Proposal for a Total Rewards Study

CITY OF GAINESVILLE
every path starts with passion
FLORIDA

RFP NO. HRDX-180040-GD

Due: November 30, 2017

MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC
PREPARING FOR TOMORROW, TODAY...

Donald C. Long, Ph.D.
President
13580 Groupe Drive, Suite 200
Woodbridge, Virginia 22192
703-590-7250 – phone
703-590-0366 - fax
don@maginc.org

MANAGEMENT CONSULTING SERVICES

November 29, 2017

Gayle Dykeman
Senior Buyer, City of Gainesville Procurement Division
200 East University Avenue, Room 339
Gainesville, Florida 32601
dykemangb@cityofgainesville.org
352 393 8789

Dear Ms. Dykeman:

Management Advisory Group International, Inc. (MAG) is pleased to present this *Proposal for a Total Rewards Study to the City of Gainesville.* We have reviewed the RFP and Addendum #1 and attachments. We certainly appreciate your consideration.

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

MAG is a national, full-service human resources consulting firm with *extensive* experience in classification and compensation projects, position descriptions, and human resources software. Principals of the firm have conducted *over 500 similar studies* in over 25 years of municipal consulting in 24 states, including over 75 completed studies in Florida.

Current and recent Florida clients include the City of Jacksonville, City of Lakeland, City of Sanford, City of St. Petersburg, City of Deltona, Lee County, Broward County, Manatee County Sheriff, and Charlotte County Sheriff. We have worked in many union environments as well as numerous utility organizations over the years (currently with New Orleans Water and Sewer Board).

Our experience includes many studies for cities of similar size to the City of Gainesville. Nearly all of our projects have been in the public sector. We seek to work with the City staff as true partners in conducting an excellent project.

MAG and our staff have:

- an *outstanding understanding of the project goals and objectives*;
- highly relevant experience from hundreds of successful studies;
- the *capability* to handle large projects (studies up to 11,000 employees);
- a recommended schedule that provides a timely project for the City;
- impeccable references, and,
- directly related experience in Florida.

We complete projects in all areas of the country. You can be assured of a high level of responsiveness, communications, and employee involvement.

We believe our software is the most progressive in the business for the purpose of conducting compensation studies. It fully addresses your interests as stated in the RFP.

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

We produce personalized implementation plans so that the City, management, and staff are able to evaluate various strategies according to financial limitations. *One of our strengths is our ability to produce customized plans that ultimately result in implementation*.

Our consultant services are supported by a full complement of personnel, office space, and technological equipment required to meet our clients' needs. MAG is also a certified M/WBE (States of Florida and Virginia). Our FEID# is 88-0495510. MAG was incorporated in Florida in 2002.

We are familiar with all of the functions that occur within the City's departments included within the scope of the study, due to our many successful projects over the years.

MAG's proposal is valid for 90 days. We understand the scope of the work and the conditions, and consider our approach and methodology section, which includes screen shots produced from our software, to be proprietary.

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

Sincerely,

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

Executive Summary

On-Target Understanding of Services Needed by the City…

MAG will provide a Total Rewards Study. You will receive a comprehensive and balanced report that includes substantial compensation tables detailing recommendations. The review will focus on existing compensation, including living wage rate, and benefits plans to include recommendations for a Total Rewards approach.

Excellent Experience, Professional Qualifications and Demonstrated Success…

MAG principals and staff have successfully completed over 500 similar studies over a 25 plus year period in 24 states. MAG has the resources, staff and financial capacity to successfully complete your study. MAG has completed recent studies with as many as 11,000 employees. We have completed hundreds of compensation and classification studies, and have considerable success in the field. Our clients are nearly all public sector agencies, including over 75 studies in the state of Florida, including many union environments and utility organizations.

Expertise of Staff Members and Staff Allocation…

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

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

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

Customer Service...Enable the Client

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

Your Consideration is Appreciated…

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

CITY OF GAINESVILLE, FLORIDA

TOTAL REWARDS STUDY

TABLE OF CONTENTS

Letter of Transmittal

Executive Summary

Table of Contents

Section 1.0 – Firm Qualifications and Capabilities..... Page 1-1

Section 2.0 – Past Experience on Similar Projects of this Type ..... Page 2-1

Section 3.0 – Qualifications of Professional Personnel ..... Page 3-1

Section 4.0 – Project Approach/Methodology ..... Page 4-1

Section 5.0 – Fee Structure..... Page 5-1

Sample MAG Agreement
Appendices
Forms

copyright 2017

SECTION 1.0

FIRM OVERVIEW

copyright 2017

Section 1.0 – Firm Qualifications and Capabilities

Time in Business and Business Specialties

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

Our clients range from various state and local government agencies, to many school districts, as well as, numerous Utilities, EMS, Police, and Fire organizations nationally and internationally. We have worked with many types of agencies over the years, and have excellent and wide ranging understanding of city 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 2002 and continues to maintain corporation status in the states of Florida, Louisiana and Virginia, while helping our clients find success nationwide.*

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

copyright 2017

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

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

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

Project Initiation and Timetables

While MAG has other current clients, the company has established a priority for the initiation, scope, and timetable of this project. We are prepared to initiate this project immediately and complete a high quality study within the desired time period. We would anticipate three (3) months for provision of budget impact at the 95% confidence level.

Current Clients

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

- ✓ City of Jacksonville, Florida;
- ✓ Lexington, KY;
- ✓ Broward County, Florida;
- ✓ St. Petersburg, Florida;
- ✓ Athens-Clarke County, GA;
- ✓ City of Sanford, Florida;
- ✓ Oakland County, MI;
- ✓ City of Deltona, Florida;
- ✓ City of St. Petersburg, Florida;
- ✓ City of Lakeland, Florida;
- ✓ Lee County, Florida;
- ✓ Charlotte County Sheriff, Florida;
- ✓ Charleston, West Virginia;
- ✓ Washington Council of Governments (WASHCOG)

copyright 2017

Excellent Outcomes

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

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

MAG's Special Human Resource Management Software

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

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

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

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

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

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

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

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

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

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

copyright 2017

SECTION 2.0

PAST EXPERIENCE ON SIMILAR PROJECTS

copyright 2017

Section 2.0 – Past Experience on Similar Projects

Our Experience

MAG's partners have successfully managed more than 500 client engagements in 24 states, including agencies with over 11,000 employees. The proposed project team in MAG's human resources practice has worked together for 15 years and has provided human resources services nationwide, as a team, for such varied government agencies as: (nearly every one of these successful projects were similar to the services and scope of work being requested). MAG principals and staff have over 30 years of successful experience in working with very large public organizations on job classification and compensation projects.

Selected Project Descriptions

- **Jacksonville/Duval County, Florida.** MAG completed a Comprehensive Classification and Compensation Study for this major municipal government, following a MAG 2009 study of top level management positions. Several thousand employees completed MAG's online Job Analysis Questionnaire. The report included over 2,500 positions in the scope of the study. Many implementation scenarios were evaluated and considered. MAG is currently conducting a follow-up evaluation of management positions (Appointed Officials).

- **Broward County, Florida.** MAG completed a Comprehensive Classification and Compensation Study for the County's 5,000 plus employees. MAG conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. The report is being implemented at this time. A four hour meeting with the County Administrator to confirm results was done to discuss findings. Descriptions were provided as well.

- **City of Lakeland, Florida.** MAG just completed a Comprehensive Classification and Compensation Study for the City of Lakeland. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study is being implemented at this time.

- **Lee County, Florida.** MAG just completed a Comprehensive Classification and Compensation Study for Lee County, Florida. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study is being implemented in 2017.

- **City of Oviedo, Florida.** MAG conducted a Comprehensive Classification and Compensation Study for the City of Oviedo. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire. The report was implemented in 2016.

- **Charlotte County Sheriff's Office, Florida.** In 2014, MAG completed a Classification and Compensation Study for the Sheriff's Office. A final report was implemented by the Sheriff, and MAG provides ongoing technical assistance through an agreement. MAG was selected recently for an additional study of compensation levels in 2017.

- **City of St. Petersburg, Florida.** MAG has just completed a Comprehensive Salary Survey of several hundred positions for the City of St. Petersburg.

- **City of Deltona, Florida.** MAG completed a Comprehensive Classification and Compensation Study for the City of Deltona. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2016.

- **Jacksonville Port Authority, Florida.** MAG completed a Compensation Study for this major port. MAG has conducted orientation sessions, a comprehensive market survey, and all employees completed MAG's online Job Analysis Questionnaire. The report included all port positions in the scope of the study. Several implementation scenarios were reviewed with staff. MAG provided training in the software as well.

- **Petersburg, Virginia.** MAG completed a Comprehensive Classification and Compensation Study for this municipal government, following a MAG 2014 City-wide staffing study. MAG conducted employee and supervisory orientation sessions, a comprehensive market survey, and approximately one thousand employees completed MAG's online Job Analysis Questionnaire. Class specifications were finalized in addition to training in MAG's Classification Manager software.

- **Greenwood County, South Carolina.** A comprehensive classification and compensation study was completed for the County government. In addition, MAG is currently finalizing the development of an online performance evaluation system for County employees at the request of the County Manager.

- **Pearland, Texas.** MAG is now completing a Classification and Compensation Study for the City of Pearland. MAG conducted orientation sessions, and hundreds of employees are completing MAG's online Job Analysis Questionnaire. Draft tables have been provided for internal review and consideration.

copyright 2017

- **Brownsville Public Utilities Board, Texas.** MAG completed a Comprehensive Classification and Compensation Study for the Brownsville Utilities Board. MAG conducted orientation sessions, a comprehensive market survey, and several hundred employees completed MAG's online Job Analysis Questionnaire. A report was issued and was presented in August 2015 for implementation by staff. Class specifications are being completed at this time in a separate work effort.

- **Cecil County, Maryland.** MAG conducted a Comprehensive Classification and Compensation Study for Cecil County. MAG conducted orientation sessions, and employees completed MAG's online Job Analysis Questionnaire. Implementation scenarios are now being considered.

- **Frederick, Maryland.** MAG conducted a Comprehensive Classification and Compensation Study for the City of Frederick. MAG conducted orientation sessions, a market survey, and employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2015.

- **College Park, Maryland.** MAG is now completing a Comprehensive Classification and Compensation Study for the City of College Park. A final presentation was made in January 2017. Job/class descriptions were prepared for the City.

- **City of Hampton, Virginia.** MAG just completed a Comprehensive Classification and Compensation Study for the City of Hampton. MAG conducted orientation sessions, a comprehensive market survey, and 1,300 employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to City Council for current implementation by City staff. Class specifications were finalized in addition to training in MAG's Classification Manager software.

- **City of Rock Hill, South Carolina.** MAG conducted a Comprehensive Classification and Compensation Study for the City of Rock Hill. It was fully implemented.

