

Proposal for a Classification and Compensation Study



Durham County, North Carolina

RFP 18-015

December 26, 2017



13580 Groupe Drive, Suite 200
Woodbridge, Virginia 22192
703-590-7250 – phone
www.maginc.org
don@maginc.org



MANAGEMENT ADVISORY GROUP INTL., INC.

MANAGEMENT CONSULTING SERVICES

December 26, 2017

Durham County Purchasing Division
Attn: Hilda W. Williams, Senior Procurement Specialist
Durham County Government
200 East Main Street, 4th Floor
Durham, NC 27701

Dear Ms. Williams:

Management Advisory Group International, Inc. (MAG) is pleased to present this *Proposal for a Comprehensive Classification and Compensation Study, in response to RFP 18-015*. We have reviewed the RFP, the list of position classifications, and the County's budget document in preparation for our submission. We completely understand the focus of the requested services, and appreciate your consideration. No addenda are noted.

MAG is a national, full-service human resources consulting firm with *extensive* experience in classification and compensation projects, position descriptions, performance evaluation, and human resources software. Principals of the firm have conducted **over 500 similar studies** in over 25 years of municipal consulting in 24 states, including North Carolina. Our focus is the public sector. Our experience includes studies for:

We are thoroughly familiar with the functions and activities such as those that exist in the departments within the County. We have performed many studies with functions such as Social Services, Engineering and Environmental Services, EMS, Sheriff's Offices and Detention Facilities, Public Health, Library, Information Technology and all other county functions that exist in Durham County. We are familiar with HHS functions that exist in the County, and the compensation relationship of the County to the state of North Carolina.

We complete projects in all areas of the country. *Please note that while our administrative functions are located in northern Virginia, MAG primary staff for your study are located in the Asheville, NC area office, Greenville, and Columbia. You can be assured of a high level of responsiveness due to the location of our primary partners in these nearby locations.*

Hilda W. Williams, Senior Procurement Specialist
Durham County Government
December 26, 2017
Page Two

We believe you will find that, based on our extensive experience and careful review of your interests, MAG and our staff have:

- an *outstanding understanding of the project goals and objectives*;
- highly relevant experience from hundreds of successful studies;
- the *capability* to handle large projects (with up to 16,000 employees in Memphis);
- significant knowledge in HR;
- a progressive schedule that ensures excellence;
- impeccable references, and,
- substantial activity in providing classification and compensation services to local governments.

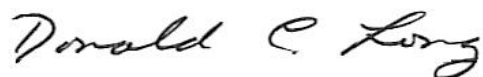
Over the years, MAG has developed software specific to the completion of classification and compensation studies. It is ***unmatched*** in the market place and is the most progressive in the business for the purpose of conducting compensation studies. It is simply the best available.

One of our key strengths is our ability to produce customized plans that ultimately result in implementation.

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

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

Sincerely,



Donald C. Long, Ph.D., President
Management Advisory Group International, Inc.
13580 Groupe Drive, Suite 200
Woodbridge, VA 22192
Phone: (703) 590-7250
Email: don@maginc.org

DURHAM COUNTY, NORTH CAROLINA

TABLE OF CONTENTS

Letter of Transmittal

Executive Summary

Table of Contents

Section 1.0 – Signed Forms Page 1-1

Section 2.0 – Executive Summary Page 2-1

Section 3.0 – Corporate Overview Page 3-1

Section 4.0 – Approach Page 4-1

Section 5.0 – Organization and Staffing..... Page 5-1

Section 6.0 – Qualifications and Experience..... Page 6-1

Section 7.0 – Conflict of Interest (none)..... Page 7-1

APPENDICES.....

Comments from Previous Clients

Sample MAG Agreement

Sample Description

Sample Tables



SECTION 1.0

SIGNED FORMS





REQUEST FOR PROPOSALS

COMPREHENSIVE CLASSIFICATION AND COMPENSATION STUDY (RFP No. 18-015)

ISSUE DATE:

Date: December 13, 2017

ISSUING DEPARTMENT:

**County of Durham Purchasing Division
4th Floor / 200 East Main Street
Durham, NC 27701**

Proposals will be received until 2:00 P.M., on December 27, 2017, to provide a Comprehensive Classification and Compensation Study for Durham County.

All inquiries concerning the Scope of Services, Proposal Submission Requirements or Procurement Procedures should be directed to:

**Hilda W. Williams, Senior Procurement Specialist, (919) 560-0054
Purchasing Division
Email: purchasinggroup@dconc.gov**

Proposals shall be mailed and/or hand delivered to the Issuing Department shown above, and the envelope shall bear the name and number of this Request for Proposals (RFP). It is the sole responsibility of the Proposer to ensure that his/her Proposal reaches the Purchasing Division by the designated date and hour indicated above.

In compliance with this Request for Proposals and to all the terms and conditions imposed herein, the undersigned offers and agrees to furnish the goods and services described in accordance with the attached signed proposal.

Firm Name: Management Advisory Group Int'l, Inc

Date: 12/26/2017

Address: 13580 Groupe Dr, Suite 200
Woodbridge, VA 22192

Phone: 703-590-7250

Phone: 703-590-7250

By: Donald C. Long
(Name Typed/Printed)

By: *Donald C. Long*
(Signature in Ink)

Attachment B

**ADDENDUM ACKNOWLEDGEMENT
(RFP NO. 18-015)**

Receipt of the following Addendum is acknowledged:

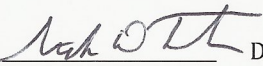
Addendum no. N/A Date _____

Addendum no. _____ Date _____

Addendum no. _____ Date _____

Addendum no. _____ Date _____

Addendum no. _____ Date _____

Signature:  Date: 12/26/2017

Senior Consultant
(Title)

Management Advisory Group International, Inc.
(Name of Firm)


Attachment C

NON-COLLUSION AFFIDAVIT

State of North Carolina
County of Durham

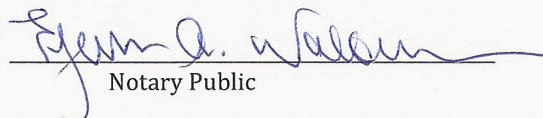
Stephen D. Foster, being first duly sworn, deposes and says that:

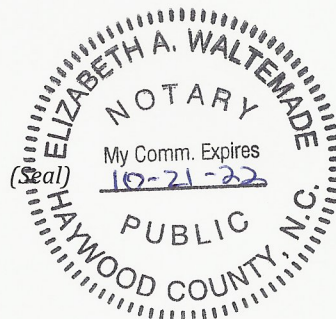
1. He/She is the Sr Consultant of Management Advisory Group the Proposer that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;
3. Such Proposal is genuine and is not a **collusive** or **sham** Proposal;
4. Neither the said Proposer nor any of its officers, partners, owners agents, representatives, employees or parties of interest, including this affidavit, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, firm or person to submit a **collusive** or **sham** Proposal in connection with the contract for which the attached Proposal has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price of any other Proposer or to secure through collusion, conspiracy, connivance or unlawful agreement any advantage against the County of Durham or any person interested in the proposed contract; and
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affidavit.


Signature of Proposer

12/26/2017
Date

Subscribed and sworn before me,
this 21st day of Dec, 20XX 2017


Notary Public



Notary Public
My Commission Expires: 10-21-22

Affidavit A

ATTACH TO BID

State of North Carolina AFFIDAVIT A - List of the Good Faith Effort

COUNTY OF DURHAM

Affidavit of Management Advisory Group International, Inc.

(Name of Bidder)

MAG is 51% WBE owned. 100% of the work would be completed by MAG.

I have made a good faith effort to comply under the following areas checked:

(A minimum of 5 areas must be checked in order to have achieved a "good faith effort")



1-Contacted minority businesses that reasonably could have expected to submit a quote and that were known to the contractor, or available on State or local government maintained lists, at least 10 days before the bid date and notified them of the nature and scope of the work to be performed.



2-Made the construction plans, specifications and requirements available for review by prospective minority businesses, or providing these documents to them at least 10 days before the bids are due.



3-Broken down or combined elements of work into economically feasible units to facilitate minority participation.



4-Worked with minority trade, community, or contractor organizations identified by the Office of Historically Underutilized Businesses and included in the bid documents that provide assistance in recruitment of minority business.



5-Attended pre-bid meetings scheduled by the public owner.



6-Provided assistance in getting required bonding or insurance or provided alternatives to bonding or insurance for subcontractors.



7-Negotiated in good faith with interested minority businesses and did not reject them as unqualified without sound reasons based on their capabilities. Any rejection of a minority business based on lack of qualification should have the reasons documented in writing.



8-Provided assistance to an otherwise qualified minority business in need of equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted minority businesses in obtaining the same unit pricing with the Bidder's suppliers in order to help minority businesses in establishing credit.



9-Negotiated joint venture and partnership arrangements with minority businesses in order to increase opportunities for minority business participation on a public construction or repair project when possible.



10-Provided quick pay agreements and policies to enable minority contractors and suppliers to meet cash flow demands.

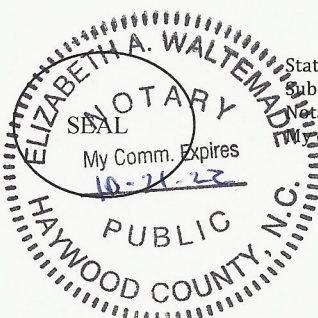
In accordance with GS 143-128.2(d) the undersigned will enter into a formal agreement with the firms listed in the Identification of Minority Business Participation schedule conditional upon execution of a contract with the Owner. Failure to abide by this statutory provision will constitute a breach of the contract.

The undersigned hereby certifies that he or she has read the terms of the minority business commitment and is authorized to bind the bidder to the commitment herein set forth.

Date: 12/26/2017 Name of Authorized Officer: Stephen D. Foster

Signature: 

Title: Senior Consultant



State of North Carolina, County of Buncombe
Subscribed and sworn to before me this 26 day of Dec 2017
Notary Public Elizabeth A. Waltemade
My commission expires 10-21-22

Affidavit B

ATTACH TO BID – IF YOU ARE NOT UTILIZING SUBCONTRACTORS

State of North Carolina AFFIDAVIT B - Intent to Perform Contract with Own Workforce

COUNTY OF DURHAM

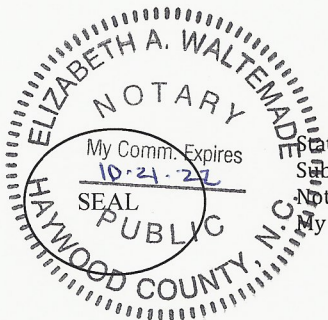
Affidavit of Management Advisory Group International, Inc.
(Name of Bidder)

I hereby certify that it is our intent to perform 100% of the work required for
the RFP 18-015 Classification & Compensation Study contract.
(Name of Project)

In making this certification, the Bidder states that the Bidder does not customarily subcontract elements of this type project, and normally performs and has the capability to perform and will perform all elements of the work on this project with his/her own current work forces; and agrees to provide any additional information or documentation requested by the owner in support of the above statement.

The undersigned hereby certifies that he or she has read this certification and is authorized to bind the Bidder to the commitments herein contained.

Date: 12/26/2017 Name of Authorized Officer: Stephen D. Foster
Signature: [Signature]
Title: Senior Consultant



State of North Carolina, County of Buncombe
Subscribed and sworn to before me this 26th day of Dec 2017
Notary Public [Signature]
My commission expires 10-24-22

Attachment G



Vendor Application

IT IS CRITICAL TO THE COUNTY THAT YOU COMPLETE ALL DATA - PLEASE PRINT OR TYPE

(A W-9 FORM IS REQUIRED AND MUST BE SUBMITTED WITH THIS FORM)

1. Proposer Name: Management Advisory Group International, Inc.

Do you require a 1099? Yes ☐ No ☐

2. Mailing address for payments:

13580 Groupe Dr, Suite 200
Woodbridge, VA 22192

3. Mailing address for purchase orders, proposals and bids:

same as payment address

4. Contact Person Donald C. Long Phone #: 703-590-7250

Email address: don@maginc.org Fax #: 703-590-0366

5. In what City and State is your firm licensed? Tallahassee, Florida

If licensed in NC, indicate County (for tax purposes) N/A

6. Indicate your firm's organizational type:

Individual ☐ Partnership ☐ Corporation ☒ Governmental Agency ☐ Other ☐

7. Is your firm a large business? Yes ☐ No ☒ 8. Is your firm a small business? Yes ☒ No ☐

9. Is your firm 51 percent or more owned and operated by a woman? Yes ☒ No ☐
If yes, with what governmental agencies are you certified? Florida

10. Is your firm 51 percent or more owned and operated by a minority? Yes ☐ No ☒
If yes, with what governmental agencies are you certified? _____

Identify appropriate minority group:

Black American ☐ Native American ☐ Hispanic ☐ Asian/Pacific ☐ Asian Indian ☐

11. Is your firm incorporated? Yes ☒ No ☐

12. Is your firm a not-for-profit concern? Yes ☐ No ☒

13. Is your firm a handicapped business concern? Yes ☐ No ☒

14. Give a brief description of goods or services your firm provides: Human Resources Consulting for local governments.

Signature: Donald C. Long Title: President

Print name: Donald C. Long Date: 12/26/2017

If you have any questions concerning this form, call Durham County Purchasing Division - (919) 560-0051.

Return to: County of Durham Purchasing Division or Fax to: 919-560-0057
200 E Main St., 4th Floor
Durham, NC 27701

Request for Taxpayer Identification Number and Certification

Give Form to the
requester. Do not
send to the IRS.

Print or type See Specific Instructions on page 2.	Name (as shown on your income tax return) Management Advisory Group International, Inc.	
	Business name/disregarded entity name, if different from above	
	Check appropriate box for federal tax classification: <input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____ <input type="checkbox"/> Other (see instructions) ▶ _____	Exemptions (see instructions): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____
	Address (number, street, and apt. or suite no.) City, state, and ZIP code	Requester's name and address (optional)
	List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN) Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> on page 3. Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.	Social security number <table border="1"><tr><td></td><td></td><td></td><td>-</td><td></td><td></td><td>-</td><td></td><td></td><td></td><td></td></tr></table>				-			-				
			-			-						
	Employer identification number <table border="1"><tr><td>8</td><td>8</td><td>-</td><td>0</td><td>4</td><td>9</td><td>5</td><td>5</td><td>1</td><td>0</td></tr></table>	8	8	-	0	4	9	5	5	1	0	
8	8	-	0	4	9	5	5	1	0			

Part II Certification Under penalties of perjury, I certify that: 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and 3. I am a U.S. citizen or other U.S. person (defined below), and 4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct. Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.	Sign Here Signature of U.S. person ▶ <i>Donald C. Long</i> Date ▶ 12/26/2017
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. The IRS has created a page on IRS.gov for information about Form W-9, at www.irs.gov/w9. Information about any future developments affecting Form W-9 (such as legislation enacted after we release it) will be posted on that page.

Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, payments made to you in settlement of payment card and third party network transactions, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the

withholding tax on foreign partners' share of effectively connected income, and

4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct.

Note. If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

Attachment H

STATE OF NORTH CAROLINA

COUNTY OF DURHAM

**AFFIDAVIT OF COMPLIANCE
with N.C. E-Verify Statutes**

I, Stephen D. Foster (hereinafter the "Affiant"), being duly authorized by and on behalf of Management Advisory Group (hereinafter "Contractor") after first being duly sworn hereby swears or affirms as follows:

1. Contractor understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law in accordance with Article 2 of Chapter 64 of the North Carolina General Statutes; and
2. Contractor understands that an "Employer", as defined in NCGS§64-25(4), is required by law to use E-Verify to verify the work authorization of its employees through E-Verify in accordance with NCGS§64-26(a). The term "Employer" does not include State agencies, counties, municipalities, or other governmental bodies.
3. Contractor is a person, business entity, or other organization that transacts business in this State and that employs 25 or more employees in the state of North Carolina. (Mark Yes or No)
 - a. YES _____
 - b. NO x
4. Contractor will ensure compliance with E-Verify to the extent applicable and will ensure compliance by any subcontractors subsequently hired by Contractor to perform work under Contractor's contract with Durham County.

This 26th day of December, 2017.

[Signature]

Signature of Affiant

Print or Type Name: Stephen D. Foster

State of NORTH CAROLINA

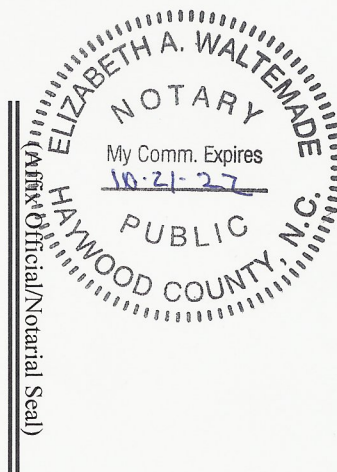
County of Durham

Signed and sworn to (or affirmed) before me, this the 26th
day of December, 2017.

My Commission Expires: 10-21-22

[Signature]

Notary Public





PROPOSAL FORM

Comprehensive Classification and Compensation Study (RFP 18-015)

In accordance with the attached instructions, terms, conditions, and Scope of Services we submit the following proposal to the County of Durham.

TOTAL PROPOSED COST

\$ 149,500

One Hundred Forty Nine Thousand and Five Hundred Dollars

(Total Proposed Cost in Writing)

The above Total Proposed Cost should be based on being awarded the entire project.

I certify that the contents of this proposal are known to no one outside the firm, and to the best of my knowledge all requirements have been complied with.

Date: 12/26/2017

Authorized Signature: Donald C. Long

Donald C. Long

Name

President

Title

Management Advisory Group International, Inc.

