####
AMIO - ATHLETIC PROGRAMS	4751	58,813	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	58,813	0	####
AMIO - BANKING SERVICES	4621	39,685	1	0	0	0	0	4,033	1	0	0	0	0	0	0	0	4,033	43,719	4,033	####
AMIO - BJP ADMINISTRATION	4420	63,420	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	63,420	0	####
AMIO - BJP PROJECT COORDINATOR	4503	95,218	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	95,218	0	####
AMIO - BOARD LIAISON	4624	43,365	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	43,365	0	####
AMIO - BUDGET SYSTEMS ADMINISTRAT	4412	75,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	75,000	0	####
AMIO - CENTRAL OPERATIONS LIAISON	4054	65,652	2	0	0	0	0	7,025	1	0	0	0	0	0	0	0	7,025	69,165	3,513	####
AMIO - CHIEF INVESTMENT OFFICER	4618	106,605	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	106,605	0	####
AMIO - CODE ENFORCEMENT ADMINIST	4489	54,996	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	54,996	0	####
AMIO - CODE ENFORCEMENT MANAGER	4488	50,806	1	0	0	0	0	6,528	1	0	0	0	0	0	0	0	6,528	57,334	6,528	####
AMIO - CONCURRENCY MANAGEMENT	4508	65,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	65,000	0	####
AMIO - CONTRACT ADMINISTRATION	4501	81,553	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	81,553	0	####
AMIO - CONTRACT COMPLIANCE MANAG	4487	53,085	2	0	0	0	0	8,863	2	0	0	0	0	0	0	0	8,863	57,517	4,432	####
AMIO - COURTHOUSE DOCUMENTS CON	4500	35,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	35,000	0	####
AMIO - CS GRANTS ADMINISTRATION	4445	62,858	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	62,858	0	####
AMIO - CUSTOMER SCVS ADMINISTRATI	4449	81,663	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	81,663	0	####
AMIO - DEPUTY COMPTRROLLER	4617	94,266	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	94,266	0	####