- **Harford County Sheriff's Office, Maryland.** MAG completed a Comprehensive Wage and Salary Scale Study for this Maryland agency. A complete final report was provided in 2016. There were approximately 600 employees in the study. A presentation was made to the County in January 2017.

- **Town of Ocean City, Maryland.** MAG completed a Comprehensive Classification and Compensation Study for the Town of Ocean City in 2015. MAG conducted orientation sessions, a comprehensive market survey, and all employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to Council. Class specifications were finalized in addition to training in MAG's Classification Manager software.

- **Prince George's County Schools, Maryland.** MAG completed a staffing and organization Study for this Maryland school district in 2015.

- **Maryland State Agency Projects:**

  - Maryland Department of Health and Mental Hygience
  - Maryland Health Care Commission
  - Maryland Medical Assistance Program
  - Maryland Health Services Cost Review Commission

- **Lexington Fayette Urban Consolidated Government, Kentucky.** MAG completed a Comprehensive Classification and Compensation Study for the consolidated government of Lexington (about 1,800 employees in the study). MAG conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. The study was approved and is being implemented. Follow up training in description writing was provided. Additional classification determinations were completed in March 2015.

- **Atlanta, Georgia.** MAG conducted a Comprehensive Classification and Compensation Study for the Atlanta Public Schools (over 6,000 employees). The study included analyzing individual jobs to develop an internal ranking and classification of several thousand employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a market competitive structure for the Schools' instructional staff. Several thousand positions were included in the study.

- **Virginia Beach, Virginia.** MAG conducted a Comprehensive Personnel Study for Virginia Beach. The study included analyzing individual jobs to develop an internal ranking and classification of over 11,000 employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a competitive structure. This was a six-month project. A recent (January 2015) project was completed on staffing and organization.

- **DeKalb County, Georgia.** This is a 2012 MAG project, in which all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed for implementation by the Superintendent. Particularly, the Human Resources function received special consulting review and was reorganized for increased efficiency and effectiveness in support of human resources objectives. There are over 10,000 employees. This school district was experiencing budgetary challenges. Reductions in staffing levels in central office functions were recommended and presented.

copyright 2017

- **Memphis, Tennessee.** MAG assisted in a review of the organizational structure and opportunities for cost savings/reduction for this 16,000 employee organization. The City worked with MAG on a series of follow-up projects that spanned four additional years. MAG provided HR and organizational consulting assistance from 2006 to 2011.

- **Philadelphia.** The City completed a lengthy review process and checking of references. The focus in this project was on executive positions, ensuring their accurate and appropriate classification and placement within the pay structure. Recommendations were also developed to establish appropriate staffing levels for the Human Resources Department.

- **Jefferson Parish, Louisiana.** This is a 2012 MAG project, in which all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed and used as a model by the incoming manager, hired from the University of New Orleans during the project. This agency was experiencing budgetary challenges due to changing demographics. Reductions in staffing levels were recommended. This organization has over 8,000 employees.

- **Brownsville, Texas.** MAG completed a Comprehensive Classification and Compensation Study for the City of Brownsville. MAG conducted orientation sessions, a comprehensive market survey, and 1,000 employees completed MAG's online Job Analysis Questionnaire. A report was issued and was presented to City Council in February 2015 for implementation by City staff. Class specifications were finalized in addition to training in MAG's Classification Manager software.

- **Fayette County, Kentucky.** MAG recently conducted a Comprehensive Classification and Compensation Study for Fayette County, in the Lexington area. MAG conducted orientation sessions, a market survey, and several thousand employees recently completed MAG's online Job Analysis Questionnaire.

- **New Carrollton, Maryland.** MAG is finalizing a Comprehensive Classification and Compensation Study for New Carrollton. MAG conducted orientation sessions, and employees completed MAG's online Job Analysis Questionnaire. Implementation scenarios are being considered at this time.

- **Queen Anne's County, Maryland.** MAG completed a Comprehensive Wage and Salary Scale Study for this Maryland county government. A complete final report was provided in 2016. There were approximately 600 employees in the study.

HR Projects

Accomack County Public Schools, Virginia
Acton, Massachusetts
Ak-Chin Indian Community, Arizona
Alachua County, Florida
Alexandria, Louisiana
Alexandria Fire Department, Virginia
Allentown, Pennsylvania
Altamonte Springs, Florida
Arizona Department of Public Safety, Arizona
Arizona Division of Human Resources, Arizona
Arlington Public Schools, Virginia
Artesia, New Mexico
Asheville, North Carolina
Atlanta, Georgia
Atlanta Public Schools, Georgia
Auburn University, Alabama
Avondale, Arizona
Bal Harbour, Florida
Balcones Heights, Texas
Baltimore City Community College, Maryland
Baltimore County Public Schools, Maryland
Bastrop County, Texas
Baton Rouge, Louisiana
Bay Harbor Islands, Florida
Baytown, Texas
Beaufort County Schools, South Carolina
Belle Glade, Florida
Belleview, Florida
Bibb County Schools, Georgia
Black Hawk College, Illinois
Blue Ridge Behavioral Healthcare, Virginia
Bogalusa, Louisiana
Bowling Green, Kentucky
Boynton Beach, Florida
Bradford County Property Appraisers, Florida
Bradford County Tax Collector, Florida
Brevard County, Florida
Brevard County Sheriff's Office, Florida
Brooksville, Florida
Broward County, Florida
Broward County Sheriff's Office, Florida
Highlands Community Services, Virginia
Holly Hill, Florida
Hollywood, Florida
Hopi Tribal Government, Arizona
Huntsville City Schools, Alabama
Iberia Parish, Louisiana
Iberville Parish School Board, Louisiana
Indian River County Fire & EMS, Florida
Indian River Shores, Florida
Isle of Wight County Schools, Virginia
Jacksonville, Florida
Jacksonville Beach, Florida
Jacksonville Port Authority, Florida
Jacksonville Transportation Authority, Florida
Jefferson County, Texas
Jefferson County Public Schools, Kentucky
Jefferson Parish, Louisiana
Johns Creek Fire, Georgia
Johnson City, Tennessee
Joplin, Missouri
Juno Beach, Florida
Kalispell, Montana
Kearney, Nebraska
Kenosha, Wisconsin
Kirkland Fire, Washington
La Porte, Texas
Lake County, Florida
Lake County, Illinois
Lake County Sheriff's Office, Florida
Lake Park, Florida
Lake Worth, Florida
Lake Worth Utilities, Florida
LaPorte, Texas
Lauderdale by the Sea, Florida
Lee County, Florida
Lee County Tax Collector, Florida
Leesburg, Florida
Levy County Property Appraiser, Florida
Lexington, Kentucky
Logan, Utah
Los Angeles Housing Authority, California

Brownsville, Texas
Brownsville Port Authority, Texas
Brownsville Utilities Board, Texas
Brunswick County, Virginia
Bullhead City, Arizona
Cape Coral, Florida
Carlsbad, New Mexico
Carson Products, North Carolina
Casselberry, Florida
Cayce, South Carolina
Cecil County, Maryland
Central Yavapai Fire District, Arizona
Chandler, Arizona
Charleston, West Virginia
Charleston County, South Carolina
Charleston Housing Authority, South Carolina
Charlotte County, Florida
Charlotte County Public Schools, Florida
Charlotte County Sheriff's Office, Florida
Chatham County, North Carolina
Cherokee County, Georgia
Cherokee County, North Carolina
Cherokee Nation, Oklahoma
Chesapeake, Virginia
Chester County, Pennsylvania
Child Care Group, Texas
Citrus County, Florida
Citrus County Property Appraisers, Florida
Citrus County Sheriff's Office, Florida
Citrus Hills Investment Corporation, Florida
Clay County, Florida
Clay County Supervisor of Elections, Florida
Cocoa Beach, Florida
College Park, Maryland
Collier County, Florida
Collier County Sheriff's Office, Florida
Colonie, New York
Columbia, Missouri
Columbia Public Schools, Missouri
Connecticut Courts, Connecticut
Cooper City, Florida
Coral Springs, Florida
Loudoun County Schools, Virginia
Louisiana Community and Technical College System
Lubbock, Texas
Manassas Park City Schools, Virginia
Manatee County Sheriff's Office, Florida
Marion County Sheriff's Office, Florida
Marion County Tax Collector, Florida
Maryland Department of Health & Mental Hygiene
Maryland Health Care Commission, Maryland
Maryland Medical Assistance Program, Maryland
Massachusetts Community Colleges, Massachusetts
Mesa, Arizona
Metropolitan WashCOG, Washington, DC
Miami Area School District, Arizona
Mount Dora, Florida
Mount Pleasant, South Carolina
Murfeesboro, Tennessee
Naples, Florida
New Hanover County, North Carolina
New Orleans Sewerage & Water Board, Louisiana
New River Valley Community Services, Virginia
Newport News, Virginia
Newport News Public Schools, Virginia
North Carolina Department of Juvenile Justice
North Miami, Florida
North Miami Beach, Florida
Northampton County, Virginia
Oak Ridge, Tennessee
Ocala, Florida
Ocean City, Maryland
Okaloosa County, Florida
Oklahoma City, Oklahoma
Orange County Public Schools, Florida
Ormond Beach, Florida
Ouachita Parish, Louisiana
Oviedo, Florida
Palm Bay, Florida
Palm Beach County Florida Clerk of the Circuit Court
Palm Beach County Public Schools, Florida
Palm Beach County Sheriff's Office, Florida
Palmetto, Florida
Pantego, Texas