Firm Name

SECTION 2.0

EXECUTIVE SUMMARY



2.0 Executive Summary

On-Target Understanding of Services Needed by the County...

MAG will perform a comprehensive review of the County's classification and compensation system which includes conducting an internal equity analysis of employee salaries. The desired objective is to implement a fair, consistent, competitive and legally defensible Classification and Compensation system that allows the County to attract, reward and retain qualified individuals. The study results will align with the State of NC's substantially equivalency requirement, and provide flexibility such as not to inhibit those departments that are not required to have this alignment. The final product will include other reward and recognition incentives that comprise a total compensation system.

Excellent Experience, Professional Qualifications and Demonstrated Success...

MAG principals and staff have successfully completed over 500 similar studies over a 25 plus year period in 24 states. MAG has the resources, staff and financial capacity to successfully complete your study. MAG has completed recent studies with as many as 16,000 employees. Our clients are public sector agencies.

Expertise of Staff Members and Staff Allocation...

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

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

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

Customer Service...Enable the Client

We license our software to you, and train HR staff in its use, thus allowing you to maintain your classification system and database of employees without continuing or excessive consultant costs. Our staff responds to emails within minutes 90% of the time, and will respond to any questions or clarifications at no cost for up to a year.

Your Consideration is Appreciated...

SECTION 3.0

CORPORATE OVERVIEW



Section 3.0 – Firm Qualifications and Capabilities

Time in Business and Business Specialties

The Principals of MAG International, Inc. have a proven track record in providing in-depth management and human resource consulting services for over 25 years in more than 24 states. Our services for counties and municipalities include a focus on classification/compensation studies. Our work also includes performance management evaluation, compensation and pay equity and analysis, personnel policies, training, and procedures manuals.

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

MAG International, Inc. Selected Areas of Expertise

➤ Compensation and Classification

Pay Equity and Comparable Worth

Evaluation systems

Salary Studies

Benefits

Management/Executive Compensation

➤ Management Systems

Facilities Reviews

Productivity and Staffing Analysis

Privatization Reviews

Organizational Restructuring

Efficiency Studies

➤ Policies, Procedures and Training

Personnel Ordinances and Policy Manuals

Recruiting and Hiring Guidelines

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

MAG is one of three sister companies. ***MAG International, Inc.*** focuses on state, county and local government; ***MAG LLC***, focuses on federal contracts; and, ***MAG- DS*** primarily handles international projects. ***MAG's*** home offices are located in Northern Virginia, with satellite offices in North Carolina, South Carolina, and Tennessee. There are over seventy staff in the domestic offices and over 600 worldwide.



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

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

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

Project Initiation and Timetables

While MAG has other current clients, the company has established a priority for the initiation, scope, and timetable of this project. We are prepared to initiate this project immediately and complete a high quality study within the desired time period. We would anticipate 4 months for completion. Budget data can be provided earlier as necessary.

Current Clients

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

- ✓ Jacksonville-Duval County, FL;
- ✓ Lexington-Fayette County, KY;
- ✓ Queen Anne's County, Maryland;
- ✓ New Orleans, Louisiana;
- ✓ Broward County, Florida;
- ✓ Athens Clarke County, GA;
- ✓ Cameron County, TX;
- ✓ Several Maryland state agencies;
- ✓ Charleston, West Virginia;
- ✓ Atlanta, Georgia;
- ✓ Oakland County, Michigan;
- ✓ Cecil County, Maryland;
- ✓ Marion County, South Carolina;
- ✓ St. Petersburg, Florida;
- ✓ Fayette County Schools, KY;
- ✓ Washington Council of Governments (WASHCOG)



Excellent Outcomes

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

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

MAG's Special Human Resource Management Software

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

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

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



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

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

The third prong to our unique approach to human resources management targets employee performance. MAG understands that managing performance is one of the toughest challenges faced by public sector employers and, in response, has designed and developed **Performance Manager®** to effortlessly link people, pay and performance.

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

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

MAG has the organizational, financial, staff, and technical capability to assure success for this important project. MAG has never had any contracts terminated prior to the end of the contract. Litigation has never been filed against our firm.

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



SECTION 4.0

APPROACH



Section 4.0 – Project Approach/Methodology

Parts of this section are considered confidential and not subject to public disclosure as they contain information, references and screen shots of MAG's exclusive, confidential and proprietary software, which will be provided (licensed for use) to the County AT NO COST. MAG's powerful and unique software is not available for purchase and is ONLY available to our clients for their own use. It is copyrighted and it is the intellectual property of MAG.

Step 1: Project Initiation and Data Requirements

Initial Meetings

Upon agreement to proceed, MAG's study team will meet with our County project manager and formulate a Task Completion List with input from our County management partner; typically this is the HR Director and the key departmental staff. MAG can also meet with other appropriate personnel to request background information, review the objectives of the study, and discuss concerns and issues.

MAG's representatives will then meet with Department Heads to discuss the strengths and limitations, from their operational perspective, of the current compensation system and identify any classification and compensation concerns that exist within each of their departments. Department Heads will have significant appropriate and directed input into identifying their issues as the project moves forward. Input from these meetings and subsequent meetings will allow MAG to assist with refining and articulating a sound compensation plan that can be used to drive future decisions.

Department Head Input

At the outset of the study MAG representatives

and our HR partners will meet with Executive Leadership staff, and Department Heads to communicate goals and objectives. Supervisors will also be provided with "Administrative Issues" forms, which will guide them in providing feedback on problem areas or concerns and to identify positions in need of review.

Data Required

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



We will discuss:


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

Internal Equity

As a tool in supporting MAG's comprehensive and professional approach, we have developed and utilize a Windows™ based system, ***Classification Manager®***, an evaluation system that integrates current market data through Linear Regression Modeling.

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



CLASSIFICATION MANAGER by Management Advisory Group		
Classification Manager® SAMPLE CLIENT		Select Database
<div>Basic Setup</div> <div>Administrative Issues</div> <div>Class Evaluation With Bands</div> <div>Employees</div> <div>Implementation Scenarios</div> <div>Job Analysis Questionnaires</div> <div>Large Data Grid</div> <div>Pay Plan Editing</div> <div>Position Maintenance</div> <div>Reclassify</div> <div>Regression Analysis</div>	 <p>CM Frontend - Master Copy 8-24-2016 KM</p>	<div>Reports Menu</div> <div>Export Data</div> <div>Export in Data Request Format</div> <div>Event Management</div> <div>Surveys Project Notes</div> <div>Create New Backend</div> <div>FLSA Guide</div> <div>Update from Spreadsheet</div> <div>Create Link to JAQ Upload Tables</div> <div>Pwd: <input type="text"/> Load to Web</div> <div>Get JAQ Passwords w/Dept Name</div>
\\DESKTOP-98QT9M9\Y-Drive\Proposals\Proposal Resources\SAMPLE CLIENT 800 city employees CM, MM and Full Class & Comp Report\SAMPLE CLIENT Backend updated 12-21-15 JB.mdb		Quit
Internet is connected		

Step 2: Job Questionnaires – Full Documentation in an Easy to Use Format

MAG has developed a highly efficient web based online job questionnaire process for employees and their supervisors. Supervisors access their employees' questionnaires for review and comment. Job questionnaires can be printed at any time following completion of the questionnaire. This approach enables MAG to make distinctions at the employee level. Additionally, all of the key information in the Job Analysis Questionnaires (JAQ's) are downloaded to MAG's **Classification Manager®** software so that the information is readily available for both use in identifying job profile values from the incumbents and their supervisors, as well as for future use by the County as a baseline or reference points to help calibrate job changes that might occur.



CLASSIFICATION MANAGER - Job Class Editing and Evaluation

Classification Manager® - Proposed Job Class Evaluation
Large Client Sample

Job Title: Code:

Pay Plan: Occ Category:

Copy Points From: Class Description Employee In This Class Avg JAQ Responses

Degree of Involvement		Emp	Sup	Copy Emp Avgs to Proposed
Org Responsibility	3	3.82	4.00	Data Responsibility
Data Responsibility	4	3.66	3.67	People Responsibility
People Responsibility	4	2.06	2.11	Asset Responsibility
Assets Responsibility	2	5.48	5.49	Experience
Experience	5	3.45	3.39	Education
Education	2	2.16	2.18	Math
Math	2	3.63	3.61	Communications
Communications	4	2.62	2.54	Judgment
Judgment	3	4.06	3.93	Complexity of Work
Complexity of Work	4	3.18	3.53	Impact of Errors
Impact of Errors	4	1.95	1.95	Physical Demands
Physical Demands	2	1.82	1.79	Equipment Usage
Equipment Usage	2	2.12	0.00	Unavoidable Hazards
Unavoidable Hazards	1	1.50	1.60	Safety of Others
Safety Of Others	2			
Total Points:	472			
Prop. Grade:	<input type="text" value="111"/>			
Delta:	472	EAC:	<input type="text" value="0"/>	
Min	Mkt	Max		
37,786	45,343	60,306		

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

MAG can then modify with organization values to facilitate proper placement which is easy to explain to employees.

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

Your project will include the completion of job analysis questionnaires and use of the software to generate reports. ***You will see that MAG's online Job Questionnaire is comprehensive and easy to complete, and has been successfully completed by over 350,000 employees at all levels in local/state government agencies.***

We utilize and propose to the County that the position evaluation process be conducted by means of a job profile evaluation system, based on input from the employee and supervisor. We have developed and utilize a Windows™ based system, ***Classification Manager®***, an evaluation system that utilizes a Job Value Analysis methodology, generated by the employee and the immediate supervisor and integrates current market data through Linear Regression Modeling. This evaluation tool provides accurate, defensible analyses with multiple reporting and tracking options. The system is used to evaluate each job classification in ***Classification Manager®*** to determine comprehensive job profile. The evaluations provide a quantitative score and identify similar jobs in the current plan(s).

We combine a state of the art technical approach with personalized attention and recommendations focused on your interests.



This same software, used for the integration of current market data and employee information to produce informative, innovative, and budget projection reports, is turned over to our HR department partners, toward the close of the study to transition all of the information developed and used by MAG, to the County.

As it is readily apparent from the visuals included above, it will be clear from reviewing individual employee job profiles where work can be logically grouped, and where there are “outliers” that need to be investigated by both MAG and our County partners, to ensure proper consideration and final placement.

MAG’s unique software system, *Classification Manager*®, retains the employees’ information thus providing the County with a simple and easy to explain process for job placement. This simplification of what can be a complex and “mysterious process” for employees increases understanding and improves the efficiency of both implementing and administering the plan. In addition, MAG software readily groups positions into occupational categories.

Review of Progression in the System – In Range Compression

A review of the external market and a review of the County’s current compensation structure will result in alleviating grade compression. MAG will also identify whether there is an opportunity for advancement within the different occupational families by proposing various methods of in-range compression issues to assist our County partners in addressing concerning with wage compression.

Step 3: External Market Review of Position Classifications

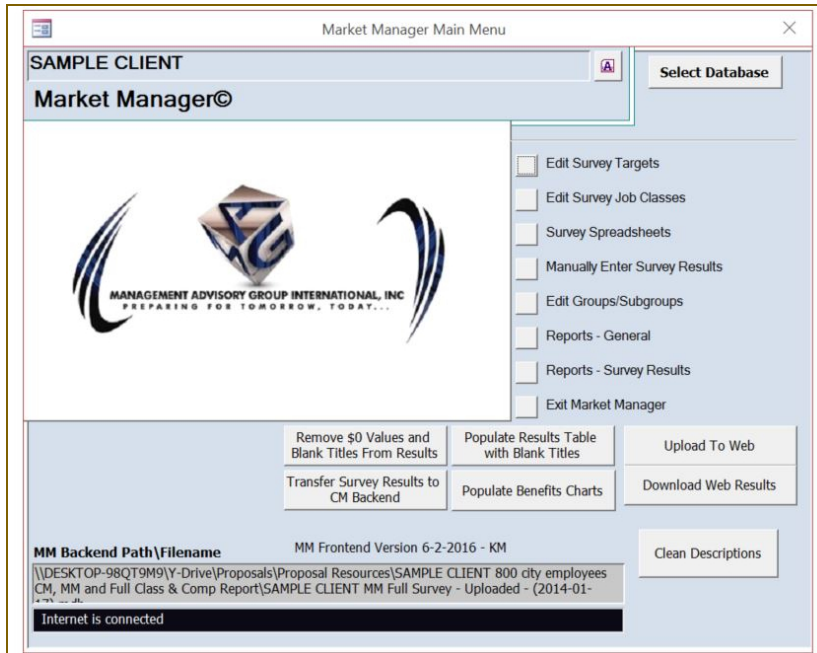
We develop the market salary survey instrument, provide the survey instrument and target list to HR for review, comment, and suggestions, and contact target organizations to solicit survey participation. The survey instrument will be customized to meet your needs. MAG will work with our County partners to identify and fine tune both the survey targets as well as the list of represented benchmark positions for each of the occupational families. We note that capturing of average salaries is accomplished through DOL data. Average employee salary data, while typically not provided by target organizations, are available through Department of Labor, Bureau of Labor Statistics, which MAG is able to provide for benchmark positions. Of course, MAG averages the responses for the minimums, midpoints, and maximums for the target organizations.

Benchmarks are carefully chosen in concert with County staff.



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

MAG also has a large, current database of compensation data which can also serve as a resource. Private sector data for jobs that are competitive in that market is normally collected through published sources.



Survey Instrument Content

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

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

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

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



Durham County

SAMPLE SALARY SURVEY

A Salary Survey for Valued Client

Respondent : Select Organizations
Address : Regional and National Locations
City : U.S. Cities
State :
Zip :
Contact : Select Representatives
Title : H.R. Officers
Phone :
Email : repondent@rsvp.org

Job Class Title : Appraiser II - Commercial

Description
Obtains/reviews plans of large residential dwellings with construction angles. Measures and lists existing and new commercial structures. Works with annual income and expense questionnaire mailing. Performs assessment/valuations on applicable properties using the income approach/methodology. Measures and classifies

Qualifications
Requires HS Diploma (or equivalent) and three years of technical experience and/or training (appraisals, surveying, real estate, etc.). Requires current Florida Drivers

Your Matching Title : Place Matching Title Here
Pay Frequency : ☒ Annual ☐ Semi ☐ Hourly
Pay Range : Minimum Mid-Point Maximum
Duty Days Annual Hours CFE Bonus

NOTES : Please describe any differences below.
Place Notes about Title Here

Save Changes Submit
Reset Form Reset

Data is automatically saved when selecting a new title or when using the Next or Previous buttons.

Management Advisory Group, Inc. PHONE: (850)386-2711 EMAIL: info@maginc.org
MAG, Inc. Home

Selected Benchmark Classifications

Brief Class Description & Qualifications

Enter Salary/Pay Information

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



Durham County

SAMPLE SURVEY RESULTS

Salary Survey Results												
Emergency Communications Officer												
Descrip	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 where 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.											
Quals	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	Entry	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	\$26,229	\$32,127	61.6%	<input type="checkbox"/>					
New Smyrna Beach	Emergency Communications Officer		\$20,700	\$25,572	\$30,444	47.1%	<input type="checkbox"/>					
Deltona	Telecommunicator		\$21,623	\$25,874	\$31,569	46.0%	<input type="checkbox"/>					
Lake Mary		Identical	\$22,235	\$27,000	\$33,322	49.9%	<input type="checkbox"/>					
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		\$23,976	\$33,130	\$40,263	55.0%	<input type="checkbox"/>					
Average			\$21,516	\$26,995	\$32,886	52.8%						
Town of Ponce Inlet			\$15,996	\$19,832	\$23,667	48.0%						
\$ Difference			(\$5,530)	(\$7,163)	(\$9,219)							
% Difference			-34.5%	-36.1%	-39.0%							

Benchmark Classification

Survey Respondent(s)

Results Comparison

The market report includes:

- Overall raw data and response from the survey participants and our analyses of the received data;
- Our recommendations for use of the received data in the development of the subsequent pay plan(s) and salary schedule recommendations; and
- Discussion regarding any observations by analysis staff during the market survey that are deemed applicable to the overall objectives of the study.

Step 4: Report of Study Conclusions and Implementation Options Prepared for You

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



Our program generates analysis reports for each scenario under consideration for implementation.

The analysis reports detail statistical data for each employee according to the selected implementation scenario. **The report details each incumbent by employee number, job code, position number, division, department, proposed pay grade and pay range, proposed salary, and dollar amount (if any) of proposed salary adjustment. Thus, you are provided with an in-depth budget review and forecasting tool to facilitate selection of the most viable and appropriate implementation strategy.**

Once an implementation strategy is determined, we initiate the final reporting phase of the project and provide you with a proposed pay and classification plan report that presents:

- Revised pay rates and salary schedules for all classifications in the scope of the study,
- Study findings, statistical detail reports, and detailed financial impact scenarios based on your identified goals and objectives,
- Implementation options and strategies regarding maintenance and costs of the proposed elements of the plan,
- Recommendations for pay administration practices for all issues and elements identified as useful to during the course of study,
- Recommendations regarding segregation of employees with respect to entry level compression or other agreed upon criteria (if applicable).



