



MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC.

Preparing for Tomorrow, Today...

PROPOSAL FOR COMPENSATION STUDY CONSULTING SERVICES

Prepared for :
**North Central Texas
Council of Governments**

RFP # 2024-018

January 12, 2024

Contact Us :

Management Advisory Group International, Inc.
12730 Fair Lakes Circle, Suite 600
Fairfax, VA 22033
(703) 590-7250
info@maginc.org
www.magintl.org

TXShare

Your Public Sector Solutions Center

REQUEST FOR PROPOSALS
For
Compensation Study Consulting Services
RFP # 2024-018

Sealed proposals will be accepted until **2:00 PM CT, January 12, 2024**, and then publicly opened and read aloud thereafter.

___ Legal Name of Proposing Firm

SAM.GOV Unique Identity ID

Contact Person for Proposal

Title

Contact Person Telephone Number

Contact Person E-Mail Address

Street Address of Principal Place of Business

City/State

Zip

Complete Mailing Address

City/State

Zip

Acknowledgment of Addenda (initial): #1 _____ #2 _____ #3 _____ #4 _____ #5 _____

NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS

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TAB A

CAPACITY TO DELIVER



MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC.



(703) 590-7250



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www.magintl.com



12730 Fair Lakes Circle, Suite 600
Fairfax, VA 22033

January 12, 2024

Management Advisory Group International, Inc. (MAG) is pleased to present this Proposal for Compensation Study Consulting Services. We have read the RFP in preparation for submitting our proposal. We certainly appreciate your consideration.

MAG is a national, full-service human resources consulting firm (WBE) with extensive experience in classification and compensation projects, position descriptions, and human resources software. Principals of the firm have conducted more than 600 similar studies in over 25 years of municipal consulting in 24 states. Our consultant services are supported by a full complement of personnel, office space, and technological equipment required to meet our clients' needs.

Our overall approach is inclusive, personalized, and supported by state-of-the-art tools that include a proven job evaluation system. The software we offer is unmatched in the marketplace, and the most progressive for reviewing and analyzing existing compensation plans to achieve internal equity, external equity, and creating pay structures to reflect a competitive position in your market area. The ability to produce customized plans that ultimately result in implementation is just one of our strengths. That is our goal from day one of the engagement.

In addition to the personalized approach to your project, our software is unmatched in the marketplace, and the most progressive in the business for the purpose of conducting compensation studies. It fully addresses your interests in reference to reviewing and analyzing existing compensation plans to achieve internal equity, as well as external equity. We will create proper pay structures to reflect a competitive position in your market area. It is a tool that complements the highly personalized and personally managed project designed to meet your interests.

MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC.

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

I will personally oversee your project.

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

Best regards,

Russell H. Campbell

Russell Campbell, Ed.D.
Senior Vice President

Legal Name of Firm:

Management Advisory Group
International, Inc.

Incorporation: Florida (2001)

Offices: Fairfax, VA; Asheville, NC;
Columbia, SC.

In Business: Since 2001 as a company.

Legal Structure: Florida Corporation, in
good standing with the Department of
State.

MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC.

CLIENT LIST

- Abbeville County, SC
- Acton, MA
- Aiken County Public Schools, SC
- Ak-Chin Indian Community, AZ
- Alachua County, FL
- Albemarle Charlottesville Regional Jail, VA
- Alexandria, LA
- Altamonte Springs, FL
- Americus, GA
- Artesia, NM
- Asheville, NC
- Association of County Commissioners, NC
- Athens-Clarke County, GA
- Atlanta, GA
- Atlanta Public Schools, GA
- Auburn University, AL
- Avondale, AZ
- Bal Harbour, FL
- Balcones Heights, TX
- Baltimore County Community College, MD
- Baltimore County Public Schools, MD
- Barnwell County, SC
- Bastrop County, TX
- Baton Rouge, LA
- Bay Harbor Islands, FL
- Baytown, TX
- Bedford County Schools, VA
- Belle Glade, FL
- Belleview, FL
- Black Hawk College, IL
- Bloomington, IN
- Blount County, TN
- Boone County, KY
- Bowie, MD
- Bowling Green KY
- Boynton Beach, FL
- Brevard County, FL
- Brevard County Sheriff's Office, FL
- Brooksville, FL
- Broward County, FL
- Broward County Sheriff's Office, FL
- Brownsville, TX
- Brownsville Public Utilities Board, TX
- Brunswick County, VA
- Bullhead City, AZ
- Calhoun County, SC
- Cameron County, TX
- Cape Coral, FL
- Carlsbad, NM
- Carrboro, NC
- Casselberry, FL
- Cayce, SC
- Cecil County, MD
- Chandler, AZ
- Chapel Hill, NC
- Charles County Schools, MD
- Charleston County, SC
- Charleston County Parks and Recreation Authority, SC
- Charleston Housing Authority, SC
- Charlotte County, FL
- Charlotte County Sheriff, FL
- Chatham County, NC
- Chatham Area Transit, GA
- Cherokee County, NC
- Chesapeake, VA
- Chesapeake Public Schools, VA
- Chester County, PA
- Chester Metropolitan Water and Sewer District, SC
- Child Care Group, TX
- Citrus County, FL
- Citrus County Sheriff's Department, FL
- Citrus Hills Investment Corporation, FL
- Clarendon County, SC
- Clayton County, GA
- Cleveland, TN
- Coastal Rapid Transit Authority, SC
- Cocoa Beach, FL
- College Park, MD
- Colleton County, SC
- Colleton County Schools, SC
- Colleyville, TX
- Collier County Sheriff's Office, FL
- Colonie, NY
- Columbia, MO
- Columbia, SC
- Columbia Housing Authority, SC
- Columbia Police Department, SC
- Cooper City, FL
- Corpus Christi Airport, TX
- Dallas Independent School District, TX
- Dania, FL
- Davidson County, NC
- Davie, FL
- Daytona Beach, FL
- Dearborn, MI
- Deerfield Beach, FL
- DeKalb County School District, GA
- Delray Beach, FL
- Destin, FL
- Dorchester School District 2, SC
- Dougherty County, GA
- Douglas, AZ
- Dover, DE
- Dunedin, FL

MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC.

CLIENT LIST

- Durham County, NC
- Eddy County, NM
- Edinburg, TX
- Edgewater, FL
- El Mirage, AZ
- El Paso, TX
- Elizabeth City, NC
- Emergence Health Network, TX
- Escambia County Utilities, FL
- Eustis, FL
- Fairborn, OH
- Fairfax County Public Schools, VA
- Fairfield County, SC
- Family Eldercare, TX
- Fayetteville, GA
- Florence, SC
- Florence County, SC
- Florida Community College at Jacksonville, FL
- Florida League of Cities, FL
- Fountain, CO
- Franklin, TN
- Franklin, VA
- Ft. Lauderdale, FL
- Ft. Walton Beach, FL
- Gainesville, FL
- Georgetown, KY
- Georgetown Recreation Board, KY
- Gilbert, AZ
- Gladstone, MO
- Goose Creek, SC
- Grand Prairie, TX
- Grand Traverse County, MI
- Greenacres, FL
- Greenville, SC
- Greenwood Housing Authority, SC
- Greenville County Schools, SC
- Gulfport, FL
- Hammond, LA
- Hampton County, SC
- Harford County Sheriff, MD
- Hays County, TX
- Haywood County, NC
- Hernando County, FL
- Highland Beach, FL
- Hilton Head, SC
- Hilton Head Island, SC
- Holly Hill, FL
- Hollywood, FL
- Horry County, SC
- Horry County Solid Waste Authority, SC
- Houston Galveston Area Council, TX
- Houston Independent School District, TX
- Huntsville City Schools, AL
- Hutto, TX
- Iberia Parish, LA
- Immokalee Water and Sewer Authority, FL
- Indian River Shores, FL
- Integral Health Care, TX
- Jacksonville, FL
- Jacksonville Beach, FL
- Jacksonville Transportation Authority, FL
- Jasper County, SC
- Jefferson County, TX
- Johnson C. Smith University, NC
- Johnson City, TN
- Jones County, GA
- Joplin, MO
- Juno Beach, FL
- Jupiter, FL
- Kalispell, MT
- Kearney, NE
- Kent County, DE
- Kenosha, WI
- Key West Aqueduct Authority, FL
- Knoxville, TN
- La Porte, TX
- Lake County, FL
- Lake County Sheriff's Office, FL
- Lake Park, FL
- Lake Worth, FL
- Lake Worth Utilities, FL
- Lakeland, FL
- Lancaster County, SC
- Laurens CPW, SC
- Lee County, FL
- Lexington School District Two, SC
- Lexington, TN
- Levy Property Appraiser, FL
- Lexington, KY
- Lexington County, SC
- Logan, UT
- Los Angeles Housing Authority, CA
- Louisiana Community College System
- Louisville, KY
- McAllen, TX
- Macon-Bibb County, GA

MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC.

CLIENT LIST

- Manatee County Sheriff's Office, FL
- Manning, SC
- Marion County, FL
- Marion County Sheriff's Office, FL
- Marion County Tax Collector, FL
- Martin County, FL
- Massachusetts Community Colleges
- Mesa, AZ
- Metropolitan Washington Council of Governments, Washington DC
- MHMR of Tarrant County, TX
- Miami Area School District, AZ
- Minot, ND
- Miramar, FL
- Missoula County, MT
- Montgomery County, VA
- Mount Dora, FL
- Mount Pleasant, SC
- Myrtle Beach, SC
- Naples, FL
- Nash County, NC
- Navajo Community College, AZ
- Nelson County, VA
- New Orleans, LA
- New Smyrna Beach, FL
- New Smyrna Beach Utilities Commission, FL
- Newberry County, SC
- Nez Perce Indian County, ID
- Nineteenth District Court, LA
- Norfolk Public Schools, VA
- North Miami, FL
- North Miami Beach, FL
- North Myrtle Beach, SC
- North Port, FL
- Northampton County, VA
- Oak Ridge, TN
- Oakland County, MI
- Ocala, FL
- Okaloosa County, FL
- Oklahoma Zoological Trust, OK
- Orange City, FL
- Orange County, FL
- Orange County Public Schools, FL
- Orangeburg County, FL
- Orangeburg County, SC
- Ormond Beach, FL
- Osceola County, FL
- Ouachita Parish, LA
- Page, AZ
- Palm Bay, FL
- Palm Beach County Clerk of Court, FL
- Palm Beach County Clerk of the Circuit Court, FL
- Palm Beach County Schools, FL
- Palm Beach County Sheriff's Department, FL
- Palm Harbor Fire Rescue District, FL
- Pantego, TX
- Pasadena, TX
- Pascagoula, MS
- Pasco County Sheriff's Office, FL
- Peace River Water Authority, FL
- Peachtree City, GA
- Pearland, TX
- Pee Dee Regional
- Solid Waste Authority, SC
- Pembroke Pines, FL
- Person County, NC
- Philadelphia School District, PA
- Phoenix Elementary School District, AZ
- Pinal County, AZ
- Pointe Coupee, LA
- Polk County, FL
- Ponce Inlet, FL
- Port Freeport, TX
- Port Orange, FL
- Portland, TN
- Portsmouth, VA
- Prescott, AZ
- Prescott Valley, AZ
- Pueblo West, CO
- Queen Anne's County Schools, MD
- Richardson Independent School District, TX
- Richmond, VA
- Richland County School District One, SC
- Richland County School District Two, SC
- Rio Rancho, NM
- Riviera Beach, FL
- Riviera Beach CRA, FL
- Roanoke City Public Schools, VA
- Roanoke County Public Schools, VA
- Rockford, IL
- Rockville, MD
- Ruidoso, NM
- Safety Harbor, FL
- Saint Louis, MO
- Saint Lucie West, FL
- San Francisco, CA
- San Luis, AZ
- Sanford, FL
- Sanibel, FL
- Salt River Indian Community, AZ
- San Carlos Apache County, AZ
- Santa Fe Community College, NM
- Sarasota, FL
- Sarasota County, FL
- Savannah, GA
- Sevierville, TN

MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC.

CLIENT LIST

- Savannah, GA
- Sevierville, TN
- South Daytona, FL
- Southern Ute Indian County, CO
- Southfield, MI
- Spartanburg, SC
- Spartanburg County, SC
- St. Charles Parish, LA
- St. Cloud, FL
- St. George, UT
- St. Johns Property Appraiser, FL
- St. Mary's Metropolitan Commission, MD
- St. Tammany Parish, LA
- State Department of Children & Families, FL
- State Department of Citrus, FL
- State Department of Health, FL
- State Department of Juvenile Justice, NC
- State Department of Juvenile Justice, FL
- State Department of Transportation, TX
- State Department of Environmental Quality, OR
- State Department of Public Safety, AZ
- State Division of Human Resources, AZ
- State Executive Office of the Governor, FL
- State Human Resources Department, IA
- State Merit System, NE
- Staunton, VA
- Stuart, FL
- Sumter, SC
- Sumter County, SC
- Sumter Schools, SC
- Surprise, AZ
- Sussex County, DE
- Takoma Park, MD
- Tallahassee, FL
- Tamarac, FL
- Tampa, FL
- Tampa Housing Authority, FL
- Tampa International Airport, FL
- Tempe Union High School District, AZ
- Tift County, GA
- Toho Water Authority, FL
- Tohono O'odham Nation, AZ
- Tupelo Schools, MS
- University of Maine, ME
- University of Northern Iowa, IA
- University of Texas, TX
- University of Wyoming, WY
- Union County, SC
- Venice, FL
- Virginia Beach City Schools, VA
- Walker County, TX
- Warren County, NC
- Washington County, PA
- Washoe County School District, NV
- Washtenaw County, MI
- Wayne County Airport Authority, MI
- Wellington, FL
- West Columbia, SC
- West Palm Beach, FL
- Westmoreland County, VA
- Wichita Falls, TX
- Wicomico County Schools, MD
- Williston, FL
- Wilton Manors, FL
- Winston-Salem, NC
- Winter Park, FL
- Wylie, TX
- York County, SC
- York County Libraries



Executive Summary

Introduction

Management Advisory Group International, Inc., (MAG) is a full-service management consulting firm with expertise in human resources projects, organization review, employee performance management systems, executive compensation, class description development, and fully integrated human resources software. Our professional services also include law enforcement, corrections, fire and EMS review and planning, strategic planning, and benefits cost containment.

MAG was incorporated in Florida and has been in business since 2001, with offices in Fairfax, Virginia, Asheville, North Carolina, and Columbia, South Carolina.

Our Mission

MAG's vision is to serve public sector and non-profit organizations by offering our comprehensive software programs that fully support and automate market data collection, data analysis, and compensation and classification processes. Our focus is on delivering quality studies quickly and efficiently to our clients.





Strategy & Implementation

We work closely and personally with key 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, specific to the conduct of compensation studies that fully addresses compression.

Solution

MAG has expert knowledge and experience in municipal matters, ensuring the success of your study. MAG principals and current staff have functioned together for over a decade and have completed more than 600 studies over a 25-year period in 40 states.



MAG INTERNATIONAL FIRM BACKGROUND

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 40 states. Our services 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 Counties and Cities, 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 an excellent and wide-ranging understanding of governmental 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 located in Woodbridge, Virginia. MAG International, Inc. is a woman-owned firm incorporated in the state of Florida in 2001 and continues to maintain corporation status in the states of Florida, Louisiana and Virginia, while helping our clients find success nationwide.

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

MAG INTERNATIONAL FIRM BACKGROUND

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.

Project Initiation and Timetables

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

Current Clients

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

Brownsville Public Utilities Board, TX
Edinburg, TX
Port Freeport, TX
Wichita Falls, TX
Georgetown, KY
Louisville, KY
Baton Rouge, LA
St. Tammany Parish, LA
Nelson County, VA
Westmoreland County, VA
Fairfield County, SC
Spartanburg, SC
York County, SC
Jones County, GA
Savannah, GA
Durham County, NC
Warren County, NC
Winston-Salem, NC
Dearborn, MI
Washtenaw County, MI
Edgewater, FL
Naples, FL
Riviera Beach, FL
Sanford, FL
Knoxville, TN
Lexington, TN

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®, 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.

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.

MAG INTERNATIONAL FIRM BACKGROUND

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, allowing the client to directly compare compensation packages for either work hours or workdays of employees within the agency and across the competitive marketplace.

This is especially critical when evaluating work within the Town 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.

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

Data can 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.

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

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

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TAB B

DEMONSTRATED
PAST SUCCESS

NASH COUNTY, NC

CLASSIFICATION AND COMPENSATION STUDY

Anison Kirkland
Human Resources Director
anison.kirkland@nashcountync.gov
252-459-1645

DURHAM COUNTY, NC

CLASSIFICATION AND COMPENSATION STUDY

Kathy R. Everett-Perry, Esquire
Chief Human Resources Officer
keverettperry@dconc.gov
919-560-7910

HARFORD COUNTY SHERIFF'S OFFICE, MD

CLASSIFICATION AND COMPENSATION STUDY

Tracy Martinelli
Human Resources Director
martinellit@harfordsheriff.org
410-836-5485

GALVESTON COUNTY, TX

CLASSIFICATION AND COMPENSATION STUDY

Katherine Branch
Assistant Human Resources Director
Katherine.Branch@galvestoncountytexas.gov
409-770-5352

CAMERON COUNTY, TX

CLASSIFICATION AND COMPENSATION STUDY

Gilberto Elizondo, Jr.
Director of Administrative Services
gilberto.elizondo@co.cameron.tx.us
956-544-0827

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TAB C

QUALITY CONTROL

MAG INTERNATIONAL QUALITY CONTROL

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's Quality Control and Quality Assurance Policy

MAG has the following systems and procedures in place to support us in our goal of client satisfaction and continuous improvement:

- MAG ensures that the unique needs of each client organization are addressed as an integral part of each of MAG's studies.
- MAG ensures the delivery of high-quality products and services to our clients. This is reflected in our commitment to continual improvement, client satisfaction, and compliance with quality standards.
- MAG is dedicated to meeting client requirements and exceeding expectations. Client satisfaction is a primary measure of our success.
- MAG is committed to continually improving our processes, products and services to enhance quality, efficiency and client value.
- MAG has committed to maintaining state of the art tools to assist our clients in the conduct of human resources projects.
- MAG incorporates quality considerations into the design and development of products and services from the outset to minimize quality issues.
- MAG conducts rigorous testing and validation procedures to ensure that products and services meet quality standards and client requirements.
- MAG has the organizational, financial, staff, and technical capability to assure success for this important project.

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TAB D

TECHNICAL PROPOSAL

TECHNICAL PROPOSAL

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.

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

Step 1: Project Initiation and Data Requirements

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

Step 2: Department Head Input

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

Data Required

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

MAG is willing and able to meet on-site or video conferencing attendance and meetings with staff. MAG has been successfully setting up schedules and conducting meetings using Zoom Professional since March 2020. Additionally, MAG has prepared electronic templates of all communications documents for safe and secure electronic transmission.