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<b>Proposed Pay Plan 29</b>																				
AMIO - DISABLED SERVICES	4744		50,281	1	0	0	0	0	2,583	1	0	0	0	0	0	0	2,583	52,864	2,583	####
AMIO - EDUCATION & COMMUNITY OUTR	4540		60,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	60,000	0	####
AMIO - EMPLOYEE BENEFITS	4472		67,500	1	0	0	0	0	0	0	0	0	0	0	0	0	0	67,500	0	####
AMIO - ENGINEERING LEGISLATION	4413		60,404	1	0	0	0	0	0	0	0	0	0	0	0	0	0	60,404	0	####
AMIO - ENVIRONMENTAL ENGINEER	4197		88,021	1	0	0	0	0	0	0	0	0	0	0	0	0	0	88,021	0	####
AMIO - EVENT PRODUCTIONS	4437		47,930	1	0	0	0	0	8,847	1	0	0	0	0	0	0	8,847	56,777	8,847	####
AMIO - EVENT SUPPORT	4409		56,788	1	0	0	0	0	0	0	0	0	0	0	0	0	0	56,788	0	####
AMIO - EVENTS	4482		79,954	1	0	0	0	0	222	1	9,747	1	0	0	0	0	9,970	89,924	9,970	####
AMIO - EXECUTIVE ASSISTANT TO THE	4619		43,653	3	0	0	0	0	1,668	1	0	0	0	0	0	0	1,668	44,209	556	####
AMIO - FAMILY OUTREACH	4442		57,109	1	0	0	0	0	3,075	1	0	0	0	0	0	0	3,075	60,184	3,075	####
AMIO - FINANCIAL MGMT	4471		65,048	1	0	0	0	0	1,009	1	0	0	0	0	0	0	1,009	66,057	1,009	####
AMIO - FIRE & RESCUE PUBLIC INFORMA	4426		71,005	2	0	0	0	0	0	0	0	0	0	0	0	0	0	71,005	0	####
AMIO - FIRE COMMUNICATIONS CENTER	4494		61,981	1	0	0	0	0	0	0	0	0	0	0	0	0	0	61,981	0	####
AMIO - FIRE COMMUNICATIONS CENTER	4468		69,633	1	0	0	0	0	0	0	0	0	0	0	0	0	0	69,633	0	####
AMIO - FIRE FACILITIES	4446		74,296	1	0	0	0	0	0	0	0	0	0	0	0	0	0	74,296	0	####
AMIO - FIRE FINANCE	4428		77,877	1	0	0	0	0	0	0	0	0	0	0	0	0	0	77,877	0	####
AMIO - FIRE FLEET	4459		79,248	1	0	0	0	0	0	0	0	0	0	0	0	0	0	79,248	0	####
AMIO - FIRE RESCUE TECHNOLOGY	4456		67,041	1	0	0	0	0	0	0	0	0	0	0	0	0	0	67,041	0	####
AMIO - FLEET ADMINISTRATION	4473		78,623	1	0	0	0	0	0	0	0	0	0	0	0	0	0	78,623	0	####
AMIO - FORENSIC INVESTIGATIONS	4467		60,886	1	0	0	0	0	6,737	1	0	0	0	0	0	0	6,737	67,623	6,737	####
AMIO - GRANT ADMINISTRATOR	4183		60,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	60,000	0	####
AMIO - HOUSING MANAGEMENT	4647		74,340	1	0	0	0	0	0	0	0	0	0	0	0	0	0	74,340	0	####
AMIO - HUMAN RIGHTS JHRC	4479		80,177	1	0	0	0	0	0	0	0	0	0	0	0	0	0	80,177	0	####
AMIO - INDUSTRIAL PSYCHOLOGIST	4525		90,309	1	0	0	0	0	0	0	0	0	0	0	0	0	0	90,309	0	####
AMIO - INVESTMENTS	4477		81,157	1	0	0	0	0	0	0	0	0	0	0	0	0	0	81,157	0	####
AMIO - JFRD SPECIAL OPERATIONS	4526		109,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	109,000	0	####
AMIO - JUVENILE SCVS	4422		59,387	1	0	0	0	0	0	0	0	0	0	0	0	0	0	59,387	0	####
AMIO - Law Librian Dir.	4209		57,075	1	0	0	0	0	0	0	3,008	1	0	0	0	0	3,008	60,083	3,008	####
AMIO - LIABILITY CLAIMS ADJUSTER	4233		56,501	8	0	0	0	0	0	0	0	0	0	0	0	0	0	56,501	0	####
AMIO - LIABILITY CLAIMS MANAGER	4232		92,400	1	0	0	0	0	0	0	0	0	0	0	0	0	0	92,400	0	####
AMIO - MAIG REGIONAL COORDINATOR	4516		62,617	1	0	0	0	0	0	0	0	0	0	0	0	0	0	62,617	0	####
AMIO - MANAGEMENT ANALYSIS	4189		50,474	3	0	0	0	1	4,729	1	0	0	0	0	0	0	4,729	52,050	1,576	####
AMIO - MANAGEMENT AND BUDGET ANA	4620		50,926	4	0	0	0	0	4,754	2	0	0	0	0	0	0	4,754	52,115	1,189	####
AMIO - MUSEUM ADMINISTRATION	4434		48,351	1	0	0	0	0	8,426	1	0	0	0	0	0	0	8,426	56,777	8,426	####
AMIO - OCEANFRONT PARK	4439		57,521	2	0	0	0	0	8,847	1	0	0	0	0	0	0	8,847	61,945	4,424	####
AMIO - OMBUDSMAN I	4451		55,105	1	0	0	0	0	0	0	0	0	0	0	0	0	0	55,105	0	####
AMIO - OMBUDSMAN II	4443		75,073	1	0	0	0	0	0	0	0	0	0	0	0	0	0	75,073	0	####
AMIO - PARKS & HISTORIC PRESERVATI	4506		75,779	1	0	0	0	0	0	0	0	0	0	0	0	0	0	75,779	0	####
AMIO - PARKS MARKETING MANAGER	4530		69,126	1	0	0	0	0	0	0	0	0	0	0	0	0	0	69,126	0	####