Durham County 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	Adjustments				Position # Employee Name
	Title	Code	Min	Mkt	Max	#			Hrs Date Promote'd	Expir. Date Day x All'd		Flat % Min	Mkt Over Mkt	Step Merit	Bonus	
POLICE SERGEANT	00620	52,635	55,520	58,413	SG	20	1	03/02/1981	03/02/1981	58,413	1,168	0	0	0	17005430062000007 -0	
POLICE SERGEANT	00620	13,914	16,697	20,871	5	0		03/02/1981	1825	59,581	0	0	0	0	0 UNTERHOFFER, 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	0	17005420063900001 -0	
SPECIAL SERVICES SUPERVISOR	00639	13,914	16,697	20,871	5	0		03/06/2000	817	35,385	0	0	0	0	0 GERALD, TO MARCUS	
Summary for Department: Police																
Current Payroll		\$56,378,706				# Positions				1,287						
Flat% Adjustment		\$1,127,574														
Adjustment To Minimum		\$593,177				# Adjusted To Minimum				66						
Adjustment To Market		\$55,125				# Adjusted To Market				55						
Adjustment Above Market		\$0				# Adjusted Above Market				0						
Adjustment To Step		\$0				# Adjusted To Step				0						
Merit Adjustment		\$0				# Merit Adjustments				0						
Bonus Adjustment		\$0				# Bonus Adjustments				0						
Proposed Payroll		\$58,154,582														
Summary for Sample Data with 40,000 employees																
Current Payroll		\$1,242,152,146				# Positions				40,029						
Flat% Adjustment		\$26,267,693														
Adjustment To Minimum		\$57,456,106				# Adjusted To Minimum				15,983						
Adjustment To Market		\$63,903,944				# Adjusted To Market				23,485						
Adjustment Above Market		\$0				# Adjusted Above Market				0						
Adjustment To Step		\$0				# Adjusted To Step				0						
Merit Adjustment		\$0				# Merit Adjustments				0						
Bonus Adjustment		\$96,569				# Bonus Adjustments				11						
Proposed Payroll		\$1,461,012,380														
Sunday, April 28, 2002 11:13:20 PM ReportID 4 Page 2328 of 2328																

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. **We make it easy for you.**



Salary Plan Administration, Maintenance, and Training

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

We ensure you are provided with the tools and training necessary to administer/maintain the plan. MAG will train HR staff in proper procedures and methods to ensure the plan remains in line with market indicators and organizational changes and/or growth. Thus, your plan will remain fair and competitive with the competing labor market. We remain available as a resource during the transition in the administration of the plan.

Staff Responsibilities

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

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

Project Work Plan

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



PROJECT PHASES & WORKPLAN

In order to meet the project's timeline, some of the proposed project activities and tasks indicated below will occur simultaneously.

Phase I: Project Initiation

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

Activities:

- Execute Project Contract.
- Meet with our HR partners from the County and departmental staff to discuss the project's goals and objectives, and to coordinate on-site activities.
- Gather required project data/information, such as current class descriptions, current pay plan, administration policies and procedures, and organization charts.
- Initiate the employee information data collection in required database format in Excel.
- Establish a mutually agreed-upon project work plan, time lines, deliverables, and monitoring procedures that will lead to the successful accomplishment of all project objectives.

Deliverable(s):

- Finalized Project Work Plan through our unique Task Completion List process.
- Project Contract.



***Phase II: Development of Compensation Survey Instrument;
Review Current Practices***

Objective: To develop a salary/compensation survey instrument to gather compensation data from survey targets, establish a list of classifications for inclusion in the survey, and define target respondent organizations/published surveys. Review practices for current pay and recommend any needed changes.

Activities:

- Work together with our HR/Project partners and top management to elect appropriate market survey target employers for selected positions that offer comparable employment opportunities.
- Develop draft market salary survey instrument to gather compensation data.
- Review Draft Survey with the Project Manager; revise as necessary and appropriate.
- Develop Final Salary Survey Instrument.
- Conduct survey via internet, telephone, published data, and e-mail for benchmarks; review best practices for supplemental pay.
- Review/clean collected compensation data and compare to current data.
- Develop market compensation summary by classification.
- Review compensation structure and develop recommendations.

Deliverable(s):

- Market Survey Targets and Classifications.
- Survey Instrument.
- Recommendations on compensation design.



Phase III: Conduct Classification Review

Objective: To conduct a review of included classifications for appropriate internal equity and to identify functional overlap and efficiencies in departmental structures and relationships; reviewing the top level reporting relationships; review JAQ's for internal equity.

Activities:

- Conduct orientation meetings and distribute information on the ***Job Analysis Questionnaires***[®] (JAQ) and data gathering instrument. The JAQ is written in an understandable and easy-to-read format. Employees can list the job duties and responsibilities that they regularly perform and any recent changes in work routine. The questionnaire will capture job data for such factors as education levels, experience, decisions, guidelines, complexity, scope and effect, physical demands, and work environment. This will ensure that the entire proposed pay and classification plan “fits” together in a coordinated manner.
- Provide Administrative Issues forms to managers, supervisors, and key staff for their concerns regarding staffing, salary, and recruitment/retention issues. This will be a key component to the communications process, whereby key staff will be able to identify problems and clarify their own roles and responsibilities during the study process.
- Review the Administrative Issues forms completed by administrators, managers, and supervisors to identify comments concerning position levels.
- Conduct required interviews and Focus Groups.
- Review completed JAQ's.
- Evaluate each job class according to key criteria.
- Make assignments and allocations for classes
- Develop pay structure.

Deliverable(s):

- Classification Reviews



Phase IV: Analyze Compensation Study Survey Data

Objective: To gather, compile and analyze salary/compensation data in order to develop a proposed compensation plan.

Activities:

- Review and analyze market compensation data; compare to current data.
- Recommend any needed compensation adjustments to the current system.
- Create a salary design that meets the varying needs of different groups of employees.
- Adjust the compensation architecture as needed to ensure that both the current and future needs are met.
- Provide for internal executive/administrative review.

Deliverable(s):

- Survey Responses.
- Draft Salary Survey Results.

Phase V: Develop Revised Pay Plan

Objective: To develop a revised pay plan.

Activities:

- Conduct analysis and evaluate the structure of the current classification plan(s) in terms of:
 1. supporting the overall goals and objectives;
 2. its ability to provide compensation comparability between and among various groups and classes of positions;



3. its ability to provide a meaningful salary level that not only recognizes the external market, but also recognizes credentials, certifications and experience;
 4. developing an initial set of recommended changes in the structure of the current classification system.
- Review recommended changes with the Project Manager and appropriate management staff and make appropriate revisions.
 - Develop revised pay plan(s).
 - Develop guidelines for maintaining the classification system.
 - Provide for internal review.

Deliverable(s):

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

Phase VI: Develop & Submit Draft Project Report

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

Activities:

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

Deliverable(s):

- Draft Report.



Phase VII: Develop & Submit Final Project Report

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

Activities:

- Revise draft report as necessary and appropriate based on technical review, database additions/update and administrative review; develop and deliver final report.
- Present project findings.
- Provide all study documentation.

Deliverable(s):

- Final Report.
- All Study Documentation.

Phase VIII: Conduct Software Training & Technology Transfer

Objective: To provide the results of the project, software system, and training for HR staff.

Activities:

- Provide for technology transfer of project related data and materials.
- Conduct software and plan training for selected HR personnel.

Deliverable(s):

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



Project Timeline

Management Advisory Group's (MAG) ability to adhere to defined timetables will be to some extent dependent on timely action by management and staff in providing necessary data, determining philosophical approaches to be taken, and the acceptance or need for revisions to draft instruments or study products.

A 4 month timeline is *typical* for a project of this size. An estimate of potential budgetary impact can be provided earlier in the process if accurate employee data is provided relatively quickly. MAG has worked with many agencies to identify potential implementation impact to meet budgetary demands. We will work together to meet your timeline of 120 days from project initiation, as we have in all of our projects.



SECTION 5.0

ORGANIZATION AND STAFFING



Section 5.0 – Organization and Staffing

Our Professional Consulting Staff

MAG will provide total project management and administrative oversight and will be the primary consulting team. Principals bring 30 years of directly related public service consulting experience to your project.

MAG's team of professional consultants have worked extensively together for the past 15 years to design, develop, and implement highly competitive, innovative, state-of-the-art compensation management and rewards, pay and classification systems.

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



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

government functions. Dr. Long possesses a Ph.D. in Public Administration and Finance from Florida Atlantic University.

David Lookingbill, Senior Vice-President, MAG.



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

Russell Campbell, Senior Vice President, MAG



Mr. Campbell has more than 20 years of public sector experience in human resource management, organizational development, and strategic planning. Consequently, he has planned, organized, and directed studies in the areas of management auditing/operational reviews and analysis, service cost evaluations, survey analysis, quality of work life analysis, privatization, and cost allocation. Each of these studies dealt with summarizing major alternatives for decision makers as well as



providing viable recommendations. Mr. Campbell's consulting experience encompasses state and local government evaluation, program management, efficiency analysis, survey analysis, and revenue enhancement. Mr. Campbell has an undergraduate degree from the University of South Carolina and a Master's degree in Public Administration from Troy State University.

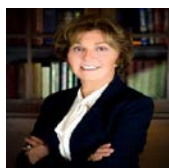
James Brittain, Vice President, MAG



Mr. Brittain has over twenty years of extensive organizational expertise in support of MAG's client work. He has provided consulting assistance to many of

MAG's clients including school districts, municipalities, counties and state agencies. His work has included job analysis, market review and analysis, and the development of compensation programs. He has served as both a Director of Faculty Development and as a Director of Distance Learning in which he gained extensive experience in management, human resource issues and concerns, strategic planning and compensation structure development. James has a Master's degree and has completed course work for his doctoral degree.

Carolyn Long, CPC, Executive Vice President, Authorized Representative, MAG.



Ms. Long has extensive experience in public management consulting and has served as project director for more than 400 human resources management studies; successfully directing over 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.



Steve Foster, Senior Consultant, MAG



Mr. Foster is a retired military veteran who brings years of detailed project management skills to public sector projects. Extensive experience in market and benefits analysis as well as with on-site support. Mr. Foster has participated in on-site interviews and meeting with employees in focus group as well as orientation sessions. He has worked with scores of public sector clients in the area of overall project management as well as handling logistical support for client management.

Carly Phillips, Consultant, MAG



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

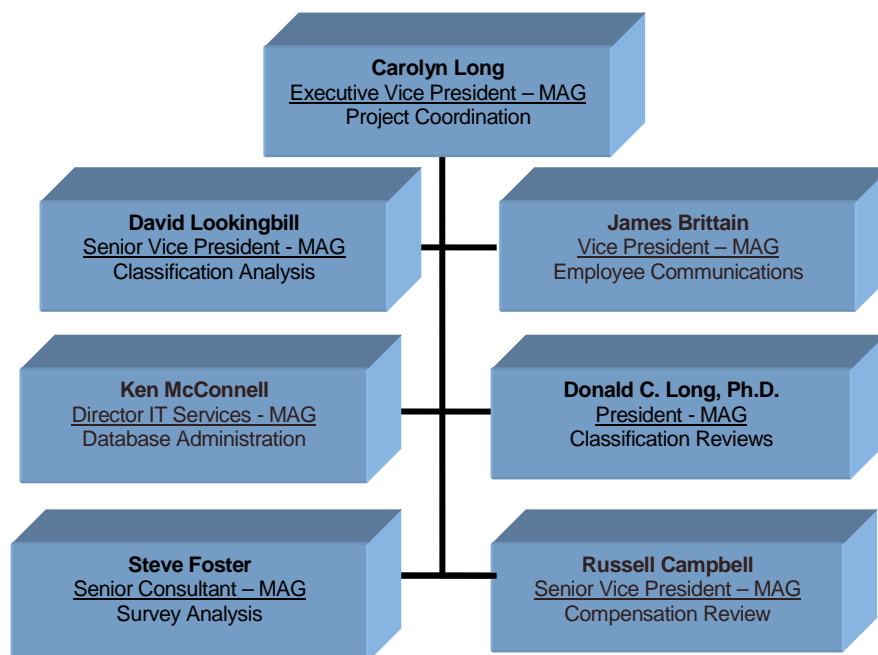
Ken McConnell, Director of Internet Services and Databank Administration for MAG.



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



MANAGEMENT ADVISORY GROUP PROPOSED PROJECT CONSULTANTS



Client Staff Responsibilities

MAG will request that the client provide at the outset of the study a database of current payroll information for positions to be included in the study. *It is easy to do but important that these data are supplied in an Excel format.* This data will be necessary to determine costs to implement the newly developed pay plan(s). All records and databases are kept strictly confidential, and are returned to you or maintained upon project completion.

MAG Customer Focus

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

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



SECTION 6.0

QUALIFICATIONS AND EXPERIENCE



Section 6.0 – Qualifications and Experience

Our Experience

The proposed project team in MAG's human resources practice has worked together for 15 years and has provided human resources services nationwide, as a team, for such varied government agencies as: (nearly every one of these successful projects were similar to the services and scope of work being requested). MAG principals and staff have over 30 years of successful experience in working with very large public organizations on job classification and compensation projects.

Selected Project Descriptions

- **Broward County, Florida.** MAG just completed a Comprehensive Classification and Compensation Study for the County's 5,000 plus employees. MAG conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. A four-hour meeting with the County Administrator to confirm results was done to discuss findings. The Board recently approved the study and a \$10 million implementation plan. The County is fully considering MAG's Performance Manager as well.
- **Lexington Fayette Urban Consolidated Government, Kentucky.** MAG recently completed a Comprehensive Classification and Compensation Study for the consolidated government of Lexington. MAG conducted orientation sessions, a comprehensive market survey, and 2,300 employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to Council for current implementation by staff. The study was approved and is being implemented. Follow up training in description writing was completed. Additional classification determinations were completed in 2015.
- **Queen Anne's County, Maryland.** MAG very recently completed a Comprehensive Classification and Compensation Study for this county government. Hundreds of employees completed Job Analysis Questionnaires. A comprehensive salary survey was conducted. A complete final report was provided in 2016, and implementation is being completed at this time.



- **City of Jacksonville/Duval County, Florida.** MAG is currently completing a Comprehensive Classification and Compensation Study for this major municipal government, following a MAG 2009 study of top level management positions. MAG has conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. A draft report is being finalized for the 2,500 positions in the scope of the study. Several implementation scenarios are being evaluated and considered. MAG has been requested in 2017 to complete a study of the top level management positions.
- **DeKalb County, Georgia.** This is a 2012 MAG project, sponsored by the Superintendent, Cheryl Atkinson, in which all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed for implementation by the Superintendent. Particularly, the Human Resources function received special consulting review and was reorganized for increased efficiency and effectiveness in support of human resources objectives. There are over 10,000 employees. This school district was experiencing budgetary challenges. Reductions in staffing levels in central office functions were recommended and presented. MAG was recently requested (November 2017) to perform a similar classification and compensation study.
- **City of Atlanta, Georgia.** MAG conducted a Comprehensive Classification and Compensation Study for the Atlanta Public Schools. The study included analyzing individual jobs to develop an internal ranking and classification of several thousand employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a market competitive structure for the Schools' instructional staff. The Board recently approved the study and a \$10 million implementation plan.
- **Haywood County, North Carolina.** A comprehensive Classification and Compensation Study was done for Haywood County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions. Class specifications were provided as well.
- **Department of Juvenile Justice, North Carolina.** This project was a management and operational evaluation of all organizational functions and every site location within the Department of Juvenile Justice, resulting in numerous organizational and service delivery changes. The resulting recommendations brought about any number of changes in the service delivery system.



- **Onslow County, North Carolina.** This project was a management and operational evaluation of all organizational functions within Onslow County, resulting in numerous organizational and service delivery changes as well as recommendations resulting in substantial cost savings.
- **City of Philadelphia.** The City completed a lengthy review process and checking of references. The focus in this project was on executive positions, ensuring their accurate and appropriate classification and placement within the pay structure. Recommendations were also developed to establish appropriate staffing levels.
- **Genesee County, New York.** MAG recently conducted a Comprehensive Classification and Compensation Study for Genesee County, in upstate New York. This was a review of all of the top administrative and management positions in the county. The study was implemented in 2015.
- **Fayette County Schools, Kentucky.** MAG recently conducted a Comprehensive Classification and Compensation Study for Fayette County, in the Lexington area. MAG conducted orientation sessions, a market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. A follow-up compensation review was requested and is currently being completed by MAG.
- **City of Hampton, Virginia.** MAG recently conducted a Comprehensive Classification and Compensation Study for this substantial municipality. MAG conducted orientation sessions, a market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. The study was completed in December 2015 and is being implemented in 2016.
- **Chatham County, North Carolina.** MAG completed a Comprehensive Classification and Compensation Study for Chatham County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions. Class specifications were provided as well.
- **Cherokee County, North Carolina.** A comprehensive Classification and Compensation Study was done for Cherokee County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions.



- **Davidson County, North Carolina.** MAG project staff conducted a Comprehensive Classification and Compensation Study for Davidson County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions. Class specifications were provided as well.
- **Petersburg, Virginia.** MAG recently completed a Comprehensive Classification and Compensation Study for this municipal government, following a MAG 2014 City-wide staffing and organization study. MAG conducted employee and supervisory orientation sessions, a comprehensive market survey, and approximately one thousand employees completed MAG's online Job Analysis Questionnaire. Class specifications were finalized in addition to training in MAG's Classification Manager software.
- **Greenwood County, South Carolina.** A comprehensive classification and compensation study was completed for the County government. In addition, MAG is currently finalizing the development of an online performance evaluation system for County employees at the request of the County Manager.
- **Henry County School District.** MAG recently conducted a Comprehensive Classification and Compensation Study for the Henry County School District. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire
- **Beaufort County, South Carolina.** MAG recently conducted a Comprehensive Classification and Compensation Study for Beaufort County. MAG conducted orientation sessions, a market survey, and over one thousand employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2015.
- **Charlotte County Sheriff's Office, Florida.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the Sheriff's Office. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. A draft report is being reviewed by the Sheriff at this time.
- **Frederick, Maryland.** MAG recently conducted a Comprehensive Classification and Compensation Study for the City of Frederick. MAG conducted orientation sessions, a market survey, and employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2015.