We are pleased to be responsive to the Council's interests to ensure a successful project.

We will discuss:

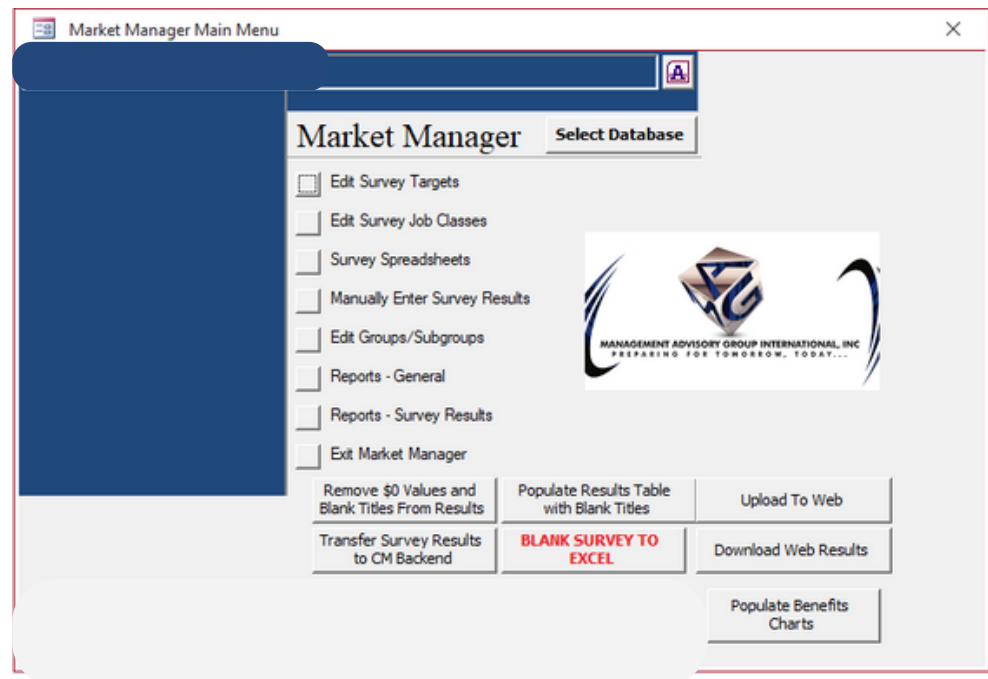
- An overview of the study goals and objectives, thereby ensuring staff are apprised of the Council's intentions to maintain a competitive salary system
- The study approach and critical aspects of the project so staff is made aware of and understands the project's important milestones and schedule,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

Step 3: External Market Review of Position Classifications

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

Benchmarks are carefully chosen in concert with HR staff, to represent the varying types of work being done, and at various levels of the pay structure. MAG is not proposing to survey every position. Benchmark positions will be selected and surveyed.

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



Survey Instrument Content

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

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

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

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

An Excel survey document is produced and provided to the target agencies for completion. The number of cooperatively identified benchmarks will also have to consider the potential for target agencies to respond.

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

Sample Survey Results

Salary Survey Results

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 whereupon the incumbent provides the general information, transfers calls to police personnel and transfers calls for police emergency equipment to shift Sergeant. Calls are received by two-way radio from police vehicles for general information and obtained from teletype or other source and requested information transmitted. Operator records all information concerning calls and complaints. Does related work as needed.
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	Exempt	Entry	Avg Pay	Actual Pay	# Ees	Avg Yrs
Ormond Beach			\$17,932	\$22,432	\$28,061	\$6,550	<input type="checkbox"/>					
South Daytona	Dispatcher/Records Clerk		\$19,935	\$24,919	\$29,903	\$5,000	<input type="checkbox"/>					
Daytona Beach	Emergency Communications Officer I		\$20,217	\$26,018	\$31,819	\$5,400	<input type="checkbox"/>					
Port Orange	Dispatcher		\$20,385	\$27,271	\$34,157	\$6,600	<input type="checkbox"/>					
New Smyrna Beach	Communications Dispatcher		\$20,700	\$25,572	\$30,444	\$4,710	<input type="checkbox"/>					
Deltona	Telecommunicator		\$21,623	\$25,874	\$31,569	\$4,600	<input type="checkbox"/>					
Lake Mary		Identical	\$22,235	\$27,000	\$33,322	\$4,990	<input type="checkbox"/>					
Casselberry	Telecommunicator I		\$22,405	\$27,467	\$32,528	\$4,520	<input type="checkbox"/>					
Longboat Key	Police Dispatcher		\$23,754	\$30,275	\$36,795	\$4,990	<input type="checkbox"/>					
Apopka	Communications Technician		\$25,976	\$33,120	\$40,263	\$5,000	<input type="checkbox"/>					
Average			\$21,516	\$26,995	\$32,886	\$5,280						
Town of Ponce Inlet			\$15,996	\$19,832	\$23,667	\$4,800						
	\$ Difference		(\$5,520)	(\$7,163)	(\$9,219)							
	% Difference		-34.5%	-36.1%	-39.0%							

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

MAG has developed a highly efficient web based online job questionnaire process for employees and their supervisors. MAG will be able to offer on-site orientation sessions for employees, in which the study process is explained, the job questionnaire is thoroughly reviewed, and employees will be able to ask questions. The sessions are very interactive. All employees would have the opportunity to attend, although work schedules may preclude some. Further, MAG has prepared electronic templates of a variety of communications documents that explain the process, explain the questionnaire completion, and include many questions and answers that cover everything for employees.

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 Profile Questionnaires (JPQ's) are downloaded to MAG's Classification Manager© software so that the information is readily available in identifying job profile values from the incumbents and their supervisors.

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

CLASSIFICATION MANAGER - Job Class Editing and Evaluation

Classification Manager© - Proposed Job Class Evaluation Exit

Populate JAQ Responses

Expert Database Browse

Copy Points Search: Title Points

Job Title: Code:

Pay Plan: Occ Category:

Benchmark ☐ Exempt ☐

Copy Points From:

Original Classes And Salary Calc

Original Class	Class Code	PayPlan	Grade	Min	Mid	Max
Animal Services Clerk U310	033450		U310-0	20,306	22,165	24,024

SALARY CALCULATOR

Years to Max:

Pay Grade Min:

Pay Grade Max:

Multiplier Factor HTF:

Years of Experience:

Execute Salary Calculations

General Max Hiring Rate:

Hard-to-Fill Max Hiring Rate:

Exec/Supv Max Hiring Rate:

Notes

Record: 1 of 992 Unfiltered Search

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

Employees can see that 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 Profile Questionnaires and use of the software to generate reports. ***You will see that MAG's online Job Questionnaire is comprehensive and easy to complete and has been successfully completed by over 300,000 employees at all levels in local/state government agencies.***

MAG's Job Profile Method of Classifying work is a comprehensive and unique approach to collecting and verifying accuracy of core job functions.

Classification Manager© (CM) is a software tool designed by Management Advisory Group International, Inc. (MAG) to provide easy access to all of the information needed to equitably classify all job classes within an organization.

Step 5: Achieving Internal Equity

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

When the Council 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.

It is critical, when handling employee salary information that reports not be based on a series of loosely linked Excel cells, where if one cell becomes corrupted, the entire file accuracy fails.

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

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

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

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

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

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

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

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

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

Implementation Plan

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

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

Phase I: Project Initiation: Day 1- Day 25

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

Deliverable(s):

- Finalized Project Work Plan.
- Project Contract.
- Successful communication of the design/completion of the employee information needed in MAG's Excel template spreadsheet.

**Phase II: Development of Compensation
Survey Instrument
Day 25 - Day 55**

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

Activities:

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

Deliverable(s):

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

Phase III: Conduct Custom Market Survey
Day 50 - Day 85

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

Activities:

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

Deliverable(s):

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

Phase IV: Conduct Job Analysis and Classification Review of all Classes

Day 75 - Day 100

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

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

Activities:

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

Deliverable(s):

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

**Phase V: Develop Recommendations
to Classification Plan
Day 120**

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

Activities:

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

Deliverable(s):

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

Phase VI: Submit Draft Project Report and Initiate Internal Review Process Day 130

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

Activities:

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

Deliverable(s):

- Draft Report.
- Initial Costing Projections

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

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

Activities:

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

Deliverable(s):

- Final Report and Presentation
- All Study Documentation

NCTCOG

TAB E

PROPOSAL PRICING

COST PROPOSAL

MAG has developed a project budget based on the scope of services as defined in the Council's RFP and MAG's Technical Proposal, Tab D. MAG's process includes interviews with Department Heads and the use of a comprehensive online Job Profile Questionnaire.

MAG's budget estimate for the hypothetical project is included in the proposal.

Ad hoc services as requested, would be provided at an hourly rate of \$225.

PAYMENT

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

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

INDEMNIFICATION LANGUAGE SUGGESTED

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

NCTCOG

TAB F

REFERENCES

NASH COUNTY, NC
CLASSIFICATION AND COMPENSATION STUDY

Anison Kirkland
Human Resources Director
anison.kirkland@nashcountync.gov
252-459-1645

DURHAM COUNTY, NC
CLASSIFICATION AND COMPENSATION STUDY

Kathy R. Everett-Perry, Esquire
Chief Human Resources Officer
keverettperry@dconc.gov
919-560-7910

HARFORD COUNTY SHERIFF'S OFFICE, MD
CLASSIFICATION AND COMPENSATION STUDY

Tracy Martinelli
Human Resources Director
martinellit@harfordsheriff.org
410-836-5485

GALVESTON COUNTY, TX
CLASSIFICATION AND COMPENSATION STUDY

Katherine Branch
Assistant Human Resources Director
Katherine.Branch@galvestoncountytexas.gov
409-770-5352

CAMERON COUNTY, TX
CLASSIFICATION AND COMPENSATION STUDY

Gilberto Elizondo, Jr.
Director of Administrative Services
gilberto.elizondo@co.cameron.tx.us
956-544-0827

NCTCOG

TAB G

REQUIRED
ATTACHMENTS

EXHIBIT 1
DESCRIPTION OF DESIRED SERVICE CATEGORIES FOR PROPOSED PRICING

Offerors should furnish a proposal that contains pricing for the services they wish to offer, choosing from the list below. Offerors are not required to provide the entirety of services.

Service Category #1: Consulting Services.

Please provide a descriptive list of the various types of consulting services necessary to perform the typical compensation study as described in Section 4 along with their hourly rates. These are the services and rates that your firm would use to calculate a lump sum project cost with a client. Attach a separate page labeled “Service Category #1”) with the descriptive list and the applicable hourly rates.

Service Category #2: Optional Ancillary Services.

% _____ discount off your rate card. (Note: Please provide a descriptive list of the additional optional services you would like to offer. These are services that would not be ordinarily included in a compensation study project. Attach a separate page with a descriptive list labeled “Service Category #2”)

Hourly rates would be \$225 for the optional services.

EXHIBIT 3
SERVICE DESIGNATION AREAS

Texas Service Area Designation or Identification			
Proposing Firm Name:			
Notes:	Indicate in the appropriate box whether you are proposing to service the entire state of Texas		
	Will service the entire state of Texas	Will not service the entire state of Texas	
	If you are not proposing to service the entire state of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services.		
Item	Region	Metropolitan Statistical Areas	Designated Service Area
1.	North Central Texas	16 counties in the Dallas-Fort Worth Metropolitan area	
2.	High Plains	Amarillo Lubbock	
3.	Northwest	Abilene Wichita Falls	
4.	Upper East	Longview Texarkana, TX-AR Metro Area Tyler	
5.	Southeast	Beaumont-Port Arthur	
6.	Gulf Coast	Houston-The Woodlands-Sugar Land	
7.	Central Texas	College Station-Bryan Killeen-Temple Waco	
8.	Capital Texas	Austin-Round Rock	
9.	Alamo	San Antonio-New Braunfels Victoria	
10.	South Texas	Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission	
11.	West Texas	Midland Odessa San Angelo	
12.	Upper Rio Grande	El Paso	

(Exhibit 3 continued on next page)

Nationwide Service Area Designation or Identification Form							
Proposing Firm Name:							
Notes:	<p>Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.</p> <table border="1"> <tr> <td>Will service all fifty (50) states</td> <td>Will not service fifty (50) states</td> </tr> <tr> <td></td> <td></td> </tr> </table> <p>If you are not proposing to service to all fifty (50) states, then designate on the form below the states that you will provide service to. By designating a state or states, you are certifying that you are willing and able to provide the proposed goods and services in those states.</p> <p>If you are only proposing to service a specific region, metropolitan statistical area (MSA), or city in a State, then indicate as such in the appropriate column box.</p>			Will service all fifty (50) states	Will not service fifty (50) states		
Will service all fifty (50) states	Will not service fifty (50) states						
Item	State	Region/MSA/City (write "ALL" if proposing to service entire state)	Designated as a Service Area				
1.	Alabama		x				
2.	Alaska						
3.	Arizona						
4.	Arkansas						
5.	California						
6.	Colorado						
7.	Connecticut						
8.	Delaware		x				
9.	Florida		x				
10.	Georgia		x				
11.	Hawaii						
12.	Idaho						
13.	Illinois		x				
14.	Indiana		x				
15.	Iowa						
16.	Kansas						
17.	Kentucky		x				
18.	Louisiana		x				
19.	Maine						

20.	Maryland		x
21.	Massachusetts		
22.	Michigan		x
23.	Minnesota		x
24.	Mississippi		x
25.	Missouri		x
26.	Montana		
27.	Nebraska		
28.	Nevada		
29.	New Hampshire		
30.	New Jersey		x
31.	New Mexico		
32.	New York		x
33.	North Carolina		x
34.	North Dakota		
35.	Ohio		x
36.	Oregon		
37.	Oklahoma		
38.	Pennsylvania		x
39.	Rhode Island		
40.	South Carolina		x
41.	South Dakota		
42.	Tennessee		x
43.	Texas		x
44.	Utah		
45.	Vermont		
46.	Virginia		x
47.	Washington		
48.	West Virginia		x
49.	Wisconsin		
50.	Wyoming		

End of Exhibit 3

**ATTACHMENT I:
INSTRUCTIONS FOR PROPOSALS COMPLIANCE AND SUBMITTAL**

REQUIRED ATTACHMENT CHECKLIST

This checklist is provided as a courtesy to responding firms. Please utilize this checklist to ensure that all required attachments are included with your proposal. IF AN ATTACHMENT DOES NOT APPLY, PLEASE MARK AS “**NOT APPLICABLE**” AND SUBMIT WITH THE PROPOSAL. FAILURE TO SUBMIT **ALL REQUIRED DOCUMENTS** MAY NEGATIVELY IMPACT YOUR EVALUATION SCORE.

- ☐ Cover Sheet
- ☐ Proposal Narrative (providing all information required by, and labeled as, TABS A-F)
- ☐ Exhibit 1: Description of Desired Service Categories for Proposed Pricing
- ☐ Exhibit 2: Sample Market Basket Form
- ☐ Exhibit 3: Service Area Designation Forms
- ☐ Attachment I: Instructions for Proposals Compliance and Submittal
- ☐ Attachment II: Certification of Offeror
- ☐ Attachment III: Certification Regarding Debarment
- ☐ Attachment IV: Restrictions on Lobbying
- ☐ Attachment V: Drug-Free Workplace Certification
- ☐ Attachment VI: Certification Regarding Disclosure of Conflict of Interest
- ☐ Attachment VII: Certification of Fair Business Practices
- ☐ Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- ☐ Attachment IX: Historically Underutilized Businesses, Minority Or Women-Owned Or Disadvantaged Business Enterprises
- ☐ Attachment X: Federal and State of Texas Required Procurement Provisions
- ☐ Attachment XI: Conflict of Interest Questionnaire

Compliance with the Solicitation

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification. Offeror recognizes that all proposals must be submitted electronically through PublicPurchase.com by the RFP due date and time. All other forms of submissions will be deemed nonresponsive and will not be opened or considered.

Acknowledgment of Insurance Requirements

By signing its submission, Offeror acknowledges that it has read and understands the insurance requirements for the submission. Offeror also understands that the evidence of required insurance may be requested to be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the Offeror’s proposals. The insurance requirements are outlined in Section 6.4.

or
Russell H. Campbell

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

**ATTACHMENT II:
CERTIFICATIONS OF OFFEROR**

I hereby certify that the information contained in this proposal and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. I certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. I agree that failure to submit all requested information may result in rejection of this proposal as non-responsive. I acknowledge that I have read and understand the requirements and provisions of the solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract.

I also certify that I have read and understood all sections of this solicitation and will comply with all the terms and conditions as stated; and furthermore that I, _____ (typed or printed name) certify that I am the _____ (title) of the corporation, partnership, or sole proprietorship, or other eligible entity named as offeror and offeror herein and that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said offeror by authority of its governing body.

Name of Organization/Contractor

Russell H. Campbell _____

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

ATTACHMENT III:
CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,
4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

Name of Organization/Contractor(s):

Russell H. Campbell

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

**LOBBYING CERTIFICATION
FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative contract; and
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying”, in accordance with the instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Name of Organization/Contractor

Russell H. Campbell

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

**ATTACHMENT V:
DRUG-FREE WORKPLACE CERTIFICATION**

The _____ (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the _____ (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statute or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Name of Organization/Contractor

Russell H. Campbell

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

**ATTACHMENT VI:
CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST**

The undersigned certifies that, to the best of his or her knowledge or belief, that:

“No employee of the contractor, no member of the contractor’s governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents”.

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

Name of Organization/Contractor

Russell H. Campbell

Signature of Authorized Representative:

Printed/Typed Name and Title of Authorized Representative

Date

**ATTACHMENT VII:
CERTIFICATION OF FAIR BUSINESS PRACTICES**

That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

Name of Organization/Contractor

Russell H. Campbell

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

**ATTACHMENT VIII:
CERTIFICATION OF GOOD STANDING
TEXAS CORPORATE FRANCHISE TAX CERTIFICATION**

Pursuant to Article 2.45, Texas Business Corporation Act, state agencies may not contract with for profit corporations that are delinquent in making state franchise tax payments. The following certification that the corporation entering into this offer is current in its franchise taxes must be signed by the individual authorized on Form 2031, Corporate Board of Directors Resolution, to sign the contract for the corporation.

The undersigned authorized representative of the corporation making the offer herein certified that the following indicated Proposal is true and correct and that the undersigned understands that making a false Proposal is a material breach of contract and is grounds for contract cancellation.

Indicate the certification that applies to your corporation:

 X The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.

_____ The Corporation is a non-profit corporation or is otherwise not subject to payment of franchise taxes to the State of Texas.

Type of Business (if not corporation):

☐ Sole Proprietorship

☐ Partnership

☐ Other

Pursuant to Article 2.45, Texas Business Corporation Act, the North Central Texas Council of Governments reserves the right to request information regarding state franchise tax payments.