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<b>Proposed Pay Plan 29</b>																				
AMIO - PARKS PLANNING	4436		62,093	1	0	0	0	0	0	0	0	0	0	0	0	0	0	62,093	0	####
AMIO - PARKS SPECIALTY	4509		69,130	2	0	0	0	0	0	0	0	0	0	0	0	0	0	69,130	0	####
AMIO - PARTS MANAGER	4244		53,690	1	0	0	0	0	0	0	0	0	0	0	0	0	0	53,690	0	####
AMIO - PENSIONS	4433		59,913	1	0	0	0	0	0	0	0	0	0	0	0	0	0	59,913	0	####
AMIO - PENSIONS ADMINISTRATOR	4457		92,409	1	0	0	0	0	0	0	0	0	0	0	0	0	0	92,409	0	####
AMIO - PI COMMUNICATIONS	4417		54,151	10	0	0	59,806	6	59,480	8	0	0	0	0	0	0	119,285	66,080	11,929	####
AMIO - PLANNING BUSINESS MANAGER	4913		61,702	1	0	0	0	0	0	0	0	0	0	0	0	0	0	61,702	0	####
AMIO - PREC PUBLIC RELATIONS	4427		63,963	1	0	0	0	0	0	0	0	0	0	0	0	0	0	63,963	0	####
AMIO - PROCUREMENT ACCOUNTING	4424		59,693	1	0	0	0	0	0	0	0	0	0	0	0	0	0	59,693	0	####
AMIO - PROCUREMENT CONTRACTS	4414		61,683	1	0	0	0	0	0	0	0	0	0	0	0	0	0	61,683	0	####
AMIO - PROJECT ASSISTANT	4407		37,692	1	0	0	0	0	4,735	1	0	0	0	0	0	0	4,735	42,427	4,735	####
AMIO - PROJECT CONTROLS	4404		77,085	1	0	0	0	0	0	0	0	0	0	0	0	0	0	77,085	0	####
AMIO - PW COMMUNICATIONS	4469		55,000	1	0	0	0	0	4,307	1	0	0	0	0	0	0	4,307	59,307	4,307	####
AMIO - PW CONTRACT INSPECTION	4513		63,324	1	0	0	0	0	0	0	0	0	0	0	0	0	0	63,324	0	####
AMIO - PW FLEET	4511		66,082	1	0	0	0	0	0	0	0	0	0	0	0	0	0	66,082	0	####
AMIO - PW INFRASTRUCTURE	4510		58,748	1	0	0	0	0	0	0	0	0	0	0	0	0	0	58,748	0	####
AMIO - PW PROJECT MANAGER	4492		100,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	100,000	0	####
AMIO - PW PROJECTS	4418		56,286	1	0	0	0	0	0	0	0	0	0	0	0	0	0	56,286	0	####
AMIO - PW PROJECTS ADMINISTRATION	4483		114,328	1	0	0	0	0	0	0	0	0	0	0	0	0	0	114,328	0	####
AMIO - PW SPECIAL INITIATIVES	4741		88,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	88,000	0	####
AMIO - REAL ESTATE	4461		85,614	1	0	0	0	0	0	0	0	0	0	0	0	0	0	85,614	0	####
AMIO - RECREATION PROGRAMS	4750		58,819	1	0	0	0	0	0	0	0	0	0	0	0	0	0	58,819	0	####
AMIO - RITZ AND LAVILLA	4192		65,875	1	0	0	0	0	9,566	1	0	0	0	0	0	0	9,566	75,441	9,566	####
AMIO - SAFETY AND LOSS PREVENTION	4475		60,511	1	0	0	0	0	7,473	1	0	0	0	0	0	0	7,473	67,984	7,473	####
AMIO - SENIOR CENTERS	4199		57,086	1	0	0	0	1	8,819	1	0	0	0	0	0	0	8,819	65,905	8,819	####
AMIO - SPECIAL EVENTS MANAGER	4605		113,337	1	0	0	0	0	0	0	0	0	0	0	0	0	0	113,337	0	####
AMIO - STREETS AND DRAINAGE	4476		78,415	1	0	0	0	0	0	0	0	0	0	0	0	0	0	78,415	0	####
AMIO - TRANSPORTATION SPECIALIST	4640		77,438	1	0	0	0	0	0	0	0	0	0	0	0	0	0	77,438	0	####
AMIO - VETERANS SERVICES	4440		60,312	1	0	0	0	0	0	0	0	0	0	0	0	0	0	60,312	0	####
AMIO - VETERINARIAN	4485		82,644	2	0	0	0	0	0	0	0	0	0	0	0	0	0	82,644	0	####
AMIO - VICTIM SERVICES	4743		60,484	1	0	0	0	0	0	0	0	0	0	0	0	0	0	60,484	0	####
AMIO - WELLNESS COORDINATOR	4415		53,437	1	0	0	0	0	0	0	0	0	0	0	0	0	0	53,437	0	####
AMIO - WORKERS COMP	4419		56,961	1	0	0	0	0	0	0	0	0	0	0	0	0	0	56,961	0	####
AMIO - WORKERS COMP ADMIN	4455		71,386	1	0	0	0	0	0	0	0	0	0	0	0	0	0	71,386	0	####
ASSISTANT MANAGEMENT IMPROVEME	4010		74,217	8	0	0	171	2	12,987	2	0	0	0	0	0	0	13,158	75,862	1,645	####
ASST INFO TECH OFFICER- DBA/ IIS MA	4664		90,860	1	0	0	0	0	0	0	0	0	0	0	0	0	0	90,860	0	####
ASST INFO TECH OFFICER I	4660		66,005	1	0	0	0	0	0	0	0	0	0	0	0	0	0	66,005	0	####
ASST INFO TECH OFFICER II	4661		78,282	17	0	0	0	0	0	0	0	0	0	0	0	0	0	78,282	0	####
ASST INFO TECH OFFICER III	4662		101,819	6	0	0	0	0	0	0	0	0	0	0	0	0	0	101,819	0	####