- **Jefferson Parish, Louisiana.** This is a 2011 MAG project, in which all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed and used as a model by the incoming manager, hired from the University of New Orleans during the project. This agency was experiencing budgetary challenges due to changing demographics. Reductions in staffing levels were recommended. This organization has over 8,000 employees.
- **City of Deltona, Florida.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Deltona. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire.
- **City of Oviedo, Florida.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Oviedo. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire. A presentation is being made this week.
- **City of Brownsville, Texas.** MAG just completed a Comprehensive Classification and Compensation Study for the City of Brownsville. MAG has conducted orientation sessions, a comprehensive market survey, and 1,000 employees completed MAG's online Job Analysis Questionnaire. A report was issued was presented to Council in 2015 for implementation by staff. Class specifications have been finalized in addition to training in MAG's Classification Manager software.
- **Colorado Projects.** MAG is currently working with Fountain and Pueblo West on compensation and classification studies. MAG principals have worked on other Colorado projects, such as Jefferson County, over the years, for other firms.
- **Burke County, North Carolina.** This project was a management and operational evaluation of EMS services within Burke County, resulting in numerous organizational and service delivery changes.
- **New Hanover County, North Carolina.** A comprehensive Classification and Compensation Study was done for New Hanover County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions. Class specifications were provided as well.
- **City of Rock Hill, South Carolina.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Rock Hill. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire.



- **Lubbock, Texas.** MAG recently completed a Comprehensive Classification and Compensation Study for the City of Lubbock. MAG conducted orientation sessions, a comprehensive market survey, and 1,800 employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to Council for current implementation by staff. Class specifications were finalized in addition to training in MAG's Classification Manager software.
- **Virginia Beach, Virginia.** MAG conducted a Comprehensive Personnel Study for Virginia Beach. The study included analyzing individual jobs to develop an internal ranking and classification of over 10,000 employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a competitive structure. This was a six-month project. A recent (January 2015) project was completed on staffing and organization.
- **Brownsville Public Utilities Board, Texas.** MAG just completed a Comprehensive Classification and Compensation Study for the Brownsville Utilities Board. MAG conducted orientation sessions, a comprehensive market survey, and several hundred employees completed MAG's online Job Analysis Questionnaire. A report was issued and was presented in August 2015 for implementation by staff. Class specifications are being completed at this time in a separate work effort.
- **Brownsville Navigation District, Texas.** MAG just completed a Comprehensive Classification and Compensation Study for the Brownsville Port. MAG conducted orientation sessions, a comprehensive market survey, and employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented in December 2015 for implementation by staff.
- **Town of Ocean City, Maryland.** MAG completed a Comprehensive Classification and Compensation Study for the Town of Ocean City in 2015. MAG conducted orientation sessions, a comprehensive market survey, and all employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to Council. Class specifications were finalized in addition to training in MAG's Classification Manager software.
 - Maryland Health Care Commission (2011);
 - Maryland Health Care Cost Review Commission (2010);
 - Maryland Board of Nursing (2013);
 - Maryland Medical Assistance Program (2013);



- Prince George's County School District, Maryland;
- Baltimore County, Maryland;
- Dallas Independent School District, Texas;
- Ysleta Independent School District, Texas;
- State of Massachusetts Community College System;
- Jacksonville/Duval County Consolidated Government, Florida;
- Lexington Fayette County Consolidated Government), KY;
- City of Brownsville, Texas;
- Town of Vienna, Virginia;
- City of Portsmouth, Virginia;
- Sedgwick County, Kansas;
- Nashville/Davidson County Schools, Tennessee;
- Oklahoma City, Oklahoma;
- Travis County, Texas;
- State of Florida, Office of the State Courts Administrator - study of all Court positions – 3,300 employees;
- Richmond, Virginia – 3,000 employees;
- Chesapeake, Virginia – 2,500 employees;
- Parish of East Baton Rouge, Louisiana;
- State of Connecticut;
- Charleston County, South Carolina;
- Detroit/Wayne County Airport Authority.



- Round Rock, Texas;
- Texas Woman's University;
- University of North Texas;
- Dallas Area Rapid Transit;
- Bastrop County, Texas;
- Corpus Christi (airport), Texas;
- New Braunfels (utilities), Texas;
- San Antonio, Texas;
- Cherokee Nation Enterprises (OK).



References and Points of Contact

- **Jacksonville, Florida.** MAG concluded a comprehensive classification and pay plan study of appointed officials and employees for the (consolidated) City of Jacksonville. These are the top positions in this major government. 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 in MAG's HR software. A current study of all 2,500 City positions is being finalized at this time.

Contact: Diane F. Moser
Division Chief of Talent Management
Employee Services Department
904-630-2427
dmoser@coj.net

- **Lexington Fayette Urban Consolidated Government, Kentucky.** MAG just completed a Comprehensive Classification and Compensation Study for the consolidated government of Lexington. A report was issued and presented to City Council for current implementation by City staff. The study was approved and is being implemented. Follow up training in description writing was done in 2015.

Contact: John Maxwell
Lexington-Fayette Urban County Government
Division of Human Resources
phone: 859.258.3126
jmaxwell@lexingtonky.gov

- **Water and Sewer Board of New Orleans, LA.** MAG very recently completed a Comprehensive Classification and Compensation Study for this utility organization. Hundreds of employees completed Job Analysis Questionnaires. A comprehensive salary survey was conducted. A complete final report was provided in November 2017, and implementation is being completed at this time.

Contact: Sharon Judkins
Sewerage & Water Board of New Orleans
Deputy Director – Administration
sjudkins@swbno.org
(504) 585-2026/2027



- **Henry County.** MAG recently (2015) completed a Comprehensive Classification and Compensation Study for the school district to ensure external competitiveness and internal equity.. MAG conducted orientation sessions, a comprehensive market survey and employees completed Job Analysis Questionnaires. The study was approved and it was implemented.

Contact: Valerie Suessmith
Assistant Superintendent
Henry County Schools
33 N. Zack Hinton Parkway
McDonough, GA 30253
770-957-5107
Valerie.suessmith@henry.k12.ga.us

- **Queen Anne's County, Maryland.** MAG very recently completed a Comprehensive Classification and Compensation Study for this county government. Hundreds of employees completed Job Analysis Questionnaires. A comprehensive salary survey was conducted. A complete final report was provided in 2016, and implementation is being completed at this time.

Contact: Beverly A. Churchill
Director, Human Resources
Queen Anne's County
107 N. Liberty Street
Centreville, MD 21617
410-758-4406
bchurchill@gac.org

- **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. Studies were also performed in 2009 and 2011. An update was completed in May 2012. MAG recently finalized a study in May 2013, 2015, 2016, and now 2017..

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



Additional Client List for MAG Principals

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



SECTION 7.0

ESTIMATED BUDGET





MANAGEMENT ADVISORY GROUP INTL., INC.

MANAGEMENT CONSULTING SERVICES

December 26, 2017

Durham County Purchasing Division
Attn: Hilda W. Williams, Senior Procurement Specialist
Durham County Government
200 East Main Street, 4th Floor
Durham, NC 27701

Dear Ms. Williams:

Management Advisory Group International, Inc. (MAG) states that no conflict of interest exists with Durham County, North Carolina.

No MAG principals, owners, officers, or employees have any conflict of interest, or any relationship with any Durham County officials, elected or appointed.

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

Sincerely,

Donald C. Long, Ph.D., President
Management Advisory Group International, Inc.
13580 Groupe Drive, Suite 200
Woodbridge, VA 22192
Phone: (703) 590-7250
Email: don@maginc.org

APPENDICES



***LETTERS OF REFERENCE
“QUOTES”***





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 experiencehas 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.”

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

Job Class Title	Averages For Each Job Class					BROWARD COUNTY, FL							
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width		
LIBRARY AIDE	\$20,556	\$26,100	\$31,645				53.9%	\$23,087	11.0%	\$29,907	12.7%	\$36,727	13.8%
CUSTODIAN II	\$24,131	\$29,620	\$35,109				45.5%	\$23,576	-2.4%	\$33,306	11.1%	\$43,037	18.4%
PARK AIDE II	\$24,546	\$30,307	\$36,067			\$23,462	46.9%	\$24,769	0.9%	\$34,992	13.4%	\$45,216	20.2%
GROUNDSKEEPER	\$25,727	\$31,327	\$36,927				43.5%	\$25,388	-1.3%	\$35,867	12.7%	\$46,346	20.3%
SECURITY GUARD I	\$26,105	\$31,596	\$37,087				42.1%	\$22,439	-16.3%	\$31,701	0.3%	\$40,963	9.5%
OFFICE SUPPORT SPECIALIST	\$26,603	\$33,395	\$40,186				51.1%	\$25,484	-4.4%	\$33,012	-1.2%	\$40,540	0.9%
MAINTENANCE WORKER I	\$28,064	\$34,308	\$40,552				44.5%	\$23,001	-22.0%	\$32,494	-5.6%	\$41,988	3.4%
BUS OPERATOR	\$27,483	\$34,984	\$42,485				54.6%	\$29,973	8.3%	\$38,928	10.1%	\$47,882	11.3%
RECORDS, TAXES, AND TREASURY SPECIALIST I	\$27,207	\$35,555	\$43,903				61.4%	\$26,121	-4.2%	\$33,837	-5.1%	\$41,554	-5.7%
ACCOUNT CLERK II	\$29,608	\$36,800	\$43,992				48.6%	\$31,410	5.7%	\$40,081	8.2%	\$48,751	9.8%
EQUIPMENT OPERATOR II	\$29,628	\$37,405	\$45,181				52.5%	\$26,023	-13.9%	\$36,764	-1.7%	\$47,505	4.9%
CUSTOMER SERVICE REPRESENTATIVE	\$30,244	\$37,640	\$45,037				48.9%	\$28,832	-4.9%	\$37,350	-0.8%	\$45,868	1.8%
ANIMAL CARE SPECIALIST	\$30,086	\$38,691	\$47,296				57.2%	\$33,273	9.6%	\$41,591	7.0%	\$49,910	5.2%
GROUNDS MAINTENANCE SUPERVISOR I	\$31,869	\$38,912	\$45,954				44.2%	\$37,315	14.6%	\$49,821	21.9%	\$62,327	26.3%
CASE MANAGEMENT AIDE	\$29,783	\$38,984	\$48,185				61.8%	\$28,129	-5.9%	\$36,439	-7.0%	\$44,749	-7.7%
PAINTER II	\$32,328	\$40,103	\$47,879				48.1%	\$29,442	-9.8%	\$41,595	3.6%	\$53,747	10.9%
MAINTENANCE MECHANIC II	\$33,674	\$41,167	\$48,660				44.5%	\$30,933	-8.9%	\$43,700	5.8%	\$56,468	13.8%
CALL CENTER SPECIALIST II	\$31,883	\$41,519	\$51,154				60.4%	\$33,577	5.0%	\$43,385	4.3%	\$53,192	3.8%
SENIOR SECRETARY	\$33,022	\$41,631	\$50,240				52.1%	\$32,621	-1.2%	\$42,258	1.5%	\$51,895	3.2%
ADMINISTRATIVE AIDE	\$33,692	\$42,298	\$50,905				51.1%	\$30,644	-9.9%	\$39,103	-8.2%	\$47,562	-7.0%
AUTOMOTIVE MECHANIC II	\$33,967	\$42,388	\$50,810				49.6%	\$30,179	-12.5%	\$42,635	0.6%	\$55,091	7.8%
ACCOUNTS SPECIALIST	\$33,514	\$43,317	\$53,120				58.5%	\$35,129	4.6%	\$45,507	4.8%	\$55,885	4.9%
LABOR SUPERVISOR I	\$35,026	\$43,703	\$52,380				49.5%	\$37,315	6.1%	\$49,821	12.3%	\$62,327	16.0%
PLANT OPERATOR I	\$34,856	\$44,431	\$54,007				54.9%	\$35,307	1.3%	\$41,406	-7.3%	\$47,505	-13.7%
PERMIT/LICENSE CUSTOMER SPECIALIST	\$34,777	\$44,582	\$54,388				56.4%	\$32,621	-6.6%	\$42,258	-5.5%	\$51,895	-4.8%
FORENSIC TECHNICIAN	\$35,553	\$45,424	\$55,295				55.5%	\$34,272	-3.7%	\$43,732	-3.9%	\$53,192	-4.0%
TRAFFIC SIGNALS TECHNICIAN II	\$36,045	\$45,875	\$55,704				54.5%	\$35,851	-0.5%	\$49,091	6.6%	\$62,331	10.6%
ADMINISTRATIVE COORDINATOR I	\$35,472	\$47,428	\$59,385				67.4%	\$36,405	2.6%	\$46,454	-2.1%	\$56,503	-5.1%
CASE MANAGER II	\$36,062	\$47,787	\$59,512				65.0%	\$41,530	13.2%	\$51,559	7.3%	\$61,587	3.4%
UTILITIES MECHANIC I	\$39,233	\$47,869	\$56,506				44.0%	\$35,637	-10.1%	\$44,692	-7.1%	\$53,747	-5.1%
PLUMBER II	\$39,562	\$48,686	\$57,810				46.1%	\$30,933	-27.9%	\$43,700	-11.4%	\$56,468	-2.4%
ELECTRICIAN II	\$40,462	\$50,297	\$60,133				48.6%	\$33,312	-21.5%	\$47,061	-6.9%	\$60,810	1.1%
ENGINEERING TECHNICIAN II	\$40,791	\$50,521	\$60,252				47.7%	\$41,169	0.9%	\$51,109	1.1%	\$61,049	1.3%
MECHANIC	\$41,552	\$51,085	\$60,618				45.9%	\$48,235	13.9%	\$54,507	6.3%	\$60,778	0.3%
PLANT OPERATOR II	\$40,765	\$51,765	\$62,765				54.0%	\$39,720	-2.6%	\$48,094	-7.6%	\$56,468	-11.2%
LIBRARIAN I	\$40,120	\$52,055	\$63,990				59.5%	\$42,853	6.4%	\$53,200	2.2%	\$63,547	-0.7%
EXECUTIVE ASSISTANT	\$40,045	\$52,138	\$64,231				60.4%	\$43,274	7.5%	\$56,688	8.0%	\$70,101	8.4%

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

Job Class Title	Averages For Each Job Class					BROWARD COUNTY, FL								
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width			
RECREATION COORDINATOR	\$42,612	\$53,417	\$64,221				50.7%	\$30,292	-40.7%	\$39,241	-36.1%	\$48,190	-33.3%	59.1%
ENGINEERING INSPECTOR	\$42,349	\$53,604	\$64,860				53.2%	\$40,739	-4.0%	\$53,584	0.0%	\$66,430	2.4%	63.1%
SMALL BUSINESS DEVELOPMENT SPECIALIST	\$38,848	\$54,811	\$70,774				82.2%	\$52,641	26.2%	\$68,352	19.8%	\$84,062	15.8%	59.7%
NATURAL RESOURCES SPECIALIST II	\$42,929	\$54,906	\$66,883				55.8%	\$51,319	16.3%	\$65,636	16.3%	\$79,952	16.3%	55.8%
RECORDS, TAXES, AND TREASURY SUPERVISOR	\$45,658	\$57,560	\$69,461				52.1%	\$39,204	-16.5%	\$52,343	-10.0%	\$65,482	-6.1%	67.0%
MAINTENANCE SUPERVISOR I	\$44,946	\$58,394	\$71,843				59.8%	\$47,767	5.9%	\$63,276	7.7%	\$78,784	8.8%	64.9%
BUILDING CODE INSPECTOR	\$48,908	\$59,255	\$69,602				42.3%	\$51,172	4.4%	\$63,558	6.8%	\$75,944	8.4%	48.4%
HUMAN RESOURCES ANALYST II	\$45,839	\$59,444	\$73,050				59.4%	\$49,862	8.1%	\$61,902	4.0%	\$73,941	1.2%	48.3%
BUDGET AND MANAGEMENT ANALYST	\$46,533	\$61,077	\$75,621				62.5%	\$43,274	-7.5%	\$56,688	-7.7%	\$70,101	-7.9%	62.0%
PLANS EXAMINER	\$48,816	\$61,436	\$74,057				51.7%	\$58,475	16.5%	\$70,986	13.5%	\$83,498	11.3%	42.8%
PURCHASING AGENT II	\$48,989	\$61,538	\$74,086				51.2%	\$54,038	9.3%	\$64,834	5.1%	\$75,630	2.0%	40.0%
CASE MANAGEMENT SUPERVISOR	\$47,354	\$62,025	\$76,697				62.0%	\$45,632	-3.8%	\$56,649	-9.5%	\$67,666	-13.3%	48.3%
ACCOUNTANT II	\$48,476	\$62,395	\$76,314				57.4%	\$47,087	-3.0%	\$59,327	-5.2%	\$71,567	-6.6%	52.0%
ADMINISTRATIVE MANAGER I	\$45,966	\$63,591	\$81,215				76.7%	\$49,862	7.8%	\$61,902	-2.7%	\$73,941	-9.8%	48.3%
ENGINEER II	\$50,366	\$64,433	\$78,500				55.9%	\$51,319	1.9%	\$65,636	1.8%	\$79,952	1.8%	55.8%
CONTRACT/GRANT ADMINISTRATOR II	\$50,019	\$64,547	\$79,075				58.1%	\$41,530	-20.4%	\$51,559	-25.2%	\$61,587	-28.4%	48.3%
SYSTEMS NETWORK ANALYST II	\$52,635	\$65,783	\$78,930				50.0%	\$51,319	-2.6%	\$63,709	-3.3%	\$76,098	-3.7%	48.3%
SPECIAL PROJECTS COORDINATOR II	\$50,591	\$67,049	\$83,508				65.1%	\$41,530	-21.8%	\$51,559	-30.0%	\$61,587	-35.6%	48.3%
ECONOMIC DEVELOPMENT SPECIALIST	\$52,439	\$67,283	\$82,126				56.6%	\$52,641	0.4%	\$68,352	1.6%	\$84,062	2.3%	59.7%
PARKS AND RECREATION MANAGER II	\$55,916	\$70,008	\$84,100				50.4%	\$39,204	-42.6%	\$52,343	-33.7%	\$65,482	-28.4%	67.0%
TOXICOLOGIST II	\$55,613	\$72,337	\$89,061				60.1%	\$59,654	6.8%	\$76,120	5.0%	\$92,586	3.8%	55.2%
FACILITIES MAINTENANCE-OPERATIONS SUPERINTENDENT	\$56,810	\$72,644	\$88,478				55.7%	\$60,938	6.8%	\$80,439	9.7%	\$99,939	11.5%	64.0%
SUPERINTENDENT OF TRANSPORTATION	\$55,836	\$73,533	\$91,230				63.4%	\$52,641	-6.1%	\$65,351	-12.5%	\$78,060	-16.9%	48.3%
SYSTEMS NETWORK ANALYST III	\$59,024	\$74,515	\$90,007				52.5%	\$59,505	0.8%	\$73,871	-0.9%	\$88,236	-2.0%	48.3%
PRINCIPAL PLANNER	\$61,836	\$79,721	\$97,606				57.8%	\$56,793	-8.9%	\$72,531	-9.9%	\$88,269	-10.6%	55.4%
PROJECT MANAGER II	\$63,648	\$83,042	\$102,435				60.9%	\$58,196	-9.4%	\$72,247	-14.9%	\$86,298	-18.7%	48.3%
ASSISTANT TO DIVISION DIRECTOR	\$63,378	\$83,981	\$104,585				65.0%	\$60,938	-4.0%	\$80,439	-4.4%	\$99,939	-4.6%	64.0%
PURCHASING MANAGER	\$66,139	\$84,874	\$103,610				56.7%	\$67,032	1.3%	\$88,482	4.1%	\$109,932	5.8%	64.0%
UTILITIES OPERATIONS MANAGER	\$69,282	\$89,153	\$109,023				57.4%	\$60,938	-13.7%	\$80,439	-10.8%	\$99,939	-9.1%	64.0%
EMPLOYEE BENEFITS MANAGER	\$70,226	\$91,047	\$111,868				59.3%	\$81,108	13.4%	\$107,062	15.0%	\$133,016	15.9%	64.0%
INFORMATION SYSTEMS MANAGER	\$73,159	\$94,228	\$115,297				57.6%	\$67,032	-9.1%	\$88,482	-6.5%	\$109,932	-4.9%	64.0%
BUILDING OFFICIAL	\$72,407	\$95,041	\$117,674				62.5%	\$69,236	-4.6%	\$85,953	-10.6%	\$102,669	-14.6%	48.3%
SENIOR INFORMATION TECHNOLOGY SPECIALIST	\$84,900	\$100,750	\$116,600				37.3%	\$63,982	-32.7%	\$83,131	-21.2%	\$102,279	-14.0%	59.9%
SYSTEMS/PROGRAM MANAGER	\$82,356	\$102,150	\$121,943				48.1%	\$73,734	-11.7%	\$97,329	-5.0%	\$120,924	-0.8%	64.0%