Name of Organization/Contractor

Russell H. Campbell

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date _____

**ATTACHMENT IX:
HISTORICALLY UNDERUTILIZED BUSINESSES, MINORITY OR WOMEN-OWNED OR
DISADVANTAGED BUSINESS ENTERPRISES**

Historically Underutilized Businesses (HUBs), minority or women-owned or disadvantaged businesses enterprises (M/W/DBE) are encouraged to participate in the solicitation process. Representatives from HUB vendors should identify themselves and submit a copy of their certification.

NCTCOG recognizes the certifications of both the State of Texas Program and the North Central Texas Regional Certification Agency. Companies seeking information concerning HUB certification are urged to contact:

State of Texas HUB Program
Texas Comptroller of Public Accounts
Lyndon B. Johnson State Office Building
111 East 17th Street
Austin, Texas 78774
(512) 463-6958
<http://www.window.state.tx.us/procurement/prog/hub/>

Local businesses seeking M/W/DBE certification should contact:

North Central Texas Regional Certification Agency
624 Six Flags Drive, Suite 100
Arlington, TX 76011
(817) 640-0606
<http://www.nctrca.org/certification.html>

Submitter must include a copy of its minority certification documentation as part of this solicitation.
If your company is already certified, attach a copy of your certification to this form and return with your proposal.

Indicate all that apply:

_____ Minority-Owned Business Enterprise
_____ Women-Owned Business Enterprise
_____ Disadvantaged Business Enterprise

ATTEST TO Attachments of Certification:

Russell H. Campbell _____

Authorized Signature

Russell H. Campbell

Typed Name

January 10, 2024

Date

Subscribed and sworn to before me this 10th day of January (month), 2024 in

Spartanburg (city), Spartanburg county), SC (state).

Tracy P. Shields

SEAL

Notary Public in and for Spartanburg (County),

State of SC

Commission expires: March 9, 2032



ATTACHMENT X
NCTCOG FEDERAL AND STATE OF TEXAS REQUIRED PROCUREMENT PROVISIONS

Note: The following provisions are mandated by Federal and/or State of Texas law. Failure to certify the following will result in disqualification of consideration for contract. Entities or agencies that are not able to comply with the following statements will be ineligible for consideration of contract award.

(Attachment continued on next page)

**PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT
CERTIFICATION**

This Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment. Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g., phones, internet, video surveillance, cloud servers) include the following:

- A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
- B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
- C) Telecommunications or video surveillance services used by such entities or using such equipment.
- D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country. The entity identified below, through its authorized representative, hereby certifies that no funds under this Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

☒ **x The Contractor or Subrecipient hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.**

Name of Organization/Contractor

Russell H. Campbell

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date:

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.**

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

(Attachment continued on next page)

DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries.

TLGC chapter 2274, Subtitle F, Title 10, identifies that “discrimination against a firearm entity or firearm trade association” includes the following:

- A) means, with respect to the entity or association, to:
 - I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and
 - II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or
 - III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.
- B) An exception to this provision excludes the following:
 - I. contracts with a sole-source provider; or
 - II. the government entity does not receive bids from companies who can provide written verification.

The entity identified below, through its authorized representative, hereby certifies that they have no practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and that they will not discriminate during the term of the contract against a firearm entity or firearm trade association as prohibited by Chapter 2274, Subtitle F, Title 10 of the Texas Local Government Code.

☐ **xx The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.**

Name of Organization/Contractor

Signature of Authorized Representative

Russell H. Campbell

Printed/Typed Name and Title of Authorized Representative

Date

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 2274, Subtitle F, Title 10.**

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

(Attachment continued on next page)

BOYCOTTING OF CERTAIN ENERGY COMPANIES

This contract is subject to the Texas Local Government Code chapter 809, Subtitle A, Title 8, prohibiting contracts with companies who boycott certain energy companies.

TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that “boycott energy company” means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations with a company because the company:

- I. engages in the exploration, production, utilization, transportation, sale, or manufacturing of fossil fuel-based energy and does not commit or pledge to meet environmental standards beyond applicable federal and state law; and
- II. does business with a company described by paragraph (I).

The entity identified below, through its authorized representative, hereby certifies that they do not boycott energy companies, and that they will not boycott energy companies during the term of the contract as prohibited by Chapter 809, Subtitle A, Title 8 of the Texas Local Government Code.

☐ **xx The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A, Title 8.**

Name of Organization/Contractor

Russell H. Campbell _____

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 809, Subtitle A, Title 8.**

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

CONFLICT OF INTEREST QUESTIONNAIRE
For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

2 ☐ Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

☐

Yes

☐

No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐

Yes

☐

No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 ☐ Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 *Russell H. Campbell*

Signature of vendor doing business with the governmental entity

Date

EXHIBIT 2

SAMPLE MARKET BASKET FORM

This form will be used for **evaluation purposes only**. It is hypothetical in nature and in no way relates to a project that will be awarded by any particular Customer. Its purpose is an exercise to get a cost estimate from proposing firms for a project of similar nature.

Please use the information below to complete this section. The following specifications are derived from a hypothetical entity. The offeror should use the information below and the category pricing proposed to establish an approximate project cost for evaluation purposes.

Hypothetical Project Cost \$ 96,500 (lump sum)

Proposal for Hypothetical Compensation Study for the City of Whoville, USA

Background

Current Compensation Structure: The city currently has three separate and distinct pay structures: General Government, Police, and Fire. Each structure is made up of a hierarchical series of pay grades that have a minimum, a midpoint, and a maximum. The midpoint should reflect approximately the 50th percentile based on market data collected during the annual salary survey process.

Salary Survey: The City of Whoville last completed an annual survey in 2017-2018 and there has been no annual evaluation of salaries since that time. As a result, the City did not adjust minimums, midpoints, and maximums of pay ranges within the pay plans in 2021. This compensation study will reset the annual survey process to ensure our pay plan is competitive, based upon external market rates. The last survey was sent to approximately 100 comparable cities, counties, and private industries in the region with a return rate of approximately 30%. The last survey included 80 to 100 of our 300+ job classes (benchmarks), as well as all Police and Fire ranks. The survey asked for base salary and requested basic information regarding employee benefits. Base salary data is averaged (minimums, maximums, and actual averages) and benefits data was reported separately.

Current Needs: In June 2020, the City of Whoville recreated the Human Resources Department. With this transition and the impact of the pandemic, we need to reassess our current compensations procedures to ensure our job descriptions are compliant with Fair Labor Standards Act (FLSA) regulations, Equal Employment Opportunity (EEO) Class Codes, and encompasses the full needs of the position.

In our recent internal salary analysis process, we report base salary, but do not have an accurate method to account for other factors that affect total compensation, such as supplemental pay, cost of living, respondent organization size, benefits presented as part of compensation, etc. We would like this study to capture total compensation, including benefits. The City needs to assess compression issues for Police and Fire promotional rank positions. Additionally, the City of Whoville needs to determine the recruiting effectiveness of current entry level Police and Fire pay structures. We are also looking at possible ways to improve our Police and Fire rank structure. We also have some unintended compression in the mid-ranks as a result of a comprehensive compensation study that was conducted from 2008 - 2010. With the establishment of the new Human Resources department, we need to ensure robust communication of the methodology of this study, explanation of the cost of the implementation, and full transparency of the process.

The City of Whoville seeks a proposal to provide a review of the Total Compensation (compensation and benefits) for identified regular, full-time positions, to include all uniformed positions (estimate 50 uniformed job titles) and specified general government (estimate between 120-150 benchmark job descriptions) and recommend possible wage adjustments that align with the City's compensation philosophy – to be an employer of choice. The successful proposal will develop a comprehensive analysis on the comparison of the City of Whoville's compensation plan to other like sized municipalities and private organizations. This analysis and any subsequent recommended adjustments should include the "base pay" as one part of the analysis and the "total compensation package" (including base pay, health coverage, retirement/deferred

compensation plan, longevity pay, life insurance, various types of leave, and all other supplemental types of income) as another part of the analysis/study. The intent of this analysis and documentation is to determine whether or not the City is competitive in terms of base pay and in terms of our "total compensation package." The consultant will review the identified job classification descriptions and compensation plan and determine the needs (if any) for modifications, which would assure internal equity and external competitiveness/retention. The consultant will provide a work plan and timetable with their proposal. The compensation analysis will include both internal and external equity measurements. The nature of the market comparison should include both public and private entities. Compensation data should be normed for cost-of-living variances. The study will examine the City of Whoville's current classification plan, compensation practices (pay structure, salary ranges, range spreads, and midpoint progressions), and review and update specified job descriptions (approximately 160 -200 job titles) to ensure accuracy and continuity across each of the job classes. This total compensation study shall consist of an analysis of the City's job descriptions, compliance with the Fair Labor Standards Act (FLSA) exemption status requirements, the Equal Employment Opportunity (EEO) Occupational Group designations, recommendations for improving pay structures, analysis of compression issues within job classes, assessment of current job classes and recommendations for modifications. If the classification's current FLSA exemption status by the City is determined to be in error, the consultant will recommend/propose changes, and then develop a Classification table based upon the Position Description Questionnaires and the FLSA questionnaires. This analysis will also include verification of the Equal Employment Opportunity (EEO) classification code for each position. Should the consultant find errors, recommended codes should be provided to correct the error. The development of a salary structure supported by the survey data is expected to distribute the uniform positions across multiple salary grades to minimize the amount of impact that will occur as positions are placed in new salary grades. The analysis will include a specific plan for reducing compression of uniformed positions. The successful proposer will be expected to provide training for select staff on the methodology used to create the classification and compensation structure and classification assignments so that it may be properly maintained, as new positions are added, and existing positions are modified in the future. It is expected that the selected firm will meet with top City leadership, including Human Resources staff, to discuss compensation/classification system issues and areas of concern at the inception of the project. The city further expects ongoing and open communications between the consultant and HR Department over the course of performing the work and services and throughout each work phase. All products and recommendations must comply with applicable State and Federal laws and enhance the City of Whoville's ability to recruit and retain qualified personnel. It is expected that the successful proposer will prepare a fully documented final report with recommendations including implementation options and costs for each option. This report shall include the steps and strategies necessary for implementing each option, with the objective of minimizing the amount of movement across grade levels for the employees, and to keep the fiscal impact of the recommendations and implementation options to a level that can be managed over time. The successful bidder will meet with City leadership, including Human Resources staff to explain and discuss these recommendations and implementation options, and make formal presentation(s) to the Mayor's Leadership Team, as directed by the Human Resources staff. Additionally, the successful bidder will conduct up to six meetings with affected employees to outline the study methodology and results, and to respond to questions.

Projected Timetable: The work and services are to begin upon execution of Contract with a target or projected completion of 120 calendar days. Completion of the communication plan, to include meetings with Leadership and affected employees shall be completed within an additional 120 calendar days thereafter.

NCTCOG

TAB H

APPENDICES

Proposed Pay Plans
Wichita Falls, TX

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
SENIOR MANAGEMENT						
302		\$75,426	\$92,019	\$113,184	\$36.26	\$44.24
6101	CITY CLERK					
311		\$117,010	\$142,752	\$175,585	\$56.25	\$68.63
6118	COMMUNICATIONS & MARKETING DIR					
6110	DIR OF AVIATION TRAFF & TRANS					
6108	DIRECTOR OF COMM DEVELOPMENT					
6114	DIRECTOR OF PUBLIC HEALTH					
6128	HR DIRECTOR					
6111	MUNICIPAL COURT JUDGE					
312		\$122,861	\$149,890	\$184,365	\$59.07	\$72.06
6122	DIRECTOR OF FINANCE					
6113	DIRECTOR OF PUBLIC WORKS					
313		\$129,004	\$157,384	\$193,583	\$62.02	\$75.67
6103	FIRE CHIEF					
6104	POLICE CHIEF					
316		\$149,338	\$182,192	\$224,096	\$71.80	\$87.59
6129	ASSISTANT CITY MANAGER					
6127	ASST CITY MGR/DIR OF HOUSING					
317		\$156,805	\$191,302	\$235,301	\$75.39	\$91.97
6115	CITY ATTORNEY					
322		\$200,127	\$244,155	\$300,310	\$96.21	\$117.38
6117	CITY MANAGER					

15 Active Proposed Classes in the SENIOR MANAGEMENT Pay Plan

Proposed Pay Plans
Wichita Falls, TX

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
UNIFIED						
101		\$24,281	\$29,623	\$36,436	\$11.67	\$14.24
4371	CUSTODIAN					
0111	INTERN					
4401	LABORER					
4402	LABORER - CDBG					
3209	PARK SERVICE WORKER					
4477	SANITATION WORKER					
2301	SCHOOL CROSSING GUARD - TEMP					
3126	SENIOR ZONE WORKER					
102		\$25,495	\$31,104	\$38,257	\$12.26	\$14.95
0113	CLERK					
1718	KENNEL TECHNICIAN					
4513	LANDFILL WORKER					
4470	MAINTENANCE WORKER					
4375	PAINTER/BLDG MAINT W					
4420	SCALE ATTENDANT					
5236	SENTINELS - TEMP					
4321	VISITOR/OFFICE ASST					
1741	WCS BRSTFDNG PR CNSLR					
103		\$26,770	\$32,659	\$40,170	\$12.87	\$15.70
0174	ADMINISTRATIVE CLERK					
0173	ADMINISTRATIVE CLERK - TEMP					
2206	CUSTOMER SERVICE REP I					
0114	DEPUTY COURT CLERK					
4702	DISPATCHER					
4473	GENERAL MAINTENANCE WORKER					
1756	HEALTH CLINIC AIDE					
4373	LEAD CUSTODIAN					
1816	LEGAL CLERK					
1405	LIBRARY ASSISTANT					
5270	POLICE RECORDS CLERK					
5269	POLICE RECORDS CLERK - TEMP					
4170	STORE CLERK					
4777	WATER CUSTOMER SVC REP					
4710	WATER METER READER					
1740	WCS BRSTFDNG PR SPEC					
1742	WCS CLERK					
104		\$28,108	\$34,292	\$42,179	\$13.51	\$16.49
0124	CUSTOMER SERVICE REP II					
1793	DEPUTY CITY REGISTRAR					
1323	HOUSING ADMINISTRATIVE SPEC					
5233	IMPOUND/EVIDENCE ATTENDANT					
4713	METER SYSTEM REPAIR WORKER I					
0169	SR ADMIN CLERK					
0168	SR ADMIN CLERK - TEMP					
4440	UTILITY SYSTEM WORKER I					
105		\$29,513	\$36,006	\$44,288	\$14.19	\$17.31

Proposed Pay Plans
Wichita Falls, TX

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
UNIFIED						
105		\$29,513	\$36,006	\$44,288	\$14.19	\$17.31
0175	ADMINISTRATIVE SECRETARY					
2077	AIRPORT LINEMAN					
2076	AIRPORT LINEMAN - TEMP					
4204	AUTOMOTIVE SERVICE WORKER					
1700	BILLING CLERK					
4315	BUILDING MAINTENANCE WORKER					
1755	COMMUNITY SERVICE AIDE					
5307	COURT COORDINATOR					
3200	FACILITY MONITOR					
3201	FACILITY MONITOR - GYM - TEMP					
1305	HOUSING SPECIALIST I					
0177	LEAD CUSTOMER SERVICE REP					
4776	LEAD WATER CUSTOMER SVC REP					
5257	POLICE IMPOUND COORDINATOR					
5200	PSD TRAINEE I					
0118	SR CUSTOMER SVC REP					
2201	TRANSIT OPERATOR					
4441	UTILITY SYSTEM WORKER II					
106		\$30,989	\$37,807	\$46,502	\$14.90	\$18.18
1725	ANIMAL CARE SPECIALIST					
2205	ASST TRAVEL CTR OPER SUPER					
4571	EQUIPMENT OPERATOR					
1377	HOUSING INSPECTOR					
1306	HOUSING SPECIALIST II					
1775	IMMUNIZATION OUTREACH WKR					
1726	LEAD KENNEL TECHNICIAN					
0254	LIEN COORDINATOR					
4714	METER SYSTEM REPAIR WORKER II					
1743	OUTREACH SPECIALIST					
5414	PERMIT TECH					
5199	PSD TRAINEE II					
3129	RECREATION LEADER/50+ZONE					
3271	SR MAINTENANCE WORKER					
0115	SR. DEPUTY COURT CLERK					
4128	STOREKEEPER					
4715	UNDERGROUND UTILITY LOCATOR					
4172	WAREHOUSE SUPERVISOR					
4471	WELDER					
4472	WELDER - SANITATION					
107		\$32,539	\$39,697	\$48,827	\$15.64	\$19.09
1754	CERTIFIED MEDICAL ASSISTANT					
1907	DEPARTMENT ADMIN ASSISTANT					
3226	IRRIGATION SPECIALIST					
2078	LEAD AIRPORT LINEMAN					
4224	LEAD AUTO SERVICE WORKER					
5271	LEAD POLICE RECORDS CLERK					
4774	P/P MAINTENANCE MECHANIC					

**Proposed Pay Plans
Wichita Falls, TX**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
UNIFIED						
107		\$32,539	\$39,697	\$48,827	\$15.64	\$19.09
4442	WATER DISTR. SPECIALIST					
4720	WATER/WASTEWATER LAB TECH I					
108		\$34,165	\$41,682	\$51,269	\$16.43	\$20.04
0178	ADMINISTRATIVE SECRETARY FIRE					
1712	ANIMAL CONTROL OFFICER					
0278	BUYER					
5230	COMMUNITY SVC OFCR II					
4572	HEAVY EQUIP OPERATOR					
1310	HOUSING/REHAB INSPECTOR					
4514	LANDFILL EQUIPMENT OPER I					
4778	PLANT OPERATOR I					
1720	PUBLIC HEALTH OFFICER					
1723	PUBLIC HEALTH OFFICER - TEMP					
1744	PUBLIC HEALTH SPECIALIST					
1768	PUBLIC HEALTH SPECIALIST					
5272	PUBLIC SAFETY DISPATCHER					
4510	SANITATION EQUIP OPERATOR I					
4721	WATER/WASTEWATER LAB TECH II					
109		\$35,874	\$43,766	\$53,832	\$17.25	\$21.04
0213	ACCOUNTING//PAYROLL ANALYST					
4223	AUTOMOTIVE MECHANIC					
0160	DEPUTY CITY CLERK					
1501	EMPLOYEE BENEFITS SPEC II					
1575	HR SPECIALIST II					
1503	HR/EBT SPEC II					
1479	LIBRARY SUPERVISOR					
4779	PLANT OPERATOR II					
4781	PLANT OPERATOR II - TEMP					
4511	SANITATION EQUIP OPERATOR II					
4447	SENIOR UTILITIES SYSTEM WORKER					
4771	SR PUMP/PLANT MAINT MECH					
110		\$37,667	\$45,954	\$56,524	\$18.11	\$22.09
5401	CODE ENFORCEMENT OFFICER I					
2334	ELECTRONICS TECHNICIAN					
1120	ENGINEERING TECHNICIAN					
1257	HELP DESK TECHNICIAN					
4515	LANDFILL EQUIPMENT OPER III					
5201	LEAD PUBLIC SAFETY DISPATCHER					
3273	PARK MAINTENANCE COORDINATOR					
1105	PLANNING TECHNICIAN					
5258	POLICE ADMINISTRATIVE ASST					
1721	PUBLIC HEALTH INSPECTOR II					
4512	SANITATION EQUIP OPERATOR III					
4475	STREET PROGRAM COORDINATOR					
2330	TRAFFIC CONTROL TECHNICIAN I					
111		\$39,551	\$48,252	\$59,350	\$19.01	\$23.20