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<b>Proposed Pay Plan 29</b>																				
ASST INFO TECH OFFICER- SR PROJ MG	4663		82,018	8	0	0	0	0	0	0	0	0	0	0	0	0	0	82,018	0	####
CHIEF ADMININSTRATIVE OFFICER/CIVIL	4180		75,299	1	0	0	0	0	0	0	0	0	0	0	0	0	0	75,299	0	####
CHIEF, JEDC	4704		89,265	1	0	0	0	0	0	0	0	0	0	0	0	0	0	89,265	0	####
CONTRACT MANAGER II JCC	4586		41,093	2	0	0	0	0	4,429	2	0	0	0	0	0	0	4,429	43,308	2,215	####
CONTRACT MANAGER V JCC	4589		55,435	1	0	0	0	0	8,015	1	0	0	0	0	0	0	8,015	63,450	8,015	####
CONTRACT MGR-ACCOUNTING MGR SR	4591		65,085	1	0	0	0	0	0	0	0	0	0	0	0	0	0	65,085	0	####
CONTRACT MGR-EARLY LITERACY COA	4584		53,699	1	0	0	0	0	0	0	0	0	0	0	0	0	0	53,699	0	####
CONTRACT MGR-III JCC	4587		50,655	3	0	0	0	0	4,539	3	0	0	0	0	0	0	4,539	52,168	1,513	####
CONTRACT SPECIALIST/NE-JCC PAREN	4581		42,539	1	0	0	0	0	2,221	1	0	0	0	0	0	0	2,221	44,760	2,221	####
COORDINATOR I - JEDC	4721		59,571	2	0	0	0	0	0	0	0	0	0	0	0	0	0	59,571	0	####
COORDINATOR II - JEDC	4737		62,020	3	0	0	0	0	991	1	0	0	0	0	0	0	991	62,350	330	####
DEPUTY DIRECTOR JCC	4567		70,867	1	0	0	0	0	1,229	1	0	0	0	0	0	0	1,229	72,096	1,229	####
DIRECTOR FINANCE-HOUSING AND NEI	4347		84,996	1	0	0	0	0	0	0	0	0	0	0	0	0	0	84,996	0	####
DIRECTOR JCC - SCHOOL READINESS	4566		94,879	1	0	0	0	0	0	0	0	0	0	0	0	0	0	94,879	0	####
DIRECTOR JCC-ADMINISTRATION	4593		67,213	1	0	0	0	0	4,467	1	0	0	0	0	0	0	4,467	71,680	4,467	####
DIRECTOR JCC-COMMUNICATIONS	4594		74,675	1	0	0	0	0	4,127	1	0	0	0	0	0	0	4,127	78,802	4,127	####
DIRECTOR JCC-FINANCE	4597		84,815	1	0	0	0	0	556	1	0	0	0	0	0	0	556	85,372	556	####
DIRECTOR JCC-SUPPORT SCVS	4592		74,126	1	0	0	0	0	0	0	0	0	0	0	0	0	0	74,126	0	####
DIRECTOR TRAINING, RESEARCH & EVA	4576		93,579	1	0	0	0	0	0	0	0	0	0	0	0	0	0	93,579	0	####
DOCUMENT SPECIALIST- HOUSING AND	4344		25,780	1	0	0	2,589	1	4,383	1	0	0	0	0	0	0	6,972	32,753	6,972	####