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

BUDGET AND MANAGEMENT ANALYST

Descrip	This is professional budget and management analysis work in a policy oriented central staff agency. Employees in this class act as staff to the County Administrator and as fiscal coordinators and management consultants to high level agency officials. Work involves performing budgetary and financial analysis, program operations and policy review analysis in the preparation and administration of a comprehensive annual budget. Work may involve participation on program evaluation and management projects. Employees receive administrative direction, but have latitude for exercising initiative and judgment in the performance of work assignments. Work is reviewed through observation of performance, conferences, reports and evaluation of results achieved.
Quals	Graduation from an accredited four-year college or university with major course work in public administration, finance, industrial engineering, business administration or related field; some experience in local government budget preparation and management analysis work; or any equivalent combination of relevant training and experience.

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
HILLSBOROUGH COUNTY, FL	BUDGET ANALYST I	Good	\$40,764	\$56,808	\$72,852	78.7%	<input type="checkbox"/>		
MIAMI-DADE COUNTY, FL	FINANCE AND BUDGET ANALYST	Good	\$41,544	\$55,814	\$70,083	68.7%	<input type="checkbox"/>		
ORANGE COUNTY, FL	MANAGEMENT AND BUDGET ANALYST	Good	\$44,491	\$57,855	\$71,219	60.1%	<input type="checkbox"/>		
BROWARD COUNTY SHERIFF'S OFFICE	BUDGET ANALYST	Good	\$45,972	\$58,644	\$71,317	55.1%	<input type="checkbox"/>		
CITY OF MIAMI, FL	BUDGET ANALYST	Good	\$48,871	\$65,579	\$82,286	68.4%	<input type="checkbox"/>		
CITY OF CORAL SPRINGS, FL	SENIOR FINANCIAL ANALYST	Good	\$49,000	\$62,000	\$75,000	53.1%	<input type="checkbox"/>		
CITY OF HOLLYWOOD, FL	MANAGEMENT/BUDGET ANALYST	Good	\$49,089	\$63,816	\$78,543	60.0%	<input type="checkbox"/>		
PALM BEACH COUNTY, FL	BUDGET ANALYST I	Good	\$52,532	\$68,099	\$83,666	59.3%	<input type="checkbox"/>		

Average			\$46,533	\$61,077	\$75,621	62.5%			
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BROWARD COUNTY, FL	BUDGET AND MANAGEMENT ANALYST		\$43,274	\$56,688	\$70,101	62.0%			
		\$ Difference	(\$3,259)	(\$4,389)	(\$5,520)				
		% Difference	-7.5%	-7.7%	-7.9%				

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

BUILDING CODE INSPECTOR

Descrip	This is advanced technical work in the enforcement of the Florida Building Code and related regulations. Work involves the performance of inspections in building construction, electrical, plumbing or mechanical installations. Specific area of responsibility depends upon certification and trades experience. Employees inspect buildings and ensure compliance with building plans. Work is performed with considerable independence within established codes, regulations, and technical guidelines, and is reviewed by administrative superiors through conferences and reports.
Quals	Graduation from high school; considerable experience in a wide variety of skilled residential and commercial construction which includes building inspection work in the electrical, plumbing, mechanical or building fields depending on area of assignment; or any equivalent combination of relevant training and experience. Certified as a Building Code Inspector by the State of Florida and the Broward County Board of Rules and Appeals pursuant to the requirements of the Florida Building Code.

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
HILLSBOROUGH COUNTY, FL	INSPECTOR I	Good	\$35,832	\$46,356	\$56,880	58.7%	<input type="checkbox"/>		
CITY OF HOLLYWOOD, FL	BUILDING INSPECTOR	Good	\$42,291	\$53,334	\$64,377	52.2%	<input type="checkbox"/>		
CITY OF CORAL SPRINGS, FL	INSPECTOR I	Good	\$46,000	\$57,500	\$69,000	50.0%	<input type="checkbox"/>		
PALM BEACH COUNTY, FL	BUILDING CONSTRUCTION INSPECTOR I	Good	\$46,673	\$60,503	\$74,333	59.3%	<input type="checkbox"/>		
CITY OF FORT LAUDERDALE, FL	BUILDING INSPECTOR	Good	\$51,958	\$60,850	\$69,742	34.2%	<input type="checkbox"/>		
CITY OF MIAMI, FL	BUILDING INSPECTOR I	Good	\$52,978	\$62,847	\$72,717	37.3%	<input type="checkbox"/>		
MIAMI-DADE COUNTY, FL	BUILDING INSPECTOR	Good	\$66,625	\$73,395	\$80,166	20.3%	<input type="checkbox"/>		

Average			\$48,908	\$59,255	\$69,602	42.3%			
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BROWARD COUNTY, FL	BUILDING CODE INSPECTOR		\$51,172	\$63,558	\$75,944	48.4%			
		\$ Difference	\$2,264	\$4,303	\$6,342				
		% Difference	4.4%	6.8%	8.4%				

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

INFORMATION SYSTEMS MANAGER

Descrip	This is administrative professional and technical work managing the automation systems program of a department or office. Work involves determining, directing and participating in the overall design, development and implementation of an agency-wide automation program strategic plan. Duties include supervising professional and technical staff, and providing high-level direction on the integration of new technologies with existing application systems. Work is reviewed by an administrative superior through conferences and evaluation of program achievements.
Quals	Graduation from an accredited four-year college or university with major course work in computer science, business administration or related field; thorough supervisory experience in planning and managing automation system programs; or any equivalent combination of training and experience.

Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
PALM BEACH COUNTY, FL	(INFORMATION SYSTEMS SERVICES) MANAGER	Good	\$64,615	\$83,754	\$102,893	59.2%	<input type="checkbox"/>		
BROWARD COUNTY SHERIFF'S OFFICE	INFORMATION TECHNOLOGY MANAGER	Good	\$64,784	\$85,155	\$105,526	62.9%	<input type="checkbox"/>		
CITY OF HOLLYWOOD, FL	SYSTEMS AND PROGRAMMING MANAGER	Good	\$68,850	\$89,505	\$110,161	60.0%	<input type="checkbox"/>		
CITY OF MIAMI, FL	INFORMATION SYSTEMS MANAGER, FIRE/POLICE	Good	\$69,062	\$101,270	\$133,478	93.3%	<input type="checkbox"/>		
ORANGE COUNTY, FL	MANAGER, INFORMATION SERVICES	Good	\$70,949	\$92,830	\$114,712	61.7%	<input type="checkbox"/>		
CITY OF CORAL SPRINGS, FL	APPS/NETWORK ADMINISTRATOR	Good	\$72,000	\$90,000	\$108,000	50.0%	<input type="checkbox"/>		
ROBERT HALF TECHNOLOGY 2014 SALARY GUIDE	MANAGER - TECHNICAL SERVICES, HELP DESK AND TECHNICAL SU	Good	\$76,500	\$92,750	\$109,000	42.5%	<input type="checkbox"/>		
HILLSBOROUGH COUNTY, FL	MANAGER OF INFORMATION SYSTEMS	Good	\$79,872	\$108,336	\$136,800	71.3%	<input type="checkbox"/>		
2013 US MBD: MERCER BENCHMARK DATABASE	INFORMATION SYSTEMS OPERATIONS MANAGER	Good	\$91,800	\$104,450	\$117,100	27.6%	<input type="checkbox"/>		

Average			\$73,159	\$94,228	\$115,297	57.6%			
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BROWARD COUNTY, FL	INFORMATION SYSTEMS MANAGER		\$67,032	\$88,482	\$109,932	64.0%			
		\$ Difference	(\$6,127)	(\$5,746)	(\$5,365)				
		% Difference	-9.1%	-6.5%	-4.9%				

DRAFT**Broward County, FL Implementation Report**

Proposed Pay Plan Unified

Dep't Name: Finance/Admin Sv Dep't Code: 23

Unit Name: Finance & Admin Srv Unit Code: 500

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

Summary for Finance & Admin Srv

Current Payroll	\$577,347	# Positions	6	
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	0	# Not Adj 6
Adjustment To Minimum	\$0	# Adjusted To Minimum	0	
Adjustment To Market	\$0	# Adjusted To Market	0	
Adjustment Toward Maximum	\$0	# Adjusted Toward Maximum	0	
Adjustment To Step	\$0	# Adjusted To Step	0	
OrgExp Adjustment	\$0	# OrgExp Adjustments	0	
Stipends / Supplements	\$0	# Assignment	0	
Total Applied Adjustments	\$0			
Proposed Payroll	\$577,347	% Change	0.00%	

Summary for Human Resources

Current Payroll	\$2,789,722	# Positions	43	
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	13	# Not Adj 30
Adjustment To Minimum	\$29,088	# Adjusted To Minimum	7	
Adjustment To Market	\$0	# Adjusted To Market	0	
Adjustment Toward Maximum	\$30,263	# Adjusted Toward Maximum	12	
Adjustment To Step	\$0	# Adjusted To Step	0	
OrgExp Adjustment	\$0	# OrgExp Adjustments	0	
Stipends / Supplements	\$0	# Assignment	0	
Total Applied Adjustments	\$59,350			
Proposed Payroll	\$2,849,072	% Change	2.13%	

Broward County, FL Implementation Report

DRAFT

Summary for Broward County, FL

Current Payroll	\$247,796,766	# Positions	5,148	
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	2,376	# Not Adj 2,772
Adjustment To Minimum	\$3,765,123	# Adjusted To Minimum	1,219	
Adjustment Toward Mkt	\$0	# Adjusted Toward Market	0	
Adjustment Toward Maximum	\$7,991,654	# Adjusted Toward Maximum	1,987	
Adjustment To Step	\$0	# Adjusted To Step	0	
OrgExp Adjustment	\$0	# OrgExp Adjustments	0	
Stipends / Supplements	\$0	# Assignment	0	
 Total Applied Adjustments	 \$11,756,777			
Proposed Payroll	\$259,553,543	% Change in Total Payroll	4.74%	
FICA Rate: 0				
Proposed Payroll plus FICA	\$259,553,543			

City of Frederick Implementation Report

Proposed Pay Plan Unified

Dep't Name: Administrative/Human Resources/General Government A Dep't Code: 1241

Unit Name: Unit Code:

Original		Class	Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
			Hire Date	Promotion	Flat %	Mkt			Step	% Chg							
Proposed		Title	Code	Min	Mkt	Max	#	Duty	Exper.Date	Days All'd		Min	Max	OrgExp	Asgn	Employee Name	
		DIRECTOR OF HUMAN RESOURCES	3399	81,197	105,595	129,993	16		03/24/2014	03/24/2014	89,317	0	0			84.58%	
		DIRECTOR OF HUMAN RESOURCES	3399	103,277	134,260	165,140	133	260	03/24/2014	464	106,423	13,960	3,146				
		MANAGER OF HUMAN RESOURCES	11210	69,597	90,525	111,453	14		01/02/2009	01/02/2009	79,620	0	0			87.95%	
		MANAGER OF HUMAN RESOURCES	11210	77,067	100,187	123,230	127	260	01/02/2009	2371	89,062	0	9,442				
		HUMAN RESOURCES ANALYST	11191	51,171	66,542	81,912	10		03/27/1989	03/11/2001	81,912	0	0			123.10%	
		HUMAN RESOURCES ANALYST	11191	57,509	74,761	91,956	121	260	03/11/2001	5225	81,912	0	0				
		HR ADMINISTRATOR III- BENEFITS	11352	43,862	57,041	70,220	08		04/26/1999	06/21/2001	53,198	0	0			93.26%	
		BENEFITS ADMINISTRATOR	11352	52,162	67,811	83,407	119	260	06/21/2001	5123	69,704	0	16,506				
		HR ADMINISTRATOR I	11353	37,613	48,913	60,212	06		03/20/2006	06/24/2007	42,308	0	0			86.50%	
		HUMAN RESOURCES SPECIALIST	11353	42,914	55,788	68,619	115	260	06/24/2007	2929	51,165	606	8,251				
		HR ADMINISTRATOR I	11353	37,613	48,913	60,212	06		03/19/2007	03/15/2009	42,844	0	0			87.59%	
		HUMAN RESOURCES SPECIALIST	11353	42,914	55,788	68,619	115	260	03/15/2009	2299	49,390	70	6,476				
		SECURITY	11357	27,653	35,954	44,254	02		07/23/2012	07/23/2012	14,378	0	0			79.98%	
		SECURITY GUARD	102	29,046	37,759	46,444	107	260	07/23/2012	1073	15,546	145	1,023				
		SECURITY	11357	27,653	35,954	44,254	02		09/29/2014	09/29/2014	14,953	0	0			83.18%	
		SECURITY GUARD	102	29,046	37,759	46,444	107	260	09/29/2014	0	14,953	0	0				
		SECURITY	11357	27,653	35,954	44,254	02		06/11/2012	09/09/2013	14,378	0	0			79.98%	
		SECURITY GUARD	102	29,046	37,759	46,444	107	260	09/09/2013	660	15,152	145	629				

Summary for

Current Payroll	\$432,908	# Positions	9
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	7 # Not Adj 2
Adjustment To Minimum	\$14,925	# Adjusted To Minimum	5
Adjustment To Market	\$0	# Adjusted To Market	0
Adjustment Toward Maximum	\$45,473	# Adjusted Toward Maximum	7
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
 Total Applied Adjustments	 \$60,398		
Proposed Payroll	\$493,306	% Change	13.95%

Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan Unified

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments														Prop Avg	Avg \$ Inc	%
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#	Total Adjust			
Proposed Pay Plan	Unified																			
ACCOUNTANT		10179	64,984	2	0	0	0	0	0	0	0	0	0	0	0	0	0	64,984	0	0.0%
ACCOUNTING CLERK		602	39,337	3	0	0	0	0	0	0	7,860	3	0	0	0	0	7,860	41,957	2,620	6.7%
ACCOUNTING CLERK COORDINATOR		601	59,079	1	0	0	0	0	0	0	0	0	0	0	0	0	0	59,079	0	0.0%
ACCOUNTING MANAGER		1200	90,690	1	0	0	0	0	0	0	3,424	1	0	0	0	0	3,424	94,114	3,424	3.8%
ADMINISTRATIVE ASSISTANT I		512	33,949	4	0	0	857	1	0	0	8,697	3	0	0	0	0	9,554	36,337	2,388	7.0%
ADMINISTRATIVE ASSISTANT II		905	44,505	12	0	0	5,768	6	0	0	36,567	8	0	0	0	0	42,334	48,033	3,528	7.9%
AIRPORT MANAGER		1602	72,250	1	0	0	1,147	1	0	0	2,308	1	0	0	0	0	3,455	75,705	3,455	4.8%
ARBORIST		704	60,798	1	0	0	0	0	0	0	0	0	0	0	0	0	0	60,798	0	0.0%
ASSISTANT AIRPORT MANAGER		10107	53,730	2	0	0	3,599	1	0	0	0	0	0	0	0	0	3,599	55,530	1,800	3.3%
ASSISTANT CITY ATTORNEY		11233	90,346	2	0	0	0	0	0	0	16,700	1	0	0	0	0	16,700	98,696	8,350	9.2%
ASSISTANT DIRECTOR OF THE COMMUN		11343	78,240	1	0	0	0	0	0	0	0	0	0	0	0	0	0	78,240	0	0.0%
ASSISTANT GOLF COURSE SUPERINTEN		11321	42,914	1	0	0	0	0	0	0	0	0	0	0	0	0	0	42,914	0	0.0%
ASSISTANT MANAGER - CODE ENFORCE		113071	51,172	1	0	0	3,598	1	0	0	0	0	0	0	0	0	3,598	54,770	3,598	7.0%
ASSISTANT SUPERINTENDENT		11254	54,130	2	0	0	1,552	1	0	0	8,786	2	0	0	0	0	10,338	59,298	5,169	9.5%
ASST COMMUNICATIONS DIVISION SUPE		9909	45,616	1	0	0	0	0	0	0	899	1	0	0	0	0	899	46,515	899	2.0%
ASST DEPUTY DIR OF OPERATIONS		11220	69,715	1	0	0	187	1	0	0	11,701	1	0	0	0	0	11,888	81,603	11,888	17.1%
AUTO MECHANIC		10116	30,016	3	0	0	1,534	1	0	0	6,290	2	0	0	0	0	7,824	32,624	2,608	8.7%
AUTOMATED ENFORCEMENT COORDINA		11369	20,305	1	0	0	130	1	0	0	876	1	0	0	0	0	1,006	21,311	1,006	5.0%
BACKGROUND INVESTIGATOR		11374	23,684	1	0	0	1,155	1	0	0	0	0	0	0	0	0	1,155	24,839	1,155	4.9%
BENEFITS ADMINISTRATOR		11352	53,198	1	0	0	0	0	0	0	16,506	1	0	0	0	0	16,506	69,704	16,506	31.0%
BOX OFFICE MANAGER - WEINBERG CE		404	40,737	1	0	0	4,322	1	0	0	9,631	1	0	0	0	0	13,953	54,690	13,953	34.3%
BUILDING DIVISION MANAGER		11356	88,828	1	0	0	0	0	0	0	0	0	0	0	0	0	0	88,828	0	0.0%
BUILDING INSPECTOR		11371	47,441	1	0	0	0	0	0	0	0	0	0	0	0	0	0	47,441	0	0.0%
BUSINESS DEVELOPMENT SPECIALIST		10109	59,681	1	0	0	3,722	1	0	0	1,786	1	0	0	0	0	5,508	65,189	5,508	9.2%
CASE MANAGER		714	43,515	5	0	0	8,254	3	0	0	22,915	5	0	0	0	0	31,169	49,749	6,234	14.3%
CDBG ADMINISTRATOR		11354	58,463	1	0	0	0	0	0	0	11,477	1	0	0	0	0	11,477	69,940	11,477	19.6%
CHIEF OF POLICE		11209	136,324	1	0	0	0	0	0	0	0	0	0	0	0	0	0	136,324	0	0.0%
CITY ATTORNEY		11227	122,978	1	0	0	0	0	0	0	1,892	1	0	0	0	0	1,892	124,870	1,892	1.5%
CLERICAL ASSISTANT		11380	27,653	2	0	0	0	0	0	0	0	0	0	0	0	0	0	27,653	0	0.0%
CODE ENFORCEMENT INSPECTOR		1312	47,214	5	0	0	8,899	2	0	0	9,397	3	0	0	0	0	18,296	50,873	3,659	7.8%
COMMUNICATIONS CLERK		305	23,438	9	0	0	1,199	5	0	0	17,595	7	0	0	0	0	18,794	25,526	2,088	8.9%
COMMUNITY OUTREACH COORDINATOR		11318	44,557	1	0	0	502	1	0	0	5,401	1	0	0	0	0	5,904	50,461	5,904	13.2%
CREW LEADER		11176	54,389	3	0	0	0	0	0	0	1,616	2	0	0	0	0	1,616	54,928	539	1.0%
CRIME ANALYST		1212	48,315	2	0	0	2,727	2	0	0	3,323	2	0	0	0	0	6,050	51,340	3,025	6.3%
CRIME SCENE SUPERVISOR		1013	43,862	1	0	0	5,816	1	0	0	0	0	0	0	0	0	5,816	49,678	5,816	13.3%
CRIME SCENE TECHNICIAN		707	42,469	2	0	0	5,301	1	0	0	10,207	1	0	0	0	0	15,508	50,223	7,754	18.3%
CUSTODIAN		106	18,488	8	0	0	13	1	0	0	7,183	5	0	0	0	0	7,195	19,387	899	4.9%
DEPUTY DIRECTOR FOR ENGINEERING		11229	84,000	1	0	0	966	1	0	0	2,432	1	0	0	0	0	3,398	87,398	3,398	4.0%
DEPUTY DIRECTOR FOR OPERATIONS		11236	101,764	1	0	0	0	0	0	0	0	0	0	0	0	0	0	101,764	0	0.0%

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Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan Unified

Class			Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments														Prop Avg	Avg \$ Inc	%
Proposed	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#	Total Adjust			
Proposed Pay Plan Unified																				
DEPUTY DIRECTOR FOR PARKS AND RE	11230	116,870	1	0	0	0	0	0	0	0	0	0	0	0	0	0	116,870	0	0.0%	
DEPUTY DIRECTOR FOR PLANNING	11232	123,889	1	0	0	0	0	0	0	0	0	0	0	0	0	0	123,889	0	0.0%	
DEVELOPMENT SUPERVISOR	11300	49,262	1	0	0	5,508	1	0	0	8,524	1	0	0	0	0	14,033	63,295	14,033	28.5%	
DIGITAL IMAGING TECHNICIAN	11364	37,613	1	0	0	3,257	1	0	0	1,170	1	0	0	0	0	4,427	42,040	4,427	11.8%	
DIGITAL MEDIA PRODUCER	11310	47,441	1	0	0	0	0	0	0	3,595	1	0	0	0	0	3,595	51,036	3,595	7.6%	
DIRECTOR OF BUDGET & PURCHASNG	2104	93,194	1	0	0	10,083	1	0	0	15,864	1	0	0	0	0	25,947	119,141	25,947	27.8%	
DIRECTOR OF ECONOMIC DEVELOPMEN	4900	107,750	1	0	0	0	0	0	0	9,271	1	0	0	0	0	9,271	117,021	9,271	8.6%	
DIRECTOR OF FINANCE	11199	140,651	1	0	0	0	0	0	0	24,489	1	0	0	0	0	24,489	165,140	24,489	17.4%	
DIRECTOR OF HUMAN RESOURCES	3399	89,317	1	0	0	13,960	1	0	0	3,146	1	0	0	0	0	17,106	106,423	17,106	19.2%	
DIRECTOR OF PUBLIC WORKS	2901	119,149	1	0	0	0	0	0	0	0	0	0	0	0	0	0	119,149	0	0.0%	
DIRECTOR OF THE COMMUNITY ACTION	11231	120,354	1	0	0	0	0	0	0	20,262	1	0	0	0	0	20,262	140,616	20,262	16.8%	
DISPATCHER	805	39,539	16	0	0	8,053	7	0	0	32,887	13	0	0	0	0	40,940	42,098	2,559	6.5%	
DIVISION MANAGER CODE ENFORCEME	1403	64,551	1	0	0	0	0	0	0	5,736	1	0	0	0	0	5,736	70,287	5,736	8.9%	
DIVISION MANAGER COMPREHENSIVE P	10000	64,455	1	0	0	5,447	1	0	0	6,433	1	0	0	0	0	11,880	76,335	11,880	18.4%	
DIVISION MANAGER CURRENT PLANNIN	1901	69,715	1	0	0	187	1	0	0	11,637	1	0	0	0	0	11,824	81,539	11,824	17.0%	
ECONOMIC DEVELOPMENT MANAGER	11373	69,070	1	0	0	832	1	0	0	2,359	1	0	0	0	0	3,191	72,261	3,191	4.6%	
ELECTRICAL INSPECTOR	1302	43,862	1	0	0	1,197	1	0	0	0	0	0	0	0	0	1,197	45,059	1,197	2.7%	
ELECTRICIAN	310	38,234	3	0	0	483	1	0	0	994	1	0	0	0	0	1,478	38,727	493	1.3%	
EQUIPMENT OPERATOR CREW LEADER	11315	62,665	2	0	0	0	0	0	0	0	0	0	0	0	0	0	62,665	0	0.0%	
EQUIPMENT OPERATOR I	11288	35,329	3	0	0	0	0	0	0	1,029	1	0	0	0	0	1,029	35,672	343	1.0%	
EQUIPMENT OPERATOR II	10126	45,210	25	0	0	967	2	0	0	18,861	9	0	0	0	0	19,828	46,003	793	1.8%	
EQUIPMENT OPERATOR III	10185	53,744	5	0	0	0	0	0	0	0	0	0	0	0	0	0	53,744	0	0.0%	
EVENTS COORDINATOR	11195	55,118	1	0	0	0	0	0	0	5,762	1	0	0	0	0	5,762	60,880	5,762	10.5%	
EVIDENCE AND PROPERTY CUSTODIAN	407	36,243	2	0	0	5,363	2	0	0	2,688	1	0	0	0	0	8,051	40,268	4,026	11.1%	
EXECUTIVE ASSISTANT OF ADMINISTRA	907	73,317	1	0	0	80	1	0	0	0	0	0	0	0	0	80	73,397	80	0.1%	
EXECUTIVE ASSISTANT TO THE MAYOR	906	64,455	1	0	0	0	0	0	0	1,083	1	0	0	0	0	1,083	65,538	1,083	1.7%	
FACILITIES ADMINISTRATOR	11200	70,833	1	0	0	0	0	0	0	0	0	0	0	0	0	0	70,833	0	0.0%	
FALSE ALARM REDUCTION MONITOR	11279	43,923	1	0	0	0	0	0	0	1,610	1	0	0	0	0	1,610	45,533	1,610	3.7%	
FCAA PROGRAM COORDINATOR	11334	51,286	5	0	0	7,225	2	0	0	33,572	5	0	0	0	0	40,797	59,446	8,159	15.9%	
FIRE PROTECTION ENGINEER	888	94,295	1	0	0	0	0	0	0	0	0	0	0	0	0	0	94,295	0	0.0%	
FIRE SYSTEMS INSPECTOR	889	75,904	1	0	0	0	0	0	0	0	0	0	0	0	0	0	75,904	0	0.0%	
FISCAL AFFAIRS COORDINATOR	1803	55,254	1	0	0	2,255	1	0	0	6,055	1	0	0	0	0	8,310	63,564	8,310	15.0%	
FITNESS CENTER SUPERVISOR	11275	51,503	1	0	0	0	0	0	0	10,006	1	0	0	0	0	10,006	61,509	10,006	19.4%	
FLEET MAINTENANCE COORDINATOR	11370	18,806	1	0	0	2,651	1	0	0	0	0	0	0	0	0	2,651	21,457	2,651	14.1%	
FUNDRAISING COORDINATOR - WEINBE	11360	21,751	1	0	0	0	0	0	0	0	0	0	0	0	0	0	21,751	0	0.0%	
GIS TECHNICIAN	11205	51,760	2	0	0	0	0	0	0	4,927	1	0	0	0	0	4,927	54,223	2,464	4.8%	
GOLF COURSE MECHANIC	10115	39,166	1	0	0	0	0	0	0	1,305	1	0	0	0	0	1,305	40,471	1,305	3.3%	
GOLF COURSE SUPERINTENDENT	11287	80,641	1	0	0	0	0	0	0	0	0	0	0	0	0	0	80,641	0	0.0%	
GOLF PRO ASSISTANT	551	49,338	1	0	0	0	0	0	0	7,970	1	0	0	0	0	7,970	57,308	7,970	16.2%	

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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			
Proposed Pay Plan	Unified																			
GROUNDKEEPER		406	37,715	1	0	0	0	0	0	0	3,762	1	0	0	0	0	3,762	41,477	3,762	10.0%
HEAD GOLF PRO GENERAL MANAGER		11157	86,230	1	0	0	0	0	0	0	1,123	1	0	0	0	0	1,123	87,353	1,123	1.3%
HELPDESK TECHNICIAN		11351	43,862	1	0	0	1,197	1	0	0	0	0	0	0	0	0	1,197	45,059	1,197	2.7%
HORTICULTURALIST		11286	29,906	1	0	0	3,718	1	0	0	5,611	1	0	0	0	0	9,329	39,235	9,329	31.2%
HOUSING COUNSELOR		11338	43,924	1	0	0	0	0	0	0	6,055	1	0	0	0	0	6,055	49,979	6,055	13.8%
HUMAN RESOURCES ANALYST		11191	81,912	1	0	0	0	0	0	0	0	0	0	0	0	0	0	81,912	0	0.0%
HUMAN RESOURCES SPECIALIST		11353	42,576	2	0	0	676	2	0	0	14,727	2	0	0	0	0	15,403	50,277	7,701	18.1%
INFLOW & INFILTRATE TECHNICIAN		10125	42,406	3	0	0	0	0	0	0	6,132	3	0	0	0	0	6,132	44,450	2,044	4.8%
INTAKE WORKER		INWKR	27,653	1	0	0	0	0	0	0	0	0	0	0	0	0	0	27,653	0	0.0%
INTAKE WORKER		11378	27,650	3	0	0	4,187	3	0	0	2,494	3	0	0	0	0	6,681	29,877	2,227	8.1%
JOURNEYMAN ELECTRICIAN		1102	56,186	5	0	0	0	0	0	0	4,162	2	0	0	0	0	4,162	57,018	832	1.5%
LEAD INTAKE WORKER		11379	29,864	1	0	0	2,159	1	0	0	917	1	0	0	0	0	3,075	32,939	3,075	10.3%
LEAD INTAKE WORKER		LINWK	29,864	1	0	0	0	0	0	0	0	0	0	0	0	0	0	29,864	0	0.0%
LEAD SURVEY TECH		11291	71,963	1	0	0	0	0	0	0	0	0	0	0	0	0	0	71,963	0	0.0%
LEGAL ASSISTANT		11203	55,118	1	0	0	0	0	0	0	0	0	0	0	0	0	0	55,118	0	0.0%
LEGISLATIVE ASSISTANT		11198	42,235	1	0	0	679	1	0	0	1,952	1	0	0	0	0	2,631	44,866	2,631	6.2%
LEGISLATIVE CLERK		802	42,235	1	0	0	679	1	0	0	2,806	1	0	0	0	0	3,485	45,720	3,485	8.3%
MAINTENANCE TECHNICIAN		11217	32,239	1	0	0	1,385	1	0	0	1,055	1	0	0	0	0	2,440	34,679	2,440	7.6%
MANAGER OF HUMAN RESOURCES		11210	79,620	1	0	0	0	0	0	0	9,442	1	0	0	0	0	9,442	89,062	9,442	11.9%
MANAGER OF MARKETING		11271	50,178	1	0	0	0	0	0	0	2,086	1	0	0	0	0	2,086	52,264	2,086	4.2%
MANAGER OF SURVEYING & MAPPING		11248	103,972	1	0	0	0	0	0	0	10,673	1	0	0	0	0	10,673	114,645	10,673	10.3%
MANAGER OF TRAFFIC ENGINEERING		11249	93,206	1	0	0	0	0	0	0	0	0	0	0	0	0	0	93,206	0	0.0%
MANAGER OF WEINBERG CENTER		10176	95,933	1	0	0	0	0	0	0	0	0	0	0	0	0	0	95,933	0	0.0%
MEDICAL ASSISTANT		11313	30,481	1	0	0	17	1	0	0	1,433	1	0	0	0	0	1,450	31,931	1,450	4.8%
NETWORK SYSTEMS ADMINISTRATOR		8802	68,369	3	0	0	1,250	1	0	0	23,622	3	0	0	0	0	24,872	76,659	8,291	12.1%
NURSE PRACT/PHYSICIAN ASST		11355	92,689	1	0	0	0	0	0	0	0	0	0	0	0	0	0	92,689	0	0.0%
OFFICE MANAGER I		9900	44,934	5	0	0	2,843	3	0	0	26,007	5	0	0	0	0	28,850	50,704	5,770	12.8%
OFFICE MANAGER II		11290	63,864	2	0	0	0	0	0	0	0	0	0	0	0	0	0	63,864	0	0.0%
OPERATIONS SUPPORT SUPERVISOR		11358	78,880	1	0	0	0	0	0	0	0	0	0	0	0	0	0	78,880	0	0.0%
OUTREACH WORKER		303	28,361	7	0	0	4,795	7	0	0	7,507	5	0	0	0	0	12,302	30,118	1,757	6.2%
PARKING ASSOCIATE		511	27,709	6	0	0	0	0	0	0	3,104	3	0	0	0	0	3,104	28,227	517	1.9%
PARKING ENFORCEMENT MONITOR		11322	14,201	6	0	0	24	4	0	0	961	2	0	0	0	0	985	14,365	164	1.2%
PARKING METER TECHNICIAN		10178	44,441	2	0	0	0	0	0	0	0	0	0	0	0	0	0	44,441	0	0.0%
PARKING SUPERINTENDENT		11202	88,461	1	0	0	0	0	0	0	8,093	1	0	0	0	0	8,093	96,554	8,093	9.1%
PARKS MAINTENANCE WORKER		11285	30,665	5	0	0	13	1	0	0	6,204	5	0	0	0	0	6,216	31,908	1,243	4.1%
PARKS SUPERINTENDENT		11243	60,778	1	0	0	0	0	0	0	0	0	0	0	0	0	0	60,778	0	0.0%
PAYROLL ADMINISTRATOR		10158	53,003	1	0	0	0	0	0	0	1,117	1	0	0	0	0	1,117	54,120	1,117	2.1%
PERMITS COORDINATOR		11366	48,315	2	0	0	0	0	0	0	6,681	2	0	0	0	0	6,681	51,655	3,341	6.9%
PERMITS TECHNICIAN		11237	42,341	2	0	0	189	1	0	0	10,458	2	0	0	0	0	10,647	47,665	5,324	12.6%