**Proposed Pay Plans
Wichita Falls, TX**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
UNIFIED						
111		\$39,551	\$48,252	\$59,350	\$19.01	\$23.20
1722	ANIMAL CARE & ADOPTION SUPERVISOR					
1714	ANIMAL CONTROL SUPERVISOR					
1790	CITY REGISTRAR					
5403	CODE ENFORCEMENT OFFICER II					
5251	CRIME ANALYST					
5247	CRIME SCENE TECHNICIAN					
5275	DISPATCH TRAINING COORDINATOR					
4748	ELECTRONICS INSTRUMENT TECH I					
0176	EXECUTIVE SECRETARY					
4272	FIRE EQUIPMENT MECHANIC					
0251	LAKE LOT COORDINATOR					
4614	LANDFILL MECHANIC					
1410	LIBRARIAN I					
1787	POLLUTION CONTROL SPECIALIST					
1713	PUBLIC HEALTH TECHNICIAN					
1173	SR ENGINEERING TECHNICIAN					
2335	TRAFFIC CONTROL COORD					
2329	TRAFFIC CONTROL TECHNICIAN II					
112		\$41,528	\$50,665	\$62,317	\$19.97	\$24.36
1738	ACCREDITATION SPECIALIST					
4612	ASSISTANT LANDFILL SUPERVISOR					
5412	BUILDING INSPECTOR I					
4336	BUILDING MAINT SUPERVISOR					
5442	CODE ENFORCEMENT SUPERVISOR					
0310	COMMUNITY CENTER COORDINATOR					
5299	COMMUNITY SERVICE SUPERVISOR					
4413	CONSTRUCTION & MAINT. SUP I					
1912	CONVENTION & EVENTS SALES MANAGER					
1249	DATABASE APPLICATION ANALYSTS					
4747	ELECTRONICS INSTRUMENT TECH II					
3132	GROUP SALES MGR- CAS					
1771	HEALTH EDUCATOR					
4772	LEAD PLANT OPERATOR					
1411	LIBRARIAN II					
1903	MARKETING/DESIGN MANAGER					
0378	MEDIA PRODUCER					
1254	MICROCOMPUTER SYSTEM TECHNICIAN					
3170	P&R PROGRAM COORDINATOR					
1258	PC ANALYST					
5222	POLICE RECORDS CLK SUPERVISOR					
1772	PUBLIC HEALTH NUTRITIONIST					
5274	PUBLIC SAFETY DISPATCHER SUP					
1719	SANITARIAN					
4773	SENIOR LAB TECHNICIAN					
113		\$43,605	\$53,198	\$65,433	\$20.96	\$25.58
4227	AUTO SERVICES COORDINATOR					
5413	BUILDING INSPECTOR II					

**Proposed Pay Plans
Wichita Falls, TX**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
UNIFIED						
113		\$43,605	\$53,198	\$65,433	\$20.96	\$25.58
1774	CLIENT SERVICES COORDINATOR					
1817	EXECUTIVE LEGAL ASSISTANT					
3277	HORTICULTURIST					
1322	HOUSING GENERALIST					
5128	HUMAN RESOURCE GENERALIST					
1412	LIBRARIAN III					
1796	PH EMERGENCY RESPONSE COORD					
1797	PROGRAM COORDINATOR					
0253	PROPERTY MANAGEMENT COORDINATOR					
1773	PUBLIC DIETICIAN					
1620	RISK AND SAFETY SPECIALIST					
1776	SR MEDICAL LAB TECHNOLOGIST					
0380	VIDEO PRODUCER					
4744	WW PUMP/PLANT MAINT SUP I					
114		\$45,785	\$55,858	\$68,705	\$22.01	\$26.85
3134	ADMIN & ACCOUNTING MGR - C C					
2012	AIRPORT OPERATIONS SUPERVISOR					
5259	CRIME SCENE TECH SUPERVISOR					
1784a	HEALTH PROM MGR					
3272	PARKS MAINTENANCE SUPERVISOR					
5415	PLAN REVIEWER					
5255	POLICE EVID/PROP/IMPOUND SUPER					
4434	SANITATION SUPERVISOR					
2207	TRANSIT OPERATIONS SUPERVISOR					
4444	UTILITIES SYSTEM SUPERVISOR I					
4443	WW COLLECTION SUPERVISOR					
115		\$48,074	\$58,651	\$72,140	\$23.11	\$28.20
1724	ANIMAL CARE & KENNEL COORD					
1784	CDEP PROGRAM ADMINIS					
0241	CUSTOMER ACCOUNT ANALYST					
1102	ENGINEERING TECH FIELD SUPER					
4613	LANDFILL SUPERVISOR					
1302	PLANNER II					
5205	PUBLIC SAFETY COMM SUPERV					
0226	PURCHASING AGENT					
116		\$50,478	\$61,583	\$75,747	\$24.27	\$29.61
5311	DEPUTY CITY MARSHAL					
1262	GIS APPLICATION COORDINATOR					
1261	NETWORK ANALYST					
1303	PLANNER III					
5197	RADIO SYSTEM TECHNICIAN					
1315	TRANSPORTATION PLNR III					
4735	WATER OPER & MAINT SUPERV					
4745	WATER P/P MAINT SUPERV II					
4722	WW LABORATORY SUPERVISOR					
4746	WW PUMP/PLANT MAINT SUPERV II					

**Proposed Pay Plans
Wichita Falls, TX**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
UNIFIED						
117		\$53,002	\$64,662	\$79,535	\$25.48	\$31.09
5474	ASSISTANT BUILDING OFFICIAL					
1247	BUSINESS SYSTEMS ANALYST					
1760	PUBLIC HEALTH NURSE					
0211	SENIOR ACCOUNTANT					
0212	SENIOR BUDGET ANALYST					
4736	WW OPERATION & MAINT SUPERV					
118		\$55,652	\$67,895	\$83,511	\$26.76	\$32.64
1716	ANIMAL SERVICES ADMINISTRATOR					
1136	ASSISTANT CITY ENGINEER					
1130	CIVIL ENGINEER IN TRAINING					
1255	DATABASE MANAGER					
5121	EMERGENCY PREPAREDNESS COORDIN					
1101	ENGINEERING TECHNICAL ASSISTANT					
1783	EPIDEMIOLOGIST					
4340	FACILITY MANAGER					
1308	HOME/CDBG PROGRAM MANAGER					
1781	LABORATORY TECHNICAL SUPERVISOR					
1766	LEAD PUBLIC HEALTH NURSE					
1251	NETWORK MANAGER					
1798	NUTR CHRON DIS LEAD PROG MGR					
2210	PUBLIC TRANSP ADMINISTRATOR					
3142	REC SERV ADMINISTRATOR					
0242	UTIL SYS DATA ADMINSTR					
119		\$58,434	\$71,290	\$87,687	\$28.09	\$34.27
1132	ENVIRONMENTAL COORDINATOR					
5126	HUMAN RESOURCES SUPERVISOR					
1301	PRINCIPAL PLANNER					
4780	WATER LABORATORY SUPERVISOR					
1715	WIC PROGRAM ADMINISTRATOR					
120		\$61,356	\$74,855	\$92,071	\$29.50	\$35.99
4240	CENTRAL SERVICE SUPERINTENDENT					
1137	CIVIL ENGINEER					
1779	GENERAL ENV ADMINISTRATOR					
6102	MCT ADMINISTRATOR CITY MARSHAL					
1769	NURSING ADMINISTRATOR					
0255	PROPERTY MANAGEMENT/LAKE LOT ADMIN.					
4630	SANITATION SUPERINTENDENT					
4610	STREET SUPERINTENDENT					
2331	TRAFFIC SUPERINTENDENT					
1325	TRANSPORTATION PLANNER IV					
0274	UTILITY COLLECTIONS MANAGER					
121		\$64,424	\$78,597	\$96,675	\$30.97	\$37.79
1810	ATTORNEY I					
122		\$67,645	\$82,527	\$101,508	\$32.52	\$39.68
4750	RESOURCE REC SUPERINTENDENT					

**Proposed Pay Plans
Wichita Falls, TX**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
UNIFIED						
122		\$67,645	\$82,527	\$101,508	\$32.52	\$39.68
1138	SENIOR CIVIL ENGINEER					
4751	WASTEWATER COLL/REHAB SUPERINTENDENT					
4762	WATER DISTR SUPERINTENDENT					
4764	WATER SUPPLY-PURIFICATION SUPERINTENDENT					
123		\$71,027	\$86,654	\$106,584	\$34.15	\$41.66
1420	LIBRARY ADMINISTRATOR					
1260	NETWORK/DATA BASE MA					
125		\$78,308	\$95,536	\$117,509	\$37.65	\$45.93
2010	AIRPORT ADMINISTRATOR					
5451	BLDG CODE CONSULT					
5402	NEIGHBORHOOD SERVICES MANAGER					
126		\$82,223	\$100,312	\$123,384	\$39.53	\$48.23
1737	ASSISTANT DIRECTOR OF HEALTH					
3276	ASSISTANT PARKS DIRECTOR					
127		\$86,334	\$105,328	\$129,553	\$41.51	\$50.64
1135	CITY ENGINEER					
1265	IT ADMINISTRATOR					
128		\$90,651	\$110,594	\$136,031	\$43.58	\$53.17
5450	ASST CD DIR BLDG CODE ADMIN					
0217	ASST DIR OF FINANCE					
6112	UTILITY OPERATIONS MANAGER					
129		\$95,184	\$116,124	\$142,833	\$45.76	\$55.83
1811	DEPUTY CITY ATTORNEY					
6109	DEPUTY DIRECTOR PUBLIC WORKS					

275 Active Proposed Classes in the UNIFIED Pay Plan

**Proposed Pay Plans
Wichita Falls, TX**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
FIRE						
403		\$41,616	\$47,858	\$48,815	\$20.01	\$23.01
5110	FIREFIGHTER TRAINEE					
406		\$48,175	\$55,402	\$56,510	\$23.16	\$26.64
5111	FIREFIGHTER					
411		\$61,485	\$70,708	\$72,122	\$29.56	\$33.99
5116	ASSISTANT FIRE MARSHAL					
5112	FIRE EQUIPMENT OPERATOR					
414		\$71,177	\$81,854	\$83,491	\$34.22	\$39.35
5113	FIRE LEIUTENANT					
416		\$78,473	\$90,244	\$92,049	\$37.73	\$43.39
5114	FIRE CAPTAIN					
419		\$90,842	\$104,468	\$106,558	\$43.67	\$50.23
5115	FIRE BATTALION CHIEF					
5119	FIRE MARSHAL					
422		\$105,161	\$120,935	\$123,354	\$50.56	\$58.14
5118	DEPUTY FIRE CHIEF					

9 Active Proposed Classes in the FIRE Pay Plan

**Proposed Pay Plans
Wichita Falls, TX**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Hrly Max</i>
POLICE						
206		\$48,175	\$55,402	\$56,510	\$23.16	\$26.64
5123	POLICE OFFICER TRAINEE					
209		\$55,769	\$64,134	\$65,417	\$26.81	\$30.83
5241	POLICE OFFICER					
215		\$74,736	\$85,946	\$87,665	\$35.93	\$41.32
5242	POLICE SERGEANT					
218		\$86,516	\$99,494	\$101,484	\$41.59	\$47.83
5243	POLICE LIEUTENANT					
220		\$95,384	\$109,692	\$111,886	\$45.86	\$52.74
5244	POLICE CAPTAIN					
223		\$110,419	\$126,982	\$129,522	\$53.09	\$61.05
5246	DEPUTY POLICE CHIEF					

6 Active Proposed Classes in the POLICE Pay Plan

Salary Survey Results for EDINBURG, TX

Job Class Title	Averages For Each Job Class			EDINBURG							
	Min	Mid	Max	Range Width	Min	Mid	Max	Range Width			
RECREATION ATTENDANT	\$23,523	\$29,027	\$34,530	46.8%	\$18,366	-28.1%	\$18,366	-58.0%	\$18,366	-88.0%	0.0%
JUNIOR LIFEGUARD	\$25,999	\$32,500	\$39,002	50.0%	\$18,990	-36.9%	\$18,990	-71.1%	\$18,990	105.4%	0.0%
CASHIER/SALES CLERK	\$27,187	\$34,136	\$41,086	51.1%	\$25,462	-6.8%	\$33,100	-3.1%	\$40,739	-0.9%	60.0%
COOK	\$28,219	\$34,865	\$41,510	47.1%	\$25,462	-10.8%	\$33,100	-5.3%	\$40,739	-1.9%	60.0%
OFFICE SPECIALIST	\$28,660	\$35,504	\$42,349	47.8%	\$25,462	-12.6%	\$33,100	-7.3%	\$40,739	-4.0%	60.0%
LANDFILL ATTENDANT	\$28,905	\$36,630	\$44,354	53.4%	\$28,644	-0.9%	\$37,238	1.6%	\$45,831	3.2%	60.0%
GROUNDSCOOPER	\$30,139	\$37,413	\$44,687	48.3%	\$25,462	-18.4%	\$33,100	-13.0%	\$40,739	-9.7%	60.0%
SANITATION WORKER	\$31,720	\$39,305	\$46,891	47.8%	\$25,462	-24.6%	\$33,100	-18.7%	\$40,739	-15.1%	60.0%
GARAGE ATTENDANT	\$32,037	\$40,792	\$49,547	54.7%	\$25,462	-25.8%	\$33,100	-23.2%	\$40,739	-21.6%	60.0%
DEPUTY COURT CLERK	\$32,907	\$40,877	\$48,846	48.4%	\$28,644	-14.9%	\$37,238	-9.8%	\$45,831	-6.6%	60.0%
PROGRAM COORDINATOR I	\$32,679	\$40,940	\$49,201	50.6%	\$25,462	-28.3%	\$33,100	-23.7%	\$40,739	-20.8%	60.0%
CUSTOMER SERVICE SPECIALIST	\$32,847	\$40,978	\$49,110	49.5%	\$28,644	-14.7%	\$37,238	-10.0%	\$45,831	-7.2%	60.0%
INVENTORY SPECIALIST	\$33,095	\$41,075	\$49,055	48.2%	\$28,644	-15.5%	\$37,238	-10.3%	\$45,831	-7.0%	60.0%
LIBRARY ASSISTANT II	\$32,909	\$41,195	\$49,480	50.4%	\$28,644	-14.9%	\$37,238	-10.6%	\$45,831	-8.0%	60.0%
METER READER	\$32,991	\$41,309	\$49,628	50.4%	\$28,644	-15.2%	\$37,238	-10.9%	\$45,831	-8.3%	60.0%
EQUIPMENT OPERATOR I	\$33,908	\$42,056	\$50,204	48.1%	\$28,644	-18.4%	\$37,238	-12.9%	\$45,831	-9.5%	60.0%
ADMINISTRATIVE SPECIALIST	\$34,307	\$42,351	\$50,394	46.9%	\$28,644	-19.8%	\$37,238	-13.7%	\$45,831	-10.0%	60.0%
WELDER	\$33,789	\$42,685	\$51,580	52.7%	\$28,644	-18.0%	\$37,238	-14.6%	\$45,831	-12.5%	60.0%
MAINTENANCE OPERATOR	\$34,846	\$42,890	\$50,933	46.2%	\$25,462	-36.9%	\$33,100	-29.6%	\$40,739	-25.0%	60.0%
ANIMAL CONTROL WARDEN	\$35,935	\$44,317	\$52,699	46.7%	\$31,827	-12.9%	\$41,375	-7.1%	\$50,923	-3.5%	60.0%
WASTEWATER MAINT TECHNICIAN	\$35,599	\$44,574	\$53,548	50.4%	\$28,644	-24.3%	\$37,238	-19.7%	\$45,831	-16.8%	60.0%
MUNICIPAL COURT CLERK	\$35,595	\$44,593	\$53,592	50.6%	\$31,827	-11.8%	\$41,375	-7.8%	\$50,923	-5.2%	60.0%
PERMIT TECHNICIAN	\$35,455	\$44,813	\$54,171	52.8%	\$36,071	1.7%	\$46,892	4.4%	\$57,713	6.1%	60.0%
PAYROLL SPECIALIST	\$36,212	\$45,362	\$54,513	50.5%	\$28,644	-26.4%	\$37,238	-21.8%	\$45,831	-18.9%	60.0%
PURCHASING SPECIALIST I	\$36,746	\$45,968	\$55,189	50.2%	\$28,644	-28.3%	\$37,238	-23.4%	\$45,831	-20.4%	60.0%
ADMINISTRATIVE ASSISTANT	\$36,961	\$46,319	\$55,678	50.6%	\$36,071	-2.5%	\$46,892	1.2%	\$57,713	3.5%	60.0%
SENIOR COURT CLERK	\$37,009	\$46,574	\$56,139	51.7%	\$36,071	-2.6%	\$46,892	0.7%	\$57,713	2.7%	60.0%
LIFT STATION OPERATOR	\$37,921	\$47,451	\$56,982	50.3%	\$28,644	-32.4%	\$37,238	-27.4%	\$45,831	-24.3%	60.0%
WASTEWATER PLANT OPERATOR I	\$37,954	\$47,663	\$57,373	51.2%	\$31,827	-19.3%	\$41,375	-15.2%	\$50,923	-12.7%	60.0%
WATER PLANT OPERATOR I	\$38,412	\$48,178	\$57,944	50.8%	\$31,827	-20.7%	\$41,375	-16.4%	\$50,923	-13.8%	60.0%
IT HELP DESK SPECIALIST	\$38,450	\$48,419	\$58,388	51.9%	\$31,827	-20.8%	\$41,375	-17.0%	\$50,923	-14.7%	60.0%
CREW LEADER	\$39,253	\$48,537	\$57,820	47.3%	\$28,644	-37.0%	\$37,238	-30.3%	\$45,831	-26.2%	60.0%
PRETREATMENT INSPECTOR	\$39,349	\$48,585	\$57,820	46.9%	\$36,071	-9.1%	\$46,892	-3.6%	\$57,713	-0.2%	60.0%
COMMUNICATIONS OPERATOR	\$39,862	\$49,017	\$58,171	45.9%	\$36,071	-10.5%	\$46,892	-4.5%	\$57,713	-0.8%	60.0%
ENGINEERING TECHNICIAN I	\$38,624	\$49,045	\$59,465	54.0%	\$28,644	-34.8%	\$37,238	-31.7%	\$45,831	-29.7%	60.0%
MECHANIC	\$39,124	\$49,329	\$59,534	52.2%	\$31,827	-22.9%	\$41,375	-19.2%	\$50,923	-16.9%	60.0%
DETENTION SPECIALIST	\$40,269	\$49,652	\$59,035	46.6%	\$28,644	-40.6%	\$37,238	-33.3%	\$45,831	-28.8%	60.0%
SIGNAL TECHNICIAN	\$39,803	\$49,912	\$60,020	50.8%	\$31,827	-25.1%	\$41,375	-20.6%	\$50,923	-17.9%	60.0%