copyright 2017

Corpus Christi Airport, Texas
Dallas Area Rapid Transit, Texas
Dallas Independent School District, Texas
Dania, Florida
Davidson County, North Carolina
Davie, Florida
Daytona Beach, Florida
Daytona Beach Community College, Florida
Daytona State College, Florida
DeKalb County Schools, Georgia
Deltona, Florida
Destin, Florida
Dougherty County, Georgia
Douglas, Arizona
Dover, Delaware
Dunedin, Florida
Eddy County, New Mexico
El Mirage, Arizona
El Paso, Texas
Escambia County Property Appraiser, Florida
Escambia County Utilities, Florida
Eustis, Florida
Fairborn, Ohio
Fairfax, Virginia
Fairfax County Public Schools, Virginia
Falls Church, Virginia
Fayette County Public Schools, Kentucky
Fayetteville, Arkansas
Florida Community College at Jacksonville, Florida
Florida Department of Citrus, Florida
Florida State Courts, Florida
Fountain, Colorado
Franklin Fire Department, Tennessee
Frederick, Maryland
G.E.O. Services, Inc,
Genesee County, New York
Georgetown County, South Carolina
Gila River Indian Community, Arizona
Gilbert, Arizona
Gladstone, Missouri
Goose Creek, South Carolina
Grand Prairie, Texas
Pascagoula, Mississippi
Pearland, Texas
Pembroke Pines, Florida
Petersburg, Virginia
Pointe Coupee, Louisiana
Ponce Inlet, Florida
Poquoson City Public Schools, Virginia
Port Orange, Florida
Portsmouth, Virginia
Prince George's County Public Schools, Maryland
Prince William County, Virginia
Pueblo West, Colorado
Queen Anne's County, Maryland
Richland County Schools, South Carolina
Richmond, Virginia
Richmond Public Schools, Virginia
Riviera Beach, Florida
Rock Hill, South Carolina
Rock Hill Schools, South Carolina
Rockford, Illinois
Safety Harbor, Florida
San Francisco, California
Sanford, Florida
Sanibel, Florida
Sarasota, Florida
Satellite Beach, Florida
Sevierville, Tennessee
South Daytona, Florida
St Johns County Property Appraiser, Florida
St Mary's County Metropolitan Commission, Maryland
St Pete Beach, Florida
State of Iowa Human Resources Department, Iowa
Stuart, Florida
Tallahassee, Florida
Tallahassee Community College, Florida
Tamarac, Florida
Tampa Housing Authority, Florida
Texas Woman's University, Texas
Tidewater Youth Services Commission, Virginia
Tift County, Georgia
University City Fire, Missouri
University of Maine, Maine

copyright 2017

Greenacres, Florida
Greenwood County, South Carolina
Gulfport, Florida
Hammond, Louisiana
Hampton, Virginia
Harford County Sheriff's Office, Maryland
Haywood County, North Carolina
Health Services Cost Review Commission, Maryland
Hendry County Property Appraisers, Florida
Henry County Schools, Georgia
Hernando County, Florida
Highland Beach, Florida
University of North Texas, Texas
Vienna, Virginia
Virginia Beach Schools, Virginia
Wake Technical Community College, North Carolina
Warren County Schools, Kentucky
Washington County, Pennsylvania
Wayne County Airport Authority, Michigan
Wellington, Florida
Williston, Florida
Wilton Manors, Florida
Winter Park, Florida
Ysleta Independent School District, Texas

References and Points of Contact

- **Jacksonville, Florida.** MAG concluded a comprehensive classification and pay plan study of appointed officials and employees for the (consolidated) City of Jacksonville. These are the top positions in this major government. The study included a salary survey, job analysis, recommendations for a pay and classification plan that is both internally and externally equitable, the development of several implementation cost scenarios, and training for City human resources personnel in MAG's HR software. A current study of all 2,500 City positions is being finalized at this time.

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

- **City of Deltona, Florida:** MAG completed a Comprehensive Classification and Compensation Study for the City of Deltona. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2016.

Cara Burgess PHR
Human Resources Manager
City of Deltona
2345 Providence Blvd
Deltona, FL 32725
386-878-8753
cburgess@deltonafl.gov

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

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

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

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

- **Frederick, Maryland.** MAG conducted a Comprehensive Classification and Compensation Study for the City of Frederick. MAG conducted orientation sessions, a market survey, and employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2015.

  Contact: Kathryn Nicolato, HR Manager
  Human Resources Department
  301-600-1892
  knicolato@cityoffrederick.com

- **Lexington Fayette Urban Consolidated Government, Kentucky.** MAG completed a Comprehensive Classification and Compensation Study for the consolidated government of Lexington (1,800 employees). A report was issued and presented to Council for current implementation by staff. The study was approved and is being implemented. Follow up training in description writing was done in January 2015.

Contact: John Maxwell
Lexington-Fayette Urban County Government
phone: 859.258.3129
jmaxwell@lexingtonky.gov

- **Washington Council of Governments.** MAG has conducted several Compensation and Classification projects for the Washington (D.C.) Council of Governments. The objectives of the 2006 study included developing a compensation plan to help maintain externally equitable and competitive salaries for all classifications. The labor market included local governments in the greater Washington area. Studies were also performed in 2009 and 2011. A current update was completed in May 2012. MAG recently finalized a study in May 2013, 2015, and 2017.

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

- **Brownsville, Texas.** MAG completed a Comprehensive Classification and Compensation Study for the City of Brownsville. MAG has conducted orientation sessions, a comprehensive market survey, and 1,000 employees completed MAG's online Job Analysis Questionnaire. A report was issued was presented to Council in 2015 for implementation by staff. Class specifications have been finalized in addition to training in MAG's Classification Manager software.

Contact: Josh Perez
HR Director, City of Brownsville
Tel: 956.548.6035
josh.perez@cob.us

SECTION 3.0

PERSONNEL QUALIFICATIONS

copyright 2017

Section 3.0 – Qualifications of Professional Personnel

Our Professional Consulting Staff

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

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

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

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

David Lookingbill, Senior Vice-President, MAG.

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

Russell Campbell, Senior Vice President, MAG

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

copyright 2017

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

James Brittain, Vice President, MAG

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

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

Ms. Long has extensive experience in public management consulting and has served as project director for more than 400 human resources management studies; successfully directing over 50 studies in the last three years. Prior to joining MAG, Ms. Long was a Partner with MGT of America, Inc. as well as the Partner-in-Charge of the firm's Human Resources Management Consulting Division. In this role, she developed the company's human resources practice area, its forms, software, and processes, and directly managed all large human resources management projects. She was also vice president of David M. Griffith (DMG, now Maximus), a national management consulting firm, and served as the Vice-President of the Human Resources Management Consulting Division and directed scores of major compensation and classification and general management studies across the nation.

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

Wendy Stephens, Director Administrative Services MAG.

Ms. Stephens holds two AA Degrees (Business Administration and Legal Studies) and a BA in Political Science with a minor in Psychology. She has over 20 years experience owning and running her own

copyright 2017

successful business (TX/NC), as well as, provides a wide range of experience in business management analysis for MAG's clients. Ms. Stephens coordinates market reviews and compensation analysis. Ms. Stephens ensures that consultants at MAG International, Inc. stay abreast of client needs and requirements as changes evolve.

Steve Foster, Senior Consultant, MAG

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

Carly Phillips, Consultant, MAG

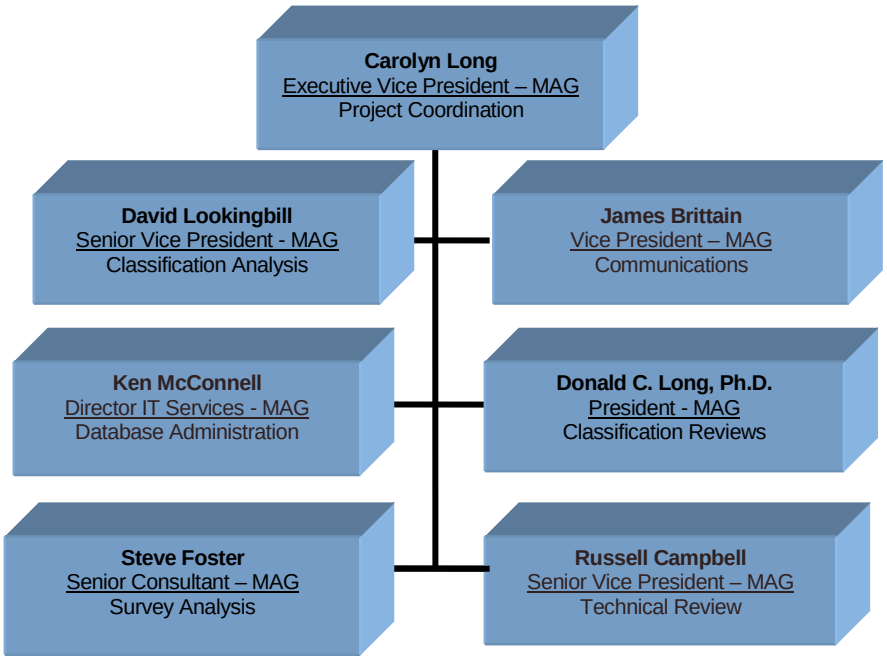
Ms. Phillips provides over a decade of HR experience. She has a thorough understanding of MAG's compensation and classification study process having developed and revised hundreds of job descriptions. Ms. Phillips studied Human Resource Management at University of South Carolina

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

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

copyright 2017

MANAGEMENT ADVISORY GROUP
PROPOSED PROJECT CONSULTANTS



copyright 2017

Client Staff Responsibilities

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

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

MAG Customer Focus

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

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

copyright 2017

SECTION 4.0

STUDY APPROACH

(Confidential Section)

copyright 2017

Section 4.0 – Project Approach/Methodology

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

We have carefully read the RFP, as well as the City's current budget. We are able to firmly state that we have the experience from hundreds of similar projects to work together, as a professional team of partners, to ensure success in your study.

We understand it is the intent of the City of Gainesville to obtain proposals for: a Total Rewards Study to include pay, benefits and work/life effectiveness. Your goal is to design a Total Rewards Program which would position the City of Gainesville as an Employer of Choice, in attracting, motivating, and retaining talent, to support your journey in becoming the New American City.

MAG will review all existing compensation and benefits plans, comparing what the City offers today to other types of compensation, key benefits or work/life effectiveness efforts, and make recommended changes. MAG will also be expected to provide a multi-tiered communication plan to ensure employees, leaders and the City Commission are informed throughout the project, and present a proposed implementation plan, which is expected to take place over several years.

The Study will include all Charter Officer positions that directly report to the City Commission, all managerial and professional (hereafter MAPs) jobs, and all positions covered under bargaining agreements: Communications Workers of America Supervisory, Communications Workers of America Non-Supervisory, International Association of Firefighters, International Association of Firefighters - District Chiefs, Fraternal Order of Police, Police Benevolent Association, and Amalgamated Transit Union. This study will include approximately 2,075 regular employees in approximately 670 classifications.

The City will provide historical organization details, org charts, current benefits, work/life effectiveness programs, compensation related information, and links to job classifications, job descriptions, pay plans, summary plan descriptions for benefits, collective bargaining agreements and the City's budget documents.

These are services that MAG principals have provided for 30 years, and are typical of the normal services provided in our classification and compensation studies.

Step 1: Project Initiation and Data Requirements

Initial Meetings

Upon agreement to proceed, MAG's study team will meet with our City project manager and formulate the Task Completion List 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.

MAG's representatives will then meet with Executive staff to discuss the strengths and limitations, from their operational perspective, of the current compensation system and identify any classification and compensation concerns that exist.

Department Heads will have significant appropriate and directed input into identifying their issues as the project moves forward. Input from these meetings and subsequent meetings will allow MAG to assist with refining and articulating a sound compensation philosophy that can be used to drive future decisions.