EARLY LITERACY CONSULTANT (JC)	4577		56,115	1	0	0	0	0	0	0	0	0	0	0	0	0	0	56,115	0	####
EXECUTIVE ASSISTANT II-LIBRARY SCV	4636		71,058	5	0	0	0	0	6,743	4	0	0	0	0	0	0	6,743	72,407	1,349	####
EXECUTIVE ASSISTANT I-LIBRARY SERV	4027		64,787	1	0	0	0	0	0	0	0	0	0	0	0	0	0	64,787	0	####
EXECUTIVE ASSISTANT IV - LIBRARY DE	4745		94,157	2	0	0	2,393	1	9,482	1	0	0	0	0	0	0	11,876	100,095	5,938	####
EXECUTIVE ASSISTANT TO JCC DIRECT	4491		38,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	38,000	0	####
EXECUTIVE DIRECTOR COUNCIL ON EL	4310		62,129	1	0	0	0	0	0	0	0	0	0	0	0	0	0	62,129	0	####
FINANCIAL & ADMINISTRATIVE MANAGE	4498		89,062	4	0	0	0	0	171	1	0	0	0	0	0	0	171	89,105	43	####
FINANCIAL ASSISTANT I	4348		39,444	1	0	0	0	0	3,653	1	0	0	0	0	0	0	3,653	43,097	3,653	####
FINANCIAL ASSISTANT II	4314		54,128	3	0	0	0	0	0	0	0	0	0	0	0	0	0	54,128	0	####
HOUSING FINANCE SPECIALIST	4353		57,086	1	0	0	0	1	9,353	1	0	0	0	0	0	0	9,353	66,438	9,353	####
HOUSING SERVICES MANAGER	4345		57,086	2	0	0	0	2	20,332	2	0	0	0	0	0	0	20,332	67,251	10,166	####
INFO TECH ANALYST- DBA/IS	4652		85,424	3	0	0	0	0	0	0	0	0	0	0	0	0	0	85,424	0	####
INFO TECH ANALYST I	4650		69,928	29	0	0	0	0	13,607	5	0	0	0	0	0	0	13,607	70,397	469	####
INFO TECH ANALYST II	4651		84,639	6	0	0	0	0	0	0	0	0	0	0	0	0	0	84,639	0	####
JCC - COMMUNITY RELATIONS COORDI	4600		35,816	1	0	0	0	1	6,247	1	0	0	0	0	0	0	6,248	42,064	6,248	####
JCC - DEVELOPMENTAL SCREENER	4552		37,986	3	0	0	0	2	18,462	3	0	0	0	0	0	0	18,462	44,140	6,154	####
JCC - EARLY LEARNING COACH	4556		46,995	5	0	0	0	1	19,795	4	0	0	0	0	0	0	19,795	50,954	3,959	####
JCC - INCLUSION SPECIALIST	4553		41,174	2	0	0	0	0	5,498	2	0	0	0	0	0	0	5,498	43,923	2,749	####
JCC - INFANT TODDLER COACH	4554		41,594	5	0	0	0	0	13,538	5	0	0	0	0	0	0	13,538	44,301	2,708	####