Salary Survey Results for EDINBURG, TX

Job Class Title	Averages For Each Job Class			EDINBURG							
	Min	Mid	Max	Range Width	Min	Mid	Max	Range Width			
HEALTH INSPECTOR I	\$39,706	\$50,137	\$60,567	52.5%	\$36,071	-10.1%	\$46,892	-6.9%	\$57,713	-4.9%	60.0%
CODE ENFORCEMENT OFFICER I	\$39,932	\$50,138	\$60,344	51.1%	\$31,827	-25.5%	\$41,375	-21.2%	\$50,923	-18.5%	60.0%
JUVENILE CASE MANAGER	\$41,225	\$50,724	\$60,223	46.1%	\$31,827	-29.5%	\$41,375	-22.6%	\$50,923	-18.3%	60.0%
MEDIA & GRAPHICS DESIGNER	\$40,013	\$50,974	\$61,934	54.8%	\$31,827	-25.7%	\$41,375	-23.2%	\$50,923	-21.6%	60.0%
RECYCLING COORDINATOR	\$41,314	\$51,505	\$61,695	49.3%	\$38,192	-8.2%	\$49,650	-3.7%	\$61,108	-1.0%	60.0%
FLEET SPECIALIST	\$41,413	\$51,558	\$61,703	49.0%	\$31,827	-30.1%	\$41,375	-24.6%	\$50,923	-21.2%	60.0%
LEGAL ASSISTANT	\$41,921	\$53,001	\$64,082	52.9%	\$40,314	-4.0%	\$52,408	-1.1%	\$64,503	0.7%	60.0%
HEAD TENNIS INSTRUCTOR	\$42,421	\$53,656	\$64,890	53.0%	\$38,002	-11.6%	\$38,002	-41.2%	\$38,002	-70.8%	0.0%
JOURNEYMAN ELECTRICIAN II	\$43,400	\$54,478	\$65,557	51.1%	\$36,071	-20.3%	\$46,892	-16.2%	\$57,713	-13.6%	60.0%
CROSS CONNECTION INSPECTOR	\$43,936	\$54,538	\$65,140	48.3%	\$36,071	-21.8%	\$46,892	-16.3%	\$57,713	-12.9%	60.0%
COMMUNICATIONS SPECIALIST	\$44,449	\$54,949	\$65,448	47.2%	\$36,071	-23.2%	\$46,892	-17.2%	\$57,713	-13.4%	60.0%
CHILDRENS SUPERVISOR	\$44,574	\$56,068	\$67,562	51.6%	\$42,436	-5.0%	\$55,167	-1.6%	\$67,898	0.5%	60.0%
BUILDING INSPECTOR I	\$44,879	\$56,537	\$68,195	52.0%	\$40,314	-11.3%	\$52,408	-7.9%	\$64,503	-5.7%	60.0%
HUMAN RESOURCES GENERALIST I	\$45,031	\$56,545	\$68,059	51.1%	\$36,071	-24.8%	\$46,892	-20.6%	\$57,713	-17.9%	60.0%
CRIME VICTIM LIAISON	\$45,676	\$56,789	\$67,903	48.7%	\$31,827	-43.5%	\$41,375	-37.3%	\$50,923	-33.3%	60.0%
METER READER SUPERVISOR	\$45,521	\$56,814	\$68,108	49.6%	\$42,436	-7.3%	\$55,167	-3.0%	\$67,898	-0.3%	60.0%
CREW CHIEF	\$45,430	\$57,168	\$68,906	51.7%	\$40,314	-12.7%	\$52,408	-9.1%	\$64,503	-6.8%	60.0%
PARKS SUPERVISOR	\$46,926	\$58,346	\$69,767	48.7%	\$42,436	-10.6%	\$55,167	-5.8%	\$67,898	-2.8%	60.0%
LIBRARIAN	\$47,066	\$59,675	\$72,283	53.6%	\$47,741	1.4%	\$62,063	3.8%	\$76,385	5.4%	60.0%
WEB DEVELOPER I	\$47,416	\$59,825	\$72,234	52.3%	\$31,827	-49.0%	\$41,375	-44.6%	\$50,923	-41.8%	60.0%
DETENTION SPECIALIST SUPERVISOR	\$50,207	\$61,298	\$72,390	44.2%	\$42,436	-18.3%	\$55,167	-11.1%	\$67,898	-6.6%	60.0%
ACCOUNTANT I	\$49,743	\$62,303	\$74,864	50.5%	\$47,741	-4.2%	\$62,063	-0.4%	\$76,385	2.0%	60.0%
CITY FORESTER	\$51,309	\$63,546	\$75,783	47.7%	\$53,045	3.3%	\$68,959	7.8%	\$84,872	10.7%	60.0%
CRIME ANALYST	\$50,783	\$63,577	\$76,370	50.4%	\$47,741	-6.4%	\$62,063	-2.4%	\$76,385	0.0%	60.0%
PLANNER I	\$50,983	\$64,203	\$77,422	51.9%	\$47,741	-6.8%	\$62,063	-3.4%	\$76,385	-1.4%	60.0%
COMMUNICATIONS SUPERVISOR	\$52,345	\$64,754	\$77,164	47.4%	\$42,436	-23.4%	\$55,167	-17.4%	\$67,898	-13.6%	60.0%
ASSISTANT BUILDING MAINTENANCE MANAGER	\$51,897	\$64,919	\$77,942	50.2%	\$47,741	-8.7%	\$62,063	-4.6%	\$76,385	-2.0%	60.0%
ASSISTANT WASTE OPERATIONS MANAGER	\$51,825	\$65,559	\$79,293	53.0%	\$47,741	-8.6%	\$62,063	-5.6%	\$76,385	-3.8%	60.0%
GRANTS ANALYST	\$53,903	\$67,944	\$81,985	52.1%	\$47,741	-12.9%	\$62,063	-9.5%	\$76,385	-7.3%	60.0%
GOLF SUPERVISOR	\$56,963	\$69,837	\$82,710	45.2%	\$42,436	-34.2%	\$55,167	-26.6%	\$67,898	-21.8%	60.0%
EXECUTIVE ASSISTANT TO THE CITY MANAGER	\$55,461	\$70,765	\$86,070	55.2%	\$58,350	5.0%	\$75,854	6.7%	\$93,359	7.8%	60.0%
TRAFFIC MANAGER	\$59,741	\$75,242	\$90,744	51.9%	\$53,045	-12.6%	\$68,959	-9.1%	\$84,872	-6.9%	60.0%
STORMWATER MANAGER	\$60,511	\$75,461	\$90,412	49.4%	\$53,045	-14.1%	\$68,959	-9.4%	\$84,872	-6.5%	60.0%
ENGINEER I	\$60,595	\$76,207	\$91,819	51.5%	\$47,741	-26.9%	\$62,063	-22.8%	\$76,385	-20.2%	60.0%
INTERNAL AUDITOR	\$61,285	\$77,045	\$92,804	51.4%	\$58,350	-5.0%	\$75,854	-1.6%	\$93,359	0.6%	60.0%
FLEET MAINTENANCE MANAGER	\$60,960	\$77,336	\$93,713	53.7%	\$53,045	-14.9%	\$68,959	-12.1%	\$84,872	-10.4%	60.0%

Salary Survey Results for EDINBURG, TX

Job Class Title	Averages For Each Job Class			EDINBURG							
	Min	Mid	Max	Range Width	Min	Mid	Max	Range Width			
INFORMATION TECHNOLOGY ADMINISTRATOR	\$62,881	\$79,082	\$95,283	51.5%	\$44,558	-41.1%	\$57,925	-36.5%	\$71,292	-33.7%	60.0%
SYSTEMS MANAGER	\$65,386	\$82,159	\$98,933	51.3%	\$53,045	-23.3%	\$68,959	-19.1%	\$84,872	-16.6%	60.0%
WATER PLANT MANAGER	\$65,153	\$82,364	\$99,575	52.8%	\$53,045	-22.8%	\$68,959	-19.4%	\$84,872	-17.3%	60.0%
DEPUTY BUILDING OFFICIAL	\$65,514	\$82,461	\$99,408	51.7%	\$53,045	-23.5%	\$68,959	-19.6%	\$84,872	-17.1%	60.0%
FINANCE MANAGER	\$66,403	\$83,710	\$101,016	52.1%	\$53,045	-25.2%	\$68,959	-21.4%	\$84,872	-19.0%	60.0%
BENEFITS & WELLNESS MANAGER	\$67,055	\$85,092	\$103,129	53.8%	\$53,045	-26.4%	\$68,959	-23.4%	\$84,872	-21.5%	60.0%
PURCHASING MANAGER	\$69,455	\$87,207	\$104,959	51.1%	\$53,045	-30.9%	\$68,959	-26.5%	\$84,872	-23.7%	60.0%
RISK MANAGER	\$71,131	\$90,271	\$109,410	53.8%	\$53,045	-34.1%	\$68,959	-30.9%	\$84,872	-28.9%	60.0%
ASSISTANT DIRECTOR OF SOLID WASTE MANAGEMENT	\$73,352	\$94,315	\$115,277	57.2%	\$58,350	-25.7%	\$75,854	-24.3%	\$93,359	-23.5%	60.0%
ASSISTANT DIRECTOR OF LIBRARY	\$73,539	\$95,033	\$116,526	58.5%	\$58,350	-26.0%	\$75,854	-25.3%	\$93,359	-24.8%	60.0%
ASSISTANT DIRECTOR OF PLANNING & ZONING	\$82,761	\$106,756	\$130,751	58.0%	\$58,350	-41.8%	\$75,854	-40.7%	\$93,359	-40.1%	60.0%
CHIEF BUILDING OFFICIAL	\$84,125	\$107,069	\$130,012	54.5%	\$86,994	3.3%	\$113,092	5.3%	\$139,190	6.6%	60.0%
CITY SECRETARY	\$86,092	\$108,462	\$130,831	52.0%	\$86,994	1.0%	\$113,092	4.1%	\$139,190	6.0%	60.0%
DIRECTOR OF HUMAN RESOURCES	\$97,928	\$125,079	\$152,229	55.5%	\$86,994	-12.6%	\$113,092	-10.6%	\$139,190	-9.4%	60.0%
CITY ENGINEER	\$97,495	\$125,452	\$153,409	57.3%	\$86,994	-12.1%	\$113,092	-10.9%	\$139,190	-10.2%	60.0%
DIRECTOR OF LIBRARY & CULTURAL ARTS	\$96,035	\$126,127	\$156,219	62.7%	\$86,994	-10.4%	\$113,092	-11.5%	\$139,190	-12.2%	60.0%
DIRECTOR OF PARKS AND RECREATION	\$101,371	\$129,212	\$157,054	54.9%	\$86,994	-16.5%	\$113,092	-14.3%	\$139,190	-12.8%	60.0%
DIRECTOR OF WATER RESOURCES	\$104,922	\$129,530	\$154,137	46.9%	\$86,994	-20.6%	\$113,092	-14.5%	\$139,190	-10.7%	60.0%
DIRECTOR OF UTILITIES	\$105,537	\$129,599	\$153,661	45.6%	\$86,994	-21.3%	\$113,092	-14.6%	\$139,190	-10.4%	60.0%
DIRECTOR OF INFORMATION TECHNOLOGY	\$104,680	\$133,663	\$162,646	55.4%	\$86,994	-20.3%	\$113,092	-18.2%	\$139,190	-16.9%	60.0%
DIRECTOR OF FINANCE	\$105,018	\$135,033	\$165,048	57.2%	\$86,994	-20.7%	\$113,092	-19.4%	\$139,190	-18.6%	60.0%
DIRECTOR OF PUBLIC WKS	\$116,275	\$141,939	\$167,603	44.1%	\$86,994	-33.7%	\$113,092	-25.5%	\$139,190	-20.4%	60.0%
FIRE CHIEF	\$115,548	\$148,222	\$180,896	56.6%	\$106,090	-8.9%	\$137,917	-7.5%	\$169,744	-6.6%	60.0%
CHIEF OF POLICE	\$116,601	\$148,552	\$180,504	54.8%	\$106,090	-9.9%	\$137,917	-7.7%	\$169,744	-6.3%	60.0%
DIRECTOR OF AVIATION	\$116,284	\$153,781	\$191,279	64.5%	\$86,994	-33.7%	\$113,092	-36.0%	\$139,190	-37.4%	60.0%
ASSISTANT CITY MANAGER	\$129,084	\$162,360	\$195,637	51.6%	\$127,308	-1.4%	\$165,500	1.9%	\$203,693	4.0%	60.0%
Survey Averages	\$53,996	\$68,008	\$82,020	51.15%	\$46,107 -17.11%	\$59,713 -13.89%	\$73,319 -11.87%				59.02%

Class Comparison List By Pay Plan Staunton VA

Proposed Pay Plan: Unified

Grade	Proposed Class Title	Original Title	Working Title	Annual Range		
				Min	Mkt	Max
102				\$28,278	\$35,347	\$42,417
	LIBRARY PAGE	LIBRARY PAGE		24,963	28,017	31,080
103				\$29,692	\$37,115	\$44,537
	OFFICE RECEPTIONIST/CLERK	OFFICE RECEPTIONIST/CLERK		24,963	29,005	33,048
104				\$31,176	\$38,970	\$46,764
	EQUIPMENT PARTS CLERK	EQUIPMENT PARTS CLERK		26,025	35,256	44,499
	PARKING ATTENDANT	PARKING ATTENDANT		25,496	33,924	42,359
	RECREATION COUNSELOR/AIDE	RECREATION COUNSELOR/AIDE		24,963	31,699	38,419
	SCHOOL CROSSING GUARD	SCHOOL CROSSING GUARD		24,963	31,699	38,419
106				\$34,372	\$42,965	\$51,558
	CUSTODIAL WORKER	CUSTODIAL WORKER		29,591	39,378	49,164
	CUSTODIAL WORKER	CUSTODIAL WORKER		29,591	39,378	49,164
	LIBRARY ASSISTANT I	LIBRARY ASSISTANT I		28,143	37,451	46,759
	MAINTENANCE WORKER	MAINTENANCE WORKER		29,591	39,378	49,164
	OFFICE SERVICES ASSISTANT	OFFICE SERV ASST/PROCESS SERV		28,143	37,451	46,759
	PARKING ENFORCEMENT OFFICER	PARKING ENFORCEMENT OFFICER		28,143	37,451	46,759
	RECREATION SUPERVISOR	RECREATION SUPERVISOR		24,963	31,699	38,419
107				\$36,090	\$45,113	\$54,136
	EQUIPMENT OPERATOR I	EQUIPMENT OPERATOR I		31,068	39,375	51,619
	EQUIPMENT OPERATOR I	EQUIPMENT OPERATOR I		31,068	39,375	51,619
	POLICE RECORDS CLERK	POLICE RECORD CLERK		28,143	37,451	46,759
	SANITATION WORKER	SANITATION WORKER		31,068	39,375	51,619
108				\$37,895	\$47,369	\$56,842
	FLEET COORDINATOR	OFFICE SERV ASST/PROCESS SERV		28,143	37,451	46,759
	HORTICULTURE ASSISTANT	HORTICULTURE ASSISTANT		32,640	41,366	54,229
	LIBRARY ASSISTANT II	LIBRARY ASSISTANT II		32,640	41,366	54,229
	OFFICE SERVICES TECHNICIAN	DEPARTMENT SECRETARY		32,640	41,366	54,229
	OFFICE SERVICES TECHNICIAN	SECRETARY II		32,640	41,366	54,229
	PROCESS SERVER	OFFICE SERV ASST/PROCESS SERV		28,143	37,451	46,759
	RECREATION FACILITY/PROG COORD	RECREATION FACILITY/PROG COORD		31,068	39,375	51,619

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Class Comparison List By Pay Plan Staunton VA

Proposed Pay Plan: Unified

Grade			Annual Range		
			Min	Mkt	Max
Proposed Class Title	Original Title	Working Title			
108			\$37,895	\$47,369	\$56,842
SANITATION EQUIPMENT OPERATOR	SANITATION EQUIPMENT OPERATOR		32,640	41,366	54,229
UTILITY SERVICE CLERK	UTILITY SERVICE CLERK		32,640	41,366	54,229
109			\$39,790	\$49,737	\$59,684
ACCOUNTING TECH I	ACCOUNTING TECH 1		34,302	43,473	56,991
CC DEPUTY CLERK	CC DEPUTY CLERK		34,302	43,473	56,991
DEPUTY CLERK I	DEPUTY CLERK		34,302	43,473	56,991
EQUIPMENT OPERATOR II	EQUIPMENT OPERATOR II		34,302	43,473	56,991
PARALEGAL	PARALEGAL		28,143	37,451	46,759
TREATMENT PLANT OPERATOR IV	TREATMENT PLANT OPERATOR IV		32,640	41,366	54,229
110			\$41,779	\$52,224	\$62,669
LIBRARY ASSISTANT III	LIBRARY ASSISTANT III		34,302	43,473	56,991
PUBLIC SAFETY DISPATCHER	PUBLIC SAFETY DISPATCHER		34,302	43,473	56,991
UTILITY SERVICE WORKER	UTILITY SERVICE WORKER		34,302	43,473	56,991
111			\$43,868	\$54,835	\$65,802
CREW LEADER	CREW LEADER		36,028	52,667	59,855
PUBLIC SAFETY SENIOR DISPATCHER	SR PUBLIC SAFETY DISPATCHER		36,028	52,667	59,855
TREATMENT PLANT OPERATOR III	TREATMENT PLANT OPERATOR III		36,028	52,667	59,855
112			\$46,061	\$57,577	\$69,092
ADMINISTRATIVE ASSISTANT II	ADMINISTRATIVE ASSISTANT II		37,874	50,400	62,926
APPRAISAL TECH	APPRAISAL TECH		36,028	52,667	59,855
CC MASTER DEPUTY CLERK	CC DEPUTY CLERK		34,302	43,473	56,991
CODES INSPECTOR I	CODES INSPECTOR I		36,028	52,667	59,855
DEPUTY CLERK II	DEPUTY CLERK II		37,874	50,400	62,926
EQUIPMENT MAINTENANCE TECH I	EQUIPMENT MAINTENANCE TECH I		37,874	50,400	62,926
EQUIPMENT OPERATOR III	EQUIPMENT OPERATOR III		37,874	50,400	62,926
OFFICE MANAGER	OFFICE MANAGER		37,874	50,400	62,926
PARKS EQUIPMENT MECHANIC	PARKS EQUIPMENT MECHANIC		37,874	50,400	62,926
PUBLIC SAFETY LEAD DISPATCHER	PUBLIC SAFETY LEAD DISPATCHER		37,874	50,400	62,926
VICTIM WITNESS COORDINATOR	VICTIM WITNESS DIRECTOR		34,302	43,473	56,991
113			\$48,365	\$60,456	\$72,547