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Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan Unified

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments														Prop Avg	Avg \$ Inc	%
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#	Total Adjust			
Proposed Pay Plan	Unified																			
PLANNER II		1304	59,873	7	0	0	89	2	0	0	27,620	6	0	0	0	0	27,709	63,831	3,958	6.6%
PLANS REVIEWER		11359	51,171	1	0	0	0	0	0	0	0	0	0	0	0	0	0	51,171	0	0.0%
PLANT AND PUMP STATION MECHANIC		11215	34,870	1	0	0	435	1	0	0	3,252	1	0	0	0	0	3,687	38,557	3,687	10.6%
PLUMBING INSPECTOR		1306	48,248	1	0	0	0	0	0	0	0	0	0	0	0	0	0	48,248	0	0.0%
PROCUREMENT SPECIALIST		11262	42,032	2	0	0	1,261	1	0	0	3,326	1	0	0	0	0	4,587	44,326	2,294	5.5%
PROJECT ENGINEER-LAND DEVELOPME		11284	64,551	1	0	0	2,022	1	0	0	11,817	1	0	0	0	0	13,839	78,390	13,839	21.4%
PROJECT INSPECTOR		1433	55,135	3	0	0	0	0	0	0	1,836	2	0	0	0	0	1,836	55,747	612	1.1%
PROJECT MANAGER-HYDRO/HYDRAULI		11289	69,715	1	0	0	0	0	0	0	8,483	1	0	0	0	0	8,483	78,198	8,483	12.2%
PROJECT MANAGER-UTILITIES		11272	73,624	1	0	0	0	0	0	0	6,755	1	0	0	0	0	6,755	80,379	6,755	9.2%
PUBLIC INFORMATION COORDINATOR		11348	74,421	1	0	0	0	0	0	0	0	0	0	0	0	0	0	74,421	0	0.0%
PUBLIC WORKS FOREMAN		1207	55,079	7	0	0	1,135	1	0	0	8,746	2	0	0	0	0	9,881	56,491	1,412	2.6%
PURCHASING MANAGER		11264	78,832	1	0	0	0	0	0	0	17,482	1	0	0	0	0	17,482	96,314	17,482	22.2%
PURCHASING SUPERVISOR		11365	73,043	1	0	0	0	0	0	0	0	0	0	0	0	0	0	73,043	0	0.0%
RECORDS SPECIALIST		402	43,229	4	0	0	0	0	0	0	6,649	4	0	0	0	0	6,649	44,891	1,662	3.8%
RECREATION SUPERVISOR		708	66,783	3	0	0	5,508	1	0	0	14,939	3	0	0	0	0	20,447	73,599	6,816	10.2%
REFUSE COLLECTOR		403	36,416	10	0	0	12,114	5	0	0	36,522	9	0	0	0	0	48,636	41,280	4,864	13.4%
SAFE STREETS COORDINATOR		11361	49,262	1	0	0	416	1	0	0	2,928	1	0	0	0	0	3,344	52,606	3,344	6.8%
SAFETY & LOSS CONTROL MANAGER		1609	59,681	1	0	0	6,892	1	0	0	0	0	0	0	0	0	6,892	66,573	6,892	11.5%
SAFETY ASSISTANT		11221	44,001	1	0	0	0	0	0	0	5,589	1	0	0	0	0	5,589	49,590	5,589	12.7%
SECURITY GUARD		102	17,438	16	0	0	7,264	10	0	0	12,326	12	0	0	0	0	19,591	18,662	1,224	7.0%
SENIOR ACCOUNTING CLERK		4577	45,681	1	0	0	0	0	0	0	201	1	0	0	0	0	201	45,882	201	0.4%
SENIOR AUTO MECHANIC		1008	42,360	3	0	0	0	0	0	0	2,883	1	0	0	0	0	2,883	43,321	961	2.3%
SENIOR BUILDING INSPECTOR		1305	70,838	1	0	0	0	0	0	0	0	0	0	0	0	0	0	70,838	0	0.0%
SENIOR ELECTRICAL INSPECTOR		1604	75,838	1	0	0	0	0	0	0	0	0	0	0	0	0	0	75,838	0	0.0%
SENIOR ELECTRICIAN		1001	40,562	4	0	0	2,623	2	0	0	5,472	2	0	0	0	0	8,095	42,585	2,024	5.0%
SENIOR ENGINEERING TECHNICIAN		11281	43,862	1	0	0	1,197	1	0	0	0	0	0	0	0	0	1,197	45,059	1,197	2.7%
SENIOR HORTICULTURALIST		1021	45,242	1	0	0	0	0	0	0	1,056	1	0	0	0	0	1,056	46,298	1,056	2.3%
SENIOR MAPPING TECHNICIAN		11280	57,321	1	0	0	0	0	0	0	0	0	0	0	0	0	0	57,321	0	0.0%
SENIOR PLANS REVIEWER		1900	59,775	1	0	0	0	0	0	0	0	0	0	0	0	0	0	59,775	0	0.0%
SENIOR PLUMBING INSPECTOR		1610	54,822	1	0	0	0	0	0	0	0	0	0	0	0	0	0	54,822	0	0.0%
SENIOR PROJECT INSPECTOR		11223	78,133	1	0	0	0	0	0	0	0	0	0	0	0	0	0	78,133	0	0.0%
SENIOR RECORDS SPECIALIST		11328	40,610	1	0	0	260	1	0	0	0	0	0	0	0	0	260	40,870	260	0.6%
SENIOR SIGN TECHNICIAN		11367	59,526	1	0	0	0	0	0	0	0	0	0	0	0	0	0	59,526	0	0.0%
SENIOR SITE INSPECTOR		11213	73,029	1	0	0	0	0	0	0	0	0	0	0	0	0	0	73,029	0	0.0%
SENIOR SURVEY TECHNICIAN		1313	53,127	2	0	0	0	0	0	0	3,443	2	0	0	0	0	3,443	54,849	1,722	3.2%
SENIOR TRAFFIC ENGINEERING TECH		11208	65,586	1	0	0	0	0	0	0	0	0	0	0	0	0	0	65,586	0	0.0%
SHELTER ASSISTANT		11341	30,507	1	0	0	0	0	0	0	2,752	1	0	0	0	0	2,752	33,259	2,752	9.0%
SKILLED TRADES WORKER		10111	45,750	10	0	0	1,312	1	0	0	15,618	7	0	0	0	0	16,930	47,443	1,693	3.7%
SMALL ENGINE MECHANIC		11197	40,860	1	0	0	0	0	0	0	2,167	1	0	0	0	0	2,167	43,027	2,167	5.3%

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Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan Unified

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments														Prop Avg	Avg \$ Inc	%
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#	Total Adjust			
Proposed Pay Plan	Unified																			
SPECIAL VEHICLE COORDINATOR	11228	18,806	1	0	0	656	1	0	0	0	0	0	0	0	0	0	656	19,462	656	3.5%
SPORTS TURF CREWLEADER	11244	60,212	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60,212	0	0.0%
STORM WATER MGMT COORDINATOR	5522	69,100	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	69,100	0	0.0%
SUPERINTENDENT OF LIGHT/SIGNAL	2005	78,308	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	78,308	0	0.0%
SUPERINTENDENT OF SANITATION	1503	59,762	1	0	0	6,811	1	0	0	4,908	1	0	0	0	0	0	11,719	71,481	11,719	19.6%
SUPERINTENDENT OF SEWER MAINTEN	2022	81,328	1	0	0	0	0	0	0	978	1	0	0	0	0	0	978	82,306	978	1.2%
SUPERINTENDENT OF STREET MAINTEN	11257	77,432	1	0	0	0	0	0	0	1,941	1	0	0	0	0	0	1,941	79,373	1,941	2.5%
SUPERINTENDENT OF W/S FAC MTNC	11258	89,679	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	89,679	0	0.0%
SUPERINTENDENT OF WASTEWATER	2003	87,954	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	87,954	0	0.0%
SUPERINTENDENT OF WATER SERVICE	2002	68,597	1	0	0	0	0	0	0	1,324	1	0	0	0	0	0	1,324	69,921	1,324	1.9%
SUPERINTENDENT OF WATER TREATME	2006	78,196	1	0	0	0	0	0	0	7,785	1	0	0	0	0	0	7,785	85,981	7,785	10.0%
SUPERVISOR- COMMUNICATIONS DIV	11329	71,067	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	71,067	0	0.0%
SUPERVISOR OF BUILDING MAINTENAN	1555	77,392	1	0	0	0	0	0	0	39	1	0	0	0	0	0	39	77,431	39	0.1%
SUPERVISOR OF LIGHTS & TRAFFIC CO	11226	65,665	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	65,665	0	0.0%
SUPERVISOR OF RECORDS	11327	65,499	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	65,499	0	0.0%
SUPERVISOR OF WATER QUALITY	1601	88,462	1	0	0	0	0	0	0	8,092	1	0	0	0	0	0	8,092	96,554	8,092	9.1%
SUSTAINABILITY MANAGER	11372	64,455	1	0	0	0	0	0	0	879	1	0	0	0	0	0	879	65,334	879	1.4%
TECHNICAL MANAGER WEINBERG	1012	60,644	1	0	0	0	0	0	0	12,595	1	0	0	0	0	0	12,595	73,239	12,595	20.8%
TECHNOLOGY MANAGER	11350	84,963	1	0	0	0	0	0	0	5,657	1	0	0	0	0	0	5,657	90,620	5,657	6.7%
TRAFFIC MAINTENANCE WORKER	10131	29,331	2	0	0	0	0	0	0	46	1	0	0	0	0	0	46	29,354	23	0.1%
TRAFFIC SIGN TECHNICIAN	11277	41,557	2	0	0	0	0	0	0	2,960	1	0	0	0	0	0	2,960	43,037	1,480	3.6%
TREE TRIMMER	10129	34,904	1	0	0	401	1	0	0	12,951	1	0	0	0	0	0	13,352	48,256	13,352	38.3%
TREE TRIMMER - SENIOR	10130	54,271	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	54,271	0	0.0%
UTILITIES ENGINEERING ASSOCIATE	11292	74,900	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	74,900	0	0.0%
UTILITY MAINTENANCE TECHNICIAN I	299	32,884	2	0	0	8,373	2	0	0	1,708	1	0	0	0	0	0	10,081	37,925	5,041	15.3%
UTILITY MAINTENANCE TECHNICIAN II	10119	36,939	2	0	0	3,971	2	0	0	8,473	2	0	0	0	0	0	12,444	43,160	6,222	16.8%
UTILITY MAINTENANCE TECHNICIAN III	10121	44,548	13	0	0	23,947	9	0	0	41,060	11	0	0	0	0	0	65,007	49,549	5,001	11.2%
UTILITY MAINTENANCE TECHNICIAN IV	555	57,713	2	0	0	0	0	0	0	5,607	2	0	0	0	0	0	5,607	60,517	2,804	4.9%
VEHICLE & MAINTENANCE SUPERVISOR	1507	73,043	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73,043	0	0.0%
VICTIM SERVICES ADVOCATE	10104	37,613	1	0	0	5,301	1	0	0	0	0	0	0	0	0	0	5,301	42,914	5,301	14.1%
VICTIM SERVICES SUPERVISOR	11308	51,279	1	0	0	883	1	0	0	13,501	1	0	0	0	0	0	14,384	65,663	14,384	28.1%
WAREHOUSE COORDINATOR	717	34,822	2	0	0	4,497	2	0	0	959	1	0	0	0	0	0	5,456	37,550	2,728	7.8%
WASTEWATER PRETREATMENT COORD	11304	57,561	1	0	0	0	0	0	0	3,144	1	0	0	0	0	0	3,144	60,705	3,144	5.5%
WASTEWATER TREATMENT OPERATOR	1203	37,488	11	0	0	40,379	9	0	0	4,333	4	0	0	0	0	0	44,712	41,552	4,065	10.8%
WATER BILLING COORDINATOR	811	55,774	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	55,774	0	0.0%
WATER METER TECHNICIAN	11201	49,341	2	0	0	0	0	0	0	4,741	1	0	0	0	0	0	4,741	51,711	2,370	4.8%
WATER QUALITY ANALYST	909	42,710	1	0	0	0	0	0	0	1,516	1	0	0	0	0	0	1,516	44,226	1,516	3.5%
WATER QUALITY LAB COORDINATOR	11326	59,080	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	59,080	0	0.0%
WATER TREATMENT OPERATOR I	110	28,020	3	0	0	3,078	3	0	0	1,247	1	0	0	0	0	0	4,325	29,461	1,442	5.1%

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Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan Unified

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	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#	Total Adjust			
Proposed Pay Plan Unified																				
	WATER TREATMENT OPERATOR II	333	36,758	2	0	0	857	1	0	0	2,731	2	0	0	0	0	3,588	38,551	1,794	4.9%
	WATER TREATMENT OPERATOR IV	1202	47,665	12	0	0	1,041	4	0	0	11,069	5	0	0	0	0	12,110	48,674	1,009	2.1%
	WEATHERIZATION AUDITOR	11323	34,822	1	0	0	6,048	1	0	0	5,277	1	0	0	0	0	11,325	46,147	11,325	32.5%
	WEATHERIZATION MANAGER	11368	43,936	1	0	0	0	0	0	0	995	1	0	0	0	0	995	44,931	995	2.3%
	WEATHERIZATION TECHNICIAN	307	28,756	1	0	0	290	1	0	0	3,154	1	0	0	0	0	3,443	32,199	3,443	12.0%

Pay Plans
City of Frederick

	Code	Class Title	Ann Min	Ann Max	Hrly Min	Hrly Max		
Unified								
106			\$27,663	\$35,961	\$44,232	\$13.30	\$17.29	\$21.27
	106	CUSTODIAN						
	11322	PARKING ENFORCEMENT MONITOR						
	11285	PARKS MAINTENANCE WORKER						
	11341	SHELTER ASSISTANT						
	10131	TRAFFIC MAINTENANCE WORKER						
107			\$29,046	\$37,759	\$46,444	\$13.96	\$18.15	\$22.33
	11380-1	CLERICAL ASSISTANT						
	11378	INTAKE WORKER						
	303	OUTREACH WORKER						
	102	SECURITY GUARD						
	110	WATER TREATMENT OPERATOR I						
	307	WEATHERIZATION TECHNICIAN						
108			\$30,498	\$39,647	\$48,766	\$14.66	\$19.06	\$23.45
	11288	EQUIPMENT OPERATOR I						
	11313	MEDICAL ASSISTANT						
109			\$32,023	\$41,630	\$51,205	\$15.40	\$20.01	\$24.62
	11379	LEAD INTAKE WORKER						
110			\$33,624	\$43,711	\$53,765	\$16.17	\$21.02	\$25.85
	406	GROUNDSKEEPER						
	11286	HORTICULTURALIST						
	11217	MAINTENANCE TECHNICIAN						
	511	PARKING ASSOCIATE						
	403	REFUSE COLLECTOR						
111			\$35,305	\$45,897	\$56,453	\$16.97	\$22.07	\$27.14
	602	ACCOUNTING CLERK						
	10116	AUTO MECHANIC						
	305	COMMUNICATIONS CLERK						
	310	ELECTRICIAN						
	10126	EQUIPMENT OPERATOR II						
	10115	GOLF COURSE MECHANIC						
	11215	PLANT AND PUMP STATION MECHANIC						
	402	RECORDS SPECIALIST						
	11197	SMALL ENGINE MECHANIC						
	10129	TREE TRIMMER						
112			\$37,071	\$48,192	\$59,276	\$17.82	\$23.17	\$28.50
	512	ADMINISTRATIVE ASSISTANT I						
	299	UTILITY MAINTENANCE TECHNICIAN I						
	717	WAREHOUSE COORDINATOR						
	333	WATER TREATMENT OPERATOR II						
113			\$38,924	\$50,601	\$62,240	\$18.71	\$24.33	\$29.92
	805	DISPATCHER						
	10185	EQUIPMENT OPERATOR III						
	407	EVIDENCE AND PROPERTY CUSTODIAN						
	10125	INFLOW & INFILTRATE TECHNICIAN						
	10178	PARKING METER TECHNICIAN						
	11262	PROCUREMENT SPECIALIST						
	4577	SENIOR ACCOUNTING CLERK						
	1008	SENIOR AUTO MECHANIC						
	1001	SENIOR ELECTRICIAN						
	1021	SENIOR HORTICULTURALIST						