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## Implementation Cost By Proposed Classification City of Jacksonville

Proposed Pay Plan 29

100 % Of Market

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments													Prop Avg	Avg \$ Inc	%
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#			
<b>Proposed Pay Plan 29</b>																			
JCC - INFANT TODDLER COACH SENIOR	4555	43,770	2	0	0	0	0	12,808	2	0	0	0	0	0	0	12,808	50,174	6,404	####
JCC - PROGRAM ASSOCIATE	4601	44,058	4	0	0	0	0	2,623	1	0	0	0	0	0	0	2,623	44,714	656	####
JCC - PROGRAM ASSOCIATE SENIOR	4602	46,712	1	0	0	0	0	0	0	0	0	0	0	0	0	0	46,712	0	####
JCC - REIMBURSEMENT SUPERVISOR	4548	53,024	1	0	0	0	0	0	0	0	0	0	0	0	0	0	53,024	0	####
JCC - SAMIS COORDINATOR	4559	52,738	1	0	0	0	0	0	0	0	0	0	0	0	0	0	52,738	0	####
JCC - TEACHER MENTOR	4550	43,352	1	0	0	0	0	1,036	1	0	0	0	0	0	0	1,036	44,388	1,036	####
JCC-NUTRITION PROGRAM ASSISTANT	4546	38,000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	38,000	0	####
LEAD EARLY LITERACY CONSULTANT	4578	76,116	1	0	0	0	0	3,849	1	0	0	0	0	0	0	3,849	79,966	3,849	####
MANAGER ELECTRICAL MAINTENANCE	4217	57,211	1	0	0	0	0	6,053	1	0	0	0	0	0	0	6,053	63,264	6,053	####
MANAGER OF ACCOUNTING SERVICES -	4607	77,634	1	0	0	0	0	0	0	0	0	0	0	0	0	0	77,634	0	####
MANAGER OF ACCOUNTING SERVICES -	4151	65,017	1	0	0	0	0	0	0	0	0	0	0	0	0	0	65,017	0	####
MANAGER OF ACCOUNTING SERVICES-	4606	61,000	1	0	0	15,393	1	8,482	1	0	0	0	0	0	0	23,876	84,876	23,876	####
MANAGER OF ACCOUNTING SERVICES-	4642	72,899	1	0	0	0	0	0	0	0	0	0	0	0	0	0	72,899	0	####
MANAGER OF ACCOUNTING SERVICES-	4159	81,079	1	0	0	0	0	0	0	0	0	0	0	0	0	0	81,079	0	####
MANAGER OF ACCOUNTING SERVICES-	4152	73,571	1	0	0	0	0	0	0	5,130	1	0	0	0	5,130	78,701	5,130	####	
MANAGER OF PERSONNEL SERVICES	4520	72,455	1	0	0	0	0	0	0	0	0	0	0	0	0	0	72,455	0	####
MANAGER OF PERSONNEL SERVICES -	4021	79,260	1	0	0	0	0	0	0	0	0	0	0	0	0	0	79,260	0	####
MANAGER OF PERSONNEL SERVICES -	4150	78,098	1	0	0	0	0	0	0	0	0	0	0	0	0	0	78,098	0	####
MANAGER OF PERSONNEL SERVICES S	4124	103,308	3	0	0	0	0	0	0	0	0	0	0	0	0	0	103,308	0	####
MANAGER OF PERSONNEL SVCS - ORG	4140	81,761	1	0	0	0	0	0	0	0	0	0	0	0	0	0	81,761	0	####
MANAGER OF PURCHASING SERVICES	4022	69,294	1	0	0	0	0	0	0	0	0	0	0	0	0	0	69,294	0	####
MANAGER OF PURCHASING SERVICES -	4772	51,997	1	0	0	0	0	0	0	0	0	0	0	0	0	0	51,997	0	####
MANAGER OF PURCHASING SVCS-INTE	4160	69,295	1	0	0	0	0	0	0	0	0	0	0	0	0	0	69,295	0	####
MANAGER, JEDC	4705	83,402	3	0	0	0	0	0	0	0	0	0	0	0	0	0	83,402	0	####
MEDICAL EXAMINER OPERATIONS MAN	4493	72,409	1	0	0	0	0	0	0	0	0	0	0	0	0	0	72,409	0	####
MINORITY BUSINESS COORDINATOR	4168	52,317	1	0	0	0	0	2,809	1	0	0	0	0	0	0	2,809	55,126	2,809	####
PRINCIPAL INTERNAL AUDITOR	4341	80,888	5	0	0	0	0	0	0	0	0	0	0	0	0	0	80,888	0	####
SENIOR ACCOUNTANT, HOUSING COMM	4358	48,932	1	0	0	0	0	10,116	1	0	0	0	0	0	0	10,116	59,048	10,116	####
SPECIALIST - JEDC	4722	42,539	1	0	0	0	0	2,522	1	0	0	0	0	0	0	2,522	45,061	2,522	####
SPECIALIST SENIOR - JEDC	4773	63,081	1	0	0	0	0	0	0	0	0	0	0	0	0	0	63,081	0	####
TECHNICAL ASST AND COMPLIANCE OF	4359	52,764	2	0	0	0	1	6,119	1	0	0	0	0	0	0	6,119	55,823	3,060	####
TENNIS PROFESSIONAL	4211	33,789	1	0	0	0	0	7,037	1	0	0	0	0	0	0	7,037	40,826	7,037	####
TENNIS PROFESSIONAL - LEAD	4212	39,501	2	0	0	0	0	10,920	2	0	0	0	0	0	0	10,920	44,961	5,460	####