Step 2: Executive & Department Head Input

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

Data Required

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

We will discuss:

- An overview of the study goals and objectives, thereby ensuring staff are apprised of the City's intentions to maintain a competitive salary system;

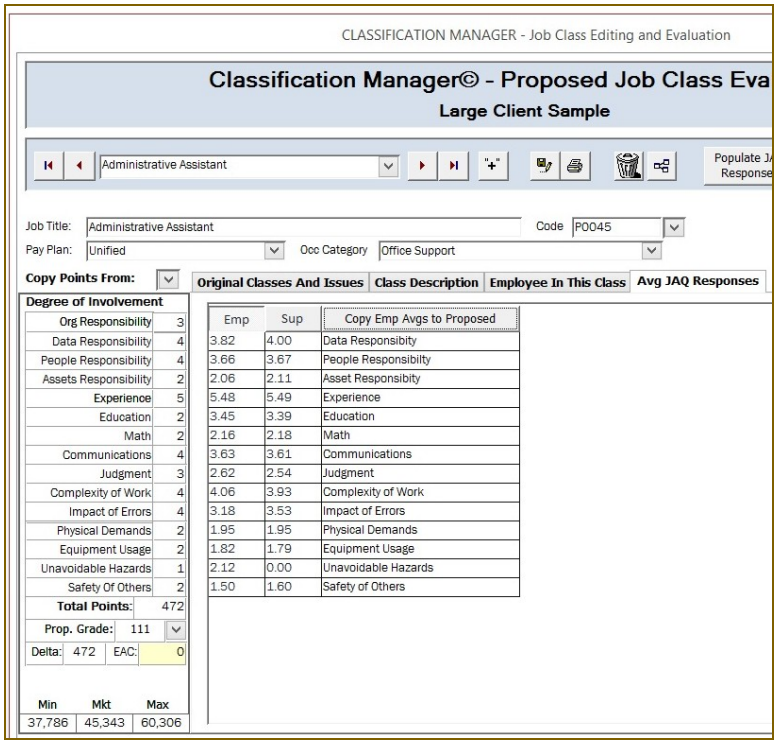
- The study approach and critical aspects of the project so staff is made aware of and understands the project's important milestones and schedule, as well as their contribution to adhering to established timelines; and,

- An opportunity to ask general questions pertaining to the project so that concerns can be addressed at the outset of the study.

Step 3: Job Questionnaires – Full Documentation in an Easy to Use Format

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

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



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

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

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

Your project should include the completion of job analysis questionnaires and use of the software to generate reports. ***You will see that MAG's online Job Questionnaire JQ) is comprehensive and easy to complete, and has been successfully completed by over 300,000 employees at all levels in local/state government agencies. All of the information collected in the online JQ, is downloaded into MAG's proprietary software and it at the fingertips of HR staff to enable retrieval of every individual job profile completed.***

MAG will also hold five (5) half-day work/life effectiveness group workshops to provide the opportunity for input from a cross section of representative employees, selected by the City. Work/life effectiveness and balancing allows the City to address those concerns and benefits valued by employees, rather than making assumptions that may be inaccurate and costly.

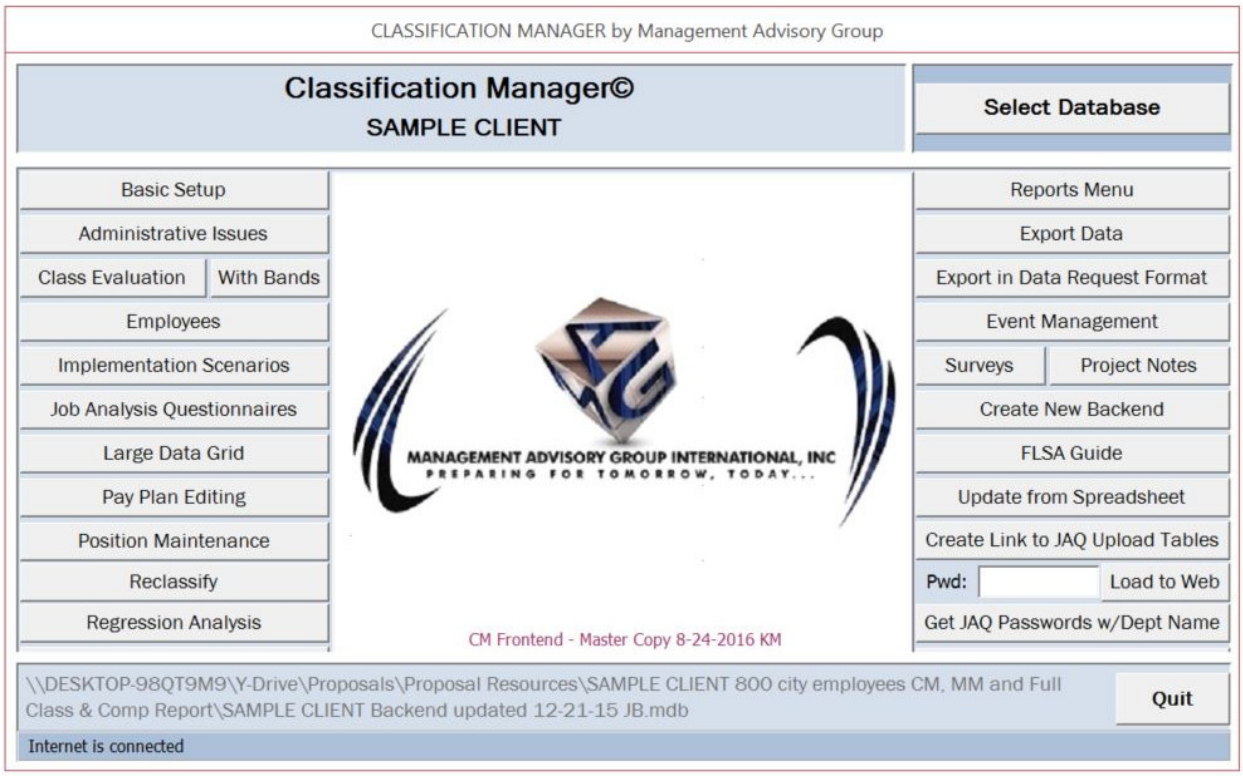
MAG's approach is not meant to replicate an in-depth, detailed study of work/life balancing, but to provide the City with a solid starting point of information, generated through a cross section of employees. Using these reference points, the City can then make decisions about whether a work/life balancing effort is needed as a full-fledged study, or whether some fine tuning and adjustments can be made to existing programs, policies and benefits, combined with an active employee communications program, that would have a big pay-off in terms of meeting employee needs.

Step 4: Achieving Internal Equity

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

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

Unlike many other firms, MAG's integrated use of relational tables prevents the accidental corruption of a cell that can happen in simple linked Excel spreadsheets. Data validity is a critical consideration when creating reports that often directly impact on employee compensation.



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

This same software produces informative, innovative, and budget projection reports, and is turned over to our HR department partners toward the close of the study to transition all of the information developed and used by MAG, to the City.

This simple, fully developed and easy to use software is provided ONLY to our clients at no additional charge. Unlike our competitors, who use cumbersome and easily corrupted Excel files, our system is an advanced, state of the art, software program that uses established tables and databases to generate error free reports.

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

We have numerous instances where, because of the powerful budget forecasting modules built into our CM© software, both HR and Finance share the employee information files in a common, password protected secured server location.

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

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

Step 5: Review of Progression in the System – In Range Compression

MAG will also identify whether there is an opportunity for advancement within the different occupational families by proposing various methods of in-range compression issues to assist our City partners in addressing concerning with wage compression.

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 and performance histories, can also be used as criteria to assign employees to the proposed plan.

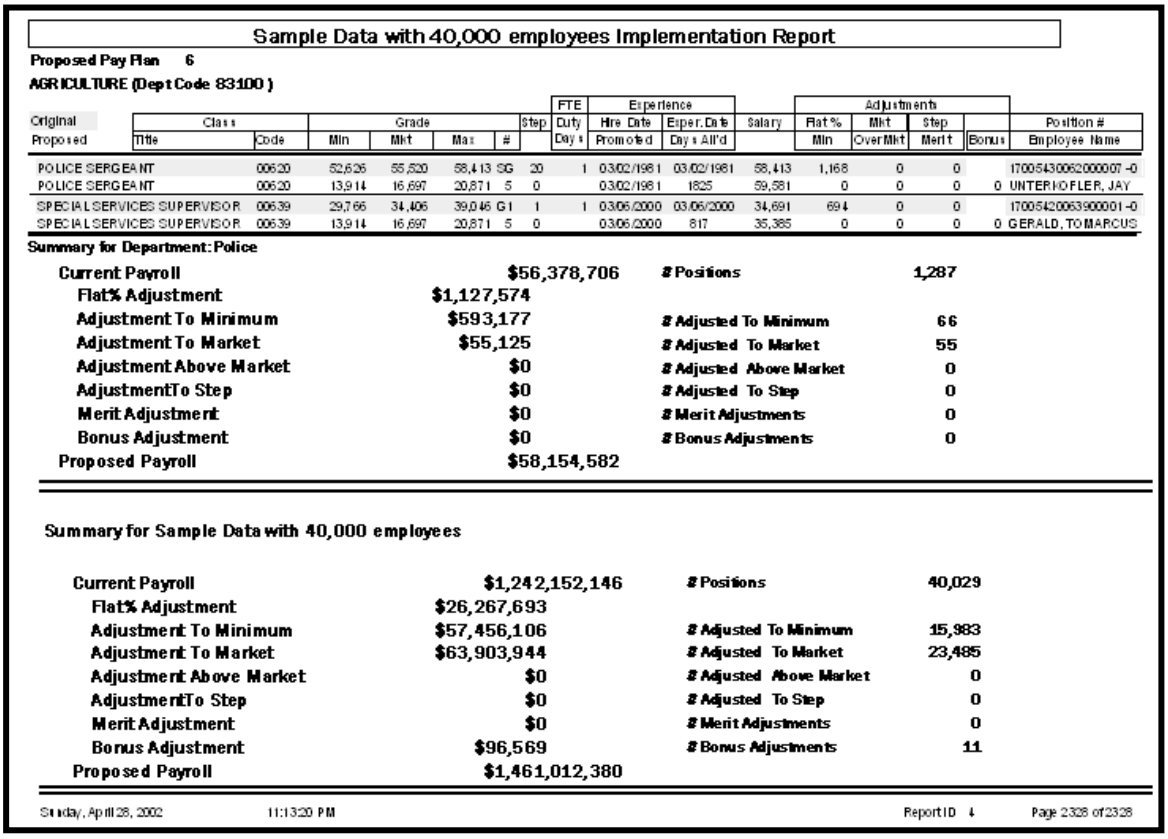
Our program generates analysis reports for each scenario under consideration for implementation.