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Class Comparison List By Pay Plan Staunton VA

Proposed Pay Plan: Unified

			Annual Range		
Grade			Min	Mkt	Max
Proposed Class Title	Original Title	Working Title			
113			\$48,365	\$60,456	\$72,547
ACCOUNTING TECH II	ACCOUNTING TECH II		44,100	55,649	72,952
ANIMAL CONTROL OFFICER	ANIMAL CONTROL OFFICER		40,000	52,940	66,097
AQUATICS MGR/REC PROGRAMMER	AQUATICS MGR/REC PROGRAMMER		37,874	50,400	62,926
DEPUTY CITY SHERIFF	DEPUTY CITY SHERIFF		40,000	52,940	66,097
ELECTRICAL/ELECTRONIC TECH	ELECTRICAL/PUMP TECHNICIAN		40,000	52,940	66,097
EXECUTIVE ASSISTANT CITY MGR	EXECUTIVE ASSISTANT CITY MGR		37,874	50,400	62,926
FIREFIGHTER/EMT BASIC	FIREFIGHTER/EMT BASIC		40,000	52,940	66,097
HUMAN RESOURCES GENERALIST	HUMAN RESOURCES GENERALIST		40,000	52,940	66,097
PROBATION OFFICER	PROBATION MANAGER		40,000	52,940	66,097
PROBATION OFFICER	PROBATION OFFICER		40,000	52,940	66,097
RECREATION PROGRAMMER	RECREATION PROGRAMMER		37,874	50,400	62,926
THERAPEUTIC DOCKET COORDINATOR	THERAPEUTIC DOCKET COORDINATOR		40,000	52,940	66,097
TRADESWORKER	TRADESWORKER		40,000	52,940	66,097
TRAFFIC SIGNAL TECHNICIAN	TRAFFIC SIGNAL TECHNICIAN		40,000	52,940	66,097
TREATMENT PLANT OPERATOR II	TREATMENT PLANT OPERATOR II		40,000	52,940	66,097
UTILITY SERVICE TECHNICIAN	MECHANICAL TECH		40,000	52,940	66,097
114			\$50,783	\$63,478	\$76,174
CODES INSPECTOR II	CODES INSPECTOR II		40,000	52,940	66,097
CREW SUPERVISOR	CREW SUPERVISOR		41,784	55,603	69,422
EQUIPMENT MAINTENANCE TECH III	EQUIPMENT MAINTENANCE TECH III		41,784	55,603	69,422
FIREFIGHTER/EMT ADVANCED	FIREFIGHTER/EMT ADVANCED		41,784	55,603	69,422
POLICE OFFICER	POLICE OFFICER		41,784	55,603	69,422
115			\$53,322	\$66,652	\$79,983
ASST SUPT OF PARKS	ASST SUPT OF PARKS		44,100	55,649	72,952
ASST SUPT OF RECREATION	ASST SUPT OF RECREATION		44,100	55,649	72,952
CLERK OF COUNCIL	CLERK OF COUNCIL		41,784	55,603	69,422
PAYROLL COORDINATOR	ACCOUNTING TECH II		44,100	55,649	72,952
PRETRIAL PROGRAM MANAGER	PROBATION MANAGER		40,000	52,940	66,097
SENIOR POLICE OFFICER	SENIOR POLICE OFFICER		44,100	55,649	72,952
SENIOR PROBATION OFFICER	SENIOR PROBATION OFFICER		44,100	55,649	72,952
TREATMENT PLANT OPERATOR I	TREATMENT PLANT OPERATOR I		44,100	55,649	72,952

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Class Comparison List By Pay Plan Staunton VA

Proposed Pay Plan: Unified

			Annual Range		
Grade			Min	Mkt	Max
Proposed Class Title	Original Title	Working Title			
116			\$55,988	\$69,985	\$83,982
CC CHIEF DEPUTY CLERK	CC DEPUTY CLERK		34,302	43,473	56,991
ENG TECH & SEDIMENT ADM	ENG TECH & SEDIMENT ADM		46,127	61,381	76,635
EQUIPMENT MAINTENANCE SUPV	EQUIPMENT MAINTENANCE SUPV		44,100	55,649	72,952
FIREFIGHTER/EMT INTERMEDIATE	FIREFIGHTER/EMT INTERMEDIATE		46,127	61,381	76,635
HUMAN RESOURCES SPECIALIST	HUMAN RESOURCES SPECIALIST		41,784	55,603	69,422
LIBRARIAN	LIBRARIAN		46,127	61,381	76,635
LIBRARIAN	LIBRARIAN		46,127	61,381	76,635
MASTER POLICE OFFICER	MASTER POLICE OFFICER		46,127	61,381	76,635
117			\$58,787	\$73,484	\$88,181
GIS COORDINATOR	GIS COORDINATOR		50,931	67,774	84,616
HORTICULTURIST	HORTICULTURIST		44,100	55,649	72,952
PLANS EXAMINER	CODES INSPECTOR III		46,127	61,381	76,635
REAL ESTATE APPRAISER	REAL ESTATE APPRAISER		46,127	61,381	76,635
TREATMENT PLANT SUPERVISOR	WTP SUPERVISOR		46,127	61,381	76,635
118			\$61,727	\$77,159	\$92,590
BUILDING AUTOMATION FIELD TECH	BUILDING AUTOMATION FIELD TECH		50,931	67,774	84,616
CONSTRUCTION MANAGER	CONSTRUCTION MANAGER		50,931	67,774	84,616
FIRE LIEUTENANT/EMT	FIRE LIEUTENANT/EMT		50,931	67,774	84,616
LEGAL MGR & FOIA OFFICER	LEGAL MGR & FOIA OFFICER		50,931	67,774	84,616
POLICE SERGEANT	POLICE SERGEANT		50,931	67,774	84,616
PROJECT MANAGER	PROJECT MANAGER		50,931	67,774	84,616
SYSTEMS ENGINEER I	SYSTEMS ENGINEER I		50,931	67,774	84,616
119			\$64,813	\$81,016	\$97,220
ECON DEVELOPMENT SPECIALIST	ECON DEVELOPMENT SPECIALIST		58,515	74,584	90,654
ENV PRG ADMINISTRATOR	ENV PRG ADMINISTRATOR		58,515	74,584	90,654
EQUIPMENT MAINTENANCE SUPT	EQUIPMENT MAINTENANCE SUPT		58,515	74,584	90,654
HOUSING PLANNER & GRANT COORD	HOUSING PLANNER & GRANT COORD		58,515	74,584	90,654
PLANNER	PLANNER		58,515	74,584	90,654
REGISTRAR	REGISTRAR		40,000	52,940	66,097

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Class Comparison List By Pay Plan Staunton VA

Proposed Pay Plan: Unified					
Grade	Proposed Class Title	Original Title	Working Title	Annual Range	
				Min	Max
120				\$68,054	\$102,081
ASSISTANT DIRECTOR BRCS	ASSISTANT DIRECTOR BRCS			58,515	90,654
FIRE CAPTAIN/EMT	FIRE CAPTAIN/EMT			58,515	90,654
SALES & MARKETING MANAGER	SALES & MARKETING MANAGER			58,515	90,654
SUPERINTENDENT OF PARKS	SUPERINTENDENT OF PARKS			58,515	90,654
SUPERINTENDENT OF RECREATION	SUPERINTENDENT OF RECREATION			58,515	90,654
SUPERINTENDENT OF STREETS	STREET SUPERINTENDENT			58,515	90,654
SUPT FACILITY SERVICES/REFUSE	SUPT FACILITY SERVICES/REFUSE			58,515	90,654
121				\$71,456	\$107,185
ASSIST COMMONWEALTH ATTORNEY	ASSIST COMMONWEALTH ATTORNEY			58,515	90,654
CHIEF DEPUTY CITY SHERIFF	CHIEF DEPUTY CITY SHERIFF			50,931	84,616
JUVENILE ATTORNEY II	JUVENILE ATTORNEY II			58,515	90,654
POLICE LIEUTENANT	POLICE LIEUTENANT			58,515	90,654
122				\$75,029	\$112,544
SYSTEMS ENGINEER II	SYSTEMS ENGINEER II			68,249	105,773
123				\$78,781	\$118,171
BUILDING OFFICIAL	BUILDING OFFICIAL			68,249	105,773
FINANCE BUSINESS MANAGER	FINANCE BUSINESS MANAGER			68,249	105,773
POLICE CAPTAIN	POLICE CAPTAIN			58,515	90,654
SENIOR PLANNER AND ZONING ADMIN	SENIOR PLANNER			75,605	117,175
125				\$86,856	\$130,284
CITY ENGINEER	CITY ENGINEER			75,605	117,175
DEPUTY CHIEF OF ADMINISTRATION	DEPUTY CHIEF OF ADMINISTRATION			75,605	117,175
DEPUTY CHIEF OF OPERATIONS	DEPUTY CHIEF OF OPERATIONS			75,605	117,175
DIRECTOR BLUE RIDGE COURT SERVICES	DIRECTOR BLUE RIDGE COURT SERV			75,605	117,175
DIRECTOR OF TOURISM	DIRECTOR OF TOURISM			75,605	117,175
UTILITY SUPERINTENDENT	UTILITY SUPERINTENDENT			75,605	117,175
128				\$100,546	\$150,820
ASST DIRECTOR FINANCE	ASST DIRECTOR FINANCE			93,088	144,272
ASST HUMAN RESOURCES DIRECTOR	ASST HUMAN RESOURCES DIRECTOR			93,088	144,272

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Class Comparison List By Pay Plan Staunton VA

Proposed Pay Plan: Unified

Grade	Proposed Class Title	Original Title	Working Title	Annual Range		
				Min	Mkt	Max
128				\$100,546	\$125,683	\$150,820
	CITY ASSESSOR	CITY ASSESSOR		93,088	113,028	144,272
	CITY SHERIFF	CITY SHERIFF		93,088	113,028	144,272
	COMMISSIONER OF REVENUE	COMMISSIONER OF REVENUE		93,088	113,028	144,272
	DIR OF LIBRARY SERVICES	DIR OF LIBRARY SERVICES		93,088	113,028	144,272
	DIRECTOR OF PARKS & RECREATION	DIRECTOR OF PARKS & RECREATION		93,088	113,028	144,272
	TREASURER	TREASURER		93,088	113,028	144,272
130				\$110,852	\$138,566	\$166,279
	CHIEF TECHNOLOGY OFFICER	CHIEF TECHNOLOGY OFFICER		97,744	124,615	151,486
	DIRECTOR ECONOMIC DEVELOPMENT	DIRECTOR ECONOMIC DEVELOPMENT		97,744	124,615	151,486
131				\$116,395	\$145,494	\$174,593
	CHIEF HUMAN RESOURCES OFFICER	CHIEF HUMAN RESOURCES OFFICER		102,631	130,845	159,060
	CLERK OF CIRCUIT COURT	CLERK OF CIRCUIT COURT		102,631	130,845	159,060
	COMMONWEALTH ATTORNEY	COMMONWEALTH ATTORNEY		102,631	130,845	159,060
	DIRECTOR OF PUBLIC WORKS	DIRECTOR OF PUBLIC WORKS		102,631	130,845	159,060
	FIRE CHIEF	FIRE CHIEF		102,631	130,845	159,060
	POLICE CHIEF	POLICE CHIEF		102,631	130,845	159,060
133				\$128,326	\$160,407	\$192,488
	CHIEF FINANCE OFFICER	CHIEF FINANCE OFFICER		117,419	155,491	193,563
	CITY ATTORNEY	CITY ATTORNEY		181,166	181,166	181,166
135				\$141,479	\$176,849	\$212,218
	ASSISTANT CITY MANAGER	ASSISTANT CITY MANAGER		102,631	130,845	159,060

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Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

Dep't Name: Human Resources Dep't Code: 225

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mid	Step	% Chg		
Proposed	Title	Code	Min	Mid	Max	#		Duty		Days All'd		Min	Equity	OrgExp	Asgn	Employee Name	
Director		012000	84,009	132,002	179,993	EXE-		1.000	03/18/2013	02/28/2020	124,810	6,241	0			94.55%	225-012000-36
Exec. Dir., Human Resources		012000H	149,660	179,592	238,857	134				1219	157,130	24,850	1,230				
Assistant Director		013000	72,002	105,292	138,585	EXE-		1.000	01/01/2013	11/13/2017	106,657	5,333	0			101.30%	225-013000-35
Assist. Dir., Human Resources		013000J	106,361	127,633	169,751	127				2056	114,081	0	2,091				
Assistant Director		013000	72,002	105,292	138,585	EXE-		1.000	08/31/2000	01/01/2023	110,971	5,549	0			105.39%	225-013000-20
Assist. Dir., Human Resources		013000J	106,361	127,633	169,751	127				181	116,519	0	0				
Chief Labor Negotiator		010210	72,002	105,292	138,585	EXE-		1.000	05/01/2017	09/12/2022	105,001	5,250	0			99.72%	225-010210-40
Labor Relations Negotiator		010210	106,361	127,633	169,751	127				292	111,611	1,360	0				
Benefits Admin		020300	75,858	100,110	124,384	NU-1		1.000	03/24/2014	05/04/2020	86,050	4,302	0			85.95%	225-020300-37
Benefits Admin		020300	91,878	110,254	146,638	124				1153	96,669	5,829	488				
Chief Examiner		020540	75,858	100,110	124,384	NU-1		1.000	04/15/1999	12/11/2008	94,890	4,744	0			94.78%	225-020540-18
Chief Examiner		020540	91,878	110,254	146,638	124				5315	105,909	0	6,275				
Compliance and Training Admin		023030	75,858	100,110	124,384	NU-1		1.000	01/11/2021	01/11/2021	86,050	4,302	0			85.95%	225-023030-43
Compliance and Training Admin		023030	91,878	110,254	146,638	124				901	96,248	5,829	68				
Health and Safety Admin		018540	75,858	100,110	124,384	NU-1		1.000	01/12/2015	08/08/2022	80,018	4,001	0			79.93%	225-018540-37
Health and Safety Admin		018540	91,878	110,254	146,638	124				327	95,879	11,861	0				
HRIS Admin		023040	75,858	100,110	124,384	NU-1		1.000	08/21/2017	10/03/2022	75,858	3,793	0			75.77%	225-023040-40
HRIS Admin		023040	91,878	110,254	146,638	124				271	95,671	16,021	0				
Talent and Retention Admin		020120	75,858	100,110	124,384	NU-1		1.000	11/04/2020	10/17/2022	77,376	3,869	0			77.29%	225-020120-43
Talent and Retention Admin		020120	91,878	110,254	146,638	124				257	95,747	14,502	0				
Communications & Policy Coord		035040	60,195	78,853	97,490	NU-1		1.000	04/16/2012	12/09/2016	79,872	3,994	0			101.29%	225-035040-35
Communications & Policy Coord		035040	68,561	82,273	109,423	118				2395	83,866	0	0				
Senior Org Performance Analyst		025290	53,768	70,179	86,570	NU-1		1.000	04/11/2011	03/12/2018	70,138	3,507	0			99.94%	225-025290-34
Senior Org Performance Analyst		025290	68,561	82,273	109,423	118				1937	74,359	0	715				
Health & Safety Consultant		076140	53,768	70,179	86,570	NU-1		1.000	12/14/2009	12/12/2022	64,002	3,200	0			91.20%	225-076140-33
Health & Safety Consultant		076140	62,187	74,624	99,250	116				201	67,202	0	0				
Health & Safety Consultant		076140	53,768	70,179	86,570	NU-1		1.000	05/23/2017	05/23/2017	61,630	3,082	0			87.82%	225-076140-40
Health & Safety Consultant		076140	62,187	74,624	99,250	116				2230	66,757	556	1,489				
Class & Comp Analyst		020160	48,152	62,587	77,002	NU-1		1.000	03/04/2014	12/19/2022	57,990	2,900	0			92.66%	225-020160-36
Class & Comp Analyst		020160	59,226	71,071	94,524	115				194	62,125	1,235	0				
Class & Comp Analyst		020160	48,152	62,587	77,002	NU-1		1.000	05/17/2021	05/31/2022	52,042	2,602	0			83.15%	225-020160-43
Class & Comp Analyst		020160	59,226	71,071	94,524	115				396	61,828	7,184	0				
Compliance Coordinator		023070	48,152	62,587	77,002	NU-1		1.000	07/09/1997	12/06/2021	51,563	2,578	0			82.39%	225-023070-25
Compliance Coordinator		023070	59,226	71,071	94,524	115				572	61,804	7,662	0				
Compliance Coordinator		023070	48,152	62,587	77,002	NU-1		1.000	06/21/2022	06/21/2022	49,109	2,455	0			78.46%	225-023070-44
Compliance Coordinator		023070	59,226	71,071	94,524	115				375	61,681	10,117	0				