**Summary for Pay Plan: 29**

Pay Plan Totals	# Job Classes	# EES Flat % # Min # Mkt # Max # Step # Merit # Total													
		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#	Total
	189	358	0	0	91,019	25	480,233	105	19,358	4	0	0	0	0	590,610

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## Implementation Cost By Proposed Classification City of Jacksonville

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Summary for City of Jacksonville

Current Payroll	\$34,899,348	# Employees	460
Flat 0% Adjustment	\$0		
Adjustment To Minimum	\$91,019	# Adjusted To Minimum	25
Adjustment To Market	\$600,929	# Adjusted To Market	120
Adjustment To Maximum	\$45,644	# Adjusted To Maximum	10
Adjustment To Step	\$0	# Adjusted To Step	0
Merit Adjustment	\$0	# Merit Adjustments	0
Stipends / Supplements	\$0	# Stipends / Supplements	0
 Total Applied Adjustments	 \$737,592		
Proposed Payroll	\$35,636,940		

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## 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, 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.

Donald C. Long

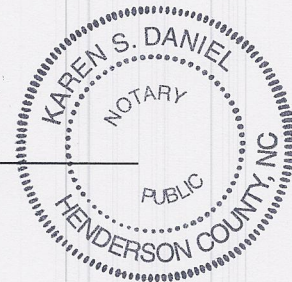
STATE OF North Carolina

COUNTY OF Henderson

The foregoing instrument was subscribed, sworn to and acknowledged before me by Donald C. Long on this the 7<sup>th</sup> day of August, 2012.

My Commission expires: May 28, 2017

Karen S. Daniel  
NOTARY PUBLIC, STATE AT LARGE



# EQUAL OPPORTUNITY AGREEMENT

## 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.*

  
Signature

Management Advisory Group, Inc.

Name of Business

**WORKFORCE ANALYSIS FORM**

Name of Organization: Management Advisory Group, Inc.

Date: 08 / 07 / 12

Categories	Total	White		Latino		Black		Other		Total	
		M	F	M	F	M	F	M	F	M	F
Administrators		1	1								
Professionals		1		1		1	1				
Superintendents											
Supervisors											
Foremen											
Technicians											
Protective Service											
Para-Professionals											
Office/Clerical			1		1		1				
Skilled Craft											
Service/Maintenance											
<b>Total:</b>											

*Prepared by:*

**Donald C. Long, President**  
**Name & Title**

**LFUCG MBE/WBE PARTICIPATION FORM**

**Bid/RFP/Quote Reference #** 23-2012

The MBE/WBE 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.

<b>MBE/WBE Company, Name, Address, Phone, Email</b>	<b>Work to be Performed</b>	<b>Total Dollar Value of the Work</b>	<b>% Value of Total Contract</b>
1. MAG is a WBE firm.	Total contract.	\$34,050	100%
2.			
3.			
4.			