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

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

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

SAMPLE IMPLEMENTATION REPORT



Sample Data with 40,000 employees Implementation Report

Proposed Pay Plan 6

AGRICULTURE (Dept Code 83100)

Original / Proposed	Class Title	Code	Grade Min	Grade Mkt	Grade Max	Grade #	Step	FTE Duty Days	Experience Hire Date / Promoted	Experience Exper. Date / Day s All'd	Salary	Adjustments Flat % Min	Adjustments Mkt Over Mkt	Adjustments Step Merit	Bonus	Position # / Employee Name
	POLICE SERGEANT	00620	52,626	55,520	58,413	SG 20	1		03/02/1981	03/02/1981	58,413	1,168	0	0		17005430062000007 -0
	POLICE SERGEANT	00620	13,914	16,697	20,871	5	0		03/02/1981	1825	59,581	0	0	0	0	UNTERHOFLER, JAY
	SPECIAL SERVICES SUPERVISOR	00639	29,766	34,406	39,046	G1	1	1	03/06/2000	03/06/2000	34,691	694	0	0		17005420063900001 -0
	SPECIAL SERVICES SUPERVISOR	00639	13,914	16,697	20,871	5	0		03/06/2000	817	35,385	0	0	0	0	GERALD, TOMARCUS

Summary for Department: Police

Current Payroll	**$56,378,706**	**# Positions**	**1,287**
Flat% Adjustment	**$1,127,574**		
Adjustment To Minimum	**$593,177**	**# Adjusted To Minimum**	**66**
Adjustment To Market	**$55,125**	**# Adjusted To Market**	**55**
Adjustment Above Market	**$0**	**# Adjusted Above Market**	**0**
AdjustmentTo Step	**$0**	**# Adjusted To Step**	**0**
Merit Adjustment	**$0**	**# Merit Adjustments**	**0**
Bonus Adjustment	**$0**	**# Bonus Adjustments**	**0**
Proposed Payroll	**$58,154,582**		

Summary for Sample Data with 40,000 employees

Current Payroll	**$1,242,152,146**	**# Positions**	**40,029**
Flat% Adjustment	**$26,267,693**		
Adjustment To Minimum	**$57,456,106**	**# Adjusted To Minimum**	**15,983**
Adjustment To Market	**$63,903,944**	**# Adjusted To Market**	**23,485**
Adjustment Above Market	**$0**	**# Adjusted Above Market**	**0**
AdjustmentTo Step	**$0**	**# Adjusted To Step**	**0**
Merit Adjustment	**$0**	**# Merit Adjustments**	**0**
Bonus Adjustment	**$96,569**	**# Bonus Adjustments**	**11**
Proposed Payroll	**$1,461,012,380**		

Sunday, April 28, 2002 11:13:20 PM Report ID: 4 Page 2328 of 2328

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

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

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

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

MAG will complete all of the external market analysis and be able to provide budget projections within the City's proposed timeline. MAG has many times proposed a work plan that meets the need of having budget projections, at the onset of the project timeline. MAG's CM© software will provide calculations based on internal algorithms that typically exceed 95% accuracy in projecting final costs. MAG will continue to work with the City, the project team members and the leadership, following the generation of budget projections, to fine tune the placement of key/critical positions, job leveling, and creating a clear management hierarchy, prior to the completion of the final report.

Given a timely award of contract, MAG anticipates having solid, market based budget projections well within the City's timeline of March 2018. An additional 90 days will be devoted to internal review of individual and class placement, creating valid and defensible job profiles based on employee input through the JAQ process and teaming meetings with the HR project team and members of leadership staff.

MAG understands that the budget process is an immutable timeline and will meet it. MAG also asserts that the additional 90 days, after providing budget projections will provide the City with a solid process for balancing job/position evaluation, creating a logical leadership hierarchy, training in the software, and careful internal review so that the final product is worthy of the time and money invested. The approach outlined by MAG meets the City's need for timely budget projections, but also provides the time needed to produce a balanced, equitable, and carefully reviewed work effort.

Staff Responsibilities

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

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

PROJECT PHASES & WORKPLAN

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

Phase I: Project Initiation

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

Activities:

- Execute Project Contract.
- Meet with our HR partners from the City and departmental staff to discuss the project's goals and objectives, and to coordinate on-site activities.
- Gather required project data/information, such as current class descriptions, current pay plan, administration policies and procedures, and organization charts.

- Initiate the employee information data collection in required database format in Excel.
- Establish a mutually agreed-upon project work plan, time lines, deliverables, and monitoring procedures that will lead to the successful accomplishment of all project objectives.

Deliverable(s):

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

Phase II: Conduct Job Analysis and Classification Reviews

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

Activities:

- Conduct orientation meetings and distribute information on the ***Job Analysis Questionnaires®*** (JAQ) and data gathering instrument. The JAQ is written in an understandable and easy-to-read format. Employees can list the job duties and responsibilities that they regularly perform and any recent changes in work routine. The questionnaire will capture job data for such factors as education levels, experience, decisions, guidelines, complexity, scope and effect, physical demands, and work environment. This will ensure that the entire proposed pay and classification plan "fits" together in a coordinated manner.
- Provide Administrative Issues forms to managers, supervisors, and key staff for their concerns regarding salary, and recruitment/retention issues. This will be a key component to the communications process, whereby key staff will be able to identify problems and clarify their own roles and responsibilities during the study process.

- Review the Administrative Issues forms completed by administrators, managers, and supervisors to identify comments concerning position levels.
- Conduct top interviews.
- Review completed JAQ's.
- Evaluate each job class according to key criteria.
- Make assignments and allocations for classes
- Develop pay structure.

Deliverable(s):

- Classification Reviews

Phase III: Develop Recommendations to Classification Plan

Objective: To identify any needed changes to the classification plan.

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 credentials, certifications and experience;
    4. developing an initial set of recommended changes in the structure of the current classification system.
- Review recommended changes with the Project Manager and appropriate management staff and make appropriate revisions.
- Develop revised pay plan(s), including the step plans requested for selected positions.
- Develop guidelines for maintaining the classification system.
- Provide for internal review.

Deliverable(s):

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

Phase IV: Submit Draft Project Report

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

Activities:

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

Deliverable(s):

- Draft Report.

Phase V: Develop & Submit Final Project Report

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

Activities:

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

Deliverable(s):

- Final Report.
- All Study Documentation.

Phase VI: Conduct Software Training & Technology Transfer

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

Activities:

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

Deliverable(s):

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

SECTION 5.0

ESTIMATED BUDGET

copyright 2017

SECTION VII – PRICE PROPOSAL

Proposed lump sum price for this project: $97,500.00

Budget Information

MAG has developed a project budget based on the scope of services as defined in the City's RFP and Addendum 1 and MAG's Section 4.0, Approach and Methodology.

MAG's estimated budget for the City's project is $97,500.

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 monthly invoices based upon work performed toward delivery of final reports and products as described herein. The fees to be provided do not include services provided by MAG following submission of its final report and recommendations.

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

Indemnification Language Suggested:

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

Proprietary Rights Suggested:

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

LETTERS OF REFERENCE "QUOTES"

MANAGEMENT ADVISORY GROUP, INC.

Virginia **Florida** **North Carolina**

The City of Hammond, Loretta Severan, Human Resources Director….

“Thank you for a fantastic job.”

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

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

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

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

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

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

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

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

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

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

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

Thanks again for all you did…"

City of Oviedo, Barbara Faulk, Employment Coordinator….

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

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

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

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

"Your system is so easy to use."

Virginia Beach Public Schools, David Staley, ….

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

City of Opelika, Honorable Mayor Gary Fuller….

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

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

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

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

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

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

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

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

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

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

"MAG is the highest scorer out of the eleven proposers."

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

"…the study remained within appropriate scope and was completed on a timely basis."

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

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

Baltimore County Public Schools, Michael J. Goodhues….

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

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

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

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

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

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

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

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

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

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

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

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

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

"I am looking forward to future business with your company."