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

Dep't Name: Human Resources Dep't Code: 225

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mid	Step	% Chg		
Proposed	Title	Code	Min	Mid	Max	#		Duty		Days All'd		Min	Equity	OrgExp	Asgn	Employee Name	
Compliance Coordinator		023070	48,152	62,587	77,002	NU-1		1.000	06/04/2018	01/01/2020	52,042	2,602	0			83.15%	225-023070-41
Compliance Coordinator		023070	59,226	71,071	94,524	115				1277	62,332	7,184	505				
Compliance Coordinator		023070	48,152	62,587	77,002	NU-1		1.000	01/17/2023	01/17/2023	48,152	2,408	0			76.94%	225-023070-45
Compliance Coordinator		023070	59,226	71,071	94,524	115				165	61,633	11,074	0				
Employee Benefits Coordinator		020360	48,152	62,587	77,002	NU-1		1.000	08/23/2021	07/25/2022	49,046	2,452	0			78.36%	225-020360-44
Employee Benefits Coordinator		020360	59,226	71,071	94,524	115				341	61,678	10,179	0				
Employee Benefits Coordinator		020360	48,152	62,587	77,002	NU-1		1.000	10/29/2018	06/15/2020	52,042	2,602	0			83.15%	225-020360-41
Employee Benefits Coordinator		020360	59,226	71,071	94,524	115				1111	62,154	7,184	326				
HRIS Analyst		020190	48,152	62,587	77,002	NU-1		1.000	02/27/2023	02/27/2023	49,046	2,452	0			78.36%	225-020190-38
HRIS Analyst		020190	59,226	71,071	94,524	115				124	61,678	10,179	0				
HRIS Analyst		020190	48,152	62,587	77,002	NU-1		1.000	02/20/2023	02/20/2023	49,046	2,452	0			78.36%	225-020190-45
HRIS Analyst		020190	59,226	71,071	94,524	115				131	61,678	10,179	0				
HRIS Analyst		020190	48,152	62,587	77,002	NU-1		1.000	03/20/2023	03/20/2023	49,046	2,452	0			78.36%	225-020190-45
HRIS Analyst		020190	59,226	71,071	94,524	115				103	61,678	10,179	0				
HRIS Analyst		020190	48,152	62,587	77,002	NU-1		1.000	01/09/2023	01/09/2023	49,046	2,452	0			78.36%	225-020190-45
HRIS Analyst		020190	59,226	71,071	94,524	115				173	61,678	10,179	0				
Human Resources Training Coord		036130	48,152	62,587	77,002	NU-1		1.000	02/08/2021	02/08/2021	52,042	2,602	0			83.15%	225-036130-43
Human Resources Training Coord		036130	59,226	71,071	94,524	115				873	61,898	7,184	71				
Human Resources Training Coord		036130	48,152	62,587	77,002	NU-1		1.000	01/22/2007	07/02/2015	63,003	3,150	0			100.66%	225-036130-29
Human Resources Training Coord		036130	59,226	71,071	94,524	115				2921	66,983	0	829				
Personnel Examination Analyst		020140	48,152	62,587	77,002	NU-1		1.000	06/12/2023	06/12/2023	48,152	2,408	0			76.94%	225-020140-45
Personnel Examination Analyst		020140	59,226	71,071	94,524	115				19	61,633	11,074	0				
Personnel Examination Analyst		020140	48,152	62,587	77,002	NU-1		1.000	06/01/1999	12/09/2016	64,272	3,214	0			102.69%	225-020140-18
Personnel Examination Analyst		020140	59,226	71,071	94,524	115				2395	67,486	0	0				
Personnel Examination Analyst		020140	48,152	62,587	77,002	NU-1		1.000	10/11/2021	03/20/2023	48,152	2,408	0			76.94%	225-020140-44
Personnel Examination Analyst		020140	59,226	71,071	94,524	115				103	61,633	11,074	0				
Employee Benefits Specialist		020390	43,202	55,931	68,640	NU-1		1.000	08/23/2021	08/23/2021	45,323	2,266	0			81.03%	225-020390-44
Employee Benefits Specialist		020390	51,161	61,393	81,653	112				677	53,427	5,838	0				
Human Res Hiring Coord		020180	43,202	55,931	68,640	NU-1		1.000	07/24/2000	12/01/2016	59,675	2,984	0			106.69%	225-020180-20
Human Res Hiring Coord		020180	51,161	61,393	81,653	112				2403	62,659	0	0				
Human Res Hiring Coord		020180	43,202	55,931	68,640	NU-1		1.000	10/19/2020	12/13/2021	46,966	2,348	0			83.97%	225-020180-42
Human Res Hiring Coord		020180	51,161	61,393	81,653	112				565	53,510	4,195	0				
Human Res Hiring Coord		020180	43,202	55,931	68,640	NU-1		1.000	05/23/2016	04/06/2020	47,674	2,384	0			85.24%	225-020180-39
Human Res Hiring Coord		020180	51,161	61,393	81,653	112				1181	53,847	3,488	302				
Human Resources Coord		031630	43,202	55,931	68,640	NU-1		1.000	02/27/2006	05/09/2022	47,216	2,361	0			84.42%	225-031630-28
Human Resources Coord		031630	51,161	61,393	81,653	112				418	53,522	3,945	0				

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

Dep't Name: Human Resources Dep't Code: 225

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mid	Step	% Chg		
Proposed	Title	Code	Min	Mid	Max	#		Duty		Days All'd		Min	Equity	OrgExp	Asgn	Employee Name	
Human Resources Testing Coord	020170		43,202	55,931	68,640	NU-1		1.000	10/02/2017	06/14/2022	44,075	2,204	0			78.80%	225-020170-40
Human Resources Testing Coord	020170		51,161	61,393	81,653	112				382	53,365	7,086	0				
Administrative Coordinator	031030		38,771	50,045	61,298	NU-0		0.625	02/29/1988	03/09/2022	34,320	1,716	0			109.73%	225-031030-11
Administrative Coordinator	031030		48,725	58,470	77,765	111				479	36,036	0	0				
Administrative Coordinator	031030		38,771	50,045	61,298	NU-0		1.000	04/18/2022	04/18/2022	39,541	1,977	0			79.01%	225-031030-44
Administrative Coordinator	031030		48,725	58,470	77,765	111				439	50,702	9,184	0				
Staff Helper Internal	097840		22,069	65,629	109,200	OS-S		0.500	12/26/1989	09/30/2019	24,066	1,203	0			73.34%	225-097840-12
Staff Helper Internal	097840		34,628	41,554	55,266	104				1370	25,269	0	0				

Summary for

Current Payroll	\$2,495,969	# Positions	40
Flat 5% Adjustment	\$124,798	# Positions Adjusted (any type)	40 # Not Adj 0
Adjustment To Minimum	\$246,408	# Adjusted To Minimum	29
Adjustment Towards Mkt Point	\$0	# Adjusted Towards Mkt Pt	0
Adjustment Toward Maximum	\$14,388	# 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	\$385,595		
Proposed Payroll	\$2,881,563	% Change	15.45%

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

Dep't Name: Human Resources Dep't Code: 225

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

Summary for Human Resources

Current Payroll		\$2,495,969	# Positions	40	
Flat 5% Adjustment	\$124,798		# Positions Adjusted (any type)	40	# Not Adj 0
Adjustment To Minimum	\$246,408		# Adjusted To Minimum	29	
Adjustment Toward Mid	\$0		# Adjusted Toward Mid	0	
Adjustment Toward Maximum	\$14,388		# 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	\$385,595				
Proposed Payroll		\$2,881,563	% Change	15.45%	

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

Dep't Name: OMB Finance Dep't Code: 210

Original	Class	Grade					Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mid	Step	% Chg		
Proposed	Title	Code	Min	Mid	Max	#		Duty		Days All'd		Min	Equity	OrgExp	Asgn	Employee Name	
Chief Financial Officer		010190	84,009	132,002	179,993	EXE-		1.000	09/20/2004	01/17/2023	135,000	6,750	0			102.27%	210-010190-27
Chief Financial Officer		010190	157,143	188,572	250,800	135				165	163,893	22,143	0				
Director		012000	84,009	132,002	179,993	EXE-		1.000	12/14/2015	07/01/2022	120,409	6,020	0			91.22%	210-012000-38
Exec. Dir., OMB Finance		012000S	149,660	179,592	238,857	134				365	155,680	29,251	0				
Director		012000	84,009	132,002	179,993	EXE-		1.000	11/08/2004	04/05/2021	120,409	6,020	0			91.22%	210-012000-27
Exec. Dir., OMB Finance		012000S	149,660	179,592	238,857	134				817	155,892	29,251	212				
Director		012000	84,009	132,002	179,993	EXE-		1.000	01/03/2006	08/24/2015	120,409	6,020	0			91.22%	210-012000-28
Exec. Dir., OMB Finance		012000S	149,660	179,592	238,857	134				2868	161,461	29,251	5,781				
Director		012000	84,009	132,002	179,993	EXE-		1.000	01/04/2016	10/22/2018	120,409	6,020	0			91.22%	210-012000-38
Exec. Dir., OMB Finance		012000S	149,660	179,592	238,857	134				1713	158,325	29,251	2,644				
Director		012000	84,009	132,002	179,993	EXE-		1.000	07/30/1984	12/05/2022	131,100	6,555	0			99.32%	210-012000-11
Dir., OMB Finance		31182	117,262	140,715	187,151	129				208	137,655	0	0				
Executive Administrator		014000	72,002	105,292	138,585	EXE-		1.000	08/16/2021	01/02/2023	103,795	5,190	0			98.58%	210-014000-44
Executive Administrator		014000	91,878	110,254	146,638	124				180	108,985	0	0				
Executive Administrator		014000	72,002	105,292	138,585	EXE-		1.000	03/02/1998	01/02/2023	103,795	5,190	0			98.58%	210-014000-25
Executive Administrator		014000	91,878	110,254	146,638	124				180	108,985	0	0				
Executive Administrator		014000	72,002	105,292	138,585	EXE-		1.000	08/16/2021	08/01/2022	91,850	4,593	0			87.23%	210-014000-44
Executive Administrator		014000	91,878	110,254	146,638	124				334	96,471	28	0				
Executive Administrator		014000	72,002	105,292	138,585	EXE-		1.000	07/10/2023	07/10/2023	92,001	4,600	0			87.38%	210-014000-45
Executive Administrator		014000	91,878	110,254	146,638	124				0	96,601	0	0				
Executive Administrator		014000	72,002	105,292	138,585	EXE-		1.000	02/05/2001	06/14/2021	96,452	4,823	0			91.60%	210-014000-20
Executive Administrator		014000	91,878	110,254	146,638	124				747	101,275	0	0				
Executive Administrator		014000	72,002	105,292	138,585	EXE-		1.000	12/29/2014	08/01/2022	91,850	4,593	0			87.23%	210-014000-37
Executive Administrator		014000	91,878	110,254	146,638	124				334	96,471	28	0				
Fiscal Manager		015020	75,858	100,110	124,384	NU-1		1.000	04/05/1998	05/30/2023	84,698	4,235	0			84.60%	210-015020-17
Fiscal Manager		015020	87,503	105,004	139,655	123				32	91,738	2,805	0				
Fiscal Manager		015020	75,858	100,110	124,384	NU-1		1.000	02/14/1996	10/11/2021	84,822	4,241	0			84.73%	210-015020-25
Fiscal Manager		015020	87,503	105,004	139,655	123				628	91,744	2,681	0				
Fiscal Manager		015020	75,858	100,110	124,384	NU-1		1.000	01/06/2003	11/01/2021	86,112	4,306	0			86.02%	210-015020-22
Fiscal Manager		015020	87,503	105,004	139,655	123				607	91,809	1,391	0				
Fiscal Manager		015020	75,858	100,110	124,384	NU-1		1.000	08/08/2016	12/19/2022	84,822	4,241	0			84.73%	210-015020-39
Fiscal Manager		015020	87,503	105,004	139,655	123				194	91,744	2,681	0				
Fiscal Manager		015020	75,858	100,110	124,384	NU-1		1.000	03/05/2005	08/08/2022	84,698	4,235	0			84.60%	210-015020-27
Fiscal Manager		015020	87,503	105,004	139,655	123				327	91,738	2,805	0				
Fiscal Manager		015020	75,858	100,110	124,384	NU-1		1.000	01/04/1999	07/27/2015	89,606	4,480	0			89.51%	210-015020-24
Fiscal Manager		015020	87,503	105,004	139,655	123				2896	96,490	0	2,403				

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

Dep't Name: OMB Finance Dep't Code: 210

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mid	Step	% Chg		
Proposed	Title	Code	Min	Mid	Max	#		Duty		Days All'd		Min	Equity	OrgExp	Asgn	Employee Name	
Fiscal Manager		015020	75,858	100,110	124,384	NU-1		1.000	07/12/2005	01/22/2018	86,237	4,312	0			86.14%	210-015020-28
Fiscal Manager		015020	87,503	105,004	139,655	123				1986	93,531	1,266	1,716				
Fiscal Manager		015020	75,858	100,110	124,384	NU-1		1.000	01/11/2016	02/01/2021	86,237	4,312	0			86.14%	210-015020-38
Fiscal Manager		015020	87,503	105,004	139,655	123				880	91,815	1,266	0				
Fiscal Manager		015020	75,858	100,110	124,384	NU-1		1.000	12/13/2021	12/13/2021	82,264	4,113	0			82.17%	210-015020-44
Fiscal Manager		015020	87,503	105,004	139,655	123				565	91,616	5,239	0				
Information Technology Manager		026030	75,858	100,110	124,384	NU-1		1.000	06/02/2008	09/12/2022	91,000	4,550	0			90.90%	210-026030-31
Information Technology Manager		026030	87,503	105,004	139,655	123				292	95,550	0	0				
Fiscal Administrator		015050	67,517	88,754	110,011	NU-1		1.000	10/10/2016	10/17/2022	67,517	3,376	0			76.07%	210-015050-39
Fiscal Coordinator		015050	83,336	100,004	133,005	122				257	86,712	15,819	0				
Fiscal Administrator		015050	67,517	88,754	110,011	NU-1		1.000	06/16/2014	02/20/2023	70,242	3,512	0			79.14%	210-015050-37
Fiscal Coordinator		015050	83,336	100,004	133,005	122				131	86,848	13,095	0				
Fiscal Administrator		015050	67,517	88,754	110,011	NU-1		1.000	10/24/2022	10/24/2022	70,242	3,512	0			79.14%	210-015050-45
Fiscal Coordinator		015050	83,336	100,004	133,005	122				250	86,848	13,095	0				
Fiscal Administrator		015050	67,517	88,754	110,011	NU-1		1.000	03/15/2000	09/12/2022	70,242	3,512	0			79.14%	210-015050-25
Fiscal Coordinator		015050	83,336	100,004	133,005	122				292	86,848	13,095	0				
Fiscal Administrator		015050	67,517	88,754	110,011	NU-1		1.000	06/13/2005	09/24/2018	80,662	4,033	0			90.88%	210-015050-28
Fiscal Coordinator		015050	83,336	100,004	133,005	122				1741	88,657	2,674	1,288				
Fiscal Administrator		015050	67,517	88,754	110,011	NU-1		1.000	05/23/2016	05/23/2016	80,662	4,033	0			90.88%	210-015050-39
Fiscal Coordinator		015050	83,336	100,004	133,005	122				2595	89,949	2,674	2,579				
Fiscal Administrator		015050	67,517	88,754	110,011	NU-1		1.000	05/08/2023	05/08/2023	67,517	3,376	0			76.07%	210-015050-25
Fiscal Coordinator		015050	83,336	100,004	133,005	122				54	86,712	15,819	0				
OMB Financial Manager		015040	75,858	100,110	124,384	NU-1		1.000	02/16/2015	12/27/2021	89,440	4,472	0			89.34%	210-015040-37
OMB Financial Manager		015040	83,336	100,004	133,005	122				551	93,912	0	0				
OMB Financial Manager		015040	75,858	100,110	124,384	NU-1		1.000	02/13/2017	02/13/2017	93,038	4,652	0			92.94%	210-015040-40
OMB Financial Manager		015040	83,336	100,004	133,005	122				2329	97,690	0	0				
OMB Risk Management Manager		018030	75,858	100,110	124,384	NU-1		1.000	06/01/2015	01/30/2017	86,112	4,306	0			86.02%	210-018030-38
OMB Risk Management Manager		018030	83,336	100,004	133,005	122				2343	91,600	0	1,182				
Workday Support Analyst		016860	67,517	88,754	110,011	NU-1		1.000	05/01/2023	05/01/2023	80,018	4,001	0			90.16%	210-016860-45
Workday Support Analyst		016860	83,336	100,004	133,005	122				61	87,337	3,319	0				
Contract Administration Mgr		016160	75,858	100,110	124,384	NU-1		1.000	07/10/2017	01/24/2022	79,581	3,979	0			79.49%	210-016160-40
Contract Administration Mgr		016160	79,368	95,241	126,671	121				523	83,560	0	0				
Senior Policy Advisor		010100	72,002	105,292	138,585	EXE-		1.000	07/20/2015	11/15/2021	89,450	4,473	0			84.95%	210-010100-38
Senior Policy Advisor		010100	79,368	95,241	126,671	121				593	93,923	0	0				
Workday Administrator II		016890	67,517	88,754	110,011	NU-1		1.000	08/14/2000	02/06/2023	76,086	3,804	0			85.73%	210-016890-25
Workday Administrator II		016890	79,368	95,241	126,671	121				145	83,172	3,281	0				

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

Dep't Name: OMB Finance Dep't Code: 210

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mid	Step	% Chg		
Proposed	Title	Code	Min	Mid	Max	#		Duty		Days All'd		Min	Equity	OrgExp	Asgn	Employee Name	
Budget Planning Analyst		016100	60,195	78,853	97,490	NU-1		1.000	01/26/2015	06/14/2021	70,242	3,512	0			89.08%	210-016100-37
Budget Planning Analyst		016100	75,588	90,706	120,639	120				747	79,101	5,347	0				
Budget Planning Analyst		016100	60,195	78,853	97,490	NU-1		1.000	04/12/2021	05/08/2023	67,517	3,376	0			85.62%	210-016100-43
Budget Planning Analyst		016100	75,588	90,706	120,639	120				54	78,964	8,072	0				
Budget Planning Analyst		016100	60,195	78,853	97,490	NU-1		1.000	09/19/2022	09/19/2022	70,242	3,512	0			89.08%	210-016100-45
Budget Planning Analyst		016100	75,588	90,706	120,639	120				285	79,101	5,347	0				
Budget Planning Analyst		016100	60,195	78,853	97,490	NU-1		1.000	01/11/2021	09/19/2022	67,517	3,376	0			85.62%	210-016100-43
Budget Planning Analyst		016100	75,588	90,706	120,639	120				285	78,964	8,072	0				
Procurement Supervisor		019090	60,195	78,853	97,490	NU-1		1.000	06/12/2023	06/12/2023	74,506	3,725	0			94.49%	210-019090-45
Procurement Supervisor		019090	75,588	90,706	120,639	120				19	79,314	1,083	0				
Project Manager II		098940	89,981	99,590	109,200	OSE-		1.000	09/05/2007	08/16/2021	94,359	4,718	0			94.75%	210-098940-30
Project Manager II		098940	75,588	90,706	120,639	120				684	99,077	0	0				
Workday Administrator I		016880	53,768	70,179	86,570	NU-1		1.000	03/01/2021	11/28/2022	54,642	2,732	0			77.86%	210-016880-43
Workday Administrator I		016880	75,588	90,706	120,639	120				215	78,321	20,947	0				
Workforce Solutions Manager		010870						1.000	05/31/2022	05/30/2023	70,762	3,538	0			#Error	210-010870-44
Workforce Solutions Manager		010870	75,588	90,706	120,639	120				32	79,127	4,827	0				
Finance Supvsr II		016300	53,768	70,179	86,570	NU-1		1.000	08/31/1998	03/27/2017	82,888	4,144	0			118.11%	210-016300-17
Finance Supervisor		016300	71,989	86,387	114,894	119				2287	87,032	0	0				
Finance Supvsr II		016300	53,768	70,179	86,570	NU-1		1.000	04/06/2020	10/31/2022	63,440	3,172	0			90.40%	210-016300-42
Finance Supervisor		016300	71,989	86,387	114,894	119				243	75,161	8,549	0				
Finance Supvsr II		016300	53,768	70,179	86,570	NU-1		1.000	07/06/2004	03/27/2017	77,542	3,877	0			110.49%	210-016300-26
Finance Supervisor		016300	71,989	86,387	114,894	119				2287	81,420	0	0				
Finance Supvsr II		016300	53,768	70,179	86,570	NU-1		1.000	11/17/2008	05/16/2016	66,040	3,302	0			94.10%	210-016300-32
Finance Supervisor		016300	71,989	86,387	114,894	119				2602	77,589	5,949	2,298				
Project Manager I		098970						1.000	04/25/2022	06/26/2023	62,000	3,100	0			#Error	210-098970-44
Project Manager I		098970	71,989	86,387	114,894	119				5	75,089	9,989	0				
Admin Project Manager		015080	60,195	78,853	97,490	NU-1		1.000	09/12/2001	11/03/2017	94,349	4,717	0			119.65%	210-015080-24
Admin Project Manager		015080	68,561	82,273	109,423	118				2066	99,066	0	0				
Grants Compliance Supvr		016900	60,195	78,853	97,490	NU-1		1.000	12/10/2012	07/10/2023	80,538	4,027	0			102.14%	210-016900-35
Grants Compliance Supervisor		016900	68,561	82,273	109,423	118				0	84,564	0	0				
Grants Management Supvr		016180	60,195	78,853	97,490	NU-1		1.000	03/20/2023	03/20/2023	71,573	3,579	0			90.77%	210-016180-45
Grants Management Supervisor		016180	68,561	82,273	109,423	118				103	75,151	0	0				
Procurement Systems Coord		015170	60,195	78,853	97,490	NU-1		1.000	04/09/2018	08/15/2022	68,016	3,401	0			86.26%	210-015170-41
Procurement Systems Coord		015170	65,296	78,355	104,213	117				320	71,417	0	0				
Cash Management Supervisor		016020	53,768	70,179	86,570	NU-1		1.000	06/09/2014	10/05/2020	65,832	3,292	0			93.81%	210-016020-37
Cash Management Supervisor		016020	62,187	74,624	99,250	116				999	69,124	0	0				