Pay Plans City of Frederick

<i>Code</i>	<i>Class Title</i>	<i>Ann Min</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
Unified					
113		\$38,924	\$50,601	\$62,240	\$18.71 \$24.33 \$29.92
10111	SKILLED TRADES WORKER				
11228	SPECIAL VEHICLE COORDINATOR				
11244	SPORTS TURF CREWLEADER				
11277	TRAFFIC SIGN TECHNICIAN				
10130	TREE TRIMMER - SENIOR				
10119	UTILITY MAINTENANCE TECHNICIAN II				
11201	WATER METER TECHNICIAN				
909	WATER QUALITY ANALYST				
114		\$40,870	\$53,131	\$65,352	\$19.65 \$25.54 \$31.42
905	ADMINISTRATIVE ASSISTANT II				
11369	AUTOMATED ENFORCEMENT COORDINATOR				
11176	CREW LEADER				
11364	DIGITAL IMAGING TECHNICIAN				
11279	FALSE ALARM REDUCTION MONITOR				
11237	PERMITS TECHNICIAN				
11221	SAFETY ASSISTANT				
11328	SENIOR RECORDS SPECIALIST				
1203	WASTEWATER TREATMENT OPERATOR IV				
1202	WATER TREATMENT OPERATOR IV				
11323	WEATHERIZATION AUDITOR				
115		\$42,914	\$55,788	\$68,619	\$20.63 \$26.82 \$32.99
601	ACCOUNTING CLERK COORDINATOR				
11321	ASSISTANT GOLF COURSE SUPERINTENDENT				
714	CASE MANAGER				
707	CRIME SCENE TECHNICIAN				
11315	EQUIPMENT OPERATOR CREW LEADER				
11370	FLEET MAINTENANCE COORDINATOR				
11360	FUNDRAISING COORDINATOR - WEINBERG CENTER				
11338	HOUSING COUNSELOR				
11353	HUMAN RESOURCES SPECIALIST				
1102	JOURNEYMAN ELECTRICIAN				
11203	LEGAL ASSISTANT				
11198	LEGISLATIVE ASSISTANT				
802	LEGISLATIVE CLERK				
10158	PAYROLL ADMINISTRATOR				
10121	UTILITY MAINTENANCE TECHNICIAN III				
10104	VICTIM SERVICES ADVOCATE				
811	WATER BILLING COORDINATOR				
11368	WEATHERIZATION MANAGER				
116		\$45,059	\$58,577	\$72,050	\$21.66 \$28.16 \$34.64
704	ARBORIST				
9909	ASST COMMUNICATIONS DIVISION SUPERVISOR				
404	BOX OFFICE MANAGER - WEINBERG CENTER				
11371	BUILDING INSPECTOR				
1312	CODE ENFORCEMENT INSPECTOR				
11318	COMMUNITY OUTREACH COORDINATOR				
1302	ELECTRICAL INSPECTOR				
889	FIRE SYSTEMS INSPECTOR				
11205	GIS TECHNICIAN				
551	GOLF PRO ASSISTANT				

Pay Plans City of Frederick

<i>Code</i>	<i>Class Title</i>	<i>Ann Min</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
Unified					
116		\$45,059	\$58,577	\$72,050	\$21.66 \$28.16 \$34.64
11351	HELPDESK TECHNICIAN				
9900	OFFICE MANAGER I				
1306	PLUMBING INSPECTOR				
1433	PROJECT INSPECTOR				
1207	PUBLIC WORKS FOREMAN				
11281	SENIOR ENGINEERING TECHNICIAN				
11280	SENIOR MAPPING TECHNICIAN				
11367	SENIOR SIGN TECHNICIAN				
1313	SENIOR SURVEY TECHNICIAN				
11208	SENIOR TRAFFIC ENGINEERING TECH				
117		\$47,312	\$61,506	\$75,653	\$22.75 \$29.57 \$36.37
11310	DIGITAL MEDIA PRODUCER				
11366	PERMITS COORDINATOR				
5522	STORM WATER MGMT COORDINATOR				
11292	UTILITIES ENGINEERING ASSOCIATE				
555	UTILITY MAINTENANCE TECHNICIAN IV				
118		\$49,678	\$64,581	\$79,435	\$23.88 \$31.05 \$38.19
11374	BACKGROUND INVESTIGATOR				
1212	CRIME ANALYST				
1013	CRIME SCENE SUPERVISOR				
11195	EVENTS COORDINATOR				
11334	FCAA PROGRAM COORDINATOR				
11275	FITNESS CENTER SUPERVISOR				
11291	LEAD SURVEY TECH				
11271	MANAGER OF MARKETING				
11290	OFFICE MANAGER II				
11359	PLANS REVIEWER				
11361	SAFE STREETS COORDINATOR				
11326	WATER QUALITY LAB COORDINATOR				
119		\$52,162	\$67,811	\$83,407	\$25.08 \$32.60 \$40.10
10179	ACCOUNTANT				
11352	BENEFITS ADMINISTRATOR				
11200	FACILITIES ADMINISTRATOR				
888	FIRE PROTECTION ENGINEER				
1604	SENIOR ELECTRICAL INSPECTOR				
1610	SENIOR PLUMBING INSPECTOR				
11223	SENIOR PROJECT INSPECTOR				
11213	SENIOR SITE INSPECTOR				
11329	SUPERVISOR- COMMUNICATIONS DIV				
11308	VICTIM SERVICES SUPERVISOR				
11304	WASTEWATER PRETREATMENT COORD				
120		\$54,770	\$71,201	\$87,577	\$26.33 \$34.23 \$42.10
10107	ASSISTANT AIRPORT MANAGER				
11343	ASSISTANT DIRECTOR OF THE COMMUNITY ACTION AGENCY				
113071	ASSISTANT MANAGER - CODE ENFORCEMENT				
11254	ASSISTANT SUPERINTENDENT				
11300	DEVELOPMENT SUPERVISOR				
11358	OPERATIONS SUPPORT SUPERVISOR				
708	RECREATION SUPERVISOR				
1305	SENIOR BUILDING INSPECTOR				

Pay Plans City of Frederick

<i>Code</i>	<i>Class Title</i>	<i>Ann Min</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
Unified					
120		\$54,770	\$71,201	\$87,577	\$26.33 \$34.23 \$42.10
1900	SENIOR PLANS REVIEWER				
1555	SUPERVISOR OF BUILDING MAINTENANCE				
11226	SUPERVISOR OF LIGHTS & TRAFFIC CONTROL				
11327	SUPERVISOR OF RECORDS				
121		\$57,509	\$74,761	\$91,956	\$27.65 \$35.94 \$44.21
11354	CDBG ADMINISTRATOR				
1803	FISCAL AFFAIRS COORDINATOR				
11191	HUMAN RESOURCES ANALYST				
1304	PLANNER II				
11348	PUBLIC INFORMATION COORDINATOR				
11365	PURCHASING SUPERVISOR				
1012	TECHNICAL MANAGER WEINBERG				
1507	VEHICLE & MAINTENANCE SUPERVISOR				
122		\$60,384	\$78,499	\$96,554	\$29.03 \$37.74 \$46.42
11287	GOLF COURSE SUPERINTENDENT				
11202	PARKING SUPERINTENDENT				
11243	PARKS SUPERINTENDENT				
1601	SUPERVISOR OF WATER QUALITY				
123		\$63,403	\$82,424	\$101,382	\$30.48 \$39.63 \$48.74
10109	BUSINESS DEVELOPMENT SPECIALIST				
1403	DIVISION MANAGER CODE ENFORCEMENT				
906	EXECUTIVE ASSISTANT TO THE MAYOR				
8802	NETWORK SYSTEMS ADMINISTRATOR				
11372	SUSTAINABILITY MANAGER				
124		\$66,573	\$86,545	\$106,451	\$32.01 \$41.61 \$51.18
1200	ACCOUNTING MANAGER				
10176	MANAGER OF WEINBERG CENTER				
11284	PROJECT ENGINEER-LAND DEVELOPMENT				
11289	PROJECT MANAGER-HYDRO/HYDRAULIC				
11272	PROJECT MANAGER-UTILITIES				
1609	SAFETY & LOSS CONTROL MANAGER				
2005	SUPERINTENDENT OF LIGHT/SIGNAL				
1503	SUPERINTENDENT OF SANITATION				
2022	SUPERINTENDENT OF SEWER MAINTENANCE				
11257	SUPERINTENDENT OF STREET MAINTENANCE				
11258	SUPERINTENDENT OF W/S FAC MTNC				
2003	SUPERINTENDENT OF WASTEWATER				
2002	SUPERINTENDENT OF WATER SERVICES				
2006	SUPERINTENDENT OF WATER TREATMENT				
125		\$69,902	\$90,873	\$111,773	\$33.61 \$43.69 \$53.74
11220	ASST DEPUTY DIR OF OPERATIONS				
11356	BUILDING DIVISION MANAGER				
10000	DIVISION MANAGER COMPREHENSIVE PLANNING				
1901	DIVISION MANAGER CURRENT PLANNING				
11373	ECONOMIC DEVELOPMENT MANAGER				
11157	HEAD GOLF PRO GENERAL MANAGER				
11355	NURSE PRACT/PHYSICIAN ASST				
11264	PURCHASING MANAGER				
126		\$73,397	\$95,416	\$117,362	\$35.29 \$45.87 \$56.42
1602	AIRPORT MANAGER				

Pay Plans
City of Frederick

<i>Code</i>	<i>Class Title</i>	<i>Ann Min</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
Unified					
126		\$73,397	\$95,416	\$117,362	\$35.29 \$45.87 \$56.42
907	EXECUTIVE ASSISTANT OF ADMINISTRATION				
11248	MANAGER OF SURVEYING & MAPPING				
11249	MANAGER OF TRAFFIC ENGINEERING				
127		\$77,067	\$100,187	\$123,230	\$37.05 \$48.17 \$59.25
11233	ASSISTANT CITY ATTORNEY				
11210	MANAGER OF HUMAN RESOURCES				
128		\$80,920	\$105,196	\$129,392	\$38.90 \$50.58 \$62.21
11350	TECHNOLOGY MANAGER				
129		\$84,966	\$110,456	\$135,861	\$40.85 \$53.10 \$65.32
11229	DEPUTY DIRECTOR FOR ENGINEERING				
11236	DEPUTY DIRECTOR FOR OPERATIONS				
11230	DEPUTY DIRECTOR FOR PARKS AND RECREATION				
11232	DEPUTY DIRECTOR FOR PLANNING				
130		\$89,215	\$115,979	\$142,654	\$42.89 \$55.76 \$68.58
4900	DIRECTOR OF ECONOMIC DEVELOPMENT				
11231	DIRECTOR OF THE COMMUNITY ACTION AGENCY				
133		\$103,277	\$134,260	\$165,140	\$49.65 \$64.55 \$79.39
11209	CHIEF OF POLICE				
11227	CITY ATTORNEY				
2104	DIRECTOR OF BUDGET & PURCHASNG				
11199	DIRECTOR OF FINANCE				
3399	DIRECTOR OF HUMAN RESOURCES				
2901	DIRECTOR OF PUBLIC WORKS				

198 Active Proposed Classes in the Unified Pay Plan



Class Description

Class Title: Crew Leader
Class Code: 1253

General Description

The purpose of this job within the organization is to determine, schedule, direct, and inspect the daily work activities of the city in a timely manner; supervise subordinates.

This job works under close to general supervision according to set procedures, but determines how or when to complete tasks.

Duties and Responsibilities

The functions listed below are those that represent the majority of the time spent working in this job/class. Management may assign additional functions related to the type of work of the job/class as necessary.

Essential Functions:

Directs and inspects daily city work activities.

Supervises, trains, and evaluates subordinates in adherence to department standards; establishes work schedules to assure timely completion of work activities.

Operates city vehicles, trucks, and/or specialization types of equipment.

Maintains the safe and efficient operation of the equipment assigned to crew including the regular checking of tires, oil, fuel, brakes, hydraulic lines, steering, and other specified items; corrects any faulty equipment.

Maintains time and work records and prepares associated reports.

Documents and tracks work orders for accuracy and completeness.

Additional Duties:

Responds to or answers emergency calls to repair equipment during on-call duty.

Performs related work as assigned.



Class Title: Crew Leader
Class Code: 1253

Responsibilities, Requirements and Impacts**Data Responsibility:**

Data Responsibility refers to information, knowledge, and conceptions obtained by observation, investigation, interpretation, visualization, and mental creation. Data are intangible and include numbers, words, symbols, ideas, concepts, and oral verbalizations.

Computes or performs arithmetic operations using data or information.

People Responsibility:

People include co-workers, workers in other areas or agencies and the general public.

Speaks with or signals to people to convey or exchange information of a general nature.

Asset Responsibility:

Assets responsibility refers to the responsibility for achieving economies or preventing loss within the organization.

Requires some responsibility for achieving minor economies and/or preventing minor losses through the handling of or accounting for materials, supplies or small amounts of money.

Mathematical Requirements:

Mathematics requires the use of symbols, numbers and formulas to solve mathematical problems.

Uses addition and subtraction, multiplication and division and/or calculates ratios, rates and percents.

Communications Requirements:

Communications involves the ability to read, write, and speak.

Reads routine sentences, instructions, regulations, procedures or work orders; writes routine sentences and completes routine job forms and incident reports; speaks routine sentences using proper grammar.



Class Title: Crew Leader
Class Code: 1253

Judgment Requirements:

Judgment requirements refer to the frequency and complexity of judgments and decisions given the stability of the work environments, the nature and type of guidance, and the breadth of impact of the judgments and decisions.

Responsible for the actions of others, requiring almost constant decisions affecting co-workers, crime victims, patients, customers, clients or others in the general public; works in a moderately fluid environment with guidelines and rules, but frequent variations from the routine.

Complexity of Work:

Complexity addresses the analysis, initiative, ingenuity, concentration and creativity, required by the job and the presence of any unusual pressures present in the job.

Performs semi-skilled work involving set procedures and rules, but with frequent problems; requires normal attention with short periods of concentration for accurate results or occasional exposure to unusual pressure.

Impact of Errors:

Impact of errors refers to consequences such as damage to equipment and property, loss of data, exposure of the organization to legal liability, and injury or death for individuals.

The impact of errors is serious – affects most units in organization, and may affect citizens or loss of life and/or damage could occur and probability is likely.

Physical Demands:

Physical demands refer to the requirements for physical exertion and coordination of limb and body movement.

Performs light to medium work that involves walking or standing virtually all of the time and also involves exerting between 20 and 50 pounds of force on a regular and recurring basis or considerable skill, adeptness and speed in the use of the fingers, hands or limbs in tasks involving close tolerances or limits of accuracy.





Class Description

Class Title: Crew Leader
Class Code: 1253

Equipment Usage:

Equipment usage involves responsibility for materials, machines, tools, equipment, work aids, and products.

Leads or handles machines, tools, equipment or work aids involving moderate latitude for judgment regarding attainment of a standard or in selecting appropriate items.

Unavoidable Hazards:

Unavoidable hazards refer to the job conditions that may lead to injury or health hazards even though precautions have been taken.

Involves routine and frequent exposure to extreme noise levels; animals/wildlife.

Safety of Others:

*Safety of others refers to the level of responsibility for the safety of others, either inherent in the job or to ensure the safety of the general public. **(Does not include safety of subordinates).***

Requires responsibility for the safety and health of others and for occasional enforcement of the laws and standards of public health and safety.

Minimum Education and Experience Requirements:

Requires High School graduation or GED equivalent.

Requires one year of experience in utilities or closely related experience.

Special Certifications and Licenses:

Valid CDL "Class B" Driver's License. Backflow Prevention Assemblies Tester and Repair Certification and Water Distribution System Technician Certification.

Americans with Disabilities Act Compliance

The City of Pharr, TX is an Equal Opportunity Employer. ADA requires City to provide reasonable accommodations to qualified persons with disabilities. Prospective and current employees are encouraged to discuss ADA accommodations with management.



AGREEMENT TO PROVIDE PROFESSIONAL MANAGEMENT CONSULTING SERVICES

THIS AGREEMENT, entered into this ____ day of _____ 2016 ("effective date") by and between **Management Advisory Group International, Inc.** (hereinafter called the "Consultant") and _____, ____ (hereinafter called the "Client") (together referred to as the "parties").

WITNESSETH:

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

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

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

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

payments shall be due and payable in accordance with monthly invoices based upon work performed toward delivery of final reports and products as described herein.

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

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

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

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

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

10. **Information and Reports.** The Consultant shall, at such time and in such form as the Client may require, furnish such periodic reports concerning the status of the project as may be requested by the Client. The Consultant shall furnish the Client, upon request, with copies of all documents and other materials prepared or developed in relation with or as a part of the services herein.

11. **Matters to be Disregarded.** The titles of the several sections, subsections, and paragraphs set forth in this agreement are inserted for convenience of reference only and shall be disregarded in construing or interpreting any of the provisions of this agreement.

12. **Completeness of Agreement.** This agreement and any additional or supplementary document or documents incorporated herein by specific reference contain all of the terms and conditions agreed upon by the parties hereto, and no other agreements, oral or otherwise, regarding the subject matter of this agreement or any part thereof shall have any validity or bind any of the parties hereto.

13. **Personnel.** The Consultant represents that it has, or will secure at its own expense, all personnel required in performing the services under this agreement. Such personnel shall not be employees of or have any contractual relationship with the Client. All of the personnel engaged in the services herein shall be fully qualified to perform such services.

14. **Signatures.** The Parties, may execute this agreement in counterparts. Each executed counterpart shall be deemed an original and all of them, together, shall constitute one and the same agreement.

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

As to Client:	As to Consultant: Management Advisory Group International, Inc. 13580 Group Drive, Suite 200 Woodbridge, Virginia 22192 (703) 590-7250
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[Signature page and exhibits to follow]

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

Consultant:

Client:

Donald C. Long
President
Management Advisory Group International, Inc.
13580 Group Drive, Suite 200
Woodbridge, Virginia 22192