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

Job Class Title	Averages For Each Job Class							BROWARD COUNTY, FL						
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min		Mid		Max		Range Width
LIBRARY AIDE	$20,556	$26,100	$31,645				53.9%	$23,087	11.0%	$29,907	12.7%	$36,727	13.8%	59.1%
CUSTODIAN II	$24,131	$29,620	$35,109				45.5%	$23,576	-2.4%	$33,306	11.1%	$43,037	18.4%	82.5%
PARK AIDE II	$24,546	$30,307	$36,067			$23,462	46.9%	$24,769	0.9%	$34,992	13.4%	$45,216	20.2%	82.6%
GROUNDSKEEPER	$25,727	$31,327	$36,927				43.5%	$25,388	-1.3%	$35,867	12.7%	$46,346	20.3%	82.6%
SECURITY GUARD I	$26,105	$31,596	$37,087				42.1%	$22,439	-16.3%	$31,701	0.3%	$40,963	9.5%	82.6%
OFFICE SUPPORT SPECIALIST	$26,603	$33,395	$40,186				51.1%	$25,484	-4.4%	$33,012	-1.2%	$40,540	0.9%	59.1%
MAINTENANCE WORKER I	$28,064	$34,308	$40,552				44.5%	$23,001	-22.0%	$32,494	-5.6%	$41,988	3.4%	82.6%
BUS OPERATOR	$27,483	$34,984	$42,485				54.6%	$29,973	8.3%	$38,928	10.1%	$47,882	11.3%	59.8%
RECORDS, TAXES, AND TREASURY SPECIALIST I	$27,207	$35,555	$43,903				61.4%	$26,121	-4.2%	$33,837	-5.1%	$41,554	-5.7%	59.1%
ACCOUNT CLERK II	$29,608	$36,800	$43,992				48.6%	$31,410	5.7%	$40,081	8.2%	$48,751	9.8%	55.2%
EQUIPMENT OPERATOR II	$29,628	$37,405	$45,181				52.5%	$26,023	-13.9%	$36,764	-1.7%	$47,505	4.9%	82.5%
CUSTOMER SERVICE REPRESENTATIVE	$30,244	$37,640	$45,037				48.9%	$28,832	-4.9%	$37,350	-0.8%	$45,868	1.8%	59.1%
ANIMAL CARE SPECIALIST	$30,086	$38,691	$47,296				57.2%	$33,273	9.6%	$41,591	7.0%	$49,910	5.2%	50.0%
GROUNDS MAINTENANCE SUPERVISOR I	$31,869	$38,912	$45,954				44.2%	$37,315	14.6%	$49,821	21.9%	$62,327	26.3%	67.0%
CASE MANAGEMENT AIDE	$29,783	$38,984	$48,185				61.8%	$28,129	-5.9%	$36,439	-7.0%	$44,749	-7.7%	59.1%
PAINTER II	$32,328	$40,103	$47,879				48.1%	$29,442	-9.8%	$41,595	3.6%	$53,747	10.9%	82.6%
MAINTENANCE MECHANIC II	$33,674	$41,167	$48,660				44.5%	$30,933	-8.9%	$43,700	5.8%	$56,468	13.8%	82.6%
CALL CENTER SPECIALIST II	$31,883	$41,519	$51,154				60.4%	$33,577	5.0%	$43,385	4.3%	$53,192	3.8%	58.4%
SENIOR SECRETARY	$33,022	$41,631	$50,240				52.1%	$32,621	-1.2%	$42,258	1.5%	$51,895	3.2%	59.1%
ADMINISTRATIVE AIDE	$33,692	$42,298	$50,905				51.1%	$30,644	-9.9%	$39,103	-8.2%	$47,562	-7.0%	55.2%
AUTOMOTIVE MECHANIC II	$33,967	$42,388	$50,810				49.6%	$30,179	-12.5%	$42,635	0.6%	$55,091	7.8%	82.5%
ACCOUNTS SPECIALIST	$33,514	$43,317	$53,120				58.5%	$35,129	4.6%	$45,507	4.8%	$55,885	4.9%	59.1%
LABOR SUPERVISOR I	$35,026	$43,703	$52,380				49.5%	$37,315	6.1%	$49,821	12.3%	$62,327	16.0%	67.0%
PLANT OPERATOR I	$34,856	$44,431	$54,007				54.9%	$35,307	1.3%	$41,406	-7.3%	$47,505	-13.7%	34.5%
PERMIT/LICENSE CUSTOMER SPECIALIST	$34,777	$44,582	$54,388				56.4%	$32,621	-6.6%	$42,258	-5.5%	$51,895	-4.8%	59.1%
FORENSIC TECHNICIAN	$35,553	$45,424	$55,295				55.5%	$34,272	-3.7%	$43,732	-3.9%	$53,192	-4.0%	55.2%
TRAFFIC SIGNALS TECHNICIAN II	$36,045	$45,875	$55,704				54.5%	$35,851	-0.5%	$49,091	6.6%	$62,331	10.6%	73.9%
ADMINISTRATIVE COORDINATOR I	$35,472	$47,428	$59,385				67.4%	$36,405	2.6%	$46,454	-2.1%	$56,503	-5.1%	55.2%
CASE MANAGER II	$36,062	$47,787	$59,512				65.0%	$41,530	13.2%	$51,559	7.3%	$61,587	3.4%	48.3%
UTILITIES MECHANIC I	$39,233	$47,869	$56,506				44.0%	$35,637	-10.1%	$44,692	-7.1%	$53,747	-5.1%	50.8%
PLUMBER II	$39,562	$48,686	$57,810				46.1%	$30,933	-27.9%	$43,700	-11.4%	$56,468	-2.4%	82.6%
ELECTRICIAN II	$40,462	$50,297	$60,133				48.6%	$33,312	-21.5%	$47,061	-6.9%	$60,810	1.1%	82.5%
ENGINEERING TECHNICIAN II	$40,791	$50,521	$60,252				47.7%	$41,169	0.9%	$51,109	1.1%	$61,049	1.3%	48.3%
MECHANIC	$41,552	$51,085	$60,618				45.9%	$48,235	13.9%	$54,507	6.3%	$60,778	0.3%	26.0%
PLANT OPERATOR II	$40,765	$51,765	$62,765				54.0%	$39,720	-2.6%	$48,094	-7.6%	$56,468	-11.2%	42.2%
LIBRARIAN I	$40,120	$52,055	$63,990				59.5%	$42,853	6.4%	$53,200	2.2%	$63,547	-0.7%	48.3%
EXECUTIVE ASSISTANT	$40,045	$52,138	$64,231				60.4%	$43,274	7.5%	$56,688	8.0%	$70,101	8.4%	62.0%

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

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

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

BUDGET AND MANAGEMENT ANALYST

Descrip This is professional budget and management analysis work in a policy oriented central staff agency. Employees in this class act as staff to the County Administrator and as fiscal coordinators and management consultants to high level agency officials. Work involves performing budgetary and financial analysis, program operations and policy review analysis in the preparation and administration of a comprehensive annual budget. Work may involve participation on program evaluation and management projects. Employees receive administrative direction, but have latitude for exercising initiative and judgment in the performance of work assignments. Work is reviewed through observation of performance, conferences, reports and evaluation of results achieved.

Quals Graduation from an accredited four-year college or university with major course work in public administration, finance, industrial engineering, business administration or related field; some experience in local government budget preparation and management analysis work; or any equivalent combination of relevant training and experience.

Respondent	MatchingTitle	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
HILLSBOROUGH COUNTY, FL	BUDGET ANALYST I	Good	$40,764	$56,808	$72,852	78.7%	☐		
MIAMI-DADE COUNTY, FL	FINANCE AND BUDGET ANALYST	Good	$41,544	$55,814	$70,083	68.7%	☐		
ORANGE COUNTY, FL	MANAGEMENT AND BUDGET ANALYST	Good	$44,491	$57,855	$71,219	60.1%	☐		
BROWARD COUNTY SHERIFF'S OFFICE	BUDGET ANALYST	Good	$45,972	$58,644	$71,317	55.1%	☐		
CITY OF MIAMI, FL	BUDGET ANALYST	Good	$48,871	$65,579	$82,286	68.4%	☐		
CITY OF CORAL SPRINGS, FL	SENIOR FINANCIAL ANALYST	Good	$49,000	$62,000	$75,000	53.1%	☐		
CITY OF HOLLYWOOD, FL	MANAGEMENT/BUDGET ANALYST	Good	$49,089	$63,816	$78,543	60.0%	☐		
PALM BEACH COUNTY, FL	BUDGET ANALYST I	Good	$52,532	$68,099	$83,666	59.3%	☐		
Average			**$46,533**	**$61,077**	**$75,621**	62.5%			
BROWARD COUNTY, FL	BUDGET AND MANAGEMENT ANALYST		**$43,274**	**$56,688**	**$70,101**	**62.0%**			
		$ Difference	($3,259)	($4,389)	($5,520)				
		% Difference	-7.5%	-7.7%	-7.9%				

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

BUILDING CODE INSPECTOR

Descrip This is advanced technical work in the enforcement of the Florida Building Code and related regulations. Work involves the performance of inspections in building construction, electrical, plumbing or mechanical installations. Specific area of responsibility depends upon certification and trades experience. Employees inspect buildings and ensure compliance with building plans. Work is performed with considerable independence within established codes, regulations, and technical guidelines, and is reviewed by administrative superiors through conferences and reports.

Quals Graduation from high school; considerable experience in a wide variety of skilled residential and commercial construction which includes building inspection work in the electrical, plumbing, mechanical or building fields depending on area of assignment; or any equivalent combination of relevant training and experience. Certified as a Building Code Inspector by the State of Florida and the Broward County Board of Rules and Appeals pursuant to the requirements of the Florida Building Code.

Respondent	MatchingTitle	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
HILLSBOROUGH COUNTY, FL	INSPECTOR I	Good	$35,832	$46,356	$56,880	58.7%	☐		
CITY OF HOLLYWOOD, FL	BUILDING INSPECTOR	Good	$42,291	$53,334	$64,377	52.2%	☐		
CITY OF CORAL SPRINGS, FL	INSPECTOR I	Good	$46,000	$57,500	$69,000	50.0%	☐		
PALM BEACH COUNTY, FL	BUILDING CONSTRUCTION INSPECTOR I	Good	$46,673	$60,503	$74,333	59.3%	☐		
CITY OF FORT LAUDERDALE, FL	BUILDING INSPECTOR	Good	$51,958	$60,850	$69,742	34.2%	☐		
CITY OF MIAMI, FL	BUILDING INSPECTOR I	Good	$52,978	$62,847	$72,717	37.3%	☐		
MIAMI-DADE COUNTY, FL	BUILDING INSPECTOR	Good	$66,625	$73,395	$80,166	20.3%	☐		
Average			**$48,908**	**$59,255**	**$69,602**	42.3%			
BROWARD COUNTY, FL	BUILDING CODE INSPECTOR		**$51,172**	**$63,558**	**$75,944**	**48.4%**			
		$ Difference	$2,264	$4,303	$6,342				
		% Difference	4.4%	6.8%	8.4%				

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

INFORMATION SYSTEMS MANAGER

Descrip This is administrative professional and technical work managing the automation systems program of a department or office. Work involves determining, directing and participating in the overall design, development and implementation of an agency-wide automation program strategic plan. Duties include supervising professional and technical staff, and providing high-level direction on the integration of new technologies with existing application systems. Work is reviewed by an administrative superior through conferences and evaluation of program achievements.

Quals Graduation from an accredited four-year college or university with major course work in computer science, business administration or related field; thorough supervisory experience in planning and managing automation system programs; or any equivalent combination of training and experience.

Respondent	MatchingTitle	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
PALM BEACH COUNTY, FL	(INFORMATION SYSTEMS SERVICES) MANAGER	Good	$64,615	$83,754	$102,893	59.2%	☐		
BROWARD COUNTY SHERIFF'S OFFICE	INFORMATION TECHNOLOGY MANAGER	Good	$64,784	$85,155	$105,526	62.9%	☐		
CITY OF HOLLYWOOD, FL	SYSTEMS AND PROGRAMMING MANAGER	Good	$68,850	$89,505	$110,161	60.0%	☐		
CITY OF MIAMI, FL	INFORMATION SYSTEMS MANAGER, FIRE/POLICE	Good	$69,062	$101,270	$133,478	93.3%	☐		
ORANGE COUNTY, FL	MANAGER, INFORMATION SERVICES	Good	$70,949	$92,830	$114,712	61.7%	☐		
CITY OF CORAL SPRINGS, FL	APPS/NETWORK ADMINISTRATOR	Good	$72,000	$90,000	$108,000	50.0%	☐		
ROBERT HALF TECHNOLOGY 2014 SALARY GUIDE	MANAGER - TECHNICAL SERVICES, HELP DESK AND TECHNICAL SU	Good	$76,500	$92,750	$109,000	42.5%	☐		
HILLSBOROUGH COUNTY, FL	MANAGER OF INFORMATION SYSTEMS	Good	$79,872	$108,336	$136,800	71.3%	☐		
2013 US MBD: MERCER BENCHMARK DATABASE	INFORMATION SYSTEMS OPERATIONS MANAGER	Good	$91,800	$104,450	$117,100	27.6%	☐		
Average			**$73,159**	**$94,228**	**$115,297**	57.6%			
BROWARD COUNTY, FL	INFORMATION SYSTEMS MANAGER		**$67,032**	**$88,482**	**$109,932**	**64.0%**			
		$ Difference	($6,127)	($5,746)	($5,365)				
		% Difference	-9.1%	-6.5%	-4.9%				