Louisville KY Implementation Report

Proposed Pay Plan GENERAL

Dep't Name: OMB Finance Dep't Code: 210

Original	Class	Grade					Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mid	Step	% Chg		
Proposed	Title	Code	Min	Mid	Max	#		Duty		Days All'd		Min	Equity	OrgExp	Asgn	Employee Name	
OMB Accounting Coordinator		016290	53,768	70,179	86,570	NU-1		1.000	06/06/2022	06/26/2023	53,768	2,688	0			76.62%	210-016290-44
OMB Accounting Coordinator		016290	62,187	74,624	99,250	116				5	64,875	8,419	0				
OMB Accounting Coordinator		016290	53,768	70,179	86,570	NU-1		1.000	09/08/2015	09/07/2021	65,042	3,252	0			92.68%	210-016290-38
OMB Accounting Coordinator		016290	62,187	74,624	99,250	116				662	68,294	0	0				
OMB Financial Reporting Coord		015070	60,195	78,853	97,490	NU-1		1.000	03/06/2023	03/06/2023	60,195	3,010	0			76.34%	210-015070-45
OMB Financial Reporting Coord		015070	62,187	74,624	99,250	116				117	65,197	1,992	0				
Payroll Supvsr		015810	53,768	70,179	86,570	NU-1		1.000	07/18/2022	07/18/2022	65,000	3,250	0			92.62%	210-015810-44
Payroll Supervisor		015810	62,187	74,624	99,250	116				348	68,250	0	0				
Personnel Manager		021030	53,768	70,179	86,570	NU-1		1.000	01/21/2020	01/21/2020	62,421	3,121	0			88.94%	210-021030-42
Personnel Manager		021030	62,187	74,624	99,250	116				1257	65,842	0	300				
Senior Data Analyst		035120	53,768	70,179	86,570	NU-1		1.000	08/29/2022	08/29/2022	65,000	3,250	0			92.62%	210-035120-45
Senior Data Analyst		035120	62,187	74,624	99,250	116				306	68,250	0	0				
Grants Mgmt Acct Coord		016190	53,768	70,179	86,570	NU-1		1.000	08/29/2016	02/18/2020	65,042	3,252	0			92.68%	210-016190-39
Grants Mgmt Acct Coord		016190	59,226	71,071	94,524	115				1229	68,294	0	0				
Grants Mgmt Acct Coord		016190	53,768	70,179	86,570	NU-1		1.000	07/11/2022	07/11/2022	59,488	2,974	0			84.77%	210-016190-44
Grants Mgmt Acct Coord		016190	59,226	71,071	94,524	115				355	62,462	0	0				
Procurement Analyst		019210	53,768	70,179	86,570	NU-1		1.000	09/04/2018	03/28/2022	54,850	2,742	0			78.16%	210-019210-41
Procurement Analyst		019210	59,226	71,071	94,524	115				460	61,968	4,376	0				
Procurement Analyst		019210	53,768	70,179	86,570	NU-1		1.000	10/11/2004	09/28/2015	59,176	2,959	0			84.32%	210-019210-27
Procurement Analyst		019210	59,226	71,071	94,524	115				2833	64,242	50	2,058				
Procurement Analyst		019210	53,768	70,179	86,570	NU-1		1.000	10/16/1998	06/18/2012	63,398	3,170	0			90.34%	210-019210-25
Procurement Analyst		019210	59,226	71,071	94,524	115				4030	68,451	0	1,883				
Procurement Analyst		019210	53,768	70,179	86,570	NU-1		1.000	01/03/2005	08/29/2016	57,990	2,900	0			82.63%	210-019210-27
Procurement Analyst		019210	59,226	71,071	94,524	115				2497	63,842	1,235	1,717				
OMB Coordinator		023240	53,768	70,179	86,570	NU-1		1.000	07/13/2020	06/12/2023	53,768	2,688	0			76.62%	210-023240-43
Tax Policy Coordinator		023240	59,226	71,071	94,524	115				19	61,914	5,458	0				
Budget Analyst I		016150	48,152	62,587	77,002	NU-1		0.500	04/28/1975	08/27/2007	40,726	2,036	0			130.14%	210-016150-10
Budget Analyst I		016150	56,405	67,686	90,023	114				5787	42,763	0	0				
Business Accountant II		015090	48,152	62,587	77,002	NU-1		1.000	12/30/2019	11/23/2020	52,042	2,602	0			83.15%	210-015090-42
Business Accountant II		015090	56,405	67,686	90,023	114				950	59,112	4,364	105				
Business Accountant II		015090	48,152	62,587	77,002	NU-1		1.000	07/26/1999	03/17/2014	58,635	2,932	0			93.69%	210-015090-19
Business Accountant II		015090	56,405	67,686	90,023	114				3393	63,319	0	1,752				
Business Accountant II		015090	48,152	62,587	77,002	NU-1		1.000	11/17/2008	07/26/2011	58,635	2,932	0			93.69%	210-015090-32
Business Accountant II		015090	56,405	67,686	90,023	114				4358	64,306	0	2,739				
Payroll Coordinator		015830	48,152	62,587	77,002	NU-1		1.000	07/10/2023	07/10/2023	52,000	2,600	0			83.08%	210-015830-45
Payroll Coordinator		015830	56,405	67,686	90,023	114				0	59,005	4,405	0				

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

Dep't Name: OMB Finance Dep't Code: 210

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mid	Step	% Chg		
Proposed	Title	Code	Min	Mid	Max	#		Duty		Days All'd		Min	Equity	OrgExp	Asgn	Employee Name	
Lead Accounts Payable Spec		015140	53,768	70,179	86,570	NU-1		1.000	12/01/2008	09/12/2022	53,768	2,688	0			76.62%	210-015140-32
Lead Accounts Payable Spec.		015140	53,719	64,463	85,736	113				292	56,456	0	0				
OMB Accountant II		016370	48,152	62,587	77,002	NU-1		1.000	01/08/2007	07/25/2016	73,237	3,662	0			117.02%	210-016370-29
OMB Accountant II		016370	53,719	64,463	85,736	113				2532	76,899	0	0				
OMB Grant Accountant II		016420	48,152	62,587	77,002	NU-1		1.000	01/22/2013	06/01/2020	54,642	2,732	0			87.30%	210-016420-35
OMB Grant Accountant II		016420	53,719	64,463	85,736	113				1125	57,374	0	0				
OMB Grant Accountant II		016420	48,152	62,587	77,002	NU-1		1.000	06/27/2022	06/27/2022	60,674	3,034	0			96.94%	210-016420-44
OMB Grant Accountant II		016420	53,719	64,463	85,736	113				369	63,707	0	0				
OMB Grant Accountant II		016420	48,152	62,587	77,002	NU-1		1.000	08/15/2022	08/15/2022	55,245	2,762	0			88.27%	210-016420-44
OMB Grant Accountant II		016420	53,719	64,463	85,736	113				320	58,007	0	0				
OMB Grant Accountant II		016420	48,152	62,587	77,002	NU-1		1.000	06/17/2007	12/14/2015	59,155	2,958	0			94.52%	210-016420-30
OMB Grant Accountant II		016420	53,719	64,463	85,736	113				2756	62,113	0	0				
OMB Grant Accountant II		016420	48,152	62,587	77,002	NU-1		1.000	12/19/2005	04/21/2015	60,986	3,049	0			97.44%	210-016420-28
OMB Grant Accountant II		016420	53,719	64,463	85,736	113				2993	64,035	0	0				
OMB Risk Management Coord		018150	48,152	62,587	77,002	NU-1		1.000	09/13/2021	02/13/2023	48,152	2,408	0			76.94%	210-018150-44
OMB Risk Management Coord		018150	53,719	64,463	85,736	113				138	56,127	5,567	0				
Procurement Program Analyst II		016680	48,152	62,587	77,002	NU-1		1.000	01/17/2023	01/17/2023	48,152	2,408	0			76.94%	210-016680-45
Procurement Program Analyst II		016680	53,719	64,463	85,736	113				165	56,127	5,567	0				
AP Specialist II		015220	48,152	62,587	77,002	NU-1		1.000	02/19/2002	01/28/2013	57,470	2,874	0			91.82%	210-015220-21
Accounts Payable Specialist		015220	51,161	61,393	81,653	112				3806	60,816	0	472				
AP Specialist II		015220	48,152	62,587	77,002	NU-1		1.000	06/24/1996	09/19/2022	51,064	2,553	0			81.59%	210-015220-14
Accounts Payable Specialist		015220	51,161	61,393	81,653	112				285	53,714	97	0				
AP Specialist II		015220	48,152	62,587	77,002	NU-1		1.000	06/21/2021	09/19/2022	49,525	2,476	0			79.13%	210-015220-43
Accounts Payable Specialist		015220	51,161	61,393	81,653	112				285	53,637	1,636	0				
AP Specialist II		015220	48,152	62,587	77,002	NU-1		1.000	02/17/2014	03/13/2023	48,152	2,408	0			76.94%	210-015220-36
Accounts Payable Specialist		015220	51,161	61,393	81,653	112				110	53,569	3,009	0				
AP Specialist II		015220	48,152	62,587	77,002	NU-1		1.000	03/29/2007	10/21/2019	53,102	2,655	0			84.85%	210-015220-30
Accounts Payable Specialist		015220	51,161	61,393	81,653	112				1349	55,758	0	0				
Business Accountant I		015130	38,771	50,045	61,298	NU-0		1.000	04/10/2017	03/01/2021	45,365	2,268	0			90.65%	210-015130-40
Business Accountant I		015130	51,161	61,393	81,653	112				852	53,464	5,796	35				
Business Accountant I		015130	38,771	50,045	61,298	NU-0		1.000	11/14/2022	11/21/2022	38,771	1,939	0			77.47%	210-015130-45
Business Accountant I		015130	51,161	61,393	81,653	112				222	53,100	12,390	0				
Business Accountant I		015130	38,771	50,045	61,298	NU-0		1.000	05/30/2023	05/30/2023	38,771	1,939	0			77.47%	210-015130-45
Business Accountant I		015130	51,161	61,393	81,653	112				32	53,100	12,390	0				
Business Accountant I		015130	38,771	50,045	61,298	NU-0		1.000	02/28/2022	11/29/2022	39,541	1,977	0			79.01%	210-015130-44
Business Accountant I		015130	51,161	61,393	81,653	112				214	53,138	11,620	0				

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

Dep't Name: OMB Finance Dep't Code: 210

Original	Class		Grade				Step	FTE	Experience		Salary	Adjustments				Compa Ratio	Position #
									Hire Date	Promotion		Flat %	Mid	Step	% Chg		
Proposed	Title	Code	Min	Mid	Max	#		Duty		Days All'd		Min	Equity	OrgExp	Asgn	Employee Name	
OMB Grant Accountant I		016510	38,771	50,045	61,298	NU-0		1.000	05/08/2023	05/08/2023	47,840	2,392	0			95.59%	210-016510-45
OMB Grant Accountant I		016510	51,161	61,393	81,653	112				54	53,553	3,321	0				
OMB Grant Accountant I		016510	38,771	50,045	61,298	NU-0		1.000	01/04/2010	08/22/2011	49,629	2,481	0			99.17%	210-016510-33
OMB Grant Accountant I		016510	51,161	61,393	81,653	112				4331	56,836	1,532	3,193				
Procurement Program Analyst I		016670	38,771	50,045	61,298	NU-0		1.000	06/19/2017	01/21/2020	43,077	2,154	0			86.08%	210-016670-40
Procurement Program Analyst I		016670	51,161	61,393	81,653	112				1257	53,764	8,084	449				
Risk Management Specialist		018240	43,202	55,931	68,640	NU-1		1.000	06/05/2006	06/28/2021	46,675	2,334	0			83.45%	210-018240-29
Risk Management Specialist		018240	51,161	61,393	81,653	112				733	53,495	4,486	0				
Administrative Assistant S3		010390	22,069	65,629	109,200	OS-S		1.000	06/13/2011	06/13/2011	47,902	2,395	0			72.99%	210-010390-34
Administrative Assist.		10380	44,195	53,034	70,535	109				4401	51,792	0	1,495				
Buyer II		019150	38,771	50,045	61,298	NU-0		1.000	04/16/2001	01/01/2015	46,696	2,335	0			93.31%	210-019150-21
Buyer		019150	44,195	53,034	70,535	109				3103	49,907	0	876				
Buyer II		019150	38,771	50,045	61,298	NU-0		1.000	07/14/2014	05/22/2023	46,675	2,334	0			93.27%	210-019150-37
Buyer		019150	44,195	53,034	70,535	109				40	49,009	0	0				
OMB Accounts Receivable Spec		016700	38,771	50,045	61,298	NU-0		1.000	09/13/2021	03/13/2023	38,771	1,939	0			77.47%	210-016700-44
OMB Accounts Receivable Spec		016700	42,090	50,509	67,176	108				110	44,029	3,319	0				
OMB Accounts Receivable Spec		016700	38,771	50,045	61,298	NU-0		1.000	11/16/2015	08/22/2022	43,014	2,151	0			85.95%	210-016700-38
OMB Accounts Receivable Spec		016700	42,090	50,509	67,176	108				313	45,165	0	0				
OMB Accounts Receivable Spec		016700	38,771	50,045	61,298	NU-0		1.000	01/31/2011	06/13/2016	45,365	2,268	0			90.65%	210-016700-34
OMB Accounts Receivable Spec		016700	42,090	50,509	67,176	108				2574	47,751	0	118				
OMB Accounts Receivable Spec		016700	38,771	50,045	61,298	NU-0		1.000	02/04/2013	02/04/2013	45,365	2,268	0			90.65%	210-016700-35
OMB Accounts Receivable Spec		016700	42,090	50,509	67,176	108				3799	48,687	0	1,054				
Business Specialist		015210	31,512	40,331	49,150	NU-0		1.000	02/20/2023	02/20/2023	31,512	1,576	0			78.13%	210-015210-45
Business Specialist		015210	40,086	48,103	63,978	107				131	41,662	8,574	0				

Louisville KY Implementation Report

Proposed Pay Plan GENERAL

Dep't Name: OMB Finance Dep't Code: 210

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

Summary for OMB Finance

Current Payroll	\$7,106,254	# Positions	102	
Flat 5% Adjustment	\$355,313	# Positions Adjusted (any type)	102	# Not Adj 0
Adjustment To Minimum	\$438,081	# Adjusted To Minimum	57	
Adjustment Toward Mid	\$0	# Adjusted Toward Mid	0	
Adjustment Toward Maximum	\$38,347	# Adjusted Toward Maximum	24	
Adjustment To Step	\$0	# Adjusted To Step	0	
OrgExp Adjustment	\$0	# OrgExp Adjustments	0	
Stipends / Supplements	\$0	# Assignment	0	
 Total Applied Adjustments	 \$831,740			
Proposed Payroll	\$7,937,994	% Change	11.70%	

Louisville KY Implementation Report

Summary for Louisville KY

Current Payroll	\$86,206,885	# Positions	1,302
Flat 5% Adjustment	\$4,264,360	# Positions Adjusted (any type)	1,296 # Not Adj 6
Adjustment To Minimum	\$5,020,345	# Adjusted To Minimum	722
Adjustment Toward Mid	\$0	# Adjusted Toward Mid	0
Adjustment Toward Maximum	\$481,213	# Adjusted Toward Maximum	332
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
 Total Applied Adjustments	 \$9,765,918		
Proposed Payroll	\$95,972,803	% Change in Total Payroll	11.33%
FICA Rate: 0			
Proposed Payroll plus FICA	\$95,972,803		

AGREEMENT TO PROVIDE PROFESSIONAL MANAGEMENT CONSULTING SERVICES

THIS AGREEMENT, entered into this ____ day of February 2024 ("effective date") by and between **Management Advisory Group International, Inc.** (hereinafter called the "Consultant") and North Central Texas Council of Governments (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 January 12, 2024 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 150-day time period or as agreed to by the Consultant and the Client.
4. **Method of Payment.** Total cost of the proposed scope of services is \$. Ten percent (10%) of the total agreement amount shall be held back by Client - payable to Consultant upon successful completion of the services. Twenty percent (20%) of the total agreement amount will be paid to Consultant within (7) days from the effective date of this agreement and upon Consultant providing Client an invoice for said amount. Additional payments shall be due and

payable in accordance with periodic invoices based upon work performed toward delivery of final reports and products as described herein.

5. **Changes and Additional Services.** The Client may, from time to time, require changes in the "Scope of Services" of the Consultant to be performed hereunder. Such changes, which are mutually agreed upon by and between the Client and the Consultant, shall be incorporated in written amendment to this agreement. The written amendment shall identify whether said change(s) alter the total agreement amount. For services not included in the "Scope of Services", a rate of \$ 225 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 July 2024. 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 9, 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. 12730 Fair Lakes Circle, Suite 600 Fairfax, VA 22033
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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:

Management Advisory Group International, Inc.
12730 Fair Lakes Circle, Suite 600
Fairfax, VA 22033