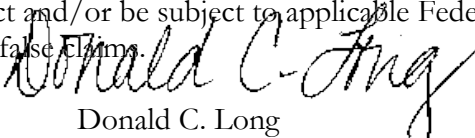
The undersigned company representative submits the above list of MBE/WBE firms to be used in accomplishing the work contained in this Bid/RFP/Quote. Any misrepresentation may result in the termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and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

Management Advisory Group, Inc.

**Company**

08-07-12

**Date**



Donald C. Long

**By**

President

**Title**



**LFUCG MBE/WBE SUBSTITUTION FORM**

**Bid/RFP/Quote Reference #** 23-2012

The substituted MBE/WBE 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 MBE/WBE Company Name, Address, Phone, Email	MBE/WBE 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. n/a MAG is a WBE firm					
2.					
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.

Management Advisory Group, Inc.

*Donald C. Long*  
 \_\_\_\_\_  
 Donald C. Long

**Company Representative**

08-07-12

**Date**

\_\_\_\_\_  
 President

**Title**



**MBE QUOTE SUMMARY FORM**

Bid/RFP/Quote Reference # 23-2012

The undersigned acknowledges that the minority subcontractors listed on this form did submit a quote to participate on this project.

Company Name MAG	Contact Person Donald C. Long
Address/Phone/Email 4000 Genesee Place, Suite 205 Lake Ridge, VA 22192	RFP Package / RFP Date 23-2012

MBE/WBE 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
MAG is a WBE							

(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.  
Management Advisory Group, Inc.

*Donald C. Long*  
Donald C. Long

Company  
08-07-12

Company Representative  
President

Date

Title



## LFUCG SUBCONTRACTOR MONTHLY PAYMENT REPORT

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. In order to measure that goal LFUCG will track spending with MBE/WBE vendors 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 #** 23-2012  
**Total Contract Amount Awarded to Prime Contractor for this Project** \_\_\_\_\_

<b>Project Name/ Contract #</b>	<b>Work Period/ From:</b> _____ <b>To:</b> _____
<b>Company Name:</b>	<b>Address:</b>
<b>Federal Tax ID:</b>	<b>Contact Person:</b>

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
<b>MAG is a WBE firm</b>							

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.  
 Management Advisory Group, Inc. Donald C. Long

\_\_\_\_\_  
**Company**  
**08-07-12**

\_\_\_\_\_  
**Company Representative**  
**President**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Title**

**LFUCG STATEMENT OF GOOD FAITH EFFORTS**

**Bid/RFP/Quote #** 23-2012

By the signature below of an authorized company representative, we certify that we have utilized the following methods to obtain the maximum practicable participation by minority and women owned business enterprises on the project. Please indicate which methods you used by placing an X in the appropriate place.

Attended LFUCG Central Purchasing Economic Inclusion Outreach Event

Sponsored Economic Inclusion event to provide networking opportunities

Requested a list of MBE/WBE subcontractors or suppliers from LFUCG Economic Engine

Advertised for MBE/WBE subcontractors or suppliers in local or regional newspapers

Showed evidence of written notice of contracting and/or supplier opportunities to MBE/WBE firms at least seven days prior to the proposal opening date

Provided copies of quotations submitted by MBE/WBE firms which were not used and/or responses from firms indicating they would not be submitting a quote

Provided plans, specifications, and requirements to interested MBE/WBE subcontractors

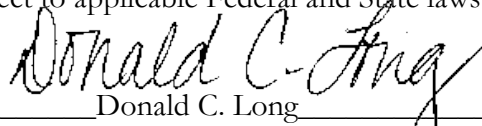
Other  
Please list any other methods utilized that aren't covered above.

MAG is M/WBE firm. \_\_\_\_\_

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

\_\_\_\_\_  
**Company**  
08-07-12

\_\_\_\_\_  
**Date**



\_\_\_\_\_  
**Donald C. Long**  
**Company Representative**

\_\_\_\_\_  
**President**  
**Title**

Firm Submitting Proposal: Management Advisory Group, Inc.

Complete Address: 4000 Genesee Place, Lake Ridge VA 22192  
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

## 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, 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.

  
Signature

08-07-12  
Date