Broward County, FL Implementation Report

Proposed Pay Plan Unified

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

Unit Name: Finance & Admin Srv Unit Code: 500

Original / Proposed	Class: Title	Class: Code	Grade: Min	Grade: Mkt	Grade: Max	Grade: #	Step	FTE / Duty	Experience: Hire Date / Exper.Date	Experience: Promotion / Days All'd	Salary	Adjustments: Flat % / Min	Adjustments: Mkt / Max	Adjustments: Step / OrgExp	Adjustments: % Chg / Asgn	Compa Ratio / Employee Name	Position #
Summary for Finance & Admin Srv																	
Current Payroll								$577,347		# Positions					6		
Flat 0% Adjustment							$0			# Positions Adjusted (any type)					0	# Not Adj	6
Adjustment To Minimum							$0			# Adjusted To Minimum					0		
Adjustment To Market							$0			# Adjusted To Market					0		
Adjustment Toward Maximum							$0			# Adjusted Toward Maximum					0		
Adjustment To Step							$0			# Adjusted To Step					0		
OrgExp Adjustment							$0			# OrgExp Adjustments					0		
Stipends / Supplements							$0			# Assignment					0		
Total Applied Adjustments							$0										
Proposed Payroll								$577,347		% Change					0.00%		
Summary for Human Resources																	
Current Payroll								$2,789,722		# Positions					43		
Flat 0% Adjustment							$0			# Positions Adjusted (any type)					13	# Not Adj	30
Adjustment To Minimum							$29,088			# Adjusted To Minimum					7		
Adjustment To Market							$0			# Adjusted To Market					0		
Adjustment Toward Maximum							$30,263			# Adjusted Toward Maximum					12		
Adjustment To Step							$0			# Adjusted To Step					0		
OrgExp Adjustment							$0			# OrgExp Adjustments					0		
Stipends / Supplements							$0			# Assignment					0		
Total Applied Adjustments							$59,350										
Proposed Payroll								$2,849,072		% Change					2.13%		

Summary for Broward County, FL

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

City of Frederick Implementation Report

Proposed Pay Plan Unified

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

Unit Name: **Unit Code:**

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

Summary for

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

Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan **Unified**

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

Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan Unified

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

Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan **Unified**

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

Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan **Unified**

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

Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan Unified

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

Implementation Cost By Proposed Classification

City of Frederick

Proposed Pay Plan Unified

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

AGREEMENT TO PROVIDE
PROFESSIONAL MANAGEMENT CONSULTING SERVICES

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

WITNESSETH:

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

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

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

1. **Employment of Consultant.** The Client agrees to engage the Consultant and the Consultant hereby agrees to perform the services described in the "Scope of Services" listed below.

2. **Scope of Services.** The Consultant shall do, perform and carry out in a good and professional manner human resource and management consulting services as may be requested by the Client, and included by reference herein is the Consultant’s Proposal to the Client dated _____ which details the proposed study timeline, work plan, and deliverables. (Exhibit “A”)

3. **Time of Performance.** The services to be performed hereunder by the Consultant shall be undertaken and completed in such sequence so as to ensure their expeditious completion and best carry out the purposes of the agreement. The project will commence within ten (10) days of notification to proceed and will be completed within a ___-day time period or as agreed to by the Consultant and the Client. It is expected that the time period will be approximately ____ (_) months.

4. **Method of Payment.** Total cost of the proposed scope of services is $_____**.** Ten percent (10%) of the total agreement amount shall be held back by Client - payable to Consultant upon successful completion of the services. Twenty percent (20%) of the total agreement amount will be paid to Consultant within (7) days from the effective date of this agreement and upon Consultant providing Client an invoice for said amount. Additional

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

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

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

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

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

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

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

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

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

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

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

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

As to Client:	As to Consultant: Management Advisory Group International, Inc. 13580 Group Drive, Suite 200 Woodbridge, Virginia 22192 (703) 590-7250

[Signature page and exhibits to follow]

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

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

MANAGEMENT ADVISORY GROUP, INC.

STATEMENT OF ACTIVITIES (year ending December 31, 2016)

CONTRACT REVENUE	**$ 4,493,057**
PROJECT EXPENSES	
Office Expense	$ 196,572
Representation	$ 7,063
Salaries & Wages	$ 1,898,605
Subsistence	$ 158,443
Supplies & Equipment	$ 125,109
Telephone & Telegraph	$ 60,322
Transportation	$ 232,218
Rent	$ 69,241
Total Project Expenses	$ 2,747,574
GROSS MARGIN	**$ 1,745,484**
ADMINISTRATIVE EXPENSES	
Accounting	$ 58,174
Advertising	$ 40,177
Depreciation	$ 76,063
Employees' Fringe Benefits	$ 240,205
Insurance	$ 105,730
Legal	$ 63,505
Office Expense	$ 128,773
Rent, Net	$ 167,965
Repairs & Maintenance	$ 25,084
Representation	$ 6,610
Salaries & Wages	$ 1,009,534
Subcontractors	$ 128,824
Subscriptions & Memberships	$ 11,686
Subsistence	$ 25,396
Supplies & Equipment	$ 115,849
Telephone & Telegraph	$ 74,044
Transportation	$ 77,468
Total Administratvie Expenses	$ 2,355,086
OTHER INCOME (EXPENSES)	
Interest & Dividends	$ 79,920
Gain on Investments	$ 89,084
Loss on Disposal of Property & Equipment	$ (10,046)
Interest Expense	$ (49,334)
Other Income, Net	$ 109,623
INCREASE IN NET ASSETS	**$ 561,361**
NET ASSETS	
Beginning of Year	$ 3,765,746
End of Year	$ 4,327,107

Confidential and Not Subject to Disclosure

ADDENDUM NO. 1

Date: November 17, 2017

Bid Date: November 30, 2017 at 3:00 P.M. (Local Time)

Bid Name Total Rewards Study

Bid No.: HRDX-180040-GD

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), November 16, 2017**.** Questions may be submitted as follows:
   Email: dykemangb@cityofgainesville.org
   or
   Faxed (352) 334-3163
   Attention: Gayle Dykeman

2. Please find attached:

   a) Copy of the black out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.

The following are answers/clarifications to questions received prior to the deadline for questions (11/16/2017):

3. Question: What have been past Human Resources projects by the City of Gainesville in the last two years?
   Answer: None

4. Question: What other consultant companies have done prior work for the City of Gainesville?
   a) Compensation – Milliman, Wachovia, Evergreen Solutions, Cody & Associates, Dr. Lopez
   b) Benefits - Gallagher Benefits Group, Lockton Companies, Siver Risk Management
   c) Other HR consulting/talent strategy – Mycoff, Fry and Prouse; Mercer Group; N2Growth; Colin Baenziger; Springsted and Waters.

   Answer: Provided above

5. Question: Do you have a defined employee value proposition (EVP) and employer brand? If yes, what is your EVP statement and employer brand tag line?
   Answer: City doesn't have a defined employee value propositions. Below are some recent employer brand tag lines that are used by Talent Acquisition staff:
   Come enjoy the Gainesville way of life!
   The City of Gainesville is seeking a dynamic and experienced individual who is innovative and forward thinking who will embrace the organization's citizen-centered vision. The community,

its elected leaders, and executive leadership team have embraced this vision.

Embracing change is the Gainesville way of life!
Come join our team as we shift the culture from "No to Yes," "from reactive to proactive," "from policy-oriented to services-oriented," and "from silos to teams."

6. Question: Has an inventory of programs for Compensation, Benefits and Work/Life Effectiveness been completed within the last two years? If so, can you share with us?
   Answer: No

7. Question: Is there a budget set for the total Rewards Study?
   Answer: Yes

8. Question: May we receive a copy of the prior rewards studies you had conducted in 2006 and 2008?
   a) What were the fees associated for the study?
   Answer: Copies are attached separately in DemandStar.
   a) Fees associated with these studies are in archives and staff feels that these fees are not relevant to today's pricing.

9. Question: Do you currently have updated job descriptions and organizational charts?
   Answer: Job descriptions are available on the City of Gainesville's website https://www.governmentjobs.com/careers/gainesville/classspecs. Please note staff is aware of inaccurate salary ranges in the job descriptions. Staff is working with NeoGov to correct as quickly as possible. Organizational charts are not available.

10. Question: What jobs or employee segments are considered critical with the City of Gainesville?
    Answer: The following jobs have long standing recruitment issues: Engineers, Information Technology, Electric Line Workers, Building Inspectors, Plans Examiners, Mosquito Control Services Technicians

11. Question: Is there a rewards philosophy in place for the city of Gainesville? Can it be shared?
    Answer: The City of Gainesville's Compensation Philosophy is to have a total compensation and benefit system that attracts and retains a diverse group of highly qualified individuals and motivates employees to achieve short-term and long-term organizational objectives. This is accomplished by providing, in consideration of budgetary constraints, total compensation (including benefits) that is competitive with the market median for the appropriate labor markets for each type of job classification and is linked to performance.

12. Question: How many benefits plans (health, disability, life and retirement) are currently in place for each subgroup/department/employee segment?
    Answer: The City offers one health plan, three dental choices, Short-term Disability, both a Group Life and voluntary life option, vision, and a legal product, these are available to each employee group. The individual and overall benefit program can be viewed at: http://www.cityofgainesville.org/RiskManagementDepartment/EmployeeCentral/YourBenefits.aspx

The City manages two defined benefit retirement plans, one for the non-public safety employees and one for sworn public safety employees. It also has a defined contribution plan (401a) available to professional and management employees upon approval of the appropriate Charter Officer.

13. Question: Can you share your 2017 benefits booklet?
    Answer: http://www.cityofgainesville.org/Portals/0/risk/Benefits/2017%20Benefit%20Booklet.pdf

14. Question: Are there materials for total rewards communications related to the project to be translated? If so, how many/what languages?
    Answer: No

15. Question: Does the City have an online portal that employees use to learn more about their benefits?
    Answer: Yes, employees can access their benefits through Employee Self-Service and on the City's employee intranet, they can view presentations, FAQ's and videos related to their benefits programs

16. Question: What other firms have been invited to participate in the RFP?
    Answer: The list of plan holder firms for this RFP can be viewed at Demandstar.com.

17. Question: Who is expected to be on the City of Gainesville's project team?
    Answer: Equal Opportunity Director, Human Resources Director, and Risk Management Director

18. Question: In the description of approach to the work, this statement is unclear: "Description of how you will deal with different Total Rewards systems, driven by market or internal equity and how you will measure the market and apply that information." Can you define this statement to better understand what is expected?
    Answer: This is intentionally left vague as staff is relying on the subject matter experts to define their unique approach to the work.

19. Question: Is there any reason for having the work completed within 90 days of the contract award?
    Answer: Yes, the FY19 budget planning process begins in March 2018 and the consultant will present recommendations in April/May 2018.

20. Question: Upon completing the Total Rewards Study project, when are you targeting commencement of communications and to implement changes?
    a. When do you expect to complete communication activities requiring consultant support?
    Answer: Communications has begun and will continue throughout the process until fully implemented.
    a. Consultant's support will be considered complete after presentation to City Commission with a summary of the consultant's report and proposed implementation plan.

21. Question: Are you anticipating the vendor will conduct an external total rewards survey (including base pay, benefits such as medical, retirement, and paid leave, work/life programs, and pay practices) of your comparators?
    Answer: Yes

22. Question: Do you have a predetermined list of comparators that you want to include in the survey? If so, please share.
    Answer: No

23. Question: Do you want both public and private market data considered?
    Answer: Yes

24. Question: The RFP references the City's Compensation (Total Rewards) Philosophy. Please share your stated philosophy.
    Answer: See question #11 for the City's Compensation Philosophy. Currently the City does not have a Total Rewards Philosophy.

25. Question: The RFP indicates that the City requests a final report 90 days after the engagement. Is there any flexibility in your timeline?
    Answer: No

26. Question: Is there a budget for the study?
    Answer: Yes

27. Question: What challenges are they currently experiencing related to compensation; what business issues are they trying to solve?
    Answer: Employee Engagement, Living Wage, Compression, Outdated Salary Structures, effectiveness of Progression through Training programs, Hard to Fill positions

28. Question: What is the compensation/Total Rewards philosophy?
    Answer: See question #11 for the City's Compensation Philosophy. Currently the City does not have a Total Rewards Philosophy.

29. Question: In addition to providing benchmarking data around compensation for their roles, do you want an analysis of current incumbent data relative to the market (i.e. market 50th percentile)?
    Answer: Yes

30. Question: How is compensation administered internally? Do you have training needs we should consider?
    Answer: Administered through the Division of Classification and Compensation. Training for managers on compensation is currently not offered and would be an advantage.

31. Question: Do you have an existing salary structure that needs to be updated or is the intent to have one built?
    Answer: Depends on the findings of the study and the consultant's recommendation

32. Question: Do you offer any incentive plans?
    Answer: No

33. Question: Are job descriptions and organizational charts up to date?
    Answer: See question #9

34. Question: Do you have title redundancies and if so, would you like the consultant to address this in our proposal?
    Answer: Yes, yes

35. Question: Are you aware of any leveling issues? If yes, what are these issues?
    Answer: Yes, between positions that have oversight over the entire organization (e.g., General Government and Gainesville Regional Utilities) versus positions that have similar lines of business for a single segment of the organization.

36. Question: Do you purchase salary surveys?
    Answer: No

37. Question: What tools, if any, do you subscribe to as it relates to the management of compensation?
    a. Are you interested in any compensation management tools?
    Answer: Yes, Economic Research Institute for salary for jobs and geographic salary variances.
    a. Yes

38. Question: How have total rewards historically been communicated to employees? Has the approach been effective? What gaps exist?
    Answer: No, total rewards system doesn't currently exist.

39. Question: Do different job classifications have different benefit offerings, or do all benefit eligible employees receive the same benefit offering?
    a. For example, do police have different medical benefits than firefighters or office personnel?
    Answer: Other than retirement plan differences already discussed, the benefits offering are the same.
    a. No differences for medical benefits.

40. Question: Please provide the number of plan offerings by benefit type:

    a. Medical/Rx - 1
    b. Dental - 3
    c. Vision - 1
    d. Life Insurance – 2 on group and one voluntary supplemental program
    e. Short-term Disability – Paid leave and 1 disability vendor, employee selects the specifics
    f. Long-term Disability – City's defined benefit plans offers disability retirement benefits, employer paid

    Answer: See above and answer from Question #12

41. Question. Are the Medical/Rx plans fully-insured or self-insured?
    a. Is the Rx benefit carved out (i.e. with a separate PBM) or is it with the Medical vendor?

    Answer: Self-funded with third-party administrator and specific stop-loss provisions
    a. Included in overall health benefit using Florida Blue PBM.

42. Question. Are the Dental plans fully-insured or self-insured?
    Answer: Fully-insured

43. Question. What type of retirement plan(s) do you have in place?
    Answer: General Pension, Police & Fire Pension; and 401(a) for designated employees.
    Summary plan descriptions can be found at:
    http://www.cityofgainesville.org/RiskManagementDepartment/EmployeeCentral/RetirementPlanning.aspx

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Management Advisory Group International, Inc.

BY: Donald C. Long

DATE: November 29, 2017

CITY OF GAINESVILLE FINANCIAL SERVICES PROCEDURES MANUAL

41-423 Prohibition of lobbying in procurement matters

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

Management Advisory Group International, Inc. does:
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Donald C. Long
Bidder's Signature
11/29/2017
Date

CITY OF GAINESVILLE

CERTIFICATION OF COMPLIANCE WITH LIVING WAGE

The undersigned hereby agrees to comply with the terms of the Living Wage Ordinance and to pay all covered employees, as defined by City of Gainesville Ordinance 020663 as amended at 030168 (Living Wage Ordinance), during the time they are directly involved in providing covered services under the contract with the City of Gainesville for _____ a living wage of $11.8269 per hour to covered employees who receive Health Benefits from the undersigned employer and $13.08 per hour to covered employees not offered health care benefits by the undersigned employer.

Name of Service Contractor/Subcontractor: Management Advisory Group Int'l, Inc.

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

Phone Number: 703-590-7250

Name of Local Contact Person _____

Address: _____

Phone Number: _____

$ 97,500.00
(Amount of Contract)

Signature: Donald C. Long Date: 11/29/2017

Printed Name: Donald C. Long

Title: President

LIVING WAGE COMPLIANCE

See Living Wage Decision Tree (Exhibit C hereto)

Check one:

☒ Living Wage Ordinance does not apply
(check all that apply)

- ☐ Not a covered service
- ☒ Contract does not exceed $100,000
- ☐ Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
- ☐ Located within the City of Gainesville enterprise zone.

☐ Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

PROPOSAL RESPONSE FORM – SIGNATURE PAGE

(submit this form with your proposal)

TO: City of Gainesville, Florida
200 East University Avenue
Gainesville, Florida 32601

PROJECT: Total Rewards Study

RFP/RFQ#: HRDX-180040-GD

RFP/RFQ DUE DATE: November 30, 2017

Proposer's Legal Name: Management Advisory Group International, Inc.

Proposer's Alias/DBA: _____

Proposer's Address: 13580 Groupe Dr, Suite 200
Woodbridge, VA 22192

PROPOSER'S REPRESENTATIVE (to be contacted for additional information on this proposal)

Name: Donald C. Long

Date: 11/29/2017

Telephone Number 828-808-3551

Fax Number 703-590-0366

Email address don@maginc.org

ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.'s 1 _____, _____, _____, to these Specifications.

TAXES

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

LOCAL PREFERENCE (check one)

Local Preference requested: ☐ YES ☒ NO

A copy of your Business tax receipt and Zoning Compliance Permit should be submitted with your bid if a local preference is requested.

QUALIFIED LOCAL SMALL AND/OR DISABLED VETERAN BUSINESS STATUS (check one)

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small Business Procurement Program? (Refer to Definitions) ☐ YES ☒ NO

Is your business qualified as a Local Service-Disabled Veteran Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Procurement Program? (Refer to Definitions)

☐ YES ☒ No

SERVICE-DISABLED VETERANS' BUSINESS (check one)

Is your business certified as a service-disabled veterans' business? ☐ YES ☒ NO

LIVING WAGE COMPLIANCE

See Living Wage Decision Tree (Exhibit C hereto)

Check One:

☒ Living Wage Ordinance does not apply
(check all that apply)

- ☐ Not a covered service
- ☒ Contract does not exceed $100,000
- ☐ Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
- ☐ Located within the City of Gainesville enterprise zone.

☐ Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

SIGNATURE ACKNOWLEDGES THAT: (check one)

☒ Proposal is in full compliance with the Specifications.

☐ Proposal is in full compliance with specifications except as specifically stated and attached hereto.

Signature also acknowledges that Proposer has read the current City of Gainesville Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this RFP.

ATTEST:

Signature
By: Steve Foster

Title: Consultant

(CORPORATE SEAL)
PROPOSER:

Signature
By: Donald C. Long

Title: President

CITY OF GAINESVILLE
GENERAL GOVERNMENT
PROCUREMENT DIVISION SURVEY
BID INFORMATION

RFP #: HRDX-180040-GD DUE DATE: November 30, 2017 @ 3:00 pm

SEALED PROPOSAL ON: Total Rewards Study

IF YOU DO NOT BID

Please check the appropriate or explain:

_____ 1. Not enough bid response time.

_____ 2. Specifications not clear.

_____ 3. Do not submit bids to Municipalities.

_____ 4. Current work load does not permit time to bid.

_____ 5. Delay in payment from Governmental agencies.

_____ 6. Do not handle this item.

_____ 7. Other: _____

_____

_____

_____

Company: Management Advisory Group International, Inc.

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

Are you a minority business? yes_____ no__X_____

Attachment A

BUSINESS REFERENCES

BIDDER: Management Advisory Group International, Inc.

PROJECT: Total Rewards Study

BID#: HRDX-180040-GD **BID DUE DATE:** November 30, 2017

Provide the following business reference information for three clients that a same or similar project has been provided within the past five years. You may include other pertinent information.

#1 Dates of Engagement (i.e. 6/2017 to 9/2017): 4/17 - 10/17 Project Amount $ 120,000

Project Client Name: City of Jacksonville, Florida

Project Scope: Comprehensive Classification & Pay Plan Study of Appointed Officials

City, State Zip: Jacksonville, FL 32202

Client Contact Name: Diana Moser, Division Chief of Talent Management

Phone Number: 904-630-2427 Fax Number:

Email Address: dmoser@coj.net

#2 Dates of Engagement (i.e. 6/2017 to 9/2017): 9/13 - 1/15 Project Amount $ 69,000

Project Client Name: Lexington Fayette Urban Consolidated Government, Kentucky

Project Scope: Comprehensive Classification & Compensation Study for 1,800 employees

City, State Zip: Lexington, KY 40507

Client Contact Name: John Maxwell, Human Resources Director

Phone Number: 859-258-3129 Fax Number:

Email Address: jmaxwell@lexingtonky.gov

#3 Dates of Engagement (i.e. 6/2017 to 9/2017): 11/16 - 11/17 Project Amount $ 155,000

Project Client Name: Sewerage and Water Board of New Orleans

Project Scope: Comprehensive Classification and Compensation Study

City, State Zip: New Orleans, LA 70165

Client Contact Name: Sharon Judkins, Deputy Director - Administration

Phone Number: 504-585-2026 Fax Number:

Email Address: sjudkins@swbno.org